



BORD OIDEACHAIS
AGUS OILIÚNA CHIARRAÍ

KERRY EDUCATION
AND TRAINING BOARD

Kerry Education & Training Board

ANNUAL REPORT

2019



Rialtas na hÉireann
Government of Ireland



Kerry ETB Board (as from March 2020)

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Kerry ETB Executive 2020

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



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KERRY EDUCATION
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Welcome & Introduction



Welcome by An Cathaoirleach

Established on July 1st 2013, Kerry Education and Training Board (Kerry ETB) is delighted to celebrate seven years of providing a unique mix of education and training services for students and learners in County Kerry.

Kerry ETB is proud of its mission 'to create and promote the development of a lifelong learning society in Kerry'. Our broad sectoral scope ensures that Kerry ETB applies a unique, life-long and life-wide perspective to everything it does, with the organisation playing a lead role in the growth of education and training services and in the provision of capacity-building services for our students and learners.

This is the second year that Kerry ETB is publishing an annual report which examines progress towards our goals as set out in the *Kerry ETB Strategy Statement 2018-2022*. The purpose of this report is to inform both staff and stakeholders, internal and external, of the Service Performance for 2019 in line with our strategic goals.

As we look to the future, we have an ambitious vision for the continued strategic development of Kerry ETB which is met with a challenging and unfamiliar environment. Kerry ETB is determined to embrace these challenges and ensure our strategic planning continues to be an efficient and effective means of meeting societal challenges.

The commitment of Board members, myself as An Cathaoirleach, the Chief Executive Officer and the Executive team to the Kerry ETB core values and mission is a significant resource and a resource that will continue to be used to advance the strategic development of Kerry ETB.

Cllr. Jim Finucane
An Cathaoirleach



Foreword by the Chief Executive Officer

As Chief Executive Officer, I welcome you to the *Kerry Education and Training Board – Annual Report 2019*.

The compilation and publication of the annual report provides an opportunity to reflect on the progress made by Kerry ETB in the last twelve months. In addressing the progress made by the ETB in 2019 it is very important to acknowledge the commitment and dedication of an excellent team of people across the organisation who, under the guidance of the ETB Board, strive at all times to fulfil the mission of the ETB.

During 2019, there were some significant changes for the ETB, with the establishment of the new ETB Board and the publication of the revised Code of Governance. We welcome the opportunity to work with our dedicated and diverse ETB Board members in advancing our strategic goals and maintaining a culture of good ethical, governance. The

revised Code of Governance places strong emphasis on performance, however, there is also a clear focus on greater accountability, transparency and compliance – which is welcomed by both the Kerry ETB Board and Executive.

The delivery of education and training opportunities to students/learners that support the lifelong learning cycle is the key business of the Kerry ETB. In 2019 our focus remained centred on this reality for primary, post-primary and further education and training provision across the county as we endeavoured to provide quality education and training services.

I would like to take this opportunity to express my appreciation to the former members of the ETB Board and Committees for the dedication shown. With the establishment of the new ETB Board and committees, I wish all members of the Board, Audit & Risk Committee, Finance Committee

and Section 44 Committees every success in their work.

I also wish to acknowledge the service of those staff who retired during 2019 and wish them well in their retirement.

Kerry ETB is proud to have a highly talented, hard-working staff that demonstrate unwavering commitment. We will continue to support our staff in their professional and personal development as we move forward in implementing the *Kerry ETB Strategy Statement 2018–2022*.

Colm McEvoy
Chief Executive Officer

Kerry Education and Training Board Mission Statement and Core Values

Our Mission

To create and promote the development of a lifelong learning society in Kerry, so that all who live here have access to the education and training required to fulfil their potential and to 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.

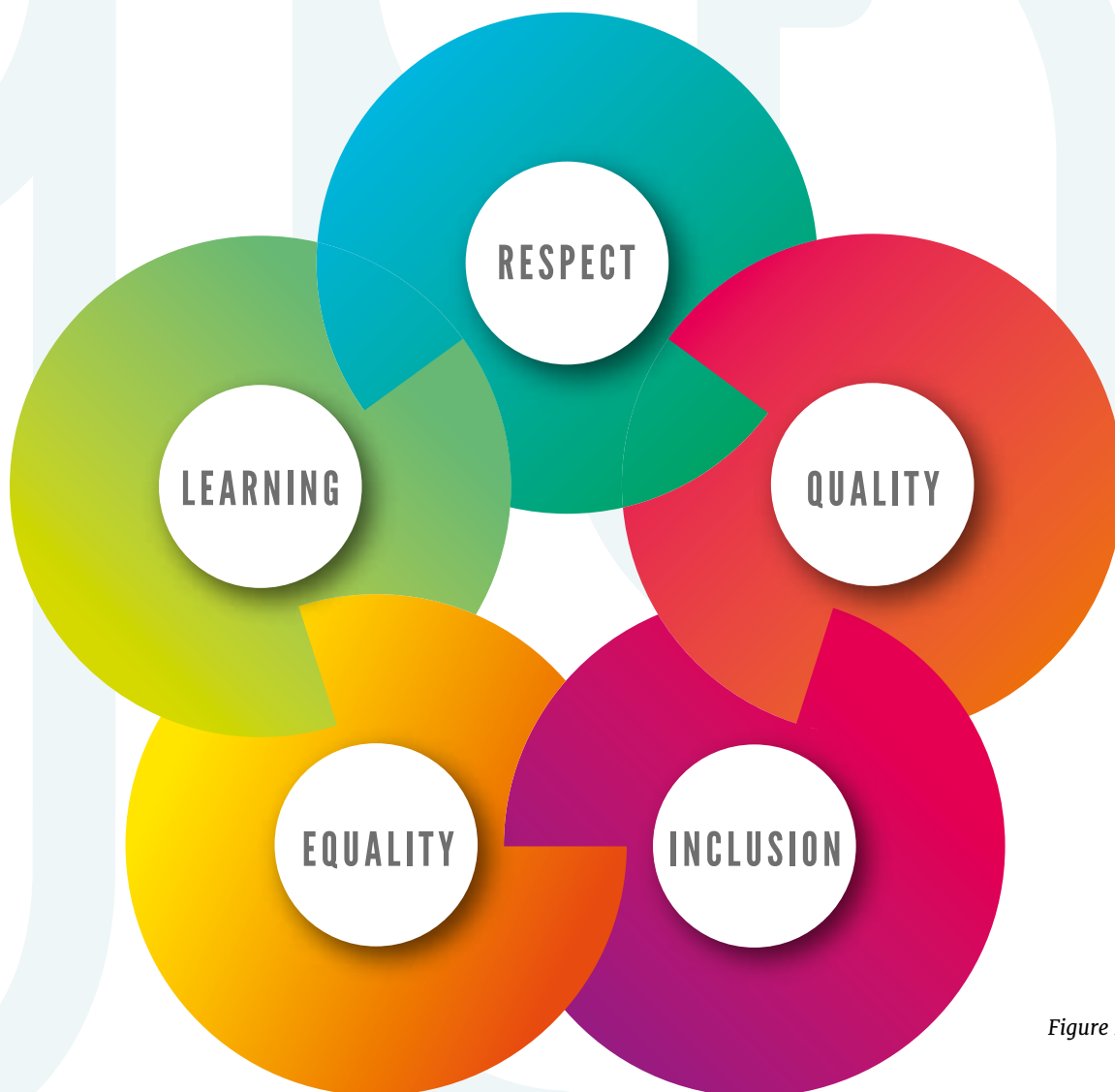


Figure 1: Kerry ETB Core Values

SECTION 2

Kerry ETB Strategy Statement 2018–2022

Kerry ETB Strategy Statement

2018–2022

In 2018, Minister Brendan Griffin TD, Minister of State at the Department of Transport, Tourism and Sport launched the Kerry ETB Strategy Statement 2018–22, in Cappanalea, the National Centre for Outdoor Education and Training (NCOET).

The Strategy Statement sets out the strategic objectives and priorities for the ETB and the strategies for achieving these objectives.

Strategic Goals

The Strategy Statement identifies nine strategic goals:

GOAL 1: NATIONALLY AND INTERNATIONALLY RECOGNISED AND QUALITY ASSURED PROGRAMMES

Focus: Designing and delivering education and training programmes that are nationally and internationally certified, recognised and quality assured.

GOAL 2: QUALITY TEACHING AND LEARNING

Focus: Continually enhancing our teaching and learning capabilities and promoting a culture of continuous improvement and organisational learning so that all stakeholders have confidence in the quality and relevance of our programmes and courses.

GOAL 3: INNOVATIVE EDUCATION AND TRAINING RESPONSES

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

GOAL 5: DEVELOP PRODUCTIVE PARTNERSHIPS

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

GOAL 6: STAKEHOLDER ENGAGEMENT

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

GOAL 7: EFFECTIVENESS AND ACCOUNTABILITY IN GOVERNANCE AND LEADERSHIP

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

GOAL 8: MARKETING, BRANDING AND COMMUNICATION

Focus: Effectively market our services, develop our brand and communicate with all of our stakeholders.

GOAL 9: ENHANCING THE WORKING AND LEARNING ENVIRONMENT

Focus: Continually develop and enhance the training and development opportunities and facilities available to staff, and improve the environment in which staff work and learners learn.

Figure 2: Kerry ETB Strategic Goals

Implementation Reports 2019

The Annual Report 2019 is an accumulation of the 2019 implementation reporting templates that were developed for each of the three service pillars in line with the Strategy Statement. Kerry ETB recognises that a key determinant of effective strategy implementation is a set of indicators to monitor the organisation's performance. The best-laid strategies will always meet challenges that impede the integration of strategic initiatives into operations. The implementation reports have supported Kerry ETB in overcoming these challenges and have allowed for more comprehensive, valid and reliable data on our services throughout 2019.

For each strategic goal in 2019 measurable specific indicators, both qualitative and quantitative, were developed, aligned to the three pillars. These performance indicators include;

- Effectiveness reporting,
- Efficiency indicators,
- Monitoring of inputs and outputs,
- Monitoring outcomes/targets.

The following Statement of Services for (1) Schools, Youth and Music, (2) Further Education and Training and (3) Organisation Support and Development summarises performance.

These statements have been completed and compiled by the Senior Executive Management with the support of staff throughout the organisation. This process, as always, is carried out under the approval and guidance of the Kerry ETB Board.

Performance metrics and findings are shared with stakeholders to improve current and future planning.

Statement of Services – Director of Schools, Youth and Music

Statement of Services – Director of Schools, Youth & Music

This past year has been another productive year for the Schools, Youth and Music Pillar in Kerry ETB with significant growth evident throughout all our schools and our initiatives.

In 2019, Kerry ETB proudly became patron of two new primary schools in Tahilla, servicing the greater Kenmare area, and An Ghleanna, servicing St Finnian's Bay.

Under the Youth section, we completed a comprehensive profile of youth needs across the

county in preparation for the new DCYA UBU Funding Scheme. We were also delighted to see the establishment of Music Generation Kerry and the Local Creative Youth Partnership for our local youth community.

A sincere thank you to the Schools, Youth and Music Team for their continued commitment, creativity and professionalism.

*Ann O' Dwyer,
Director of Schools, Youth and Music*

Kerry ETB Schools Enrolments

The table below gives details of enrolments by school:

Community National Schools	Enrolments 2017/2018	Projected Enrolments 2018/2019	Actual Enrolments 2018/2019
Two Mile Community National School	–	25	27
Tahilla Community National School	–	–	15
Scoil an Ghleanna Pobailcoil Náisiúnta	–	–	16
Total		25	58

Post-Primary Schools	Enrolments 2017/2018	Projected Enrolments 2018/2019	Actual Enrolments 2018/2019
Castleisland Community College	222	220	213
Causeway Comprehensive School	484	463	468
Coláiste Gleann Lí	167	230	202
Coláiste na Ríochta	61	61	64
Coláiste na Sceilge	471	489	469
Gaelcholáiste Chiarraí	349	337	320
Killarney Community College	353	380	369
Killorglin Community College	275	291	277
Total	2,382	2,471	2,382

Goal 1: Nationally and Internationally Recognised and Quality Assured Programmes.

Focus: Designing and delivering education and training programmes that are nationally and internationally certified, recognised and quality assured

Strategic Actions (what we will do)	Achieved in 2019
2. Continue to ensure that appropriate school planning and school self-evaluation procedures and processes are implemented in all of our post-primary schools.	<ul style="list-style-type: none"> • Eight School Self Evaluations (SSE) and School Improvement Plans (SIP) completed for all post-primary schools.
3. Continue to support the effective development and implementation of the National Quality Standards Framework for the youth sector.	<ul style="list-style-type: none"> • Appointed new Youth Development Officer (YDO).
4. Ensure the consistent implementation of quality assurance procedures in all of our education and training programmes at all levels.	<ul style="list-style-type: none"> • Implemented new Junior Certificate Cycle in all post-primary schools. • Junior Cycle Short Course in Digital Media Literacy delivered in all post-primary schools. • Junior Cycle Short Course in Coding delivered in Coláiste Gleann Lí, Coláiste na Ríochta. Killorglin CC and Killarney CC. • Senior Cycle Computer Science (Pilot) delivered in Coláiste na Ríochta. • Music Development Officer received extensive training in the Quality Framework process and this will be rolled out in 2020 when programmes commence.
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.	<ul style="list-style-type: none"> • Implemented recommendations of Whole School Evaluations (WSE), DEIS and Subject Inspections in all schools. • Temporary Office 365 accounts set up for DoES Inspectors to support inspections. • Delivered Child Protection and Safeguarding training on the role of the Mandated Person to staff in all Kerry ETB schools and Youthreach centres in September/October 2019. • The Kerry ETB Child Protection Oversight Committee carried out child protection checks in all schools and reviewed all documentation at the end of the school year in May. • The Committee reported that compliance with the Kerry ETB Child Protection Policy and DoES Child Protection Procedures was good/very good.

Goal 2: Quality Teaching and Learning

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

Strategic Actions (what we will do)	Achieved in 2019
1. Support and develop quality assurance Continuous Professional Development (CPD) strategies for all involved in programme delivery.	<ul style="list-style-type: none"> • Leadership and Management Training Programme for Middle Managers developed with the support of the Centre for School Leadership. First two sessions (of three) delivered to 33 post holders. • DSEL-CPD Calendar developed based on staff requests and feedback. Priorities for 2018/2019 included: <ul style="list-style-type: none"> » Instructional leadership » Subject department planning » Office 365. • Hosted a Day of Learning for all post-primary teachers in two sessions, North and South Kerry. Topics covered included: <ul style="list-style-type: none"> » Subject department planning » Student Voice » Digital CBA tools » Inclusive Classroom. • New Teacher Induction (and follow up session) delivered to thirty four new teachers. Topics included: <ul style="list-style-type: none"> » Lesson planning » Code of Conduct » HR » Digital learning » Finance. • Youth Voice Training Session completed with four ETB staff involved in the Local Creative Youth Partnership (LCYP). • STEAM Training completed with two ETB staff. • Music Development Officer completed training in Quality Processes, Health & Safety, Ukulele, Brass and Wind, Orff Schulwerk.
2. Support and resource inclusive/differentiated teaching and learning practices in all of our schools/colleges/centres/ programmes.	<ul style="list-style-type: none"> • SENCOs took part in the Provision Mapping Training in line with the new DES allocation model. • Arranged and delivered SNA In-Service in June 2019. • Implemented L2LP Programmes in two post-primary schools. • Kerry ETB chaired three meetings of the Progression Pathways Group. • Kerry ETB Information Evening held for school leavers with disabilities at The Rose Hotel, Tralee. • Personalised file/reports provided to all school leavers with disabilities to support their effective progression. • Continued to process co-operation hours for members of Traveller Community, allocated 760 hrs in 2019. • Individual devices and specific software solutions in place for SEN students including e-books, e-portfolios (OneDrive and OneNote), immersive reader and translation. • Immersive Reader and translation features available to all students. • Specialised training provided to SENCOs and SNAs in Killarney and Coláiste na Sceilge.
	<ul style="list-style-type: none"> • Support video provided to ICT Co-ordinators. • Empower Me programme focusing on relationships, sexuality and consent is delivered across all post-primary schools at Senior Cycle. • Raised LGBT+ flag across post-primary schools in support of Visible in Kerry: An LGBT+ Perspective.

<p>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.</p>	<ul style="list-style-type: none"> • Tablet devices introduced into Junior Cycle PE programme to support student learning. • Introduced classroom-based assessments in Junior Cycle Orienteering in Coláiste na Ríochta, Killorglin CC, Coláiste na Sceilge and Coláiste Gleann Lí, including a digital assessment. • Introduced a Junior Cycle PE Gymnastics module in Killarney CC, learning and assessments shared with other post-primary schools. • Gaelcholáiste Chiarraí, Coláiste Gleann Lí and Castleisland CC attended SheRuns, an Erasmus+ event in Paris aimed at increasing female participation in Sport. • Trialled the Senior Cycle Framework and PE app in Coláiste na Sceilge, Killorglin CC and Killarney CC. • Easter Wilderness expedition took place with students attending from across all post-primary schools. • Rich Tasks in spike ball, athletics, orienteering and girls basketball arranged for students from all eight post-primary schools. • PE COP met four times with twenty four teachers attending from all eight post-primary schools to share resources, plan training, events etc.
<p>4. Promote a culture of innovation and reflective practice including the development of learning networks, communities of practice and the sharing of best practice.</p>	<ul style="list-style-type: none"> • Six reflective practice sessions for Principals. • The Professional Development Service for Teachers (PDST) provided three CPD development sessions for each subject departments in all post-primary schools with a review and planning template agreed. • Killarney CC, Castleisland CC, Coláiste na Ríochta, Killorglin CC and Coláiste na Sceilge set up MS Teams for Subject Departments with the support of the Principal and/or Deputy. • Ongoing consultation with students through Assessment for Learning (AFL) and Formative Assessment.
<p>5. Integrate new and emerging technologies to enhance the quality of teaching and learning.</p>	<ul style="list-style-type: none"> • Played a key role in the development of the Kerry ETB ICT Strategy 2019-2022. • Officially launched the Kerry ETB ICT Strategy 2019-2022. • Established formal ICT Subject Departments in all post-primary schools. • Issued an Office 365 account and licences to all post-primary schools. • Provided training to all post-primary students re the use of MS Office to support their learning. • Robotics commenced across all Kerry ETB engineering programmes in Coláiste na Ríochta, Coláiste Gleann Lí, Killarney CC and Killorglin CC. • Junior Cycle Computer Science programs commenced in all post-primary schools using Graphic Design, Video Creation and Animation tools. • Minecraft was trialled on a pilot basis in Killarney Community College. • Teachers commenced use of wireless projection technology to support facilitation and group work.
<p>6. Create opportunities to facilitate students/learners in actively planning and reviewing their learning.</p>	<ul style="list-style-type: none"> • Ongoing participant review is carried out as part of the LCYP
<p>7. Create a culture where both learner and staff excellence and achievements are celebrated.</p>	<ul style="list-style-type: none"> • Kerry ETB Student Awards 2019 was hosted in January 2019 to honour the academic and non-academic achievements of 76 students across all our post-primary schools. • Social media platforms were utilised to acknowledge and celebrate students achievements across all schools. • The annual Kerry ETB newsletter highlighted all major achievements from across the Schools, Youth and Music Pillar.



<p>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.</p>	<ul style="list-style-type: none"> • Curriculum planning meetings took place with each school. • Curricular concessions achieved for some schools in May. • Commenced researching a new Creativity Module for Junior Cycle. • Attended the Board of Senior Cycle National Conference.
<p>9. Ensure that all Kerry ETB students and learners can learn in a safe, modern learning environment.</p>	<ul style="list-style-type: none"> • Line Management attended Health and Safety training in line with the new Kerry ETB Health and Safety, Roles and Responsibilities document. • Health and Safety training carried out for the following staff: <ul style="list-style-type: none"> » Practical subject teachers » Caretakers » Health and Safety Officers. • Kerry Child Protection and Safeguarding Oversight Committee in place and met three times to support and monitor the implementation of Children First 2015 and DES Child Protection Procedures in all Kerry ETB Schools and Centres. • Child Protection Training provided for all schools and Youthreach staff in September/October 2019. • Child Protection Training was provided for all members of BOM. • Child Protection Oversight Committee reviewed all checklists to ensure essential work was carried out by all schools and centres i.e. review of all Child Safeguarding Statements and Risk Assessments. • Checklists completed and designated/deputy designated liaison persons were approved in the S.44 Committee minutes to the ETB Board. • Health and Safety Checklist implemented to support all delivery across LCYP and Music Generation. • Four schools have commenced round table design to facilitate effective group work.
<p>10. Follow and promote national wellbeing guidelines and ensure adequate support for pupils, students and learners.</p>	<ul style="list-style-type: none"> • All schools are implementing the DES Wellbeing Guidelines and are compliant with the hours allocation for Wellbeing. • Each school has a Wellbeing Coordinator. • Senior Cycle Religious Education Teachers are implementing the DES RSE Programme. • Training provided on the Empower Me programme. • School “Staff Days” were organised to foster good relationships between all staff and to promote positivity and awareness. • Standard programmes have been agreed including; <ul style="list-style-type: none"> » Friends For Life » Think about Alcohol » ALERT » Internet Safety » Social Media etc. • Kerry Life Skills provided wellbeing and mental health support to all post-primary schools in Kerry. • Kerry Life Skills delivered a three-day training programme to all the Student Support/Care Teams in Kerry ETB post primary schools as part of the Kerry ETB Wellbeing Programme. • In line with CL0003/2019, in November 2019 Kerry ETB received sanction to establish Wellbeing Kerry.

Goal 3: Innovative Education and Training Responses

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

Strategic Actions (what we will do)	Achieved in 2019
1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.	<ul style="list-style-type: none"> Engaged with the DCYA to complete the Area Profile Tool. Area Profile Tool informed the development of the following services: <ul style="list-style-type: none"> » Tralee, Killarney, Listowel and Castleisland (existing projects) » North Kerry and Cahersiveen & South Kerry (Green Field Projects). Commenced work on the Youth Work Plan 2020, in line with the requirements of UBU Your Place, Your Space. Youth Theatre Facilitation Training carried out over two days by Youth Theatre Ireland facilitating 11 potential leaders from Kerry. Training funded by the LCYP programme. Planning commenced for Music Generation Kerry.
3. Develop our capability to be responsive to the challenges of a multicultural society.	<ul style="list-style-type: none"> Tahilla CNS was brought under the patronage of Kerry ETB. Scoil an Ghleanna Pobal Scoil Náisiúnta was brought under the patronage of Kerry ETB. Official launch of the refurbishment of Two Mile CNS officiated by Brendan Griffin TD, Minister of State at the Department of Transport, Tourism and Sport. Participated in ETBI Characteristic Spirit/Core Values, particular emphasis on multid denominational provision. Principal and teacher in Two Mile CNS attended ETBI Training in Goodness Me Goodness You Patrons Programme and commenced implementation in the school.
4. Continue to renew and develop new responses to enhance engagement in education and training activities.	<ul style="list-style-type: none"> Kerry ETB TEL Officer appointed. Kerry ETB TEL Officer received training in Microsoft Education tools, Google Education tools and InTune remote device management Office 365 whole staff sessions took place throughout the year delivered by ICT Co-Ordinators, Digital Champion teachers and the Kerry ETB TEL Officer. Kerry ETB Education Team received MS Teams training. Appointed Music Development Officer. Appointed Local Creative Youth Co-Ordinator. Appointed Youth Development Officer. Kerry ETB was named one of the lead partners in the pilot programme – Local Creative Youth Partnership. The LCYP delivered a new approach to programme planning which saw 198 young people design the content of projects/programmes.
5. Promote the use of flexible learning opportunities including online, blended, semesterised and evening programme provision.	<ul style="list-style-type: none"> Online blended Applied Maths programme delivered to Senior Cycle students in Causeway CS, Castleisland CC and Gaelcholáiste Chiarraí.
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	<ul style="list-style-type: none"> All schools provided an experience/teambuilding day to support the integration of first year students to post-primary. Implemented Induction Programmes for 1st years across post-primary schools. All schools provided a Peer Mentor (senior student) to mentor and support 1st year students whilst encouraging leadership and empathy in senior students. Cooperative Base Groups in place in Killarney CC, Killorglin CC and Castleisland CC to support integration, friendships, effective learning as well as a strategy to prevent bullying. Anti-Bullying Policy in place in all schools.

8. Continue to support the development of needs based youth work responses in Kerry.	<ul style="list-style-type: none"> • Kerry ETB signed SLA with DCYA. • In line with the Target Youth Funding Scheme (TYFS), Youth Information Centres and Youth Employability Initiative the following SLAs were signed with a local youth service provider: <ul style="list-style-type: none"> » Youth Information Centres (Tralee and Listowel) » TYFS Tralee » TYFS Listowel » TYFS Castleisland » TYFS Killarney » YEI (Tralee, Listowel, Killarney). • Youth Development Officer administered the following grants: <ul style="list-style-type: none"> » 2019 LGBTI+ Youth Service Grant Scheme » Capital Funding Site Inspections » Local Youth Club Grant Scheme Funding » Local Youth Club Equipment Grant Scheme.
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Goal 4: Access and Progression

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

Strategic Actions (what we will do)	Achieved in 2019
2. Provide education and career guidance support to learners to maximise access and progression opportunities.	<ul style="list-style-type: none"> • Chaired three meetings of the Progression Pathways Group. • Funded the Youth Employability Initiative in Tralee, Listowel and Killarney. • Guidance available at all schools.
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.	<ul style="list-style-type: none"> • SENCOs took part in Provision Mapping Training under the new DES allocation model. • ASD Classes are in place at four Kerry ETB Schools, two schools with waiting lists. • Training delivered to 52 SNAs re Positive Behaviour and Wellbeing for Students Dealing with Trauma. • Training delivered to 55 SNAs re First Aid Responder, Manual and Patient Handling. • 3 teachers completed the DES recognised Special Education Needs Masters Course. • Certificates for Managing Aggression and Potential Aggression presented to 50 SNAs. • CPD in Understanding and Managing Trauma provided to SNAs. • Manual and Patient Handling training delivered to 6 SNAs in Coláiste na Sceilge • Art Therapy Training delivered to SNAs in Killarney Community College. • Middletown Centre for Autism delivered training for teachers, parents and SNAs re Autism and As I Am. • KIDS commenced offering support interventions to ASD students in Coláiste na Ríochta in Listowel. • Coláiste Gleann Lí and Coláiste na Ríochta established Parent Council Sub committees to better inform disability supports. • Implemented L2LP Programmes in two schools. • Information Evening for school leavers with disabilities held at the Rose Hotel, Tralee. • All school leavers with disabilities provided with file/reports to facilitate effective progression.

Goal 5: Develop Productive Partnerships

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

Strategic Actions (what we will do)	Achieved in 2019
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.	<ul style="list-style-type: none"> • Three meetings held with TUI • Three meetings held with Forsa SNA. • Leadership and Management Training Programme for Middle Managers developed with the support of the Centre for School Leadership. • Ongoing collaboration with Kerry County Council. • Signed SLA with Music Generation. • Good working relations with Middletown Centre and the HSE Disability Support Office. • Kerry Life Skills was a collaborative programme delivered with the support of NEPS, CAMHS, JIGSAW Kerry, TUSLA, HSE Suicide Prevention, South West Counselling and Kerry Adolescent Counselling Service. • Chaired three meetings of the Progression Pathways Group. This group supports ETB students with intellectual disability and autism, in making the transfer to work. Membership on this group includes: <ul style="list-style-type: none"> » HSE » NEWKD » South Kerry Partnership » IT Tralee » Employability Kerry.
2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	<ul style="list-style-type: none"> • Kerry ETB maintains a good working relationship with the Department of Education and Skills. • Completed Area Tool Profile in conjunction with DCYA. • Signed SLA with DCYA. • Participated on the following committees and steering groups: <ul style="list-style-type: none"> » CYPSC » CYPSC- Drugs and Alcohol Group » CYPSC- NEETS Group » SST Training Steering Group (Chair) » SKDP Bespoke Traveller Training » IYOA » Kerry Travellers Inter-Agency » Comhairle na nÓg Steering Group » Attended ETBI Annual Conference.
3. Continue to work in close partnership with relevant unions to enhance the quality of services that we deliver.	<ul style="list-style-type: none"> • Kerry ETB works in close collaboration with all relevant trade unions. In 2019: <ul style="list-style-type: none"> » Three meetings were held with TUI. » Three meetings were held with Forsa SNA.
4. Continue to review and amend where appropriate our partnership processes, protocols and procedures.	<ul style="list-style-type: none"> • Membership of this groups includes: <ul style="list-style-type: none"> » Kerry County Council » Kerry County Childcare Committee » CYPSC » Local Development Companies » IT Tralee » Tralee Education Centre » Cultural organisations. • Developed Terms of Reference for Kerry LCYP.



	<ul style="list-style-type: none"> • Collaborated with the KCC Arts Office to support the strategic development of youth theatres in Kerry. • Collaborated with KCC Arts Office to raise awareness of Music Generation. • Created an inter-school project, Cairde ar an bPeann, between three Irish-medium schools in Kerry – Pobalscoil Chorca Dhuibhne, Gaelcholáiste Chiarraí and Coláiste na Sceilge. • Co-operated with TechSpace le Gaeilge to help create opportunities for young people to develop their creative and technical skills. • Established the Music Generation Instrumental Rental Scheme with Kerry Libraries.
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.	<ul style="list-style-type: none"> • In 2019 the previous Youth Work Committee met three times before being disbanded on October 31st 2019. • On November 1st 2019, the new Youth Work Committee was established in accordance with Section 44 of the ETB Act 2013. The Youth Work Committee enhances the delivery of youth services locally through active integration with key stakeholders. Membership includes: <ul style="list-style-type: none"> » Voluntary Youth Sector nominees » Statutory Sector nominees » Young persons from Comhairle na nÓg or similar » Community Nominees • Preparation for the new UBU-Your Place, Your Space Scheme commenced.
6. Develop relationships with relevant international agencies and partnerships through European Union programmes.	<ul style="list-style-type: none"> • Continued to promote and support new Erasmus+ projects. • Erasmus+ School Exchange Partnership in Coláiste na Ríochta. • Gaelcholáiste Chiarraí, Coláiste Gleann Lí and Castleisland CC. attended SheRuns, an Erasmus+ event in Paris aimed at increasing girls participation in sport.
7. Work in conjunction with Kerry Recreation and Sports Partnership to realise greater participation in sport and physical activity.	<ul style="list-style-type: none"> • Ongoing collaboration with the Kerry Recreation and Sports Partnership.
8. Work in partnership with relevant Arts bodies to promote arts in education.	<ul style="list-style-type: none"> • LCYP collaborates with the KCC Arts office re the promotion and delivery of the programme. • Music Generation collaborates with the KCC Arts office re the promotion and funding of the programme.
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.	<ul style="list-style-type: none"> • Director of Schools, Youth and Music is a member of the Local and Community Development Committee (LCDC) and the Local Action Group (LAG) and supported initiatives throughout 2019.

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
1. Review and enhance student councils in each of our schools, colleges and centres.	<ul style="list-style-type: none"> In 2018/2019 there were three Kerry ETB Student Forum meetings with representation from all eight post-primary schools.
2. Review and enhance parent councils in each of our schools, colleges and centres.	<ul style="list-style-type: none"> Active Parents Council in place in each post-primary school. Training for the Parents Councils carried out. In 2018/2019, there were four Kerry ETB Parent Forum meetings. The focus of these meetings were as follows: <ul style="list-style-type: none"> » DSEL Priorities » Junior Cycle » Wellbeing » Internet Safety » PE » Parent/Teacher Student Meetings » Career Guidance.
3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	<ul style="list-style-type: none"> Commenced review of current third party arrangements in place i.e. MOUs, SLAs and Grant Agreements to ensure effectiveness. Established the LCYP Steering Group. Feedback forms follow all training carried out across the pillar.
5. Continue to utilise the feedback from stakeholders to inform the types of services we provide and to enhance current provisions.	<ul style="list-style-type: none"> LCYP youth participants reviewed all programmes/projects on completion. This feedback informs future programme delivery.
8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> DSEL/CPD Calendar shared with staff in schools. Implemented New Teacher Support Model. All Line Management attended Governance Training informed by the Code of Governance. All Line Management attended Health and Safety Training. Annual Line-Management In-Service Training attended by all management across the pillar Ongoing review of meeting fora. Staff meetings, supervision sessions, team maintenance, curriculum meetings, care team meetings, daily de-briefings among some of the mechanisms used to support line management. Hosted a Day of Learning for all post-primary teachers in two sessions, North and South Kerry.
9. Measure our stakeholder engagement activities to encourage joined-up planning and delivery of programmes and services to meet needs in Kerry.	<ul style="list-style-type: none"> The Kerry ETB DSEL Steering Committee met twice in 2018/19 and worked strategically with Tralee Education Centre, PDST, Centre for School Leadership, Mary Immaculate College and Junior Cycle for Teachers (JCT) to provide relevant CPD for teachers and school leaders.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.	<ul style="list-style-type: none"> • Management review of System of Internal Control. • Leadership and Management Training Programme for Middle Managers developed with the support of the Centre for School Leadership. • Training delivered to the Chairs and Secretaries of the Section 44 Committees, as per the ETB Act 2013. • All Line Managers attended Governance Training informed by the Code of Governance. • All Line Management attended Health and Safety Training. • Annual Line-Management In-Service Training attended by all management across the pillar. • Restructured management meeting agendas to increase focus on strategic goals. Leadership, governance and accountability a standing agenda item. • Commenced development of a reporting structure across the following internal programmes/services: <ul style="list-style-type: none"> » Youth Development Office » Wellbeing Kerry » LCYP » Music Generation.
5. Enhance our resource planning and operational management capacity at all levels of the organisation. We will utilise training, CPD and more appropriate organisational structures.	<ul style="list-style-type: none"> • Three Middle Leadership Sessions were delivered to thirty-eight API Post Holders. • A number of key management appointments made in 2019: <ul style="list-style-type: none"> » Youth Development Officer » Music Development Officer » Creative Youth Co-ordinator » Two Primary Principals » Acting Post-Primary Principal » Acting Deputy Principal.
8. To promote a culture of continuous improvement and reflective practice.	<ul style="list-style-type: none"> • Six Reflective Practice Sessions for post-primary principals. • Positive Behaviour Restorative Practice Training for teachers and school management.

Goal 8: Marketing, Branding and Communication

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

Strategic Actions (what we will do)	Achieved in 2019
3. Develop a Kerry ETB public relations and marketing strategy to enhance advertising, branding and learner recruitment.	<ul style="list-style-type: none"> • Kerry ETB Schools Week took place in September to promote the schools and respective Open Nights. • Attendance at all Open Nights was significantly higher than previous years. • Each post-primary school prepared and implemented an annual PR Plan. • Each post-primary school has a Person of Responsibility for PR.

4. Implement the Kerry ETB Scéim Teanga.	<ul style="list-style-type: none"> • Kerry ETB named as the lead organisation in the development of a Language Plan for the Tralee town. • Kerry ETB signed an MOU with Chomhchoiste Chiarraí to support the role of the Irish Language Officer. • Kerry ETB is a member of Coiste Comhairleach Thobar Dhuibhne • Irish Language Officer represented Kerry ETB on the Breacadh Steering Committee. • All staff offered opportunity to join Irish language courses. • Delivered a five-day summer camp for 6th class students in Baile an Fheirtéaraigh in July in media skills, twelve students attended.
5. Develop a strategy to make more effective use of social media technology to brand and promote the organisation.	<ul style="list-style-type: none"> • Music Generation established its own social media identity including Twitter, Instagram etc. • LCYP established its own social media identity including Twitter, Instagram etc.

Goal 9: Enhancing the Working and Learning Environment

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

Strategic Actions (what we will do)	Achieved in 2019
3. Continue to design and deliver specific training and development programmes to meet needs identified through the performance management process.	<ul style="list-style-type: none"> • Irish Language Management Course held in June. • All Line Management attended governance training informed by the Code of Governance. • All Line Management attended the Annual Line-Management In-Service day. • Ongoing internal management meetings i.e. Senior Executive Management, Principals Meeting, Deputy Principals etc. • Ongoing review of meeting fora. • Staff meetings, supervision sessions, team maintenance, curriculum meetings, care team meetings, daily de-briefings among some of the mechanisms used to support line management. • All Line Management attended Health and Safety training. • Health & Safety Statement, Improvement Plans in place for all Schools.
4. Continue to support the staff welfare scheme and support staff career development and job transfer opportunities.	<ul style="list-style-type: none"> • Wellbeing survey carried out across Schools, Youth and Music Pillar. • Staff notified of staff welfare scheme, Inspire Workplace Service. • Notices put up on staff noticeboard, emails on upcoming training and job opportunities within Kerry ETB shared. • Employee Assistance Programme in place and used by staff.
5. Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff.	<ul style="list-style-type: none"> • Student Support Team training was delivered to over twenty four schools in Kerry to c.54 teachers and/or management personnel. • Schools hosted Wellbeing Events. • Notices put up on staff noticeboard, emails on upcoming training and job opportunities within Kerry ETB shared. • Support and counselling services available to all students and staff.
7. Develop programmes and resources to support Continuous Professional Development for programmes.	<ul style="list-style-type: none"> • DSEL/CPD planning process completed in May.
8. Ensure, within the resources provided, that each of our buildings is appropriate to the needs of the services provided.	<ul style="list-style-type: none"> • New Health and Safety Management in place. • Risk Registers updated. • Castleisland CC Astroturf pitch developed. • Killarney CC Astroturf pitch planning progressed. • Ongoing building and maintenance review in schools.

Youth Development Office

The table below outlines the range of funding streams administered under the Youth Development Office including details on the awarded organisations, beneficiaries and 2020 allocations where applicable.

Funding Stream	Allocation 2019 €	Awarded Organisation	No. Beneficiaries	Allocation 2020 (if applicable) €
Local Youth Club Grant Scheme?	53,099	Youth Clubs	49 Youth Clubs	56,300
Capital Grants	20,000	KDYS	1,186	16,255
TYFS (Q1 & Q4)	153,184.25	KDYS	1,186	427,959
Youth Information Centres (Q4)	28,919.25	KDYS	2,556	115,677
Youth Employability Initiative	100,000	KDYS	34	TBC (Not an annual allocation)
Local Youth Club Equipment Grant Scheme	45,338	Youth Clubs	26 Youth Clubs	TBC (Not an annual allocation)
LGBTI+ Youth Service Grant Scheme	5,000	Listowel FRC	LGBTI+ Community	TBC (Not an annual allocation)
Youth Work Function	94,582	Kerry ETB	n/a	117,139

Local Creative Youth Partnership

The Local Creative Youth Partnership (LCYP) is a national pilot project, funded through the Department of Education and Skills and Creative Ireland. Kerry ETB is currently the lead partner in the roll out of the programme in County Kerry.

The objective of Kerry LCYP is to provide creative activities for children and young people that complement and work with the formal school setting, to promote creative activities and support the creative and cultural education of children and young people.

The following is a detailed review of the initial six-month roll out of the project in 2019.

Local Creative Youth Partnership 2019				
	€	Delivery Costs (including staff wage €)	Quantity of Programmes Delivered	No. of Youth Beneficiaries
Inputs (money received)	100,000	-	-	-
Outputs		64,586	19	949
Balance (carried to 2020)	35,414	-	-	-

Interim Evaluation Kerry Local Creative Youth Partnership 2019					
No. of Beneficiaries	Enjoyment of Activity	Sharing of ideas which led to new ideas	No. of Activities	No. of Settings	No. of young participants in youth voice consultations
949	85%	87%	19	12	198

Outputs 2019

The LCYP Work Plan and project delivery commenced in late May 2019 with the appointment of a Creative Youth Co-Ordinator. Kerry LCYP established an operating framework through which it began delivering creativity projects, programmes and workshops in collaboration with Kerry ETB schools, youth organisations, youth groups, and family resource centres.

The arrangement of programmes delivered were broad and included:

- Three Culture Night Youth Cafés in association with a local youth service
 - » The Creepy Film Café
 - » LISTEN! Youth Café,
 - » A K-POP Youth Café
- Youth Leader Stage Make-Up Workshops
- DJ & Mixing Workshops
- Pitch & Putt Design Workshops
- LISTEN! Music Programme
- Youth Theatre Taster Session
- Imagination Tower Workshops
- Graphic Novel Workshops
- Graphic Design GURUs
- Comhairle Na nÓg visual art messaging workshops
- STEAM Training for Youth Leaders in association with Camera Education LTD
- SING! Acoustic Voice Workshops
- UN TECH: Film Workshops
- FUN TECH: Film Workshops
- Drone Design Workshops

Outcomes

The LCYP engaged 949 young people across Kerry with 19 different programmes, encouraging young people to have a voice and to feel confident enough to use that voice.

In 2019 a greater degree of collaboration between different stakeholder organisations evolved through the establishment the LCYP Steering Group. The LCYP 'Partners' meet on a quarterly basis to guide the planning and growth of the overall programme. This partnership has the potential to deliver greater efficiency and effective service delivery that will continue to benefit young people well into 2020.

In 2020, the broadening scope of the programme will allow for more enhanced inputs from Creative Tutors as well as young people.

Music Generation

Music Generation Kerry offers a unique and transformative opportunity for Kerry ETB to increase and enhance music provision in ETB schools, colleges and youth environments across the county. Music Generation Kerry aims to address geographical access, improve genre choices, expand and develop choral initiatives, provide access to instruments, improve opportunities for performances within communities and improve employment, training and professional development opportunities for musicians and tutors in Kerry.

Planning for the full roll out of the programme commenced in 2019 with the appointment of the Music Development Officer. Kerry ETB very much looks forward to the successful roll out of the project over the course of the next twelve months.

Statement of Services – Further Education and Training

Statement of Services – Further Education and Training

In 2019 the focus of Kerry ETB has remained consistent as we strive to provide the highest quality lifelong education and training opportunities for all communities across Kerry. The increasing number of learners attending our Further Education and Training Centres is testament to the ongoing success of our work.

We extend a warm thank you to all our staff, learners, regional stakeholders and SOLAS for the role they played in our 2019 achievements.

Owen O Donnell
Director of FET

FET Budget and Beneficiaries (2019)

In 2019, SOLAS allocated Kerry ETB Further Education and Training a budget of €28,982,738 for 10,721 planned beneficiaries. The total actual spend for 2019 by Kerry ETB Further Education and Training was €28,946,405 for 11,741 actual beneficiaries.

The table below sets out the beneficiaries by FET programme category.

Programme	2019 Planned	2019 Actual
2016+ Apprenticeship	24	24
Adult Literacy	1229	1265
Apprenticeship Phase 7	114	131
Apprenticeship Training (2,4,6)	458	491
Bridging and Foundation Training	43	39
BTEI Groups	2,170	2,065
Community Education	1,756	2,015
Community Training Centres	82	83
ESOL	367	504
Evening Training	888	1234
FET Cooperation Hours	11	24
ITABE	31	12
Local Training Initiatives	10	10
Other Funding	n/a	575
PLC	1,632	1,485
Refugee Resettlement	0	0
RPL	10	6
Skills for Work	76	31
Skills to Advance	23	23
Specialist Training Providers	157	194
Specific Skills Training	590	536
Traineeship Training	437	471
Voluntary Literacy Tuition	65	83
VTOS Core	286	212
Youthreach	253	228
FET Total	10,712	11,741

The table below shows the number of courses by skill cluster in 2019.

Kerry ETB FET Provision by Skills Cluster in 2019	Number of Instances for courses already started on 1st Jan 2019	Number of Instances for courses scheduled to start in 2019	Grand Total of Course Instances by Skill Cluster
Agriculture, Horticulture and Marine culture	3	16	19
Animal Science	2	3	5
Arts & Crafts	12	23	35
Built Environment	4	11	15
Business, Administration	19	50	69
Core ICT	6	25	31
Core Personal	124	327	451
Engineering	2	5	7
Engineering (Electrical)	2	2	4
Engineering (IT)	0	0	0
Engineering (Mechanical)	2	8	10
Engineering (Transport)	0	0	0
Entrepreneurship	0	0	0
Financial Services	2	2	4
Food and Beverage	4	14	18
General Learning	6	316	322
Hairdressing, Beauty & Complementary Therapies	8	13	21
Health, Family other Social Services	45	116	161
Information Technology	4	7	11
Language	0	0	0
Management	2	7	9
Manufacturing	1	0	1
Media Graphics Communications	5	13	18
Natural Resources	0	0	0
Research and Education-Training	1	3	4
Sales & Marketing	0	5	5
Science and Technology	2	4	6
Security, Guarding & Emergency Services	2	6	8
Skills Sampling	0	7	7
Sport and Leisure	9	11	20
Tourism	5	10	15
Transport, Distribution & Logistics	1	3	4
Web Development & Design	1	1	2
Total	274	1008	1282

Goal 1: Nationally and Internationally Recognised and Quality Assured Programmes

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

Strategic Actions (what we will do)	Achieved in 2019
1. The design and delivery of education and training programmes that are nationally and internationally certified, recognised and quality assured.	<ul style="list-style-type: none"> Specific Skills Training programmes were reviewed and the following programmes became Traineeships: <ul style="list-style-type: none"> Broadcast Production Digital Media Skills Hairdressing Office Administration Media Techniques Radio became Radio Production Digital Journalism. Commenced development of Wind Turbine Technician Apprenticeship programme. QA review of Commis Chef Apprenticeship programme commenced. Kerry ETB secured approval to become an IELTS test centre. The Adult Literacy and Basic Education Service (ABE) introduced Level 1 certification increasing the number of certified courses to a minimum of 50%.
4. Ensure the consistent implementation of quality assurance procedures in all of our education and training programmes at all levels.	<ul style="list-style-type: none"> Child Protection and Safeguarding training on the role of the Mandated Person was delivered to staff in Youthreach centres in September/October 2019. The Kerry ETB Child Protection Oversight Committee carried out child protection checks in Youthreach centres and reviewed all documentation. Standardised the following full-time NFQ Level 5 & 6 programmes: <ul style="list-style-type: none"> Office Administration Beauty Therapy Hairdressing Drafted the Standardised Learner Handbook for all FET programmes. QA unit developed Standardised Assessment procedures and templates. All FET centres were trained on the new assessment procedures, templates, processes etc. A centralised external authentication system was established.
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.	<ul style="list-style-type: none"> Ongoing monitoring of ABE centres and programmes. QA site visits carried out in 2019 included; <ul style="list-style-type: none"> Killarney Tralee Dingle. Presented the FET Quality Improvement Activities 2018 Report to QQI. Published the QA Quality Improvement Plan Progress Report 2019. Developed the QA Quality Improvement Plan 2019. Successful South Kerry Youthreach Inspection carried out by DoES.



Goal 2: Quality Teaching and Learning

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

Strategic Actions (what we will do)

Achieved in 2019

1. Support and develop quality assurance Continuous Professional Development (CPD) strategies for all involved in programme delivery

- Kerry ETB FET Staff CPD Plan submitted to SOLAS in Q1.
- Office 365 communication tools utilised to support CPD for all FET staff.
- Ongoing reporting and tracking of FET CPD via Office365.
- Training on use of Office 365 delivered to QA Unit.
- QA Unit carried out 21 briefing sessions on quality assurance assessment to FET staff delivering QQI.

2. Support and resource inclusive/differentiated teaching and learning practices in all of our schools/colleges/centres/programmes.

- FET Ethic Activity recorded October 2019:

Programme	Irish Traveller Distinct Learner	Activity	Roma Distinct Learner	Activity
Adult Literacy Groups	10	17	2	4
BTEI Groups	3	5		
Community Education	6	6		
Community Training Centres	1	1	1	1
ESOL			6	8
Evening Training	1	1		
PLC	1	1	2	2
Traineeship Training	1	1		
Voluntary Literacy Tuition	1	1		
Youthreach	11	16	8	9
Total	35	49	19	24

- Moved to direct delivery of the Youthreach programmes in:
 - » Listowel
 - » Killarney
 - » Tralee
 - » Tralee LCA
- Community Education supported cookery, nutrition and keep fit classes to over 250 learners.
- Community Education rolled out the following special initiatives:
 - » TEAM Addiction Recovery CE project
 - » Moving On
 - » Arts in Hospital Programme.
- Dyslexia Assessment training carried out with c.24 FET staff across the pillar
- Different strategies adopted including learning practitioner peer support, sharing good practice, individual learning plans, contact time review sessions and staff briefings re literacy and numeracy utilised.
- Improved availability of alternative resources for learners i.e. dictionaries, personal development library, reading literature etc.
- Raised LGBT+ flag at Kerry College campuses in support of Visible in Kerry: An LGBT+ Perspective.
- Raised LGBT+ flag at Killarney & Listowel Youthreach.
- Work shadowing available in KAGIS to observe professional practice.
- Academic resources available on SharePoint e.g. Educoot resources.
- Staff share resources to support teaching and learning.
- Staff share in-service/CPD resources.

<p>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.</p>	<ul style="list-style-type: none"> • Kerry ETB and UCC signed an MOU to enhance opportunities for engagement in outdoor education and training. • Established the National Centre for Outdoor Education and Training (NCOET) in Cappanalea, Killorglin. • Youthreach integrated physical education and mindfulness into all delivery. • In the Sports and Leisure Cluster, 11 courses were delivered across FET full-time and part-time courses with a combined capacity of c.164 places. • Level 3 Health & Fitness delivered in two ABE centres. • Continued commitment to Health Promotion week across all centres. • Continued commitment to Mental Health Week across all centres.
<p>4. Promote a culture of innovation and reflective practice including the development of learning networks, communities of practice and the sharing of best practice.</p>	<ul style="list-style-type: none"> • Inaugural FET Staff Day held in April 2019 attended by c.260 members of staff. • Office 365 training was delivered to staff to support sharing of good practice. • MS OneNote training was delivered to support the FET Health & Safety Management System in place at each centre/campus. • Kerry College established Communities of Practice in: <ul style="list-style-type: none"> » Hairdressing » Beauty Therapy » Office Administration. • MS Teams training was provided to support the COPs. • Industry experts actively engaged in the delivery of modules in Kerry College. • Team reflective practice was carried out for VTOS management group. • Developed QA Report on Communities of Practice. • Developed QA Report on Learner Representation. • Academic resources available on SharePoint e.g. Educoot resources. • Staff share resources to support teaching and learning. • Staff share in-service/CPD resources. • CEIP (Continuous Evaluation and Improvement Planning) took place in Tralee Youthreach and LCA Youthreach.
<p>5. Integrate new and emerging technologies to enhance the quality of teaching and learning.</p>	<ul style="list-style-type: none"> • Collaborative development of the Kerry ETB ICT Strategy 2019–2022. • Office 365 accounts were made available to all full-time learners at Kerry College Clash Road, Denny Street and Listowel Campuses as well as VTOS Killarney. • MS Teams utilised to support COPs and the sharing of resources. • Moodle Request Form submitted to SOLAS. • Technology Enhanced Learning (TEL) Plan prepared and submitted to SOLAS Q1 2019. • Interactive White Boards were made available at all ABE centres. • The new ETBI Academic Module Manager IT system for the development of QQI awards was piloted. • Youthreach integrated technology into all lesson plans and teaching strategies. • Fully equipped computer rooms available in all FET centres. • A process of maintaining, upgrading and replacing IT equipment across FET is an on-going planned process. • E-learning and online sample tests in centres teaching ECDL/ICDL • A presentation on connecting & learning using ICT, Kerry ETB best practice in connecting two FET centres, was delivered to the NALA and ALOA conferences.

<p>6. Create opportunities to facilitate students/ learners in actively planning and reviewing their learning.</p>	<ul style="list-style-type: none"> • All FET learners on accredited programmes were invited to submit feedback to the tutor. • Teaching and learning staff used formative assessment feedback. • QA Unit carried out the following actions to gather learner information and feedback from teaching, learning and assessment: <ul style="list-style-type: none"> » Surveys » Apprentice Survey » Tour Guiding Learner' Questionnaires. • Results from the QA Surveys presented to Kerry ETB Quality Council. Feedback from the survey highlighted the need for numeracy and literacy support. • VTOS learners complete formal evaluations twice per annum. • Youthreach learners complete individual questionnaires as part of CEIP. • ABE learners complete online feedback evaluation forms. • Community Education, self-financing evening classes and BTEI all use evaluation forms at the end of course delivery.
<p>7. Create a culture where both learner and staff excellence and achievements are celebrated.</p>	<ul style="list-style-type: none"> • FET Learner Awards events were hosted across Kerry ETB centres, programmes and projects to validate, recognise, celebrate and encourage FET learners. • Achievements recognised included Graduation ceremonies, Student/Learner of the Month Awards, End of Year Awards, Kerry ETB Student/Learner of the Year etc. • New social media platforms were embraced to publicise and celebrate achievements. • Published achievements in local and national media. • Published achievements in ETBI newsletters. • Published achievements in the annual Kerry ETB Newsletter. • The work of apprentices was widely celebrated through the Generation Apprenticeship and World Skills competitions. • Dingle learners participated in Féile na Bealtaine with an exhibition of their craft work displayed.
<p>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.</p>	<ul style="list-style-type: none"> • Establishment of Kerry College as a means to: <ul style="list-style-type: none"> » Centralise planning » Centralise course development in line with local needs » Centralise approach to employer engagement and work experience placements » Standardise courses tailored to meet local needs » Review learner income support. • FET Management Team reviewed service plans across all FET centres in line with local and national employment needs. Planning takes into consideration guidance from SOLAS labour market research unit, National Skills Council and the Expert Group on Future Skills. • Commenced development of the Wind Turbine Maintenance Technician Apprenticeship programme. • Kerry College developed niche healthcare courses in response to needs identified by local hospitals. • Introduced Skills to Advance to support employee development and address the training needs of local business. • Ongoing QA review of courses and outputs as a standard business practice. • Community Education programme planning focused on supporting the local social economy, local tidy towns and local tourism. • ABE successfully launched the outdoor Maths Trail and Reading Challenge in Killarney, Co. Kerry. • Kerry ETB offered the Full Stack Software Development Diploma from the Code Institute. This is the first Code Institute course outside of Dublin. It was in direct response to the needs of the Kerry Tech sector. • The Explore Project under the South West Regional Skills Forum delivered workplace ICT skills to employees in the manufacturing sector.

9. Ensure that all Kerry ETB students and learners can learn in a safe, modern learning environment.	<ul style="list-style-type: none"> • Officially established Kerry College of Further Education and Training (Kerry College). • Officially opened Kerry College, Denny Street Campus. • Planning and building commenced for the new Kerry College of Beauty building. • Garda Vetting and Child Protection requirements strictly adhered to across all centres/campuses.
10. Follow and promote national wellbeing guidelines and ensure adequate support for pupils, students and learners.	<ul style="list-style-type: none"> • Additional learning supports provided to learners as required. • Counselling supports available to all learners. • Youth work and FET provision for NEET young people is guided by the Better Outcomes, Brighter Futures, the National Policy Framework for Children and Young People, 2014–2020. • Expansion of the Peer Mentoring group to include Tralee, Kenmare, Castleisland and Cahersiveen. • Peer Mentoring Group facilitators trained in WRAP (Wellness Recovery Action Plan). • Excellent progression results achieved on the Kerry ETB TEAM Addiction Recovery CE scheme. This project is an action under the Regional Drug and Alcohol Task Force action plan. • Youthreach National Wellbeing Guidelines strictly adhered to. • Community Education programme/SHEP partnership continued into its 24th year. • Community Education programme implemented Age Friendly Kerry initiative, an initiative of Kerry Local Authorities and the Local and Community Development Committee (LCDC).

Goal 3: Innovative Education and Training Responses

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

Strategic Actions (what we will do)	Achieved in 2019
1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.	<ul style="list-style-type: none"> • Establishment of Kerry College as a means to: <ul style="list-style-type: none"> » Centralise planning » Centralise new course development in line with local needs » Centralise approach to employer engagement and work experience placements » Standardise courses tailored to meet local needs » Review learner income support. • Rebranding of course categories under Kerry College as a means to promote better FET opportunities. • Kerry ETB focused on mapping the areas with the lowest level of educational attainment across Kerry as per the 2016 Census. • The Interagency Protocol between DEASP and Kerry ETB facilitates annual business planning in response to Live Register changes with a particular focus on youth unemployment. • VTOS responded to changing demographics through increased provision of ESOL and basic IT skills. • Given the aging profile of the population of Kerry, the Community Education programme became involved in the Age Friendly Kerry strategy. • SAP Report on geographical distribution of low educational attainment, cross-referenced with age, was completed.



<p>2. Effectively respond to the needs of employers and the economy through innovative and creative solutions.</p>	<p>A number of new programmes were developed to meet the needs of business and industry:</p> <ul style="list-style-type: none"> • C.23 beneficiaries availed of delivery under the Skills to Advance policy. • Skills for Work courses were delivered to c.31 beneficiaries. • An application was submitted to QQI to validate a new Wind Turbine Maintenance Technician Apprenticeship. • Introduced the Full Stack Software Development Diploma. • Kerry ETB is the lead partner in the Commis Chef Apprenticeship in Ireland • The Explore Programme was delivered in collaboration with the SW Regional Skills Forum. This programme provides IT skills to manufacturing and engineering operatives. • Planning of Certified Digital Marketing Professional for Kerry Tech Companies • Supervisory Management for utility infrastructure sector. • Preparation to secure validation for Major Awards in Agriculture at Levels 5 & 6 to meet the needs of the local farming community. • Gateway to Smart Metering Installation course developed. • Research and development for a Near Zero Energy Buildings suite of courses to upskill construction craft workers.
<p>3. Develop our capability to be responsive to the challenges of a multicultural society.</p>	<ul style="list-style-type: none"> • C.297 ESOL learners participated in English language training. • Community Education supported international learners at the Tralee International Resource Centre by helping establish a pop-up café as a social economy project. • Commenced development of Fees and Fee Waiver Policy to support the rights and entitlements of all categories of non-EU learners.
<p>4. Continue to renew and develop new responses to enhance engagement in education and training activities.</p>	<ul style="list-style-type: none"> • Establishment of Kerry College in response to growing FET needs in Kerry. • Kerry College removed online application fees for all courses. • Planning and building commenced on the new Kerry College Admissions Office and Kerry College of Beauty. • Commenced with plans to separate Kerry College Listowel Campus and Coláiste na Ríochta. • Participants in the Kerry ETB TEAM Addiction Recovery CE Scheme 2019: <ul style="list-style-type: none"> » 30% went on to full-time FET or HE provision » 35% went to full-time employment » 17% remained unemployed » 13% of the entire group relapsed.
<p>5. Promote the use of flexible learning opportunities including online, blended, semesterised and evening programme provision.</p>	<ul style="list-style-type: none"> • FET Pillar played a key role in the development of the Kerry ETB ICT Strategy 2019–2022. • Flexible delivery options are available to people in employment such as evening and weekend courses. • NALA Writon.ie used for QQI Level 2 certification. • eCollege used for Skills to Advance where appropriate. • A Moodle request form was submitted to SOLAS.
<p>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.</p>	<p>At the SOLAS Strategic Dialogue meeting in October 2019 the following performance results from 2018 were recorded in line with the Kerry ETB Strategic Performance Agreement:</p> <ul style="list-style-type: none"> • Target 1: c.1,131 learners had progressed to employment, far above the 2018 target of 495. • Target 2: c.776 learners out of a target of 1,003 progressed to FET. However, this is without the 2019 HEA figures as they were not available at the time of writing. • Target 3: c.256 learners from basic skill programmes achieved certification at NFQ levels 1–3, above the 2018 target of 200. • Target 4: c.7,433 increase in adults seeking FET level provision in lifelong learning (LLL) interventions out of the target of 8,303 for that year.

	<ul style="list-style-type: none"> • Target 5: c.1,497 learners achieved qualifications in the identified critical skill areas. • Target 6: c.288 Traineeship registrations, exceeding the 2018 target set at 246.
8. Continue to support the development of needs based youth work responses in Kerry.	<ul style="list-style-type: none"> • Kerry ETB Youthreach and Mentor Project services transitioned to direct delivery. • The Kerry ETB Mentor Project had c. 200 referrals in 2019. • Kerry ETB chaired the NEET Sub Group at CYPSC. This led to four interagency youth employability projects with c.39 referrals and c.16 young people fully engaged and preparing for progression. • KAGIS provided a suite of inputs to the NEWKD Youth Employability Project with a view to progression and career planning.

Goal 4: Access and Progression

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

Strategic Actions (what we will do)	Achieved in 2019
1. Recognise prior learning in line with national guidelines to facilitate access to education and training programmes.	<ul style="list-style-type: none"> • Commenced QA Report on Learner Registrations, Retention, Completion, Accreditation and Progression Rates. • Implemented RPL Procedures for National Tour Guiding Apprenticeship. • Two learners availed of RPL and proceeded to take up places on the Tour Guiding and the Commis Chef Apprenticeships respectively. • Procedures for the RPL were expanded to accommodate training programmes on a case-by-case basis.
2. Provide education and career guidance support to learners to maximise access and progression opportunities.	<ul style="list-style-type: none"> • Commenced planning for the Kerry College Admissions Office. This town centre office is focused on providing information and guidance to new and prospective learners in Kerry. • KAGIS worked with c.1,364 beneficiaries in 2019. • KAGIS delivered six workshops including Future Steps and CV & Interview Skills. • Career Planning and Guidance is available to all FET learners. • Progression support tools i.e. CAO support, personal statements etc. is offered to all FET learners. • NEETS / NEWKD Youth Employability Initiative Group completed adult guidance, psychometric testing, person centred planning, progression pathways, site visits and career planning. • Peer Mentor Project provided support and guidance to c. 200 young people. • Youthreach and ABE use Skills Checker as an initial screening tool with new applicants. • VTOS learners carry out mock interviews to support progression and employment. • As reported in the FET-HE Transitions Working Paper 2020, Kerry ETB had a 2017 progression rate of 25.5%, the sector average being 18.3%.
3. Enhance our learner enrolment strategies within FET to optimise learner placement, participation and retention on programmes.	<ul style="list-style-type: none"> • Establishment of Kerry College to support enrolments of learners across Kerry. • Commenced standardisation of courses to support learner placement and participation. In 2019 the following courses were standardised: <ul style="list-style-type: none"> » Beauty Therapy » Office Administration » Hairdressing • Improved number of FET learners registered on PLSS. • Enrolments via FETCH accounts increased to 40% in 2019, up from just 26% in 2018.



<p>4. Utilise technology more effectively to track learner progression and outcomes.</p>	<ul style="list-style-type: none"> • Established a new dedicated PLSS team as part of the new Kerry College Admission Office. Accurate, complete and timely data input to PLSS was a core focus of work in 2019. • PLSS analysis reports completed on Early Leavers; Unknowns; FETCH Accounts; Five FET Centres; ITABE; Self-Financing Certification; Community Education. • Telephone Tracking survey carried out focusing on full-time training provision. • Technology platforms and MIS analysis used to generate and share reports and findings. • Schedule for analytical reports agreed and analytical report from MIS made available to the FET Management Team. • SAP Report on geographical distribution of low educational attainment, cross referenced with age, completed. • Commenced the QA Learner Progression Tracking Survey for Kerry College Monavalley Campus, CTC and Specialist Training Provision.
<p>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.</p>	<ul style="list-style-type: none"> • Official launch of the Kerry ETB ICT Strategy 2019-2022. • All full-time programmes integrated core transferrable skills. • Kerry College Learner Support Centres established and supported across each campus. • Initial Assessment of Apprentices indicated that c.96 needed additional support in numeracy and literacy. • ABE delivered to c.1,328 learners in 2019. • Learning supports offered to all Youthreach participants. • Youthreach staff provided with Learning Support Packs. • Learners referred to educational psychologists, where appropriate. • Participated in the SOLAS/NALA National Research project looking at best practice in Family Literacy.
<p>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.</p>	<ul style="list-style-type: none"> • KAGIS Guidance Service offered ongoing support including interview skills, career planning etc. • Kerry ETB Mentor Project provided a range of supports including coaching, guidance, career planning, personal development etc. • The QA Unit with FET Centres developed Reasonable Accommodation procedures. • The Kerry ETB QA Governance Board and Quality Council approved Reasonable Accommodation Procedures. • ABE tailored to meet the needs of learners with disabilities. • Community Education supported Kerry Social Farming projects that facilitated the inclusion of people with disabilities. • Community Education in partnership with DESSA delivered three courses for parents and guardians of children and adults with disabilities. • Kerry ETB consistently maintains links with key support services i.e. HSE and community based addiction services; physical or sexual violence support; mental health support services, St Vincent de Paul etc. • Kerry ETB maintains good working relationships with the NLN, Coolgraine Training Centre and EmployAbility Services. • Access to Psychological Counselling in place for all VTOS & Youthreach learners.

Goal 5: Develop Productive Partnerships

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

Strategic Actions (what we will do)	Achieved in 2019
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.	<ul style="list-style-type: none"> • Four meetings with TUI held. • C.3,000 FET learners completed work experience in 2019. • New work experience modules at NFQ Levels 3 – 6 developed and delivered across Kerry ETB FET centres. • Consortium Steering Groups involving industry representatives, and subject matter experts were established as part the Wind Turbine Maintenance Technician Apprenticeship programme development process. • Expanded relationships with local employers in a range of sectors i.e. tourism, hospitality, engineering, healthcare etc. • Socio Economic Impact Study carried out by SOLAS established that Kerry ETB was achieving a positive impact on local business, industry, community groups and interagency partners.
2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	<ul style="list-style-type: none"> • Kerry ETB maintains a good working relationship with the Department of Education and Skills. • Participated in the DCYA Area Tool Profile. • Annual Dialogue meeting between QQI and Kerry ETB. • In 2019 Kerry ETB submitted to QQI: <ul style="list-style-type: none"> » Quality Improvement Plan 2019 » Quality Improvement Plan Progress Report 2019 » A range of different new FET Programmes for Validation » Policies & Procedures in line with QQI Core and ETB sector specific QA Guidelines. • In 2019 Kerry ETB submitted to SOLAS: <ul style="list-style-type: none"> » Funding Allocation Requests FAR 1 Checklist » Funding Allocation Requests FAR 2 Business Case Bid » Funding Allocation Requests FAR 4 Budget and Projects » Mid-Year Review of Provision Beneficiaries and Budgets » Year-end Sign Off » PLC Programme Participants Contribution Enhanced Capitation Return » Cap Q3 Financial Review » Balancing Process Financial Report » Service Plan » Annual Report • Kerry ETB participated in the following SOLAS research projects: • Inclusion of people with Intellectual Disabilities in Adult Literacy • SOLAS/NALA National Research Project • Socio Economic Impact Study (pilot study).
3. Continue to work in close partnership with relevant unions to enhance the quality of services that we deliver.	<ul style="list-style-type: none"> • Four meetings with TUI held.



4. Continue to review and amend where appropriate our partnership processes, protocols and procedures.	<ul style="list-style-type: none"> • Terms of Reference developed for the following Quality Council, Quality Assurance Governance Board, Quality Assurance Programme Governance Board. • The QA Unit set up a partnership process with staff through the Assessment Working group. • Consortium Steering Groups were established involving industry representatives to support the development of the Commis Chef and Wind Turbine Technician Apprenticeships. • Liaised with key referral networks – Qualifax and Careers Portal to integrate FET listings. • Review commenced of third party arrangements in place i.e. MOUs, SLAs and Grant Agreements.
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.	<ul style="list-style-type: none"> • Continued support and funding of the Community Education programme. • Kerry ETB Mentor Project continued to be used by other organisations. • The national Library Protocol Agreement with Kerry Local Authorities was put in place by ABE. • Links and strong relationships built with Garda Diversion workers, Gardaí Juvenile Liaison Officers and South Kerry Partnership to support young people. • Signed an MOU with UCC to enhance opportunities for engagement in outdoor education and training.
6. Develop relationships with relevant international agencies and partnerships through European Union programmes.	<ul style="list-style-type: none"> • Youthreach hosted a visiting EU funded Polish project. • Two KA102 Mobility Projects rolled out across two FET Centres.
7. Work in conjunction with Kerry Recreation and Sports Partnership to realise greater participation in sport and physical activity.	<ul style="list-style-type: none"> • Worked with Kerry Sports and Recreation Partnership to offer spinning classes to students/learners.
8. Work in partnership with relevant Arts bodies to promote arts in education.	<ul style="list-style-type: none"> • Community Education programme delivered twelve cultural events including Dingle Choir, Ballydonoghue Bardic Festival, Eamonn Kelly storytelling weekend etc. • Youthreach developed links with Siamsa Tire and Triskel Art Centre, Cork.
9. Develop links with employers to ensure effective responses to their needs in a changing economy.	<ul style="list-style-type: none"> • C. 23 beneficiaries availed of delivery under the Skills to Advance policy. • Training Needs Analysis was carried out with home-care organisations and bus drivers in 2019 with a view to targeted provision in 2020 as part of Skills to Advance. • Appointed two Business and Industry Nominees to the Kerry College Governance Board. • Kerry ETB Quality Council includes employer representation. • Collaboration with the South West Regional Skills Forum.
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.	<ul style="list-style-type: none"> • Kerry ETB collaborated with the Kerry LCDC to seek synergies and avoid duplication. • Kerry ETB appointed a new representative to the LCDC and LAG. • Ongoing support and funding of the Community Education programme.

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
1. Review and enhance student councils in each of our schools, colleges and centres.	<ul style="list-style-type: none"> • Expansion of Learner Councils across Kerry College Campuses. • Youthreach Student Councils in place. • Rotated learner representation on Kerry ETB Quality Council. • Statement of Intent for Learner Representation on the Kerry ETB Quality Council drafted and issued.
2. Review and enhance parent councils in each of our schools, colleges and centres.	<ul style="list-style-type: none"> • Parent Councils established in Youthreach Killarney and Tralee (LCA).
3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	<ul style="list-style-type: none"> • Rotating learner representation on Kerry ETB Quality Council. • Statement of Intent for Learner Representation on the Kerry ETB Quality Council drafted and issued. • Consortium Steering Groups established for Commis Chef Apprenticeship and Wind Turbine Maintenance Technician Apprenticeship. • Commenced review of current third party arrangements in place i.e. MOUs, SLAs and Grant Agreements to ensure effectiveness.
4. Engage in strategic dialogue with SOLAS to implement national and local strategies for further education and training.	<ul style="list-style-type: none"> • Successful work on targets and objectives noted by SOLAS. • In 2019 Kerry ETB submitted to SOLAS: <ul style="list-style-type: none"> » Funding Allocation Requests FAR 1 Checklist » Funding Allocation Requests FAR 2 Business Case Bid » Funding Allocation Requests FAR 4 Budget and Projects. » Mid-Year Review of Provision Beneficiaries and Budgets » Year-end Sign Off » PLC Programme Participants Contribution Enhanced Capitation Return » Cap Q3 Financial Review » Balancing Process Financial Report » Service Plan » Annual Report.
5. Continue to utilise the feedback from stakeholders to inform the types of services we provide and to enhance current provisions.	<ul style="list-style-type: none"> • The following was carried out to gather learner information and feedback from teaching, learning and assessment: <ul style="list-style-type: none"> » Learner Surveys » Apprentice Surveys » Tour Guiding Learner' Questionnaires. • Survey results presented to Kerry ETB Quality Council. • Kerry ETB Quality Council reviewed Learner Evaluation Reports and Feedback. • A new standardised procedure for recording and reviewing learner and other stakeholder feedback on FET Programmes was established. • All FET Learners on accredited programmes are invited to submit feedback to the tutor. • Employer feedback is harnessed for workplace learning courses under both Skills for Work and Skills to Advance. • Feedback from stakeholders informed 2019 course planning. • Kerry ETB was a pilot site for a Socio Economic Impact Assessment Study carried out by Indecon at the request of SOLAS. Feedback from workshops was excellent.

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.	<ul style="list-style-type: none"> • Ongoing collaboration with employers during 2019 has led to changes in provision to meet needs i.e. Gateway to Smart Metering; Supervisory Management. • Reviewed and redeveloped the Explore Programme in collaboration with DES and the South West Regional Skills Forum. This programme was based on specific work based tasks and projects identified by the employer.
7. Continue to dialogue with awarding bodies including QQI to enhance the learning opportunities available to our learners.	<ul style="list-style-type: none"> • Annual Dialogue meeting between QQI and Kerry ETB. • QQI publication Quality in Irish Further Education and Training cited Kerry ETB as an example of good practice for the appointment of an independent chairperson and roster for learner input at Quality Council meetings.
8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> • All Line Management attended governance training informed by the Code of Governance. • All Line Management attended Health and Safety training. • Annual Line-Management In-Service Training attended by all management across the pillar. • Staff meetings, supervision sessions, team maintenance, curriculum meetings, care team meetings, daily de-briefings among some of the mechanisms used to support line management. • FET Staff Day arranged as a mechanism for staff/management support and collaboration.
9. Measure our stakeholder engagement activities to encourage joined-up planning and delivery of programmes and services to meet needs in Kerry.	<ul style="list-style-type: none"> • A new standardised procedure for recording and reviewing learner and other stakeholder feedback on FET programmes was established.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.	<ul style="list-style-type: none"> • Review of the system of internal control. • A number of key management appointments made in 2019: <ul style="list-style-type: none"> » Quality Assurance Unit » Kerry College Admissions Office » Adult Education Officer • Training delivered to the Chairs and Secretaries of the Section 44 Committees, as per the ETB Act 2013. • All Line Management attended Governance training informed by the Code of Governance. • All Line Management attended Health and Safety training. • Annual Line-Management In-Service training attended by all management across the pillar. • Ongoing internal management meetings i.e. Senior Executive Management, FET Management, FET Forum etc.
5. Enhance our resource planning and operational management capacity at all levels of the organisation. We will utilise training, CPD and more appropriate organisational structures.	<ul style="list-style-type: none"> • Two members of FET Management completed Level 8 Diplomas in Change Management. • Training provided for utilisation of systems: PLSS & DCS. • Monitoring compliance with Quality Assurance Procedures. • Resource planning systems were put in place and mapped against the QA Quality Improvement Programme. • A key QA Operational Management System for programme development and approval was approved by the governance structure. • QA Programme Validation policy approved by the governance structure.

8. To promote a culture of continuous improvement and reflective practice.	<ul style="list-style-type: none"> • Reflection on Teaching and Learning Practice embedded into Communities of Practice. Communities of Practice established in: <ul style="list-style-type: none"> » Office Administration » Hairdressing » Beauty Therapy • Tutors supported in the process of integrating teaching and learning for Major Awards. • Results Approval Panel (RAP) Reports reviewed across FET centres. • Grade Analysis Reports reviewed across FET centres. • QA External Authentication reports and RAP reports presented to Kerry ETB Quality Council and recommendations implemented. • QA Unit delivered training in the following areas: <ul style="list-style-type: none"> » Assessment policy, processes and procedures » Assessment templates » Devising and writing assessments » Integrated assessments » Internal Verification » External Authentication » Resources on SharePoint » Cosán Development Process.
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Goal 8: Marketing, Branding and Communication

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

Strategic Actions (what we will do)	Achieved in 2019
3. Develop a Kerry ETB public relations and marketing strategy to enhance advertising, branding and learner recruitment.	<ul style="list-style-type: none"> • Design commenced on the branding of Kerry College including new signage, headed paper, pop ups etc. • An aggressive marketing campaign was designed to officially launch the new entity – Kerry College. This included traditional advertising i.e. newspaper articles, radio campaigns, billboards etc. • Extended paid promotion on social media accounts. • Unified advertising approach building upon the new course categories i.e. by courses for employment, courses for progression and apprenticeships. • Produced a range of backdrops and roller banners across each campus location with new ESF/EU/Government logo branding and co-branded Kerry College/Kerry ETB logos. • Tender awarded for new Kerry College website. • Rebranding of Kerry College successfully raised the profile of the college locally, regionally and nationally. • Version one of an integrated prospectus for Kerry College was produced. • Liaised with key referral networks – Qualifax and Careers Portal to integrate FET listings. • Planning and building commenced on the new Kerry College Admissions Office • Commenced promotional/information visits to all post-primary schools in County Kerry with all-new presentation material and a new promotions team. • Commenced forming relationships with Parent Councils. • Represented Kerry College at a range of employment and employer events, deepening of links with DEASP. • Kerry ETB Training Centre Open Week hosted c.1,000 attendees across daytime workshops and evening events. • The Kerry ETB Course Directory for Adult learners was produced with provision streamlined to: Basic, Bridging, Courses for Progression, Employment or Pre-Apprenticeship. • Open day held at VTOS Centres.

4. Implement the Kerry ETB Scéim Teanga.	<ul style="list-style-type: none"> • Kerry ETB named as the lead organisation for developing a Language Plan for the Tralee town. • Kerry ETB held two appointments on the Uíbh Ráthach Taskforce Committee. • Kerry ETB is a member of Coiste Comhairleach Thobar Dhuibhne • Irish Language Officer represented Kerry ETB on the Breacadh Steering Committee. • All staff offered opportunity to join Irish language courses. • Community Education programme organised TEG Irish Language provision in in Corca Dhuibhne and Uíbh Ráthach. • ABE delivered Irish for Parents, Conversational Irish. • Collaboration with Dingle Hub to provide a 10-week animation workshop through Irish for teenagers.
5. Develop a strategy to make more effective use of social media technology to brand and promote the organisation.	<ul style="list-style-type: none"> • Appointment of staff to the Kerry College Admissions Office to primarily support and align school visits, social media content, traditional press content etc. • Tender for new Kerry College website awarded. • Commenced development of the QA Enhancement Handbook.
7. Map out the wide range of learner progression options within Kerry ETB programmes.	<ul style="list-style-type: none"> • Re-designation of FET Provision in line with the development of Kerry College i.e. courses for progression, courses for employment or apprenticeships. • Review of PLC provision.
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.	<ul style="list-style-type: none"> • A new Kerry ETB FET Learner Handbook, in line with new quality assurance arrangements, was drafted in 2019. • ABE brochure and course information handbook developed. • An integrated FET Course Directory was published to support public and referring agencies.

Goal 9: Enhancing the Working and Learning Environment

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

Strategic Actions (what we will do)	Achieved in 2019
3. Continue to design and deliver specific training and development programmes to meet needs identified through the performance management process.	<ul style="list-style-type: none"> • Irish Language Management Course held in June. • All Line Management attended governance training informed by the Code of Governance. • All Line Management attended the Annual Line-Management In-Service day. • Ongoing internal management meetings i.e. Senior Executive Management, FET Management, FET Forum etc. • Ongoing review of meeting fora. • Staff meetings, supervision sessions, team maintenance, curriculum meetings, care team meetings, daily de-briefings among some of the mechanisms used to support line management. • All Line Management attended Health and Safety training. • Health & Safety Statement, Improvement Plans and Management Tracking System in place for all FET Centres.
4. Continue to support the staff welfare scheme and support staff career development and job transfer opportunities.	<ul style="list-style-type: none"> • Wellbeing survey carried out across FET Pillar. • Staff notified of staff welfare scheme, Inspire Workplaces Service. • Notices put up on staff noticeboard, emails on upcoming training and job opportunities within Kerry ETB shared. • Employee Assistance Programme in place and utilised by staff.

5. Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff.	<ul style="list-style-type: none">• FET Staff Day arranged as a mechanism for staff/management support and collaboration.• Open Learning Centres in FET Colleges and Care Teams in FET Centres support the positive mental health and holistic development of learners.• FET staff participated in a range of mental health and wellbeing training sessions.• FET Centres hosted wellbeing events.• Psychological counselling was available to learners who required support.• Counselling service available to all staff.• VTOS embraced the Pieta House Amber Flag initiative.																																				
7. Develop programmes and resources to support Continuous Professional Development for programmes.	<ul style="list-style-type: none">• A new system to submit and record CPD activity and CPD Reports created.• TEL professional development commenced in 2019.• Training on use of MS OneNote and MS Teams delivered to QA Unit <ul style="list-style-type: none">• Chart of all training activities offered and undertaken by FET tutors/instructors: <table><tr><th>Professional Development Priority Area</th><th>Projected No FET Staff*</th><th>Actual No FET Staff*</th><th>Actual No Staff Hours</th></tr><tr><td>Vocational Upskilling</td><td>49</td><td>336</td><td>1,437</td></tr><tr><td>Management Training</td><td>239</td><td>234</td><td>1,306</td></tr><tr><td>Working with / Supporting Adult Learners</td><td>537</td><td>174</td><td>699</td></tr><tr><td>Technology Enhanced Learning</td><td>298</td><td>152</td><td>703.5</td></tr><tr><td>Quality Assurance</td><td>581</td><td>190</td><td>552</td></tr><tr><td>ICT</td><td>33</td><td>64</td><td>100</td></tr><tr><td>Enterprise Engagement</td><td>60</td><td>1</td><td>21</td></tr><tr><td>TOTAL</td><td>1,797</td><td>1,151</td><td>4,825</td></tr></table>	Professional Development Priority Area	Projected No FET Staff*	Actual No FET Staff*	Actual No Staff Hours	Vocational Upskilling	49	336	1,437	Management Training	239	234	1,306	Working with / Supporting Adult Learners	537	174	699	Technology Enhanced Learning	298	152	703.5	Quality Assurance	581	190	552	ICT	33	64	100	Enterprise Engagement	60	1	21	TOTAL	1,797	1,151	4,825
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8. Ensure, within the resources provided, that each of our buildings is appropriate to the needs of the services provided.	<ul style="list-style-type: none">• New Health & Safety Management System in place.• Risk Registers updated.																																				
9. Prioritise capital/building projects that support greater integration on the delivery of Further Education and Training Programmes.	<ul style="list-style-type: none">• Kerry ETB established four Youthreach centres between Tralee, Listowel and Killarney.• Officially opened Kerry College Denny Street Campus.• Commenced building on Kerry College Admissions Office.• Commenced building on Kerry College of Beauty.																																				

*This figure comprises staff who attended more than one event i.e. in-service, workshops, conferences and the c.200 FET staff who attended the FET Staff Day 2019.

Statement of Services – Organisation Support and Development

Statement of Services – Organisation Support and Development

2019 was another busy year for Kerry ETB, which saw many changes in terms of staff, restructuring and additional service delivery requirements. This year was framed in the context of a new Code. The Code of Practice for the Governance of ETBs (CL 0002/2019) came into effect at the end of January, 2019. The emphasis of the Code is on ensuring that there are robust and effective governance arrangements in place, which are visible through evidence-based reporting.

Finance Department

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

The publication of the financial statements is a primary expression of public accountability for Kerry ETB. The Finance Department is responsible for keeping the accounts of the ETB and the preparation of the annual financial statements. The financial statements must comply with legislation,

To enable Kerry ETB to achieve, the requirements of the new Code, a Compliance Unit was established, with an approved set of Terms and Conditions. This Unit will operate independently from of Head Office Departments, Schools and Centres in order to review, revise and document practices and internal controls which will support the standards and spirit of the new Code.

Maria Brennan

Director of Organisation Support and Development

with the accounting policies laid down by the Minister for Education and Skills and with any relevant DoES guidelines. Kerry ETB is required to forward the financial statements to the Comptroller and Auditor General by April 1st each year. Kerry ETB is also subject to audit by an annual audit by the Internal Audit Unit (IAU-ETB).

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

Achieved in 2019 by the Finance Department in line with Kerry ETB Strategic Goals

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
8. Engage effectively with our staff to enhance service quality, build competences and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> • Governance training carried out for senior finance officers in line with the Code of Governance. • Attended Health and Safety training. • Annual In-Service for Senior Management including input from Head of Finance. • Ongoing internal management meetings i.e. Internal Finance meetings, Senior Executive Management meetings. • Regular departmental meetings to support staff.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
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.	<ul style="list-style-type: none"> • Finance Department structure was reviewed in 2019 in line with changing needs and priorities of the organisation. • Formal appointment of a Payments Team Supervisor to oversee the Payroll and Creditors Teams and plans are in place to broaden the knowledge base of staff in these areas to ensure a greater level of shared knowledge going forward. • Finance contributed towards the Annual Service Plan and the Annual Report. • Annual Financial Statements produced communicating the financial performance of the ETB. • Monthly Budgets issued to all Schools and Internal Finance Meetings held with CEO, Directorate and also with School Principals to communicate performance. • Procurement Officer commenced drafting of guidance documents on how to utilise active OGP and Framework Agreements which issue to all Line Managers as Frameworks are activated.
2. Review and improve structures and processes to enhance the effectiveness of our organisation and how well we communicate with all stakeholders.	<ul style="list-style-type: none"> • Reviewed system of internal control in line with changing sector requirements and CL 0002/2019. • Formal appointment of a dedicated Procurement Officer in 2019 has resulted in a greater awareness of procurement requirements across the scheme. • Completed outstanding actions in the 2018-19 Corporate Procurement Plan. • Completed expenditure analysis to develop Corporate Procurement Plan 2020 • Addressed the financial implications of moving to direct provision of the Youthreach Programme, including the induction of Youthreach staff. • Assumed the financial oversight of two new Community National Schools which came under the auspices of Kerry ETB in Quarter 4 2019. • Procedures for identifying and addressing any issues of non-compliance developed.

6. Enhance our management information systems to provide up-to-date, relevant and accurate data throughout our organisation to enhance planning, service provision and fit with our strategy.	<ul style="list-style-type: none">• A system was implemented in 2019 to analyse expenditure to provide accurate up to date information on categories of spend and supplier payments.• The continued roll out of the online claims system across the scheme is resulting in the availability of up-to-date data for ETB management.• The roll out of Purchasing Cards continued with live data available on expenditure through the Banks Online Management Information System.• Fixed Asset Management continued to be reviewed.• In 2019, payment dates of all staff were aligned to the payment dates that will be utilised by ESBS Payroll Shared Services.
8. To promote a culture of continuous improvement and reflective practice.	<ul style="list-style-type: none">• Roll out of an online claims system for the Kerry College, Monavalley Campus was completed.• A significant level of preparatory work for the roll out of the online claims system to our schools and other programmes (Creative Youth, Music Generation etc.) was undertaken in 2019 with a view to progress in 2020.• A number of policies and procedures were finalised and existing policies reviewed and updated following feedback and learning.• The Finance Dept. provided training and induction to all new management on an annual basis.

Information Communication and Technology (ICT) Department

The ICT Department provides infrastructure development and technical support to Kerry ETB Head Office and manages the technical support contract for all Kerry ETB Schools and FET Centres.

The Department also provides support for:

- Kerry ETB management information systems with the appointed support companies.
- The development and maintenance of a Microsoft Office 365 solution for the entire organisation, which includes a SharePoint site for all organisational policies.
- The development of multiple Microsoft Office 365 solutions across schools and FET.
- The maintenance of a separate HQ email solution.
- The purchase of all ICT equipment for the entire scheme to ensure compliance with procurement rules and regulations.
- The management of a centralised mobile communications infrastructure.
- The maintenance of the central Kerry ETB website.

Achieved in 2019 by the ICT Department in line with Kerry ETB Strategic Goals

Goal 2: Quality Teaching and Learning

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

Strategic Actions (what we will do)	Achieved in 2019
5. Integrate new and emerging technologies to enhance the quality of teaching and learning.	<ul style="list-style-type: none"> • Played a key role in the development of the Kerry ETB ICT Strategy 2019–2022. • Commenced planning for the roll out of the Device Purchasing Scheme for Teachers in post-primary. This scheme will be rolled out over three years. • Purchased c.€636,000 in hardware and software for schools and centres. • Planned and managed the infrastructure for new sites including: <ul style="list-style-type: none"> » Killarney Youthreach, » Kerry College Admissions Office » Kerry College of Beauty. » Planned and managed the infrastructure movement of Listowel ABE to The Butler Centre. • Developed an RFQ and plan for the secure disposal of obsolete equipment for all Kerry ETB schools and centres. • Facilitated and managed the replacement of banking systems with a new encrypted solution. • Provided induction training to new Youthreach Centres on the use of Office 365 and Kerry ETB Policy SharePoint.
9. Ensure that all Kerry ETB students and learners can learn in a safe, modern, learning environment.	<ul style="list-style-type: none"> • Supported the maintenance of all ICT hardware and equipment across the scheme. • Ongoing review of organisational procedures to ensure the security of ICT systems. • New ICT Password Policy implemented for Schools and Centres. • Engaged in the process of ICT Expenditure analysis.

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
8. Engage effectively with our staff to enhance service quality, build competences and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> • Implemented new mobile phone framework for staff, including the transition of staff from the existing framework to the new framework

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
1. Review current internal control communications, refine and develop coherent internal communications strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision making processes.	<ul style="list-style-type: none"> • Development of Kerry ETB existing Policy SharePoint continued during 2019 to support the extended use for the sharing of all Policy Documents and the development and redesign of areas to accommodate staff requirements. • Developed RFQ document for existing Policy SharePoint redesign by an external contractor. • Frameworks were utilised to achieve best value for money in the purchase of ICT Equipment for schools and centres. • Frameworks were developed to provide the best value for money where a need was identified.
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.	<ul style="list-style-type: none"> • Governance training carried out for all senior ICT staff in line with Code of Governance. • Health and Safety training attended. • Annual Line-Management In-Service Training. • Delivered training to all Senior Management across the scheme re Policy SharePoint, ICT purchasing etc. • Ongoing internal management meetings.

Goal 8: Marketing, Branding and Communication

Focus: Effectively market our services, develop our brand and communicate with all of our stakeholders.

Strategic Actions (what we will do)	Achieved in 2019
2. Establish a dedicated communications function within Kerry ETB to enhance internal and external communications.	<ul style="list-style-type: none"> • Developed RFQ document for internal SharePoint site redesign. • Developed new Office 365 Entities to provide a communications infrastructure for Kerry College, Tahilla Community National School and Scoil an Ghleanna Community National School.
9. Enhance the overall internal and external communications approach	<ul style="list-style-type: none"> • Issued an Office 365 account and licences to all staff. • Maintained a HQ email solution.

Goal 9: Enhancing the Working and Learning Environment

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

Strategic Actions (what we will do)	Achieved in 2019
8. Ensure, within the resources provided, that each of our buildings is appropriate to the needs of the services provided.	<ul style="list-style-type: none"> • Reviewed network structures and ICT profiles across all Schools and Centres. • Commenced planning for a centralised single technical support contract for all Kerry ETB sites.

Human Resources (HR) Department

The primary functions of the HR Department include Recruitment and Selection, Pay Administration, Superannuation, Employment Services, Resource Planning, Attendance Management. Kerry ETB employs circa 1,100. These staff are employed in locations across the County

(circa 36 Kerry ETB Centres, over 100 out-centres and also in co-operation with other Organisations). Staff are employed across 33 employment categories (14 on the monthly payroll and 19 on the fortnightly payroll). Staff are paid on 61 different pay scales with a complicated myriad of Terms and Conditions.

Achieved in 2019 by the Human Resource Department in line with Kerry ETB Strategic Goals

Goal 3: Innovative Education and Training Responses

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

Strategic Actions (what we will do)	Achieved in 2019
1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible	<ul style="list-style-type: none"> • HR recruitment procedures were effectively utilised to support current and new initiatives. • Recruitment and Selection processes conducted to appoint c.146 staff across County Kerry in 2019. • Implemented internal staff notification system for all advertised posts. • Curricular planning meetings held in February/March. • Engagement with staff transitioning to Kerry ETB with new Community National Schools in Tahilla and An Ghleanna.

Goal 5: Develop Productive Partnerships

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

Strategic Actions (what we will do)	Achieved in 2019
3. Continue to work in close partnership with relevant unions to enhance the quality of services that we deliver.	<ul style="list-style-type: none"> • Continued consultation with all Unions, TUI, Forsa Admin, Forsa SNA, SIPTU and ASTI, on relevant policies, procedures and employee relations issues. • Joint Consultative Fora meetings took place with TUI (3), Forsa SNA (3) and Forsa Admin (4). • Meetings with SIPTU (1) as and when required. • Consultation with ASTI as and when required.

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
8. Engage effectively with our staff to enhance service quality, build competences and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> • Developed the Kerry ETB Continuous Professional Development Policy and Procedure. • Reviewed and processed all CPD applications to Major Awards (Level 6-10). The following courses were approved: • BSC (Hons) Construction Project Management Level 8 • ICC Certified Data Protection Practitioner course • Certificate in Training and Continuing Education Level 7 • Certificate in Corporate Governance Level 9 • Employee relations matters: advising and supporting managers and staff in dealing with workplace relations issues. • Comprehensive Induction Programme provided for Youthreach staff following move to direct delivery of programme. • BTEI conversion process ongoing and strategically managed in terms of workforce planning implications.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
1. Review current internal communication strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision making processes.	<ul style="list-style-type: none"> • Organisation management chart updated to include new management roles and changes in structures. • Provided input into the development of the Kerry ETB Authority Matrix. • HR Department contributed towards the Annual Service Plan and the Annual Report.
3. Review and enhance our current human resources practices and policies to meet the strategic needs of Kerry ETB.	<ul style="list-style-type: none"> • Continued preparatory work necessary to ensure Kerry ETB has the appropriate structures in place to meet the responsibilities of the retained ETB HR functions while supporting the future ESBS Payroll function. • Participated in an ETB/ETBI working group for the development of an agreed document re various leave entitlements for use across all ETBs. • Commenced introduction of e-filing. • Roll out of electronic contracts and online claims system for Kerry College, Monavalley Campus. • Engagement with staff transitioning to Kerry ETB with Community National Schools. • Successful recruitment campaign to meet additional staffing requirements of the newly transferred Community National Schools.
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.	<ul style="list-style-type: none"> • Delivered HR workshop as part of the Annual Line-Management In-Service day • A comprehensive induction programme continued to be delivered for staff (internal and external) appointed to Senior Management posts. • A structured induction process provided for all new staff. • CPD Policy and Procedure developed for staff applying for Major Awards Level 6-10. • Regular attendance at management meetings to provide relevant HR updates i.e. Directorate, Principals meetings etc. • Review of HR System of Internal Controls commenced.
5. Enhance our resource planning and operational management capacity at all levels of the organisation. We will utilise training, CPD and more appropriate organisational structures.	<ul style="list-style-type: none"> • HR recruitment procedures were effectively utilised to support current and new initiatives. • Curricular planning meetings held in February/March. • Cloud based management information system introduced for Youthreach and VTOS. • Management of contracts for all categories of staff, terms and conditions of appointment, roll-out and implementation of national agreements etc. • Management of various pension schemes in operation. • HR Risk Registers updated.
7. Continue to develop the strategic compliance and governance capabilities of our Board and associated committees.	<ul style="list-style-type: none"> • Reviewed and updated Code of Conduct for staff in line with the revised Code of Governance. • Appointed Grade V to support governance. • Established a compliance unit.
8. To promote a culture of continuous improvement and reflective practice.	<ul style="list-style-type: none"> • Continued development of Policies and Procedures in conjunction with other Department to complement existing HR Policies and Procedures. • HSA Work Positive Wellbeing survey completed across all Kerry ETB Pillars • Establishment of Workplace Wellbeing Committees under each Pillar to implement survey findings. • Commenced issue of Quarterly Wellbeing Bulletin. • Continued promotion of Employee Assistance Programme for staff.

Goal 9: Enhancing the Working and Learning Environment

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

Strategic Actions (what we will do)	Achieved in 2019
1. Achieve Excellence Through People accreditation across the organisation	<ul style="list-style-type: none"> • HR Policies and Procedures identifying the role of the Line Manager continued to be developed. • CPD Policy and Procedure developed for staff applying to Major Awards Level 6–10. • HR policies in place to provide for the wellbeing of all staff. • HSA Work Positive Tool utilised to assess workplace stressors, employee psychological wellbeing and critical incident exposure in the workplace under each pillar. • Communication and collaboration with staff in relation to the survey results of the Work Positive Audit Tool. • Structured induction process provided for all new staff. • Evaluations carried out of all training provided. • All job descriptions reviewed prior to advertising to ensure they effectively meet organisational objectives.
2. Conduct an organisational review focusing on policies, structures and roles to ensure a good fit with the education and training strategy for Kerry ETB	<ul style="list-style-type: none"> • Reviewed and updated Code of Conduct for staff in line with the revised Code of Governance. • Revised and updated organisational management chart.
3. Continue to design and deliver specific training and development programmes to meet needs identified through the performance management process	<ul style="list-style-type: none"> • Developed and implemented CPD Policy and Procedure. • Competency Based Interview Training provided to administrative staff. • Delivered HR workshop at the Annual Line-Management In-Service. • Training on the Single Public Sector Pension Scheme facilitated for relevant staff. • Participation in and engagement with training for roll out of electronic contracts.
4. Continue to support staff welfare scheme and support staff career development and job transfer opportunities.	<ul style="list-style-type: none"> • HSA Work Positive Wellbeing survey completed across all Kerry ETB Pillars • Commenced issue of Quarterly Wellbeing Bulletin. • Continued promotion of Employee Assistance Programme for staff. • Continued promotion of availability of Designated Contact Persons. • Competency Based Interview Training provided to administrative staff. • Internal staff notification system for all advertised posts.
5. Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff.	<ul style="list-style-type: none"> • Establishment of Workplace Wellbeing Committees under each Pillar. • Promotion of supports available from HR including Employee Assistance Programme, Inspire Support Hub and other resources.
7. Develop programmes and resources to support Continuous Professional Development for programmes.	<ul style="list-style-type: none"> • Developed and implemented CPD Policy and Procedure.

Corporate Support and Capital Development (CS&CD)

The key areas of responsibility of the Corporate Support & Capital Development Department is oversight and management of Capital Projects; Legislative Compliance including GDPR, Data Protection, Freedom of Information, Protected Disclosures; Oversight of Health & Safety; Insurance Administration and Administrative Support to the Audit & Risk and Finance Committees.

A primary goal of the Department is to ensure, as our resources allow, that each of our buildings are appropriate to and meet the needs of the particular service provided, and that the ETB optimises the use of facilities. A second primary goal is to ensure that Kerry ETB complies with the aforementioned legislative areas outlined.

Achieved in 2019 by the Corporate Support and Capital Development Department in line with Kerry ETB Strategic Goals

Goal 2: Quality Teaching and Learning

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

Strategic Actions (what we will do)	Achieved in 2019
9. Ensure that all Kerry ETB students can learn in a safe, modern learning environment	<ul style="list-style-type: none"> • Activity across c. 30 active work projects to ensure each school/centre/office presents a safe and modern learning environment. This includes: <ul style="list-style-type: none"> » 2 New Builds » 30 Refurbishment work streams » 7 Additional Accommodation projects • Key milestones met in ongoing Health & Safety work programmes. Risk assessments, Training, Health and Safety support and guidance carried out and available for all Kerry ETB schools and centres. • Health & Safety Workshop successfully held in October 2019 for all Senior Management. • Implementation of Accident Reporting Policy and methodology to support student and learner welfare. • Personal Accident Policy from IPB Insurers brought into use. All legitimate claims were dealt with promptly and with due consideration for the welfare of students and learners.

Goal 5: Develop Productive Partnerships

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

Strategic Actions (what we will do)	Achieved in 2019
2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI	<ul style="list-style-type: none"> • The CS&CD Department actively engaged with DoES in 2019 in relation to the following devolved projects. The cumulative costs of these projects is c.€20 million. <ul style="list-style-type: none"> » Gaelcholáiste Nua Trá Lí » Listellick National School Tralee » St. Oliver's National School Killarney. • With the objective of further developing relationships with DoES Devolved Projects Unit, a workshop was held with the Devolved Projects Principal Officer and team in Tullamore in December 2019. • CS&CD team members attended relevant ETBI fora, networking and information events in FOI, Corporate Support and Capital Projects.

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	<ul style="list-style-type: none"> • A comprehensive review of Insurance Cover undertaken in 2019 evaluating all risks including staff, students, learners, buildings and equipment. The requirement to have cover for Cyber Crime cover was assessed, and an engagement undertaken with IPB to incorporate this cover into the 2020 portfolio of policies for Kerry ETB. • A workshop held with the DoES Devolved Projects Principal Officer and team in Tullamore, Co. Offaly on December 2019. The objective was to further develop relationships with DoES.
8. Engage effectively with our staff to enhance service quality, build competences and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> • Key personnel changes in 2019 included the appointment of a new Head of Department, a new Buildings Officer and an administrative post to administer Insurance and non-staff Garda Vetting. • Roles and Responsibilities review carried out for the Department for clarity of purpose. • All team members encouraged to participate in any developmental and training opportunities. • Gaps in training for staff identified and CPD organised as follows: <ul style="list-style-type: none"> » Data Protection training » Construction Management » SEI Energy Efficiency training.

Goal 9: Enhancing the Working and Learning Environment

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

Strategic Actions (what we will do)	Achieved in 2019
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.	<p>Health and Safety:</p> <ul style="list-style-type: none"> • Key milestones met in ongoing Health & Safety work programme. Risk assessments, training, Health and Safety support and guidance carried out and available for all Kerry ETB schools and centres. • Implementation of Accident Reporting Policy and methodology to support student and learner welfare. • Implemented Health and Safety OneNote resources for each facility. <p>Data Protection / GDPR Compliance:</p> <ul style="list-style-type: none"> • Commenced Data Mapping for all Schools (primary and post-primary). • Commenced Data Mapping for all FET Centres. • Commenced Data Mapping for all Head Office functions. • Enhanced awareness of Data Protection across the scheme through training and periodic communications. • Developed bespoke in-house training program to be delivered across 2020. • Commenced developing a draft Data Subject Access Request policy.

8. Ensure, within the resources provided, that each of our buildings is appropriate to the needs of the services provided.	<ul style="list-style-type: none"> • A major review of Estates Management initiated in 2019 to ensure all leases, licence arrangements across Kerry ETB are up to date, and that Kerry ETB is in full compliance with legislative requirements. • In 2019, Kerry ETB received significant funding for allocation across various Capital Projects throughout the Scheme (see below for list of various projects). • The expenditure overall on capital and buildings projects in 2019 amounted to €3,168,790. • Supported the implementation of Health and Safety management systems at each school/centre.
9. Prioritise capital/building projects that support greater integration on the delivery of Further Education and Training Programmes.	<ul style="list-style-type: none"> • Major FET projects prioritised and delivered from beginning to end in 2019 included: <ul style="list-style-type: none"> » Kerry College Clash Campus – Lift Installation » Kerry College of Beauty Therapy » Kerry College, Admissions Office » Youthreach, Killarney.

Achieved in 2019 – The following Projects were progressed in 2019

1. Gaelcholáiste Nua Tra Li

Site enabling works and Knotweed remediation work completed. Site access matters dealt with successfully. Planning permission received. All DoES requirements met and Design Team fully engaged all stages.

2. Coláiste Gleann Li

Extension completed and officially opened by Minister McHugh in May of 2019.

3. Coláiste na Ríochta

Additional accommodation:

- Prefab installed onsite – Value c. €27K
- Water tank replacement – Value c. €28K.

4. Gaelcholáiste Chiarraí, Tra Lí (Moyderwell)

Roof Repair and Replacement completed – Value c. €272K

5. Causeway CS

Replacement of Dust Extraction equipment completed – Value c. €57K

6. Coláiste na Sceilge

Upgrade to Ventilation system – Value c. €85K

7. Castleisland CS

Repairs to external water leaks – Value c. €10.8K

8. Two Mile NS School

Major refurbishment of School – Value c. €300K

9. Kerry College Beauty Therapy

Accommodation fit out completed – Value c. €650K

10. Kerry College Admissions Office

Office fit out completed – Value c. €250K

11. Kerry College Clash Road

Lift Installation completed – c. €45K

12. St. Oliver's NS, Killarney, Co. Kerry

Ongoing Devolved project from DoES

13. Listellick NS, Tralee, Co. Kerry

Ongoing Devolved project from DoES

FETS Department

The FETS Department's function is to support the Director of OS&D in ensuring the administration of functions and resources in line with the Code of Governance requirements. The Department also works to ensure compliance with the "The Funding Agreement" and the provision of services as set out in the annual funding allocation Grant Approval Letter from SOLAS.

The FETS Department supports the Director of FET in the preparation of the annual Further Education & Training Funding Proposal Bid (FAR 4), the Mid-year and October financial reviews along with the preparation of the End of Year Accounts as

per the SOLAS Overarching Planning and Funding Parameters Document. Department Staff process payments for trainees, learners and contracted training. The Department provides administrative support to the part-time programmes, BTEI, Literacy, Community Education and Self-Financing Night Classes.

The Department supports the Director of OS&D with the development and implementation of improved structures and processes to enhance the effectiveness of the organisation and ensure robust corporate governance systems and procedures in accordance with the Code of Governance.

Achieved in 2019 by the FETS Department in line with Kerry ETB Strategic Goals

Goal 5: Develop Productive Partnerships

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

Strategic Actions (what we will do)	Achieved in 2019
2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	<ul style="list-style-type: none"> Engaged with the ESF Managing Authority to ensure full compliance with new ESF reporting requirements and regulations. Returning on e-cohesion all required financial data for 2017 and 2018 and statistical data for 2018. ESF audits in 2019: <ul style="list-style-type: none"> » ESF Audit Authority – Literacy relating to 2014 » ESF Audit Authority – BTEI relating to 2015 Deloitte – Audit on behalf of SOLAS (Intermediate Body) for 2017/18: <ul style="list-style-type: none"> » Literacy » BTEI » Youthreach.

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	<ul style="list-style-type: none"> Responding to the needs of the ESF Managing Authority and shared services. Training and support to FE managers and tutors re DCS on-line part time claims system and ESF. Continued to support tutors accessing DCS on-line part-time claims system.
8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> BTEI conversion process –supporting implementation. Collated BTEI regulations and developed Operating Manual for the administration of the BTEI Programme. Supported the transition of the Youthreach programme to direct delivery by Kerry ETB. Attended Health and Safety training organised for Kerry ETB line management.
9. Measure our stakeholder engagement activities to encourage joined-up planning and delivery of programmes and services to meet needs in Kerry	<ul style="list-style-type: none"> Administrative and financial oversight of Kerry ETB Part-time Programmes in line with ESF requirements. Recording of the course approval process, hours allocation and completion of registers. Supported Adult Education Officers with planning and delivery of FE programmes.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
3. Review and enhance our current human resources practices and policies to meet the strategic needs of Kerry ETB.	<ul style="list-style-type: none"> Continued to review Part-time Programme Procedures to reflect changes necessitated by the introduction of DCS On-line part-time claims system, including roles and responsibilities.
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.	<ul style="list-style-type: none"> Delivered FET Department workshop as part of the Annual Line-Management In-Service day. Regular attendance at FET Forum meetings. Review of FET Department System of Internal Controls commenced.

Executive Support

Executive Support provides administrative assistance to the Chief Executive Officer and the Directorate in developing high standards of corporate governance and encouraging better informed and longer term decision-making as well as robust scrutiny of relevant issues.

Executive Support ensures that Management, Staff,

Board and Committee members are guided by the principles set out in the Code of Practice for the Governance of ETBs, having regard to executive and reserved functions as appropriate. Executive Support actively provides the setting for a good organisational tone through implementation of the code of conduct, policies, procedures and the development and promotion of internal controls.

Achieved in 2019 by Executive Support in line with Kerry ETB Strategic Goals

Goal 6: Stakeholder Engagement

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

Strategic Actions (what we will do)	Achieved in 2019
3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	<ul style="list-style-type: none"> • The development of the Kerry College website was progressed. • Commenced process whereby all draft Policies and Procedures are not only circulated to Line Managers, for discussion with their staff, but are circulated to all staff, using their all Staff Emails, to seek feedback on the Policies & Procedures under development.
8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	<ul style="list-style-type: none"> • Kerry ETB Annual Newsletter published. • Key personnel changes in 2019 <ul style="list-style-type: none"> » Grade V post to support the Governance function in relation to » Strategy Statement, Service Plan, Annual Report. » Performance Delivery and Oversight Agreements between Kerry ETB and the DoES. » Ensuring that all proposals for new programmes, activities under Circular Letter 0003/2019 have undergone rigorous documented evaluation. » Establishment of a Kerry ETB Compliance Unit.
9. Measure our stakeholder engagement activities to encourage joined-up planning and delivery of programmes and services to meet needs in Kerry.	<ul style="list-style-type: none"> • Evaluation process developed and implemented to give effect to the requirements of CL 0003/2019 – Good Practice Guidelines and requirements in relation to Contracts for the Provision of Goods and/or Services.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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

Strategic Actions (what we will do)	Achieved in 2019
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.	<ul style="list-style-type: none"> • Ongoing development of Policies and Procedures to standardise practice and ensure effectiveness and accountability in governance and leadership. • Monitoring of Policy Development for the Organisation. • Continued development and circulation of sequential CEO Memos to highlight newly developed, and revised, Policies and Procedures and support standardised practice. • Development of process for accessing Erasmus Funding including clear lines of approval.
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.	<ul style="list-style-type: none"> • Implemented pillar specific Implementation Reporting structures in line with the Strategy Statement. • Governance Training arranged for all line management and newly appointed Board members. • Annual Line-Management In-Service day organised.
5. Enhance our resource planning and operational management capacity at all levels of the organisation. We will utilise training, CPD and more appropriate organisational structures.	<ul style="list-style-type: none"> • Evaluated Directorate meeting structure and introduced the Senior Executive Management meeting structure. • Arranged mid-term self-evaluation of Senior Executive Management structure.
7. Continue to develop the strategic compliance and governance capabilities of our Board and associated committees.	<ul style="list-style-type: none"> • Conducted the process required under Section 30 of the ETB Act 2013 relating to the formation of the new Kerry ETB Board which came into effect on July 26th 2019. • Arranged Governance training for all members of the newly appointed ETB Board. • Reviewed and updated Code of Conduct ETB Board members, Section 44 Committee members and Section 45 Committee members in line with the revised Code of Governance. • Commenced development and roll out of Code of Conduct Programme. • 13 Board Meetings were conducted in 2019 ensuring that Board members operated on a fully informed basis having regard to the executive and reserved functions. • Service Plan and Annual Report produced in line with the requirements of the Code of Governance, and the ETB Act 2013, requirements

Goal 8: Marketing, Branding and Communication*Focus: Effectively marketing our services, developing our brand and communicating with all of our stakeholders.*

Strategic Actions (what we will do)	Achieved in 2019
2. Establish a dedicated communications function within Kerry ETB to enhance internal and external communications.	<ul style="list-style-type: none"> • Communications Officer continued to enhance internal and external communications by carrying out the following; <ul style="list-style-type: none"> » Redeveloping the Kerry ETB website. » Developing and maintaining a news section on the Kerry ETB website » Progressing the standardisation of the Kerry ETB brand including logo design and application across all internal and external communication formats. » Coordinating social media communications across the scheme. » Representing Kerry ETB at all relevant public and social events. » Ensuring sufficient media coverage at all Kerry ETB public and social events. » Coordinating the development and publication of the Annual Kerry ETB Newsletter.
3. Develop a Kerry ETB public relations and marketing strategy to enhance advertising, branding and learner recruitment	<ul style="list-style-type: none"> • Media coverage and radio interviews arranged to publicise events and achievements across the scheme. • Regular planning meetings held with management to identify events and activities from across the scheme. • Maintaining ongoing productive relationships with local newspaper management and reporters, local photographers, radio presenters etc. • Utilising several social media platforms to promote all aspects of school/centre/programme activities as they occur.
4. Implement the Kerry ETB Scéim Teanga	<ul style="list-style-type: none"> • Kerry ETB offers its services when requested in the Irish Language. • DoES funded Kerry ETB publications are printed and available in Irish and English • Irish classes are made available to staff. • Irish steering committee continued to meet to discuss ways to improve, encourage and support both students/learners and staff in the use of the Irish language
5. Develop a strategy to make more effective use of social media technology to brand and promote the organisation.	<ul style="list-style-type: none"> • Communications and Marketing Officer utilises several social media platforms to promote all aspects of school/centre programme activities as they occur. • The newly designed Kerry ETB website launched September 3rd 2019. • Staff meetings were held to highlight the new focus on advertising and branding of the ETB, with all staff being encouraged to 'tag' the ETB on any relevant posts.
9. Enhance the overall internal and external communications approach.	<ul style="list-style-type: none"> • Communications Group membership finalised. • Communications Group met to review the OS&D Communications Implementation Plan, Actions identified and implemented. • Continued Consultative Fora with Unions continued throughout the year. • Commenced the development of the Kerry College website.

Goal 9: Enhancing the Working and Learning Environment

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

Strategic Actions (what we will do)	Achieved in 2019
2. Conduct an organisational review focusing on policies, structures and roles to ensure a good fit with the education and training strategy for Kerry ETB	<ul style="list-style-type: none">• Reviewed and updated Code of Conduct for Staff, ETB Board members, Section 44 Committee members and Section 45 Committee members in line with the revised Code of Governance.• Supported the development of an RFQ document for the redesign of the internal Policy SharePoint. Redesign will improve staff access to policies.• Implemented pillar specific Implementation Reporting structures in line with the Strategy Statement.
3. Continue to design and deliver specific training and development programmes to meet needs identified through the performance management process	<ul style="list-style-type: none">• Governance Training arranged for all line management and newly appointed Board members.• Annual Line-Management In-Service organised.

SECTION 6

Corporate Governance and Finance

Corporate Governance and Finance

Code of Practice for the Governance of Education and Training Boards (CL 0002/2019)

The Board of a Kerry ETB adopted the Code of Practice for the Governance for Education and Training Boards (CL0002/2019) on March 26th 2019. The Board confirms compliance with the up-to-date requirements of the Code in its governance practices and procedures.

Functions of the Board

The functions of the Board of Kerry ETB are either executive or reserved. Executive functions are carried out by the Chief Executive Officer and reserved functions are carried out by the Board. Reserved functions are set out in Section 12 (2) of the ETB Act 2013.

Statement of Board Responsibilities

Kerry ETB was established on July 1st 2013 under the provisions of the Education and Training Boards Act 2013. Section 51 of that Act requires the ETB to keep in such form and in respect of such accounting periods as may be approved by the Minister for Education and Skills with the consent of the Minister for Finance and Public Expenditure and Reform, all proper and usual accounts of the monies received or expended by it.

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

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 Financial Statements 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 Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board.

The Board of Kerry ETB ensures the governance structure is such that it can fulfil its duties effectively. 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, overseeing the work of the executive in implementing same. The Board at all times brings an informed, independent judgement on both performance and conformance.

Executive Functions

As per section 13 of the ETB Act 2013 every function of an ETB that is not a reserved function shall be an executive function. Executive functions are carried out by the Chief Executive Officer who is accountable to the Board for the performance of these functions and the requirements of the Code of Governance. The Chief Executive Officer provides the Minister and the Board with information regarding the performance of his functions as requested.

Delegation of Functions of the Chief Executive Officer

Under Section 16 of the ETB Act 2013 the Chief Executive Officer may in writing, subject to such terms and conditions as he considers appropriate, and any directions that may be given by the Minister, delegate any of his functions to a specified member of staff, and that member of staff shall be accountable to the Chief Executive Officer for the performance of the functions so delegated.

Formal letters of delegated authority have been issued to the three Directors.

Board Structure

The term of office of the new Board of Kerry ETB came into effect on July 26th 2019. In accordance with the ETB Act 2013 membership of the Board is as follows:

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

Members of Main Board	
Name	Nominating Body
Cllr. Jim Finucane (An Cathaoirleach)	Kerry County Council
Cllr. Terry O'Brien (An Leas Cathaoirleach)	Kerry County Council
Cllr. Deirdre Ferris	Kerry County Council
Cllr. Cathal Foley	Kerry County Council
Cllr. Michael Cahill	Kerry County Council
Cllr. Fionnán Fitzgerald	Kerry County Council
Cllr. Johnnie Wall	Kerry County Council
Cllr. Norma Moriarty	Kerry County Council
Cllr. Marie Moloney	Kerry County Council
Cllr. Maura Healy-Rae	Kerry County Council
Cllr. Niall O'Callaghan	Kerry County Council
Cllr. Aoife Thornton	Kerry County Council
Mr. Joseph Brennan	Staff Representative
Ms. Maryanne Slattery	Staff Representative
Ms. Catherine O'Sullivan	Parent Representative
Mr. Noel Keenan	Parent Representative
Mr. Tim Daly	Representative of Bodies with Special Interest in, knowledge of education and training
Mr. Zaid Kassoob	Representative of Bodies with Special Interest in, knowledge of education and training
Ms. Joan McCrohan	Representative of Bodies with Special Interest in, knowledge of education and training
Mr. John O'Roarke	Representative of Bodies with Special Interest in, knowledge of education and training
Ms. Maria O'Gorman	Representative of Bodies with Special Interest in, knowledge of education and training

Section 44 Committees

The Board of Kerry ETB has established fifteen committees as per Section 44 of the ETB Act 2013.

These committees support the Board in one or more of its functions and advises it in relation to performance. There are agreed Terms of Reference in place for each Section 44 Committee setting out clearly the respective structures, strategic objectives and operating guidelines.

Minutes from all Section 44 Committees are formally approved at ETB Board meetings.

Section 44 Committees	Section 44 Committee Title
Community National Schools	
Two Mile Community National School	Board of Management
Tahilla Community National School	Board of Management
Scoil an Ghleanna	Board of Management
Post-Primary Schools	
Causeway Comprehensive School	Board of Management
Castleisland Community College	Board of Management
Coláiste na Ríochta	Board of Management
Coláiste na Sceilge	Board of Management
Coláiste Gleann Lí	Board of Management
Gaelcholáiste Chiarraí	Board of Management
Killarney Community College	Board of Management
Killorglin Community College	Board of Management
Further Education and Training	
Youthreach	Board of Management
Cappanalea, NCOET	Governance and Development Board
Kerry College of Further Education and Training	Governance Board
Youth Development Office	
Youth Work	Committee

Section 45 Committees

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

Audit and Risk Committee

The Audit and Risk Committee has a particular role, in acting independently of the management of the ETB, to ensure that the interests of Government and other stakeholders are fully protected in relation to the business and financial reporting and internal control.

The Board is ultimately responsible for ensuring that the Chief Executive Officer has instituted an adequate and appropriate system of internal control, including risk management and corporate governance, in the ETB.

Audit and Risk Committee 2019 (as from May 2020)			
Previous Committee		Current Committee	
Committee Member	Nomination	Committee Member	Nomination
Ms. Maria O’Gorman	Kerry ETB	Cllr. Jim Finucane	Kerry ETB
Cllr. Niall Kelleher	Kerry ETB	Cllr. Norma Moriarty	Kerry ETB
Mr. Donal Fitzgibbon (Chair)	External	Ms. Maria O’ Gorman	Kerry ETB
Mr. John O’Connor	External	Mr. John C. O’ Connor (Chair)	External
Mr. Tim Buckley	External	Mr. Pádraig Ó Donnabháin	External
Mr. Ted Fitzgerald	External	Mr. Gerard O’ Donoghue	External
		Mr. John Naughton	External

Prior to end of term of the Committee in July 2019, the Audit and Risk Committee met on the following dates;

- February 7th 2019
- February 19th 2019
- February 26th 2019
- May 8th 2019

The Audit and Risk Committee reported to the Board on the following date;

- April 20th 2019

Finance Committee

The Finance Committee supports the Board in its responsibilities in relation to financial matters.

The Board is ultimately responsible for such matters including keeping of accounts, the adoption of an annual service plan and the power to borrow money.

Finance Committee 2019			
Previous Committee		Current Committee	
Committee Member	Nomination	Committee Member	Nomination
Cllr. Jim Finucane	Kerry ETB	Cllr. Deirdre Ferris	Kerry ETB
Cllr. Norma Moriarty	Kerry ETB	Ms. Joan Mc Crohan	Kerry ETB
Cllr. Jimmy Moloney	Kerry ETB	Cllr. Aoife Thornton	Kerry ETB
Cllr. Seamus Cosáí Fitzgerald	Kerry ETB	Mr. Zaid Kassoob	Kerry ETB
Mr. John C O’Connor (Chair)	External	Mr. Brendan Tuohy (Chair)	External
		Ms. Karol Kissane	External
		Mr. Brendan X. Daly	External

Prior to end of term of the Committee in July 2019, the Finance Committee met on the following dates;

- February 25th 2019
- March 28th 2019.

The Finance Committee reported to the Board on the following date;

- April 20th 2019.



Register of Attendance & Frequency of Meetings of the Main Board														
Committee Members' Name	January 22 nd 2019	February 26 th 2019	March 26 th 2019	March 29 th 2019	April 30 th 2019	June 5 th 2019	July 26 th 2019	August 30 th 2019	September 10 th 2019	October 1 st 2019	October 22 nd 2019	November 9 th 2020	December 3 rd 2019	Total No. of Meetings Attended
Cllr. Jim Finucane	X	X	X	X	X		X	X	X	X	X	X	X	(12/13)
Cllr. Terry O'Brien		X	X		X	X	X	X		X		X		(8/13)
Cllr. Fionnán Fitzgerald							X	X	X	X	X	X	X	(7/7)
Cllr. Maura Healy-Rae							X	X	X		X	X		(5/9)
Cllr. Marie Moloney							X	X	X	X		X	X	(6/7)
Cllr. Norma Moriarty	X	X	X	X	X	X	X	X	X	X	X	X	X	(13/13)
Cllr. Niall O'Callaghan							X	X	X	X	X	X	X	(7/7)
Cllr. Aoife Thornton		X				X	X		X		X	X	X	(7/13)
Cllr. Michael Cahill	X	X	X	X	X	X	X	X	X	X	X		X	(12/13)
Cllr. Cathal Foley												X	X	(2/2)
Cllr. John Francis Flynn	X	X	X	X										(4/6)
Cllr. Séamus Cosáí Fitzgerald	X					X								(2/6)
Cllr. Niall Kelleher	X	X				X								(3/6)
Cllr. Damian Quigg				X										(1/6)
Cllr. Jimmy Moloney	X	X	X		X									(4/6)
Cllr. Norma Foley	X		X			X	X	X	X		X	X		(8/13)
Cllr. Toiréasa Ferris							X	X	X					(3/3)
Cllr. Pa Daly	X	X		X	X	X	X	X	X	X	X		X	(11/13)
Ms. Maryanne Slattery	X	X	X		X	X	X	X	X	X		X	X	(11/13)
Ms. Catherine O'Sullivan								X	X	X	X	X	X	(6/6)
Mr. Noel Keenan	X	X	X	X	X	X		X	X	X	X	X	X	(12/12)
Ms. Maria O'Gorman	X	X	X	X	X	X			X	X	X		X	(10/11)
Ms. Joan McCrohan									X	X	X	X	X	(5/5)
Mr. Zaid Kassoob									X	X	X	X	X	(5/5)
Mr. Joseph Brennan	X	X	X	X	X	X		X		X		X	X	(10/13)
Mr. Tim Daly									X	X		X	X	(4/5)
Mr. John O'Roarke									X	X				(2/5)
Ms. Mary McGillicuddy	X		X	X										(3/6)
Mr. Michael O' Mahony	X	X	X	X	X	X								(6/6)
Mr. Eugene Moriarty	X				X									(2/6)
Ms. Brid McElligott		X												(1/6)
Ms. Francis Walshe	X	X	X	X	X	X								(6/6)



Register of Attendance & Frequency of Meetings of the Audit and Risk Committee

Committee Members' Name	February 7 th 2019	February 19 th 2019	February 26 th 2019	May 8 th 2019	Total No. of Meetings Attended
Mr. Donal Fitzgibbon	x	x	x	x	4/4
Mr. John O'Connor		x	x	x	3/4
Mr. Tim Buckley	x	x	x	x	4/4
Mr. Ted Fitzgerald	x	x	x	x	4/4
Ms. Maria O'Gorman	x	x	x	x	4/4
Cllr. Niall Kelleher		x			1/4

Register of Attendance & Frequency of Meetings of the Finance Committee

Committee Members' Name	February 25 th 2019	March 28 th 2019	Total No. of Meetings Attended
Cllr. Jim Finucane	x	x	2/2
Cllr. Norma Moriarty	x	x	2/2
Cllr. Jimmy Moloney	x		1/2
Cllr. Seamus Cosáí Fitzgerald			0/2
Mr. John C O'Connor (Chair)	x	x	2/2

Kerry ETB Non-Salary Related Fees Paid in Respect of Committee Members

Details of the non-salary-related fees paid in respect of Committee members analysed by category of fees are included in the Annual Financial Statements (AFS) for the year ended December 31st 2019 which will be published within one month of receipt from the Office of the Comptroller and Auditor General.

Disclosure of Key Management Personnel Compensation/Chief Executive's Pay

In accordance with Section 6.4 of the 2019 Code of Practice for Governance of Education and Training Boards, details on the remuneration benefits of the key management in Kerry ETB, which would include the Chief Executive Officer, and details of the number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 from €60,000 upwards and an overall figure for total employer pension contributions are provided in the AFS for the year ended December 31st 2019 which will be published within one month of receipt from the Office of the Comptroller and Auditor General.

Risk Management

The Board of Kerry ETB maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2019.

The Board manages risk for the organisation through a structured risk management framework (to be formally approved in 2020). It is the responsibility of each Director, Principal, Centre Manager and Head of Department to manage their risks effectively, and then to report on the risks and their management to the Chief Risk Officer. The Board is assisted in its risk management function by the Audit and Risk Committee and also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

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

- Risk reports from senior management including the Chief Risk Officer (CRO)
- Reports of the Audit and Risk Committee
- Changes in risk ratings
- Audit Register

Focus of 2019

In 2019 the Senior Executive Management commenced a review of the risk categories prevalent across the organisation with a view of establishing a more coherent risk management framework in 2020. This review process will continue over the course of the next 12 months with a full evaluation of risk management processes and mitigation plans analysed.

The Board and Executive Management considered the risks described below as the principle top three risks for the financial year 2019.

Relevance to strategy:

- 2 Quality Teaching and Learning
- 3 Innovation Education and Training Responses
- 4 Access and Progression
- 7 Effectiveness and Accountability in Governance and Leadership
- 8 Marketing, Branding and Communication
- 9 Enhancing the Working and Learning Environment

Risk	Impact	How we Mitigate	Developments in 2019
Business Continuity: <i>Inadequate IT Systems</i> 2 3 4 7 8 9	<ul style="list-style-type: none"> Negatively impact on strategy planning and implementation May result in an IT System failure. IAU audit report previously noted this as inadequate. 	<ul style="list-style-type: none"> ICT provides support for existing management information systems with appointed support companies Purchase of ICT equipment for the scheme. ICT support teaching and learning across the scheme 	<ul style="list-style-type: none"> Update re progress in addressing the IAU audit findings was issued to the DoES February 28th 2019. ETBI ICT Group are working centrally to address some of the items arising that require standardised approach across ETBs. Work is progressing in addressing the centralised support for schools and centres with an external support company. The full migration of SOLAS systems to Kerry ETB network was successfully completed.
Financial: <i>Implementation of SAP System and Manser system</i> 7	<ul style="list-style-type: none"> Two independent systems requiring much manual work to incorporate information, pressure on staff, complex SAP system, limited reports on Manser. Threatens timely submission of annual financial statements. 	<ul style="list-style-type: none"> Appoint additional staff. Provision of training. Transition to ESBS Payroll Shared Services. 	<ul style="list-style-type: none"> Service Plan completed and submitted by March statutory deadline with plan in place for the submission of the accounts for 1st April, 2019. Completion of Chairperson's Statement took place at the ETB Board meeting, October 22nd 2019. Following the audit of 2018 Financial Statements the Management Letter highlighting three Medium Risk items was received. SAP training provided on 8th October 2019.
Financial: <i>Limited Cash Flow for schools/centres</i> 2 3 7 9	<ul style="list-style-type: none"> Limited capacity leading to possible lost opportunities to avail of discounts/online purchasing. Bookings/Purchases made by individuals and refunds processed. 	<ul style="list-style-type: none"> Implement purchase cards for schools/centres and programmes. 	<ul style="list-style-type: none"> Purchase cards have been rolled out to all schools and Centres with positive feedback. Way to Pay system has been implemented for schools.

System of internal control

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the AFS for the year ended December 31st 2019 will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

Public Spending Code

The Chairperson of the Board confirms that Kerry ETB is adhering to the relevant aspects of the Public Spending Code

Tax

The Chairperson of the Board confirms that Kerry ETB is adhering with its obligations under tax law.

Procurement

The Chairperson of the Board confirms that Kerry ETB is adhering to relevant procurement policy and procedures i.e. Kerry ETB Procurement Policy for Purchases under €25,000 and Procurement Policy for Purchases over €25,000 respectively.

The Chairperson further confirms that the Board on April 28th 2020 approved the second Corporate Procurement Plan for the organisation (first Corporate Procurement Plan was approved on May 28th 2018 and covered the period April 2018 to December 2019). The current Corporate Procurement Plan outlines the ETB's procurement objectives for the period January 2020 to December 2021.

Financial Statements

The Kerry ETB Annual Financial Statements for the year ended the 31st of December 2019 is subject to audit by the Comptroller and Auditor General at the time of publication of the Kerry ETB Annual Report 2019.

Kerry ETB will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General as follows: <https://www.kerryetb.ie/organisational-support-development/finance/financial-statement/>

Gifts

Kerry ETB received no gifts in 2019.

Policy documents developed by the Executive and Approved by the Board in 2019

- Code of Conduct for Members of the ETB Board
- Code of Conduct for ETB Staff
- Anti-Fraud and Corruption Policy and Procedure
- Disposal of Fixed Assets Policy and Procedure
- Communications Policy and Procedure
- Fixed Asset Management Policy and Procedures (revised)
- Key holder Policy and Procedure
- Revised Lease Protocol
- Travel and Subsistence Policy and Procedure (revised)
- Staff Health and Safety Roles and Responsibilities Document
- Mobile Phone/Device Policy

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 in respect of issues that could materially influence the performance of functions. Disclosures and Non-Disclosures for 2019 were completed and forwarded to the Standards in Public Office Commission.

Protected Disclosures

The Protected Disclosures Act 2014 came into effect July 14th 2014. This Act provides a framework within which workers can raise concerns regarding potential wrongdoing that has come to their attention in the workplace in the knowledge that they can avail of protections if they are penalised by their employer or suffer any detriment for doing so.

The Kerry ETB Protected Disclosure Policy works in tandem with national legislation to encourage and support staff in reporting potential wrongdoings in the knowledge that 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 2019. Consequently no action was required to be taken by Kerry ETB in relation to protected Disclosures.

Third Party Arrangements 2019

Third Party arrangements in recent years are playing an increasingly key role in the strategic development of Kerry ETB. Third Party arrangements have the capacity to support delivery of services, provide access to knowledge and add overall value to the business of Kerry ETB. The scale at which Kerry ETB is engaging with Third Parties is much larger now than in the past.

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

Kerry ETB is fully aware that if an issue arises regarding public funding of any third party, the accountability rests with Kerry ETB.

Please note below the MOU Arrangements in Kerry ETB in 2019:

Name of Project	Area	Type of Arrangement	Kerry ETB Accounting Officer	Period covered by Arrangement
Comhchoiste Ghaeltacht Chiarraí Theas	Schools	MOU	Ann O' Dwyer	01/08/2019 to 30/06/2020
Institute of Technology Tralee	Office of the CEO	MOU	Colm Mc Evoy	15/06/2015 to 15/06/2020
IITT	FET	MOU	Owen O' Donnell	<i>Under Review</i>
Department of Social Protection	FET	MOU	Owen O' Donnell	23/09/2017 to 23/09/2021
Bons Secours Hospital Tralee	FET	MOU	Owen O' Donnell	January 17 th 2019 to January 17 th 2022
University College Cork	FET	MOU	Colm Mc Evoy	July 26 th 2019–July 26 th 2024
Department of Arts, Heritage and the Gaeltacht	FET	MOU	Ann O' Dwyer	<i>Under Review</i>

Please note below the SLA/Grantor/Grantee Agreements in Kerry ETB in 2019:

Name of Project	Area	Type of Arrangement	Kerry ETB Accounting Officer	Period covered by Arrangement
Community Training Centre	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
National Learning Network	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
DESSA	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
DFI	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
TEG Irish Language Diploma	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
SHEP (Social & Health Education Project)	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
HSE	FET	SLA	Owen O' Donnell	January 1 st 2019–December 31 st 2019
DCYA	Youth Affairs	SLA	Ann O' Dwyer	08/04/2019 to 08/04/2020
KDYS	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/12/2019
KDYS Youth Employability Initiative 2019	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/12/2019



KDYS Capital Grant 2019	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/12/2019
Listowel Family Resource Centre CLG 2019	Youth Affairs	SLA	Ann O' Dwyer	06/12/2019 to 31/12/2019
KDYS TYFS Castleisland	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/01/2019

Continued SLA/Grantor/Grantee Agreements in Kerry ETB in 2019:

Name of Project	Area	Type of Arrangement	Kerry ETB Accounting Officer	Period covered by Arrangement
KDYS TYFS Killarney	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/01/2019
KDYS TYFS Listowel	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/01/2019
KDYS TYFS Tralee	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/01/2019
KDYS Youth Information Centres Tralee/Killarney	Youth Affairs	SLA	Ann O' Dwyer	01/01/2019 to 31/01/2019
Music Generation	Schools	SLA	Ann O' Dwyer	01/01/2019 to 31/01/2019
Dingle Choir	FET	SLA/Grant Agreement	Owen O' Donnell	January 2019 to December 2019
Ballylongford Bardic Festival	FET	SLA/Grant Agreement	Owen O' Donnell	March 25th to March 27th 2019
Eamonn Kelly Storytelling Weekend	FET	SLA/Grant Agreement	Owen O' Donnell	October 2019
Holy Wells Project	FET	SLA/Grant Agreement	Owen O' Donnell	01/01/2019 to 31/01/2019
Kerry Writers' Museum	FET	SLA/Grant Agreement	Owen O' Donnell	01/01/2019 to 31/01/2019
Ceiliuri na Blascaoid	FET	SLA/Grant Agreement	Owen O' Donnell	October 2019
Siamsa Tíre	LCYP	SLA/Grant Agreement	Ann O' Dwyer	20/12/2019 to 31/12/2020
Siamsa Tíre	LCYP	SLA/Grant Agreement	Ann O' Dwyer	20/12/2019 to 31/12/2020
Listowel Youth Theatre	LCYP	SLA/Grant Agreement	Ann O' Dwyer	20/12/2019 to 31/12/2020
Listowel Writers' Week	LCYP	SLA/Grant Agreement	Ann O' Dwyer	20/12/2019 to 31/12/2020

Please note below the SLAs for Devolved Major Projects in Kerry ETB in 2019:

Name of Project	Area	Type of Arrangement	Kerry ETB Accounting Officer	Period covered by Arrangement
DoES re Listellick National School	CS&CD	SLA	Maria Brennan	2019 to present
DoES re Gaelcholáiste Chiarraí Nua	CS&CD	SLA	Maria Brennan	2019 to present

Appendices

Appendix I: Glossary of Terms

Term	Definition	Term	Definition
ABE	Adult Basic Education	FET	Further Education & Training
AEO	Adult Education Officer	FETCH	Further Education & Training Course Hub
AFL	Assessments for Learning	FETS	Further Education and Training Services
AFS	Annual Financial Statements	GDPR	General Data Protection Regulation
ALOA	Adult Literacy Organisers' Association	HR	Human Resource
ASD	Autism Spectrum Disorder	HSE	Health Service Executive
BOM	Board of Management	ICDL	International Computer Driving License
BTEI	Back to Education Initiative	ICT	Information and Communication Technology
CAMHS	Child and Adolescent Mental Health Service	IELTS	International English Language Testing System
CBA	Computer Based Assessments	IT	Institute of Technology
CC	Community College	IYOA	Irish Youth Officer Association
CEIP	Continuous Evaluation and Improvement planning	JCT	Junior Cycle for Teachers
CEO	Chief Executive Officer	KAGIS	Kerry Adult Guidance and Information Services
CL	Circular Letter	KCC	Kerry County Council
CNS	Community National School	KDYS	Kerry Diocesan Youth Service
CPD	Continuous Professional Development	KIDS	Kerry Intellectual Disability Service
COP	Communities of Practice	KRSP	Kerry Recreation and Sports Partnership
CS	Comprehensive School	LAG	Local Action Group
CS&CD	Corporate Support and Capital Development	LCA	Leaving Certificate Applied
CTC	Community Training Centre (Tralee)	LCDC	Local Community Development Committees
CV	Curriculum Vitae	LCYP	Local Creative Youth Partnership
CYPSC	Children and Young People's Service Committees	LGBTI+	Lesbian, gay, bisexual, transgender and intersex
DCYA	Department of Children & Youth Affairs	MIS	Management Information System
DEASP	Department of Employment Affairs and Social Protection	MOU	Memorandum of Understanding
DEIS	Delivering Equality of Opportunity in Schools	MS	Microsoft
DES	Department of Education and Skills	NALA	National Adult Literacy Agency
DPER	Department of Public Expenditure and Reform	NCCA	National Council for Curriculum and Assessment
DoES	Department of Education and Skills	NCOET	National Centre of Outdoor Education and Training
DSEL	Developing Schools Enriching Learning	NEET	Not in Education, Employment or Training
EA	External Authentication	NEPS	National Educational Psychological Service
ECDL	European Computer Driving License.	NEWKD	North East West Kerry Development
ESF	European Social Fund	NFQ	National Framework of Qualifications
ESOL	English for Speakers of Other Languages	NLN	National Learning Network
ETB	Education and Training Board	NPC	National Parents Council
ETBI	Education and Training Boards Ireland	NQSF	National Quality Standards Framework (for Youth Work)
EU	European Union	OS&D	Organisation Support and Development
FARR	Funding Allocations Requests and Reporting system/SOLAS		

Term	Definition	Term	Definition
PDA	Performance Delivery Agreement	SHEP	Social and Health Education programme
PDST	Professional Development Support Team	SIP	School Improvement Plan
PE	Physical Education	SKDP	South Kerry Development Partnership
PLC	Post Leaving Certificate	SLA	Service Level Agreement
PLSS	Programme Learner Support System	SNA	Special Needs Assistant
POR	Person of Responsibility	SST	Student Support Team
PR	Public Relations	TEL	Technology Enhanced Learning
PRA	Property Registration Authority	TUI	Teachers Union of Ireland
PRSI	Pay Related Social Insurance	TYFS	Targeted Youth Funding Scheme
QA	Quality Assurance	UCC	University College Cork
QQI	Quality and Qualifications Ireland	VEC	Vocational Education Committee
RAP	Results Approval Panel	VTOS	Vocational Teaching Opportunities Scheme
RPL	Recognised Prior Learning	WAN	Wide Area Network
RSE	Relationships and Sexuality Education	YDO	Youth Development Officer
SEN	Special Educational Needs	YEI	Youth Employment Initiative
SENCO	Special Educational Needs Co-Ordinator		
SER	Self Evaluation Report		

Appendix II: List of Figures

- Figure 1: Kerry ETB Core Values
 Figure 2: Kerry ETB Strategic Goals

Kerry ETB Locations



Kerry ETB Locations

ADMINISTRATIVE OFFICES

1. Head Office Accommodation

PRIMARY

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

POST-PRIMARY

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

KERRY COLLEGE OF FURTHER EDUCATION AND TRAINING (KERRY COLLEGE)

1. Kerry College, Clash Road
2. Kerry College, Denny Street
3. Kerry College, Listowel Campus
4. Kerry College, Monavalley Campus
5. Kerry College, Admissions Office

FURTHER EDUCATION & TRAINING CENTRES

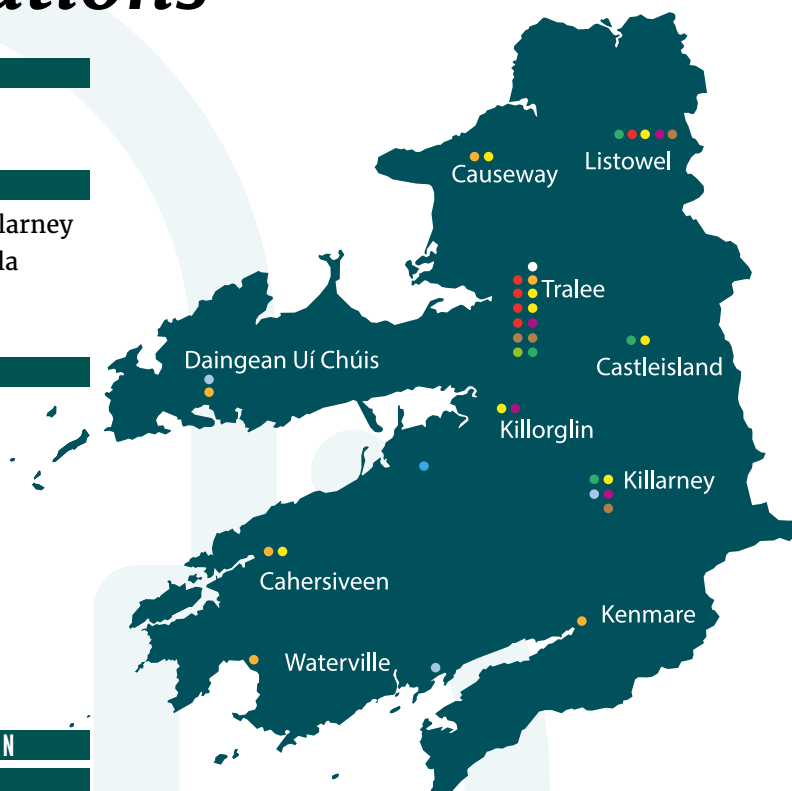
1. O'Connell Adult Education Centre, Cahersiveen
2. An Tóchar Adult Education Centre, Causeway
3. Kenmare Adult Education Centre
4. Tech Amergin Community Arts and Education Centre, Waterville
5. Ionad Breisoideachais agus Oiliúna an Daingin

VOCATIONAL TRAINING OPPORTUNITY SCHEME (VTOS)

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

ADULT LITERACY & BASIC EDUCATION

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



YOUTHREACH

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

OUTDOOR EDUCATION

Cappanalea, the National Centre for Outdoor Education and Training (NCOET), Killorglin (including Killarney National Park Education Centre)

SPORTS CENTRE

Tralee Regional Sports and Leisure Company Limited by Guarantee

OUTREACH

Over 100 centres across the county.

PARTNERSHIP SCHOOLS

School	Joint Patron / Trustees	Representation on BOM
1. Pobalscoil Inbhear Scéine	Trustees	3
2. Pobalscoil Chorca Dhuibhne	Joint Patron	3
3. Scoil Phobail Sliabh Luachra	Trustees	3
4. Tarbert Comprehensive School	Trustees	2



BORD OIDEACHAIS
AGUS OILIÚNA CHIARRAÍ
KERRY EDUCATION
AND TRAINING BOARD