

Kerry Education & Training Board

ANNUAL REPORT 2020



Rialtas na hÉireann
Government of Ireland



Kerry Education and Training Board 2020

Head Office Accommodation

Centrepoint

Primary (Community National Schools)

Scoil an Ghleanna Pobal Scoil Náisiúnta
Tahilla Community National School
Two Mile Community National School

Post-Primary

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

Kerry College of Further Education and Training

Kerry College, Admissions Office
Kerry College, Clash Road Campus
Kerry College, Denny Street Campus
Kerry College, Listowel Campus
Kerry College, Monavalley Campus
Kerry College, Outdoor Education and Training
Campus, Cappanalea (*including Killarney National
Park Education Centre*)

Further Education and Training

An Tóchar FET Centre
Ionad Breisoideachais agus Oiliúna an Daingin
Kenmare FET Centre
O'Connell FET Centre
Tech Amergin FET Centre

Vocational Training Opportunity Scheme (VTOS)

Killarney VTOS
Killorglin VTOS
Listowel VTOS
Tralee VTOS

Adult Literacy and Basic Education

Castleisland Community Centre
Killarney ABE Centre
Killorglin ABE Centre
Listowel ABE Centre
Tralee ABE Centre

Youthreach

Killarney Youthreach
Listowel Youthreach
Tralee LCA Youthreach
Tralee Youthreach

Sports Centre

Tralee Regional Sports and Leisure Company
Limited by Guarantee

Partnership Schools

School	Kerry ETB Representation on Board of Management
Pobalscoil Inbhear Scéine	3
Pobalscoil Chorca Dhuibhne	3
Scoil Phobail Sliabh Luachra	3

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Key Figures 2020¹



2,632
STUDENTS

- of which 58 Primary
- of which 2,574 Post-primary



10,848
LEARNERS

- of which 2,393 Kerry College



180 FULL-TIME AND
PART-TIME COURSES
AVAILABLE AT
KERRY COLLEGE



1,000
STAFF



227 EMPLOYERS
EMPLOY **500+**
APPRENTICES IN CO. KERRY

**No application fees,
tuition fees,
examination fees,
or certification fees
on our full-time
programmes**

5 PARLIAMENTARY
QUESTIONS RECEIVED



800 DEVICES
PURCHASED FOR STAFF,
STUDENTS & LEARNERS

14 FREEDOM OF
INFORMATION
REQUESTS RECEIVED

**ALL POST-PRIMARY AND 1
COMMUNITY NATIONAL SCHOOL
HAVE A WELLBEING PLAN**

¹ All relevant figures taken as circa.

Kerry ETB Community

Mission and Core Values

Our Mission ...

is 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.



30%
INCREASE IN
FET COURSE
APPLICATION



ALL SCHOOLS
PARTICIPATE IN THE
Green Schools Programme



82%
ONLINE
REGISTRATIONS

(91% FOR FULL-TIME ONLY FET PROGRAMMES)

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.

WELCOME BY OUR Chairperson

As Chairperson, I welcome you to the Kerry Education and Training Board (Kerry ETB) - Annual Report 2020.



As we embarked upon our eighth year of providing education and training services to students and learners in County Kerry, we knew little of the challenges that lay ahead. The emergence of the COVID-19 pandemic has been widespread, affecting the lives of all people across the world. From our perspective, everyone in Kerry ETB has persevered in the face of adversity. To be frank, I have always been impressed by the qualities and values of our organisation, but never more so than in the past twelve months.

The approach adopted by Kerry ETB in 2020 was to ensure the continuity of service delivery and ensure a positive teaching/training and learning environment in which staff, students and learners felt safe. Naturally, the pandemic affected how we carried out our business but we demonstrated resilience by continuing to deliver our essential services through a blend of on-site and remote approaches.

Strategically, we made good progress in 2020. In September, the Board approved the inaugural Sustainability Strategy (2020-2022), which sets out our approach to tackling sustainability challenges framed by five sustainable goals:

- Staff Engagement
- Student, Learner and Apprentice Engagement
- External Stakeholder Engagement
- Energy Sustainability
- Estates Management

The Board is confident that over the next three years, the ETB will meet the targets set out as part of this strategy whilst also creating a better impact for all our

stakeholders, wider community and planet. This strategy joins our ICT Strategy, Scéim Teanga and, most importantly, our Strategy Statement (2018-2022).

As the Board of a public sector organisation, we appreciate the weightiness of our corporate governance responsibilities. We are encouraged by the good working relationship we share with the Senior Executive Team and the comprehensive updates we receive ahead of and during our Board meetings. To date, we have made good progress on the self-assessment evaluation process as per Section 4 of the Code of Practice for the Governance of Education and Training Boards (CL 0002/2019). We look forward to the outcome of this process in 2021.

In looking forward our mission statement is clear - to create a life-long learning society in Kerry. Despite the ongoing impact of this pandemic, as an organisation, we are optimistic for 2021. I would like to thank the Executive, for their exceptional leadership, and all our staff and stakeholders, for their ongoing dedication and commitment to the ETB. In an overall sense, the COVID-19 journey, with all of its twist and changes, has cemented our team efforts and our focus to meet the needs of our students and learners. We all look forward to emerging from this pandemic in the months ahead following the roll-out of the vaccination programme. I have no doubt we will emerge as a stronger and more resilient organisation.

Cllr. Jim Finucane
An Cathaoirleach

FOREWORD BY OUR Chief Executive Officer



I am delighted to welcome you to the Kerry Education and Training Board (Kerry ETB) Annual Report for 2020, a year that was shaped by the evolving COVID-19 pandemic journey.

Early in 2020 work plans had to be adjusted as we endeavoured to address the new realities presented by COVID-19. Following an initial analysis of the possible effects of same on our education and training services and support functions, the primary objectives set for the year were to ensure the continuity of service delivery and to maintain a safe teaching/training and learning environment for our staff, students and learners.

In twelve months, our organisation pivoted from the traditional "on-site" delivery model to a "remote" model. Now in 2021, we have transitioned fully to a hybrid model i.e., a blend of on-site and remote approaches to meet needs presenting. Transitioning to these new models presented many challenges. Terminology such as response plans, roadmaps, personal protective equipment, calculated grades, COVID-19 related risk assessments, MS Teams, Zoom etc. dominated meetings as we endeavoured to map out a revised work plan for the year.

The continuity of our education and training services (Primary, Post-Primary and Further Education and Training (FET)) delivery was maintained for our students and learners and was fully supported by the organisation's support departments i.e. Human Resources, Finance and Corporate, Capital and Technology. While the pace for adopting new work practices, approaches etc. was fast, the commitment and dedication of the entire staff team were critical in surmounting the challenges presented by the pandemic.

As reflected in this report, overall, 2020 was a successful year for Kerry ETB with many notable achievements and positive developments across the scheme. We have learned a lot from the pandemic dominated work environment and we carefully acknowledge that the changes introduced in 2020 to education and training service delivery will help shape, and in some cases enhance, our future delivery.

I wish to thank the Directors, the Schools Management and Staff, FET Management and Staff, and the Staff in Head Office for their unwavering support and commitment throughout 2020. The value of the collective team effort is very evident across the entire organisation.

The support of the members of the ETB Board, Boards of Management, Governance Boards, Finance Committee, Audit and Risk Committee, the Parents Forums and Associations etc. have been ever-present over the past twelve months and we are very appreciative of same.

We look forward to continuing our work in 2021, as we hopefully emerge from the pandemic.

Ní neart go cur le chéile.

Colm Mc Evoy
Chief Executive Officer

Our Strategic Performance Framework

We are creating and promoting the development of a lifelong learning society. We aim to deliver consistent, high-quality education and training services across county Kerry. We work to support the local community and to create a positive impact for all.

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



Our Reporting Model

The Annual Report 2020 is an accumulation of the 2020 implementation reporting templates that were developed for each of the three service pillars and each of the strategic documents approved by the Board of Kerry ETB, i.e. Sustainability Strategy, ICT Strategy and the Scéim Teanga.

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

The following Statement of Services has been completed and compiled by the ETB Senior Management with the support of staff throughout the organisation. This process, as always, is carried out under the guidance and approval of the Kerry ETB Board.

For reporting purposes and consistency of approach, Kerry ETB has mapped each of the Performance Delivery Goals to the Kerry ETB Strategy Statement Goals (as per Appendix II).



Statement of Services

GOAL 1 | Nationally and Internationally Recognised and Quality Assured Programmes

Objectives

Progress Indicator

- 1.1**
 - A programme approval process is conducted quarterly at the QA Programme Board. In 2020, 24 programmes were approved including Pre-University Law, Civils for Fibre Installation and Political Studies.
 - A programme review of the National and Regional Tour Guiding Programmes was carried out.
 - Comprehensive reviews of the Tralee Community Training Centre (CTC) and Youthreach provision were commenced.
- 1.2**
 - School self-evaluation and school improvement planning continue to be supported through sharing best practice.
- 1.3**
 - Continued commitment to National Quality Standards Framework (NQS) demonstrated in the processing of all youth services applications.
- 1.4**
 - Published a new FET Learner Handbook.
 - New procedures developed for Internal Verification, External Authentication and Results Approval Panel (RAP).
 - The QA governance structure monitored the Quality Action Plan for all FET provision. Reports on outputs were submitted to the Kerry ETB Quality Council for review and action.
 - The annual Quality Improvement Plan was published and actions implemented across FET provision.
- 1.5**
 - The Kerry ETB Guidelines on Preparation for Whole-School Evaluation - Management, Leadership and Learning were updated.
 - Inspections by the Department of Education (DoE) were carried out as follows:

School	Inspection Type	Outcome
Castleisland Community College	Child Protection and Safeguarding Inspection	Fully Compliant
Coláiste na Sceilge	Supporting the Safe Provision of Schooling (COVID-19)	Fully Compliant
Gaelcholáiste Chiarraí	Supporting the Safe Provision of Schooling (COVID-19)	Fully Compliant
Killarney Community College	Supporting the Safe Provision of Schooling (COVID-19)	Fully Compliant
Killorglin Community College	Supporting the Safe Provision of Schooling (COVID-19)	Fully Compliant

Table 1: Department of Education, Inspections 2020

- Provided Whole-School Evaluation/School Improvement Plan (WSE/SIP) and Child protection training to relevant Section 44 Committees.
- CEIP Youthreach process was carried out in line with national guidelines.
- Child protection training was completed by all relevant line management.
- Commenced preparing the QQI Self Evaluation Report and Provider Profile in advance of the Inaugural Review in 2021.

GOAL 2 | Quality Teaching and Learning**Objectives****Progress Indicator**

- | Objectives | Progress Indicator |
|------------|---|
| 2.1 | <ul style="list-style-type: none"> Professional development completed by staff under the FET pillar in QA totalled 166 hours in 2020 (for further information on professional development performance measures, please see page 23). The QA Unit delivered internal CPD as follows (non-exhaustive list): Information Briefing Sessions; Integrating Assessment Workshops for Communities of Practice (COP); Internal Verification/External Authentication Briefing Sessions; Work-Based Assessment etc. |
| 2.2 | <ul style="list-style-type: none"> Comprehensive SEN programme in place across post-primary with a wide range of supports i.e. SEN classrooms, annual SNA refresher training, ICT supports (immersive reader etc.), SEN Parent Council Sub-Groups etc. For SEN performance measures, please see page 20. Computer/laptop devices and internet devices provided to learners, as needed, to support remote teaching and learning (c. 357 learner devices). Enrolments: Adult Literacy - 1,265 in 2019 and 1,143 in 2020; Community Education - 2,015 in 2019 and 3,575 in 2020; Youthreach - 311 in 2019 and 241 in 2020. 11 staff under the FET pillar completed Universal Design Learning (UDL) training with AHEAD. |
| 2.3 | <ul style="list-style-type: none"> Kerry ETB PE Strategic Plan was finalised.² From September 1st 2020, the outdoor education and training centre (OETC) in Cappanalea officially became the fifth Kerry College campus - Kerry College National Outdoor Education and Training Campus. Roll out of the FET Wellness Programme and Wellbeing Programme for Schools. Plans progressed for the establishment of a dedicated Strength and Conditioning Gym for Kerry College. |
| 2.4 | <ul style="list-style-type: none"> Applied Maths Virtual Open-Night was arranged for the 5th-year cohort. 6th-year cohort continues their online learning. Schools continue to use restorative approaches and reflection days to address behaviour management and to reduce suspensions. A Suspension Report was presented at the last BOM meeting of the year, indicating an overall reduction in school suspensions. Formative assessment continues to be used as a standard in all schools. COP continued for ICT Coordinators. New COP commenced in 2020 for Junior Cycle SPHE and Senior Cycle Relationships and Sexuality Education (RSE) teachers respectively. 7 FET COPs were established, or continued to operate, across a range of disciplines from Administration to Healthcare. CPD was completed by all groups. Integrated our former OETC provision into Kerry College, effectively establishing the fifth Kerry College campus and moving away from the self-financing model. TEL tools integrated into lesson planning and teaching/training and learning practices. |
| 2.5 | <ul style="list-style-type: none"> Kerry ETB ICT Strategy 2019-2022 continued to be implemented. Please see page 25 for further detail. |
| 2.6 | <ul style="list-style-type: none"> A virtual Student Forum meeting took place. Published an internal QA Report on Learner Representation. |
| 2.7 | <ul style="list-style-type: none"> Kerry ETB Student Awards celebrated the academic and non-academic achievements of our post-primary students. Social media platforms utilised to celebrate achievements made by students, staff and learners. Achievements of students, learners and staff acknowledged in the annual Kerry ETB newsletter. Kerry ETB 'Lockdown' Photo Competition encouraged staff, students and learners to capture the positive side of lockdown. |

²Launch of plan deferred to 2021 due to COVID-19.

GOAL 2 | Quality Teaching and Learning contd.

Objectives

Progress Indicator

- | | |
|-------------|---|
| 2.8 | <ul style="list-style-type: none"> • The Analytical Reports Schedule was approved by the Kerry ETB Quality Council. This schedule guides programme planning and review. • Published internally the key themes emerging from the QA External Authentication process. • The learner entry requirements for all FET programmes were updated. |
| 2.9 | <ul style="list-style-type: none"> • The Kerry ETB Child Protection and Safeguarding Oversight Committee continued to provide support and monitor the implementation of the Children First Act 2015. • Continued to advance Capital Projects. • Response Teams, COVID-19 Coordinators and Lead Worker Representatives appointed and trained across the scheme. |
| 2.10 | <ul style="list-style-type: none"> • Successfully implemented professional counselling support services across the SYM and FET pillars. • Mainstreamed the Wellbeing Kerry initiative to focus solely on Kerry ETB schools (post-primary) going forward. |



GOAL 3 | Innovative Education and Training Responses**Objectives****Progress Indicator**

- | Objectives | Progress Indicator |
|------------|---|
| 3.1 | <ul style="list-style-type: none"> Carried out a demographic analysis of the Killarney catchment area to identify changing demographics and requirements for both primary and post-primary school places over the next decade. The methodology was documented to utilise in another area of the county. Statistical reports to identify geographical areas with the lowest levels of educational attainment, mapped against the Kerry ETB infrastructure, were produced under the FET pillar. |
| 3.2 | <ul style="list-style-type: none"> Kerry ETB worked in partnership with Kerry County Council, the Irish Hotels Federation and the Kerry Tourism Industry Federation to launch the Safe Destination Kerry Programme. This programme supported local businesses respond to COVID-19. |
| 3.3 | <ul style="list-style-type: none"> Ongoing supports and learning opportunities offered to non-Irish nationals across all areas of service delivery. Ongoing support of multicultural events in schools, centres and campuses. Implemented new SOLAS directive re participation of international protection learners. |
| 3.4 | <ul style="list-style-type: none"> Music Generation initiative was virtually-delivered across a wide scope of locations in areas where music education was not previously available. Successfully delivered Year 2 of the Local Creative Youth Partnership (LCYP). In December, the decision was made to restructure to a grant funding model for 2021. An Cathaoirleach officially opened the Kerry College Admissions Office. The Admissions Office communicates directly with the public and post-primary schools across the county offering support, and information on courses/progression etc. |
| 3.5 | <ul style="list-style-type: none"> Commenced the development of a Blended Learning Policy for FET provision. Commenced review of FET provision with a view to identifying programmes that will continue blended and/or online approaches to learning going forward. Community Education provision grew substantially as it adapted to the new online platform for delivery (see page 23 for exact provision numbers). |
| 3.6 | <ul style="list-style-type: none"> Kerry College September 2020/21 enrolments: Courses for Progression (492); Courses for Employment (312). |
| 3.7 | <ul style="list-style-type: none"> First Year Induction Programme provided in all schools to support the transition to the post-primary environment. Virtual school tours provided by all post-primary schools. Continued team building days and peer mentoring in all schools to support students. |
| 3.8 | <ul style="list-style-type: none"> Review of YEI programme carried out by Youth Development Officer. For a full list of grants administered by the Youth Services Function, please go to pages 21. |

GOAL 4 | Access and Progression

Objectives	Progress Indicator
4.1	<ul style="list-style-type: none"> Recognition of prior learning was delivered for the National Tour Guiding Programme. 12 beneficiaries achieved 9 certifications.
4.2	<ul style="list-style-type: none"> An information session on programmes on offer in FET and Higher Education was delivered to students with disabilities. Overarching FET Fees and Fee Waiver Policy was finalised and approved by Kerry ETB Board on April 28th 2020. Commenced mapping of progression routes from FET Centres to Kerry College and Higher Level institutions, including the newly established Munster Technological University (MTU).
4.3	<ul style="list-style-type: none"> Online registrations for 2020 were 82% including all evening/part-time training (91% for full-time FET programmes). Presented QA Report on Learner Registrations, Retention, Completion, Accreditation and Progression rates to the Kerry ETB Quality Council.
4.4	<ul style="list-style-type: none"> Monthly PLSS reports are produced to review key aspects of learner activity i.e. learner starters, learner completers (early, partial and full), learner outcomes, certification/awarding body, distinct learners, etc. These reports are broken down by FET programme activity. Fortnightly PLSS reports focusing on learner data completion, % of learner online applications, learner registrations, wait lists by course/campus were compiled and distributed.
4.5	<ul style="list-style-type: none"> Additional resources were allocated to Tralee Youthreach for SEN initiatives. 4 Youthreach centres, as part of the CEIP process, completed Centre Literacy, Numeracy and Integration Plans. 24 staff under the FET pillar commenced the TESOL module with Waterford Institute of Technology. Commenced delivery of online English Conversation and Conversational ESOL Classes.
4.6	<ul style="list-style-type: none"> Completed training for post-primary SEN mapping. The process commenced in 2020 and will be completed by all post-primary schools in 2021. 11 staff under the FET pillar completed Universal Design Learning (UDL) training with AHEAD.



GOAL 5 | Develop Productive Partnerships

Objectives	Progress Indicator
5.1	<ul style="list-style-type: none"> Transition work experience was curtailed due to COVID-19 restrictions.
5.2	<ul style="list-style-type: none"> Actively networked with DoE, SOLAS, DFHERIS, DCEDIY, ETBI, QQI, MTU and relevant Unions throughout the year. Building projects progressed in partnership with the DoE include; <ul style="list-style-type: none"> - Castleisland Community College - Causeway Comprehensive School - Coláiste Gleann Lí - Gaelcholáiste Nua School - Coláiste na Ríochta - Killarney Community College - Scoil an Ghleanna Worked in partnership with the DoE to progress the following Devolved Building Projects; <ul style="list-style-type: none"> - National School, Listellick - St. Oliver's National School, Killarney Finalised Kerry College Admissions Office fit out. COVID-19 Contingency Plan submitted to QQI. Supported the implementation of the Oversight Agreement and Performance Delivery Agreement with the DoE. Review meeting took place October 21st 2020. A Joint Consultative Fora remains in place with the relevant Unions: TUI, Forsa SNA, Forsa Admin to discuss and address matters arising across all areas of service delivery. Union members are regularly consulted regarding relevant policies and procedures, etc. The Policy Development Framework, was approved by the Board of Kerry ETB on October 17th 2020.
5.4	<ul style="list-style-type: none"> All third party arrangements are conducted in line with DPER CL 13/2014. Buildings Officer completed a review of outstanding historical matters in estate management and capital projects. The national COP for the Commis Chef Apprenticeship developed 17 alternative assessments to be used.
5.5	<ul style="list-style-type: none"> The profile of the UBU Your Place Your Space Scheme and the role Kerry ETB plays as funders of the scheme was promoted across the county by presenting to the Children and Young People's Services Committee and meetings with Family Support Networks. Regular collaboration with Department of Social Protection included analysis of the Kerry Live Register and tracking unemployment data for people under 25 years.
5.6	<ul style="list-style-type: none"> Léargas European Networking Information Workshop took place for post-primary Principals. 2 schools participated in an Erasmus + Initiative focusing on Oral Language Innovative Language Teaching in a Bilingual Country (Gaeilge). Continued to ensure compliance with EU, ESF logos across all relevant documentation.
5.7	<ul style="list-style-type: none"> Kerry ETB and the Kerry Recreation and Sports Partnership (KRSP) commenced work on the integration of international students into local sports clubs.³
5.8	<ul style="list-style-type: none"> Established a support structure with the local County Arts Office to support the roll-out of Music Generation. Ongoing engagement with the County Arts Office concerning the LCYP and the Film Development Office.
5.9	<ul style="list-style-type: none"> The Kerry College Business Support Unit was established in 2020 to provide a single point of engagement for businesses in Kerry. The unit, in partnership with Kerry County Council and the Irish Hotels Federation, supported local businesses during the COVID-19 pandemic by providing a wide range of COVID-19 related training.
5.10	<ul style="list-style-type: none"> Ongoing collaboration with Kerry Local and Community Development Committee (LCDC) and the Local Action Group (LAG).

³ This initiative was stalled due to COVID-19.

GOAL 6 | Stakeholder Engagement

Objectives

Progress Indicator

- | Objectives | Progress Indicator |
|------------|--|
| 6.1 | <ul style="list-style-type: none"> • Across post-primary, there are c. 60 students actively engaged in our Student Councils. In 2020 focus was on the roles and responsibilities of student council members, input from Irish Second-Level Students' Union, technology-enhanced learning (TEL), sustainability and Green School initiatives, and the promotion of wellbeing strategies in the student community. • 2 learner nominees appointed to the Further Education and Training Centres (FETC) Governance Board. |
| 6.2 | <ul style="list-style-type: none"> • Piloted the School/Community Partnership model in Tahilla CNS with support and training from the National Parents Council. • 3 Parent Council sub-groups for special classes were established. |
| 6.3 | <ul style="list-style-type: none"> • FET management actively participated in local stakeholder structures i.e. LCDC, South West Regional Forum etc. • Ongoing links with the Public Participation Network (PPN) particularly in promoting FET opportunities for the community via the PPN database of registered groups. |
| 6.4 | <ul style="list-style-type: none"> • All FARR documents completed and submitted to SOLAS. |
| 6.5 | <ul style="list-style-type: none"> • Youth voice consultations remain an active part of the LCYP. • Business/Industry nominees appointed to the Kerry College Governance Board. • Positive collaboration with Chamber Alliance Tralee and Castleisland respectively during COVID-19. |
| 6.6 | <ul style="list-style-type: none"> • Ongoing engagement with the Department of Social Protection to promote joint initiatives and ensure the needs of the local economy are met. |
| 6.7 | <ul style="list-style-type: none"> • QA Unit engage regularly with QQI and other awarding bodies. |
| 6.8 | <ul style="list-style-type: none"> • Continuous Professional Development (CPD) Policy and Procedures (National Framework of Qualifications Levels 6-10) was developed and approved by the Board of Kerry ETB on January 17th 2020. • Further developed an online CPD resource repository for FET staff to share course content, view upcoming events, etc. |
| 6.9 | <ul style="list-style-type: none"> • 101 learners participated in Skills to Advance courses. • Signed a co-operation agreement with Oidhreacht Chorca Dhuibhne to incorporate the delivery of FET related Irish language courses into Kerry ETB FET provision. |

GOAL 7 | Effectiveness and Accountability in Governance and Leadership

Objectives	Progress Indicator
7.1	<ul style="list-style-type: none"> An external review of senior management communications was carried out by the Institution of Public Administration. Review outcomes will focus on performance management, meeting structures, effective communication, etc.
7.2	<ul style="list-style-type: none"> Continued to develop policies and procedures relating to the organisation's finances to include the Procurement Policy and Procedures for Purchase over €25,000 (as approved by the Board of Kerry ETB on May 26th 2020) and the Corporate Procurement Plan for 2020-21 (approved on April 28th 2020). Centrally procured an electronic signature system (Adobe Sign) to ensure compliance with authorization processes whilst remote working. Developed Standard Operating Practice Manuals for Creditors to build capacity at all levels and to support succession planning. Continued preparatory work to complete migration to ESBS Payroll via the appointment of a transition team. COVID-19 Social Media training completed by all senior management. Increased presence across local and social media to communicate key messages to stakeholders i.e. 5-page feature in Kerryman supplement '12 months on, a Year with COVID'.
7.3	<ul style="list-style-type: none"> Continued to review and further develop policies and procedures to include the Remote Working Policy and Procedure (as approved by the Board of Kerry ETB on October 27th 2021). Progressed plans for the introduction of a dedicated HR Department e-filing system (further actions identified for 2021). Technological advancements include: <ul style="list-style-type: none"> Successful roll-out of electronic contracts and online claims system Introduced remote inductions for newly appointed staff members The 2020 Recruitment Campaign ran successfully through the adoption of on-site, remote and blended interview approaches. Supported the implementation of CL0002/2019 with all staff asked to re-sign the Code of Conduct.
7.4	<ul style="list-style-type: none"> The following senior management posts were filled: <ul style="list-style-type: none"> Post-primary Principal FET Principal FET Deputy Principal Adult Education Officer (with responsibility for the FET Centres, Community Education and BTEI) Head of Department.
7.5	<ul style="list-style-type: none"> AP1s completed 4 sessions of a Middle Leadership Course. Project Management Training completed by the QA Unit. In line with annual allocation, periodic reviews of existing staffing structures were carried out to enhance operational capacity within each respective pillar. Developed a framework of compliance management reports to raise awareness, improve compliance and drive performance (Compliance Unit). Maintained essential services i.e. payroll, creditors etc. during Level 5 lockdown. Provided training to line management on the Fixed Asset Management system. Continued to engage with IPB Insurers to optimise efficiency in claims processing, COVID-19 etc. ICT budget planning carried out in line with strategic goals and objectives.
7.6	<ul style="list-style-type: none"> Progressed planning for the establishment of a centralised procurement unit for Kerry ETB (further actions required in 2021). Successfully implemented a revised process for expenditure analysis by category of spend. Significantly progressed data mapping for all ETB locations (further actions identified for 2021).

GOAL 7 | Effectiveness and Accountability in Governance and Leadership contd.

Objectives

Progress Indicator

- 7.7**
- Continued development and refinement of the system of internal control in line with CL0002/2019 and changing sector requirements (Compliance Unit).
 - Risk Management Framework and Risk Appetite Statement approved by the Board on October 27th 2020.
 - Established a Section 44 Committee (Governance Board) for the five FET Centres.
 - Section 44 Committees completed induction/training to include Roles and Responsibilities, Child Protection, Education Act 1998 etc.

- 7.8**
- Established a management support structure for our Community National Schools.
 - 4 reflective practice sessions with post-primary Principals and 1 session with Deputy Principals took place over the academic year 2019/2020.
 - Code of conduct and core values were included in all in-service and induction.

GOAL 8 | Marketing, Branding and Communication

Objectives

Progress Indicator

- 8.1**
- Independent review of the communication and reporting structures across the senior management level was carried out. Results will be published in 2021.

- 8.2**
- Communications function commenced development of marketing/graphic design tender to further enhance communications.

- 8.3**
- All post-primary schools finalised their annual PR Plan
 - Kerry College Admissions Office successfully carried out its inaugural Recruitment Campaign for 2020/2021 to include a calendar of events including school visits, media campaigns and publications, social and local media presence etc.
 - The inaugural Kerry College Open week took place from March 2nd to March 6th with events attended across all campuses.

- 8.4**
- Irish Language Officer developed the Scéim Teanga 2020-2023 in consultation with the Senior Executive (approved by the Kerry ETB Board on July 15th 2021).
 - For further details regarding the implementation of the Scéim Teanga, please see page 25.

- 8.5**
- Social and local platforms utilised to recognise achievements.
 - Online publication of the winners of the Kerry ETB Lockdown Photo Competition.

- 8.6**
- Prepared tender for the development of new websites and phone apps for all schools.

- 8.7**
- Commenced the development of a map of progression pathways across all part-time and full-time courses.

- 8.8**
- Integrated Kerry College prospectus was published.

- 8.9**
- Facilitated an independent review of the Kerry ETB Microsoft architecture with a view to tendering for a new architecture in 2021.
 - Developed and launched the Kerry College website (www.kerrycollege.ie).
 - Re-aligned the Adult Literacy & Basic Education (ABE) website with the Kerry ETB website effectively promoting more integrated services.

GOAL 9 | Enhancing the Working and Learning Environment**Objectives****Progress Indicator**

- | Objectives | Progress Indicator |
|------------|--|
| 9.1 | <ul style="list-style-type: none"> Continued to work towards achieving Excellence Through People accreditation |
| 9.2 | <ul style="list-style-type: none"> For a full list of policies reviewed and approved in 2020, please see page 30. Conducted a review of Head Office Departments aligned to changes in strategic objectives, service delivery, responsibilities etc. Following review, the Corporate, Capital and Technology Department was established, an integration of the former ICT and Corporate Support and Capital Development Departments. The Further Education and Training Services (FETS) Department was disbanded. |
| 9.3 | <ul style="list-style-type: none"> Plans for a Performance Management Framework were progressed. Online Data Protection training was rolled out for staff across the scheme. |
| 9.4 | <ul style="list-style-type: none"> Ongoing promotion of Staff Welfare Supports to include; <ul style="list-style-type: none"> - Formal and informal staff support interventions - Wellbeing Bulletins for staff published - Online Support Sessions for staff were developed as an additional support during the pandemic - Regular information re the Employee Assistance Services (EAS) circulated. |
| 9.5 | <ul style="list-style-type: none"> Centrally procured professional counselling service for SYM and FET pillar. Ongoing promotion of Staff Welfare Supports to include staff meetings, reflective practice sessions, maintenance sessions, workshops, EAS etc. Staff Development Day for Head Office included a wellbeing talk. |
| 9.6 | <ul style="list-style-type: none"> Sustainability Strategy 2020-2022 was approved by the Board on September 22nd 2020. For further details, please see page 25. Purchased and set up devices, including laptops, mobile phones, printers etc., for all relevant staff to support remote working. Updated Schools and FET profiles to reflect current school/centre/campus infrastructure and installations. Independent Health and Safety Contractors, Egan Safety Solutions, provided vital support prior to, and throughout, the COVID-19 pandemic. Supports included (non-exhaustive): <ul style="list-style-type: none"> - Regular Directorate and line management engagement - Provision of COVID-19 Induction Training for all staff - Provision of remote ergonomic workshops and assessments for all staff - Development of key documents including the Advice Note on Ventilation and Face Coverings |
| 9.7 | <ul style="list-style-type: none"> Completed annual CPD/DSEL consultation for 2020/2021 based on teachers/school leaders feedback to the 2018/19 DSEL Plan and DoE policy. SNA annual in-service delivered to improve core skills and meet legal requirements. CPD opportunities/information shared to all staff working under the FET pillar via MS Teams. Improved system for tracking CPD and costings implemented. |
| 9.8 | <ul style="list-style-type: none"> Continued to advance Capital Projects. Implemented a weekly review of current projects portfolio to identify outstanding activity and effort required. Kerry ETB continued work on updating the Property Folios register in compliance with the DoE and Property Registration Authority (PRA) requirements. At a meeting with the DoE to review the Oversight Agreement, Performance Delivery Agreement and annual service plan, held on 27th October 2020, the Department noted the significant progress made by the ETB in relation to the registration of ETB Properties with the PRA. |
| 9.9 | <ul style="list-style-type: none"> For further details on capital developments, see page 15. |

Performance Measures

Table 2: School Enrolments

Schools Youth and Music (SYM)			
Enrolments	2018/2019	Projected 2019-2020	Actual 2019-2020
Two Mile Community National School	25	26	27
Tahilla Community National School	n/a	15	15
Scoil an Ghleanna Pobalscoil Náisiúnta	n/a	15	16
Castleisland Community College	213	246	251
Causeway Comprehensive School	468	481	480
Coláiste Gleann Lí	198	230	217
Coláiste na Ríochta	71	70	85
Coláiste na Sceilge	469	509	513
Gaelcholáiste Chiarraí	320	359	350
Killarney Community College	385	397	371
Killorglin Community College	277	309	307
TOTALS	2,426	2,657	2,632



Table 3: School Performance Indicators

Action Plan for Education (2019)		
Indicators	Indicator	Measure
Inspections in CNS and Post-primary Schools	Number of inspections in primary and post-primary schools	5
Retention Rates to Leaving Certificate	% of students sitting Leaving Certificate	97.1% ⁴
Retention Rate Differences between DEIS and Non-DEIS Schools	% gap in senior cycle retention rates in post-primary DEIS and non-DEIS schools - started 5th year but did not sit Leaving Cert	Non-DEIS: 99.87% ⁵ DEIS: 97.03% ⁶
Special Education Needs Size and Capacity	Number of SNAs	58
	Number of students in special classes	50
	Total number of special classes	9
	Number of primary school staff receiving support	6 ⁸
CPD Provision⁷	Number of post-primary school staff receiving support (including the name of training)	All Staff: MS Office 365 110: Leadership and Management ⁹ 58: Annual SNA Refresher ¹⁰ 11: COVID-19 Co-ordinator 24: Lead Worker Representative 46: Manual & Patient Handling Theory 14: New Teacher Induction 47: Student Support Team

⁴ Castleisland Community College, 100%; Causeway Comprehensive School, 98.3%; Coláiste Gleann Lí, 90%; Coláiste na Ríochta, 97%; Coláiste na Sceilge: 99.6%; Gaelcholáiste Chiarraí, 100%; Killarney Community College, 95.6%; Killorglin Community College, 96.65%.

⁵ Non-DEIS: Castleisland Community College, 100%; Coláiste na Sceilge, 99.6%; Gaelcholáiste Chiarraí, 100%.

⁶ DEIS: Causeway Comprehensive School 98.3%, Coláiste Gleann Lí: 94%, Coláiste na Ríochta: 97%, Killarney Community College: 98.6%; Killorglin Community College, 97.25%.

⁷ Excluding PDST CPD.

⁸ Goodness Me, Goodness You! Patrons' Program.

⁹ 3 sessions: Roles and Responsibilities (32); Leadership for Learning (34); Role of the Year Head (44).

¹⁰ Sessions included: Understanding Trauma, Understanding Dyslexia, Professional Role of the SNA, and Understanding Autism with emphasis on Anxiety and Behaviour.

Targeted Youth Funding Scheme			
	Year	Awarded Organisation	Participants
Sliabh Luachra/Castleisland	2019	KDYS	326
	2020	KDYS	79
Killarney/South Kerry	2019	KDYS	770
	2020	KDYS	128
Listowel/ North Kerry	2019	KDYS	1,587
	2020	KDYS	349
Tralee/ West Kerry	2019	KDYS	664
	2020	KDYS	440

Table 4: Targeted Youth Funding Scheme

UBU			
	Year	Awarded Organisation	Participants
Castleisland	2020	KDYS	21
Killarney	2020	KDYS	21
Listowel	2020	KDYS	59
Tralee	2020	KDYS	111

Table 5: UBU

Other Funding Schemes			
	Year	Awarded Organisation	Participants
Youth Information Centres	2019 (Q4)	KDYS	2,556
	2020	KDYS	626 ¹¹
	2021	-	-
Capital Grants (for Staff Led Services)	2019	KDYS	1,186
	2020	KDYS	1,734
LGBTI+ Grant	2019	Listowel FRC	30
	2020	Listowel FRC KDYS	101
ICT Investments Grants for Youth Services	2020	Youth	11 Clubs/ Groups (548)
COVID-19 Youth Service/ Youth Club			
Minor Grant Scheme Capital	2020	Youth Clubs	26 Clubs/Groups (947)
COVID-19 Youth Service/ Youth Club			
Minor Grant Scheme Current	2020	Youth Clubs	27 Clubs/Groups (963)
Once-Off Capital Funding	2020	Kilgarvan & Ventry Youth Clubs	N/A
Local Youth Club Grant	2019	49 Youth Clubs	49 Youth Clubs
	2020	Youth Clubs	48 Youth Clubs/ Groups (2,463)
	2021	-	-

Table 6: Other Funding Schemes

¹¹ Excludes additional participants supported through visiting information hub/s and/or social media account/s.



Local Creative Youth Partnership

The Local Creative Youth Partnership (LCYP) prioritises the rights of children and young people to play a decision-making role regarding their participation in creative activities. This is achieved through youth voice consultation and/or youth voice development training at the community level.

Number of Programmes Delivered ¹²	Participants
20	1,593

Table 7: Local Creative Youth Partnership

The initiative operates on the basis of annual funding received from the Department of Education and Creative Ireland, both of whom it reports to quarterly. In 2020 an additional 50,000 stimulus funding was received which allowed for wider delivery and enhanced programme content.

Music Generation Kerry

In 2020, Music Generation Kerry provided performance and music education opportunities to hundreds of children and young people throughout the county with a unique offer of online and in-person, in-school and after-school programmes. The initiative is supported by an instrument lending scheme with 400+ instruments and music equipment available to all participating students via the Kerry County Library.

Number of Programmes Delivered ¹²	Participants
8	638

Table 8: Music Generation

Music Generation Kerry operates on a 75:100 matched funding model and benefits from the support of local partners. Financial Reporting is via quarterly returns, with a full financial return required in February for the previous calendar year.

¹² Programmes delivered broken down as follows: Direct delivery and Collaborations/Tutors (14); Grants to Third Parties (6).

¹³ Programmes delivered include: Primary School Programmes (Ukulele, Traditional, Early Years), Post-Primary (Online Music Technology and Song Creation), After School, (Ukulele, Guitar, Vocals, Keyboards, Drums, Traditional), MTU Summer Camp, Ukulele Crash Course, Music Creation Crash Course, Song writing, Choir and Vocal Performance.

Further Education and Training (FET)

Programme	2020 Planned	2020 Actual ¹⁴
Kerry College	2,439	2,393
Apprenticeship	656	456
Part-time	2,916	2,689
Youthreach/CTC	336	241
Pathways	423	351
Adult Literacy	1,748	1,143
Community Education	1,910	3,575
TOTALS	10,428	10,848

Table 9: FET Beneficiaries 2020

Priority Area	Total Staff Engagements ¹⁵	Total Combined Programme Hours ¹⁶	Total Combined Staff Input in Hours ¹⁷
Quality Assurance	156	166	1137
TEL - Technology Enhanced Learning	840	593	6836
Working with & Supporting FET Learners	160	546	1776
Vocational Upskilling	89	831	952
Health & Safety and COVID Compliance	344	251	1095
Management	20	77	93
ICT	32	87	103
Enterprise Engagement	1	5	5
TOTALS	1,642	2,556	11,997¹⁸

Table 10: Professional Development 2020

¹⁴ Figures as per latest 2020 year-end pivot table.

¹⁵ This is not a unique number of staff. Some staff will have participated in several CPD events.

¹⁶ This is the combined hours for all courses under this priority area.

¹⁷ This is the total CPD effort in hours: (the total hours of each CPD event multiplied by the number of staff who attended).

¹⁸ It should be noted that some staff send in records for self-directed learning without hours

(e.g. PhD or PostGrad Dip. Where these were 1 year / over 3 years, the course was included but hours not recorded.

Programme Category	2020 Actual
Adult Literacy Groups	684
2016+ Apprenticeship	12
Apprenticeship Phase 7	126
Apprenticeship Training (2,4,6)	318
Bridging and Foundation Training	29
BTEI Groups	1374
Community Education	935
Community Ed Monavalley	2640
Community Training Centres	44
ESOL	360
Evening Training	1094
FET Co-operation Hours	19
ITABE	22
Other Funding	221
PLC	1417
Recognition of Prior Learning	12
Skills for Work	16
Skills to Advance	90
Specialist Training Providers	142
Specific Skills Training	430
Traineeship Training	444
Voluntary Literacy Tuition	42
VTOS Core	180
Youthreach	197
TOTALS	10,848

Table 11: Beneficiaries per Programme Category

COVID-19 Activity Highlights (Organisation Support and Development (OS&D Led))



Our Strategic Reports

Kerry ETB Irish Language Scheme (2020-2023)

A new Language Scheme (2020-2023) was approved by the Board of Kerry ETB on July 15th 2020. This new scheme follows an organisation-wide consultation process coordinated by the Irish Language Officer. The implementation of provisions set out in the scheme is overseen by the Irish Language Steering Committee which is constituted of members from each of the three service delivery pillars. This group meets quarterly to review actions i.e. matters like signage, websites etc., and to discuss methods that ensure the effective dissemination of scheme commitments. An annual implementation report is completed by the Committee and submitted to the ETB Senior Executive as a means of monitoring performance. The Steering Committee met as follows in 2020:

- 18th September 2020
- 16th October 2020
- 27th November 2020

In 2020, an audit on the Language Scheme (2016-2019) was commenced by the Office of the Coimisinéir Teanga. The Irish Language Officer continues to liaise with senior management to gather the necessary information to support this audit process. The outcome of the audit is expected in early 2021.

Kerry ETB ICT Strategy 2019-2022

2020 marked the second year of implementing the Kerry ETB ICT Strategy (2019-2022) and the progress can only be described as remarkable. Our top nine implementation highlights from 2020 are included in the table below.

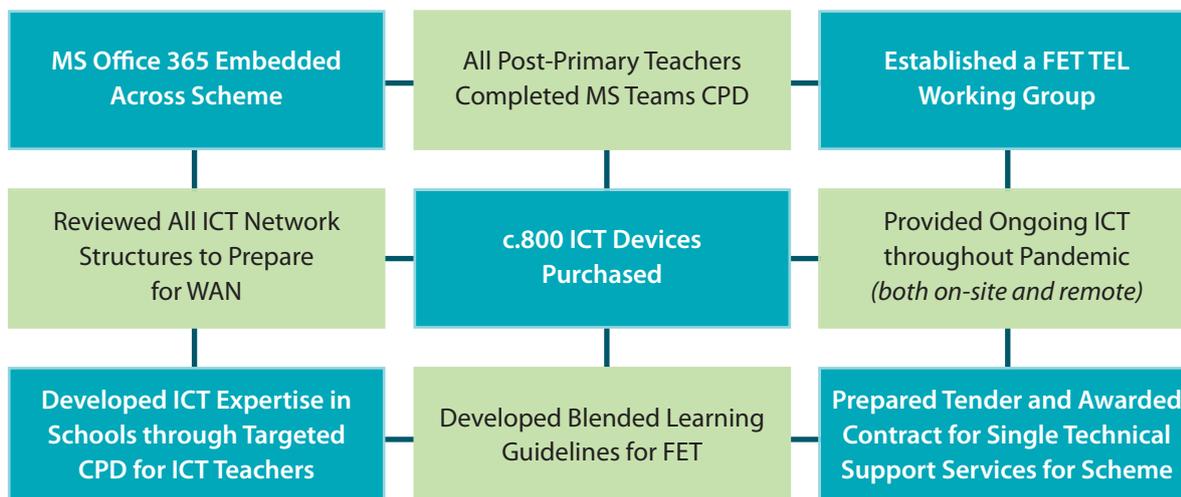


Table 12: ICT Strategy Implementation Highlights

Monitoring of the strategy is, as always, co-ordinated by the ICT Strategy Implementation Sub Group who met nine times throughout 2020.

The annual performance/implementation report was completed by the Committee and submitted to the ETB Senior Executive.

Sustainability Strategy

The Kerry ETB Sustainability Strategy was approved by the Board of Kerry ETB on September 22nd 2020. This strategy was developed following an organisation-wide consultation process and represents Kerry ETB's shared commitment to enhancing existing and adopting new sustainable practices over the next three years. This will be achieved by focusing on the strategy's 'Sustainable Goals', identified as follows:

Staff Engagement	Estates Management	External Stakeholder Engagement
Energy Sustainability Management	Student, Learner and Trainee Engagement	

Implementation of the strategy will be overseen by the Sustainability Implementation Committee, led by the Head of CCT and the soon to be appointed ETB Sustainability Officer. An annual implementation report will be completed by this Committee and submitted to the ETB Senior Executive.



Corporate Governance and Finance

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

The Board of Kerry Education and Training Board (Kerry ETB) confirms that the 2019 Code of Practice for the Governance of Education and Training Boards has been adopted and that Kerry ETB complies with the up-to-date requirements of the Code in their governance practices and procedures.

Functions of the Board

The functions of the Kerry ETB Board 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 Education and Training Boards (ETB) Act 2013.

Statement of Board Responsibilities

Kerry ETB was established on 1 July 2013 under the provisions of the ETB Act 2013. Section 51 of the Act requires the ETB to keep in such form and respect of such accounting periods as may be approved by the Minister for Education 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 Kerry ETB Board 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.

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.

Board Membership and Sub-Committees

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 Celia O'Shea	Staff Representative
Ms Catriona Kerin	Parent Representative
Mr Noel Keenan	Parent Representative
Mr Zaid Kassoob	Bodies Representative of Learners
Mr John O'Roarke	Bodies Representative of Persons engaged in the Management of, or Leadership in Recognised Schools
Ms Maria O'Gorman	Bodies Representative of Business, Industry and Employers
Ms Joan McCrohan	Bodies which are not in the three Designated Categories
Mr Tim Daly	A representative from any Category

Table 13: Board Members

Chief Executive Officer

Colm Mc Evoy

Community National Schools

Two Mile Community National School	Board of Management
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Tahilla Community National School	Board of Management
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Scoil an Ghleanna	Board of Management
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Post-Primary Schools

Causeway Comprehensive School	Board of Management
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Castleisland Community College	Board of Management
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Coláiste na Ríochta	Board of Management
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Coláiste na Sceilge	Board of Management
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Coláiste Gleann Lí	Board of Management
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Gaelcholáiste Chiarraí	Board of Management
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Killarney Community College	Board of Management
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Killorglin Community College	Board of Management
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Further Education and Training

Youthreach	Board of Management
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Further Education and Training Centres	Governance and Development Board
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Kerry College of Further Education and Training	Governance Board
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Youth Development Function

Youth Work	Committee
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Table 14: Section 44 Committees

Table 15: Section 45 Committees Membership

AUDIT AND RISK COMMITTEE		FINANCE COMMITTEE	
Name	Nomination	Name	Nomination
Mr John C. O'Connor (Chair)	External	Mr Brendan Tuohy (Chair)	External
Pádraig Ó Donnabháin	External	Mr Karol Kissane	External
Mr Gerard O' Donoghue	External	Mr Brendan Daly	External
Mr John M. Naughton	External	Cllr. Aoife Thornton	Kerry ETB
Cllr. Jim Finucane	Kerry ETB	Mr Zaid Kassoob	Kerry ETB
Cllr. Norma Moriarty	Kerry ETB	Cllr. Pa Daly ¹⁹	Kerry ETB
Mr Maria O'Gorman	Kerry ETB	Cllr. Deirdre Ferris	Kerry ETB
		Cllr. Terry O'Brien ²⁰	Kerry ETB
		Ms Joan McCrohan	Kerry ETB

Table 16: Register of Attendance and Frequency of Meetings of the Audit and Risk Committee

REGISTER OF ATTENDANCE AND FREQUENCY OF MEETINGS OF THE AUDIT AND RISK COMMITTEE								
Name	21.01.20	10.03.20	21.05.20	18.06.20	09.10.20	08.12.20	11.12.20	No. of Meetings attended
Mr John C. O'Connor	X	X	X	X	X	X	X	7/7
Mr Pádraig Ó Donnabháin	X	X	X	X	X	X	X	7/7
Mr Gerard O'Donoghue	X	X	X	X	X	X	X	7/7
Mr John M. Naughton	X	X	X		X		X	5/7
Cllr. Jim Finucane	X		X			X		2/7
Cllr. Norma Moriarty		X	X	X	X	X	X	6/7
Ms Maria O'Gorman	X	X	X		X			4/7

Table 17: Register of Attendance and Frequency of Meetings of the Finance Committee

REGISTER OF ATTENDANCE AND FREQUENCY OF MEETINGS OF THE FINANCE COMMITTEE						
Name	17.02.2020	26.02.2020	30.03.2020	06.10.2020	08.12.2020	No. of Meetings attended
Mr Brendan Tuohy	X	X	X	X	X	5/5
Mr Karol Kissane	X	X	X	X	X	5/5
Mr Brendan Daly	X	X	X	X		4/5
Cllr. Aoife Thornton	X			X		2/5
Mr Zaid Kassoob ²¹					X	1/5
Cllr. Deirdre Ferris				X	X	2/3
Cllr. Terry O'Brien						0/3
Joan McCrohan					X	1/2

¹⁹ Cllr. Pa Daly resigned from the Finance Committee following his election as a TD in February 2020. He was replaced by Cllr. D. Ferris.

²⁰ Cllr. Terry O'Brien resigned from the Finance Committee in April 2020. He was replaced by Ms. J. McCrohan.

²¹ Attendance impacted due to COVID-19 redeployment.

Table 18: Register of Attendance and Frequency of Meetings of the Board²⁹

REGISTER OF ATTENDANCE AND FREQUENCY OF MEETINGS OF THE BOARD ²⁹												
Name	27.01.20	27.02.20	31.03.20	28.04.20	26.05.20	30.06.20	15.07.20	25.08.20	2.09.20	27.10.20	08.12.20	Total No. of Meetings Attended
Cllr. Aoife Thornton	X	X	X	X						X		(4/11)
Cllr. Cathal Foley		X	X	X			X	X	X	X	X	(8/11)
Cllr. Deirdre Ferris ²²			X	X	X	X	X	X	X	X	X	(10/10)
Cllr. Fionnán Fitzgerald	X	X	X	X	X	X	X	X	X	X	X	(8/11)
Cllr. Jim Finucane	X	X	X	X	X	X	X	X	X	X	X	(11/11)
Cllr. Johnnie Wall ²³			X	X	X	X	X	X	X	X	X	(9/10)
Cllr. Marie Moloney			X	X			X	X	X	X	X	(7/11)
Cllr. Maura Healy-Rae			X	X	X	X				X		(5/11)
Cllr. Michael Cahill	X	X	X	X	X	X	X	X	X	X	X	(10/11)
Cllr. Niall O'Callaghan		X	X	X	X	X	X	X	X	X	X	(10/11)
Cllr. Norma Moriarty	X	X	X	X	X	X	X	X	X	X	X	(11/11)
Cllr. Terry O'Brien	X	X	X	X	X	X	X	X	X	X	X	(7/11)
Mr Joe Brennan			X	X				X		X	X	(6/11)
Mr John O'Roarke	X		X							X		(3/11)
Mr Noel Keenan	X	X	X	X	X	X	X	X	X	X	X	(11/11)
Mr Tim Daly			X	X	X	X	X	X	X	X	X	(7/11)
Mr Zaid Kassoob ²⁴	X		X		X	X		X		X	X	(6/11)
Ms Joan McCrohan	X		X	X	X	X		X	X	X	X	(6/11)
Ms Maria O'Gorman	X	X	X	X	X	X	X	X	X	X	X	(11/11)
Ms Catherine O'Sullivan ²⁵		X	X					X	X			(3/9)
Ms Maryanne Slattery ²⁶	X	X	X	X	X	X	X	X	X	X	X	(9/9)
Cllr. Pa Daly ²⁷	X											(1/1)
Cllr. Norma Foley ²⁸												(0/1)

²² Appointed to the Board February 2020

²³ Appointed to the Board February 2020

²⁴ Attendance impacted due to COVID-19 redeployment

²⁵ Resigned from the Board in September 2020

²⁶ Resigned from the Board in October 2020

²⁷ Resigned from the Board following his election as a TD in February 2020

²⁸ Resigned from the Board following his election as a TD in February 2020

²⁹ Attendance rates to be addressed as part of the self-assessment evaluation process

Gifts

Kerry ETB received no gifts in 2020.

Policy Documents Developed by the Executive and Approved by the Board in 2020

- Access Control Policy
- Backup Policy
- CL0003/2019 Evaluation Template Procedure
- Conflict of Interest Policy
- Conflict of Interest Policy - Revision
- Continuous Professional Development Policy and Procedure
- Corporate Procurement Plan 2020/21
- Critical Incident Policy
- Data Protection Policy - Revision
- Data Subject Access Request (DSAR) Policy - revision
- DoE Early Warning Report Procedure
- Encryption Policy
- Erasmus Approval Procedure
- Fees & Fee Waiver Policy
- Fixed Asset Management Policy and Procedure - Revision
- Foreign Travel and Subsistence Policy
- Guidance on the Hire of ETB Premises
- Guidelines on the use of Video Conferencing
- ICT Access Control Policy - Revision
- ICT Change Management Policy
- Kerry ETB Compliance Unit Terms of Reference
- Kerry ETB Sustainability Strategy 2020-2022
- Lone Working Policy
- Passwords Standards Policy
- Policy Development Framework
- Policy for the Making of Protected Disclosures by Kerry ETB Workers - Revision
- Privacy Notice to Staff, Board Members, Committee Members and Volunteers - Revision
- Procedure for dealing with angry, aggressive or abusive phone call/email
- Procurement Policy and Procedure over €25,000
- Receipt and Lodgement of Funds Received (including Safe Facility Protocol)
- Remote Access Policy
- Remote Working Policy and Procedure
- Risk Appetite Statement
- Risk Management Framework
- Risk Management Policy - Revision
- Social Media Policy
- Strategy Statement Reporting Procedure
- Terms of Reference for Section 44 Committees
- Travel and Subsistence Policy - Revision

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 2020 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 2020. Consequently, no action was required to be taken by Kerry ETB in relation to Protected Disclosures.

Third-Party Arrangements 2020

Third-Party arrangements in recent years are playing an increasingly key role in the strategic development of Kerry ETB. Third-Party arrangements can support the delivery of services, provide access to knowledge and add overall value to the business of Kerry ETB. 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 several 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. A register of third party arrangements is maintained by the Executive.

Public Spending Code

The Chairperson of the Board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code.

Procurement

Kerry ETB reaffirms their commitment to meeting all requirements relating to relevant procurement policies and procedures³⁰ and confirm also that in 2020 it adhered to the relevant aspects of said policies and procedures other than those areas noted for further progress in the 2020 Statement of Internal Control. Non-compliance with Procurement Guidelines have been included in the SIC (AFS page 4).

Tax

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

Financial Statements

The Annual Financial Statement (AFS) for the year ended on 31st December 2020 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2020. Kerry ETB will publish the AFS within one month of receipt of the C&AG.

Financial data in relation to the following is included in the AFS:

- Non-Salary-related fees paid in respect of Committee members;
- Salaries and short-term employee benefits;
- Post-employment benefits;
- Termination benefits;

- Key management compensation if any;
- The number of employees whose total employee benefits were between €0 to €59,999;
- The number of employees whose total employee benefits were between €60,000 to €69,999 and within each pay band of €10,000; and
- Overall figure for employer pension contributions.

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 (SIC), which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2020 which will be published within one month of receipt from the Office of the Comptroller and Auditor General (C&AG) and as an appendix to the Chairperson's Comprehensive Report that has been submitted to the Minister.

Risk Management

The Board 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 2020. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (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

Details of the principal risks and associated mitigation measures or strategies have been included in the SIC as part of the AFS which will be published within one month of receipt from the Office of the C&AG and as an appendix to the Chairperson's Comprehensive Report.

³⁰ The Board on April 28th 2020 approved the second Corporate Procurement Plan (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.

Appendix I / Glossary of Terms and List of Tables

Term	Definition	Term	Definition
ABE	Adult Basic Education	KPI	Key Performance Indicator
AFS	Annual Financial Statements	KRSP	Kerry Recreation and Sports Partnership
AHEAD	Association for Higher Education Access and Disability	LAG	Local Action Group
BOM	Board of Management	LCDC	Local Community Development Committee
BTEI	Back to Education Initiative	LCYP	Local Creative Youth Partnership
C&AG	Comptroller and Auditor General	LGBTI+	Lesbian, Gay, Bisexual, Transgender and Intersex
CEIP	Continuous Evaluation and Improvement Planning	MOU	Memorandum of Understanding
CEO	Chief Executive Officer	MS	Microsoft
CL	Circular Letter	NFQ	National Framework of Qualifications
CNS	Community National School	NQSF	National Quality Standards Framework (for Youth Work)
COP	Communities of Practice	OS&D	Organisation Support and Development
CPD	Continuous Professional Development	OETC	Outdoor Education and Training Centre
CRO	Chief Risk Officer	PDA	Performance Delivery Agreement
CTC	Community Training Centre	PDST	Professional Development Support Team
DCEDIY	Department of Children Equality Disability Inclusion and Youth	PE	Physical Education
DEIS	Delivering Equality of Opportunity in Schools	PLSS	Programme Learner Support System
DoE	Department of Education	POR	Person of Responsibility
DPER	Department of Public Expenditure and Reform	PPN	Public Participation Network
DSEL	Developing Schools Enriching Learning	PRA	Property Registration Authority
EA	External Authentication	QA	Quality Assurance
ESBS	Education Shared Business Services	QQI	Quality and Qualifications Ireland
ESF	European Social Fund	RAP	Results Approval Panel
ESOL	English for Speakers of Other Languages	RSE	Relationships and Sexuality Education
ETB	Education and Training Board	SEN	Special Educational Needs
ETBI	Education and Training Boards Ireland	SIC	Statement of Internal Control
EU	European Union	SLA	Service Level Agreement
FARR	Funding Allocations Requests and Reporting System/SOLAS	SNA	Special Needs Assistant
FET	Further Education and Training	SPHE	Social, Personal and Health Education
FETC	Further Education and Training Centres	SYM	Schools, Youth and Music
FETCH	Further Education & Training Course Hub	TEL	Technology Enhanced Learning
GDPR	General Data Protection Regulation	TUI	Teachers Union of Ireland
HR	Human Resources	TYFS	Targeted Youth Funding Scheme
ICT	Information and Communication Technology	UDL	Universal Design Learning
KDYS	Kerry Diocesan Youth Service	VTOS	Vocational Teaching Opportunities Scheme
		WAN	Wide Area Network
		YEI	Youth Employment Initiative

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Appendix II / Detailed Strategic Objectives

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.

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

GOAL 2 : Quality Teaching and Learning

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.

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

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.

1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.
2. Effectively respond to the needs of employers and the economy through innovative and creative solutions.
3. Develop our capability to be responsive to the challenges of a multicultural society.
4. Continue to renew and develop new responses to enhance engagement in education and training activities.
5. Promote the use of flexible learning opportunities including online, blended, semesterised and evening programme provision.
6. In collaboration with SOLAS and in line with the Further Education and Training Strategy 2014- 2019 identify and provide education and training programmes to prepare young people and adults for progression and future employment opportunities.
7. Encourage and resource the development of strategies to address the challenges that students may face transitioning from the primary school system into our post-primary schools and colleges.
8. Continue to support the development of needs-based youth work responses in Kerry.

GOAL 4 : Access and Progression

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.

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



GOAL 5 : Develop Productive Partnerships

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.

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

GOAL 6 : Stakeholder Engagement

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.

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

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.

1. Review current internal communications, refine and develop a coherent internal communication strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision-making processes.
2. Review and improve structures and processes to enhance the effectiveness of our organisation and how well we communicate with all stakeholders.
3. Review and enhance our current human resources practices and policies to meet the strategic needs of Kerry ETB.
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.
5. Enhance our resource planning and operational management capacity at all levels of the organisation. We will utilise training, CPD and more appropriate organisational structures.
6. Enhance our management information systems to provide up-to-date, relevant and accurate data throughout our organisation to enhance planning, service provision and fit with our strategy.
7. Continue to develop the strategic compliance and governance capabilities of our Board and associated committees.
8. To promote a culture of continuous improvement and reflective practice.

GOAL 8 : Marketing, Branding and Communication

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

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

GOAL 9 : Enhancing the Working and Learning Environment

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.

1. Achieve Excellence Through People accreditation across the organisation.
2. Conduct an organisational review focusing on policies, structures and roles to ensure a good fit with the education and training strategy for Kerry ETB.
3. Continue to design and deliver specific training and development programmes to meet needs identified through the performance management process.
4. Continue to support the staff welfare scheme and support staff career development and job transfer opportunities.
5. Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff.
6. Maximise and improve the use of our facilities and undertake regular health and safety audits to maximise the quality of the work and learning environments.
7. Develop programmes and resources to support Continuous Professional Development for programmes.
8. Ensure, within the resources provided, that each of our buildings is appropriate to the needs of the services provided.
9. Prioritise capital/building projects that support greater integration on the delivery of Further Education and Training Programmes.

Table 19: Performance Delivery Agreement

PERFORMANCE DELIVERY AGREEMENT		
GOAL 1 : OPTIMISE STUDENT/LEARNER EXPERIENCE STRATEGY STATEMENT		Goal Reference
1.1	Provide a positive learning experience for all learners, including learners from marginalised groups	2/4
1.2	Provide a broad based curriculum	2/3
1.3	Implement Quality Assurance systems	1/8
1.4	Support students/learners at risk of educational disadvantage in line with current national policy	2/4
1.5	Provide guidance and counselling services	2/4/9
1.6	Provide high quality learning/training facilities	1/4/2/9
1.7	Promote and develop outdoor education	2/8
1.8	Plan for changing demographics	3/4
1.9	Engage effectively with employers	5/6
1.10	Provide and develop traineeship and apprenticeship programmes	1/2/3/6
1.11	Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	1/2
1.12	Priorities STEM/STEAM in schools	2/3
1.13	Provide high quality ICT learning supports in schools/centres	2/3
GOAL 2 : STAFF SUPPORT		Goal Reference
2.1	Recruitment and retention of staff	8/9
2.2	Support staff in ongoing professional development	2/6/7/8/9
2.3	Support and develop high quality leadership in the ETB	7/9
2.4	Promote awareness of health and safety	7/9
2.5	Provide a positive and supportive work environment	6/7/9
2.6	Support staff wellbeing	3/6/7/9
GOAL 3 : GOVERNANCE		Goal Reference
3.1	Develop organisational structures and systems to meet the changing needs of the organisation	7
3.2	Effectively manage finances and risk	7
3.3	Efficiently use resources	7
3.4	Communicate effectively	7/8
3.5	Develop Service Level agreements with external stakeholders	5/6
3.6	Ensure effective data protection	7
3.7	Engage effectively with stakeholders and develop partnerships	5/6
3.8	Follow best practice in procurement	7
3.9	Ensure compliance with statutory and regulatory requirements	7
3.10	Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	1/2
GOAL 4 : PROTECTION PROGRAMMES		Goal Reference
4.1	Assist the DES, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	3