



BORD OIDEACHAIS AGUS OILIÚNA
CHILL DARA AGUS CHILL MHANTÁIN

KILDARE AND WICKLOW
EDUCATION AND TRAINING BOARD

Kildare and Wicklow ETB (KWETB)

Annual Report 2021

A brighter future, learning with KWETB

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Chairperson's Foreword

On behalf of the Board of Kildare and Wicklow Education and Training Board (KWETB) I am delighted to present the Annual Report 2021.

KWETB's 2021 annual report outlines the operations of the organisation and progression of KWETB's Strategy objectives this year past, with a continuation of overcoming and adapting to the many changing circumstances in the landscape of a global pandemic and its impact on the delivery of our education and training services.

Throughout this report the positive response and achievements of KWETB in 2021 are recognized and highlighted to commend our staff, learners and the communities we serve in light of the fluctuating setting of teaching and learning this year. KWETB continue to offer excellence in teaching and learning and responding to the educational and training needs of the current climate. KWETB demonstrate in this report the advancements of our Statement of Strategy 2020 – 2024 over the year of 2021 and the innovative projects under the remit of KWETB.

The achievements of KWETB in 2021 as demonstrated in this report were reached while maintaining good governance and internal controls as closely monitored by the Board of KWETB and the committees of Audit and Risk; and Finance.

Cllr. Daragh Fitzpatrick
Chairperson KWETB

Chief Executive's Message

As Chief Executive of Kildare and Wicklow Education and Training Board (KWETB), I would like to thank all of those involved in the publication of our annual report. This report represents the work of the organisation for the 2021 period, a period of much change throughout the year responding to the ever-changing pandemic environment. Despite the challenges the year brought, the education services and supports of KWETB continued to operate at the highest level. Innovation was brought to teaching, learning and our work practices in ways we would not have thought of previously.

Much was achieved in line with our vision to provide high quality education and training that is responsive and inclusive of all of those within our community. This annual report attests to the successful achievement of many of our goals under our Statement of Strategy and also indicates our continued commitment to improving and developing our staff, learning environments and systems.

I would like to thank all of our leaders, teachers and support staff for their commitment and dedication to the realisation of this vision. In particular, I would like to acknowledge and thank our Board and associated committees. It is their responsibility, in partnership with the executive, to ensure the highest quality of governance and value for money in KWETB. They have worked closely with us and supported us during the entirety of this year.

This is now a pivotal time for KWETB as we emerge from the pandemic and meet the challenges and opportunities that will bring by way of embracing new approaches, new technologies and new ways of working.

I look forward to continued work with all of you during 2022.

Dr Deirdre Keyes

Chief Executive

Overview of Kildare and Wicklow ETB (KWETB)

KWETB’s mission, vision and values

Kildare and Wicklow Education and Training Board was established on 1st July 2013 under the Education and Training Boards Act, 2013. KWETB serve a population of circa 364,929 people (2016 Census).



Vision

To deliver high quality, inclusive, innovative education, training, youth and support services.
To promote excellence in all we do and to be a leader at both community and national level.



Mission

To provide high quality and innovative education, training, youth and supports, which are accessible, responsive to the developing needs of learners, of the community and of society and which promote excellence, equality and social inclusion.

Value Statements

Integrity

Ensuring that all our activities in pursuit of the mission and vision of KWETB are supportive of our employees and learners, and demonstrate accountability, professionalism, honesty, and loyalty

Learner-centred

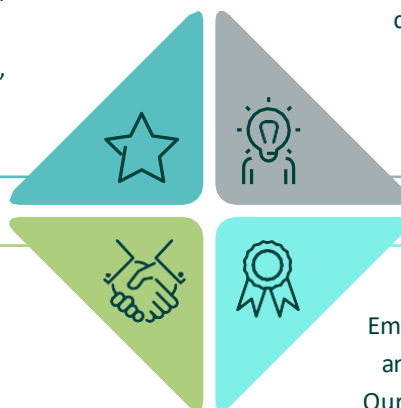
Recognising that the learner experience is central to our work and that each learner is an important contributor to their own learning and wellbeing

Respect

Promoting a climate of care and respect in every KWETB workplace and centre of learning

Excellence

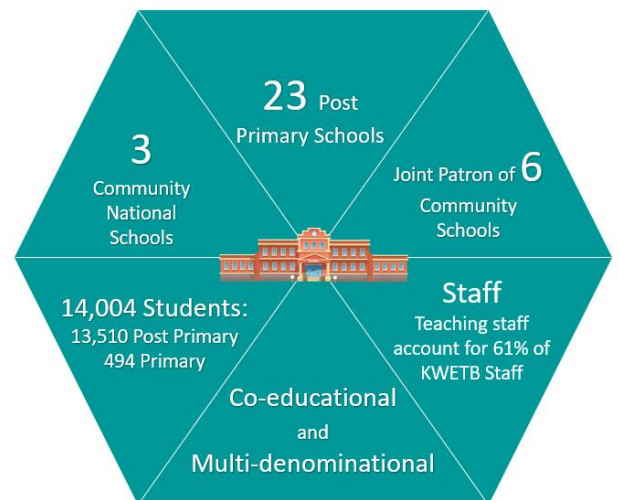
Embracing a culture of ongoing improvement and the promotion of the highest standards. Our schools and centres strive for excellence in all their endeavours





The services KWETB provide include primary level education, second level education, further education and training and youth work in addition to other community-based education programmes and services. All services are delivered at a local level.

KWETB is the patron of 23 Post-Primary Schools, 3 Community National Schools and 2 large Post Leaving Certificate (PLC) colleges, and is also the joint patron of 6 Community schools located across Kildare and Wicklow. The aim of all KWETB schools is to provide a holistic and inclusive education that will lay the foundation of a brighter future for generations of learners. All schools are co-educational and multi-denominational, committed to our ETB School Core Values of Excellence in Education, Care, Equality, Community and Respect.



Further Education and Training provision in KWETB offers an extensive and varying range of further education and training options, delivering industry recognised awards to meet the needs of learners and employers. KWETB FET operate across 25 locations, with an investment of €35 million annually.

Map of KWETB Locations & Services

KWETB Map of Education and Training Services

Provision Key

- ADMINISTRATION OFFICE
- COMMUNITY NATIONAL SCHOOL
- POST PRIMARY SCHOOL
- COMMUNITY SCHOOL
- CENTRE OF FURTHER EDUCATION & TRAINING
- OUTDOOR EDUCATION
- MUSIC GENERATION
- PRISON EDUCATION
- YOUTH SERVICES
- ADULT GUIDANCE

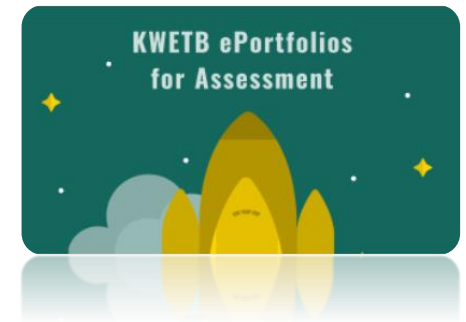


Regular FET
Quality Team
Newsletters &
Ezine via Staff
Intranet



404 staff
appointments
across
KWETB

Digital Course
brochures
launched



Employee
Assistance
Programme
Wellbeing Series

FET ran **855** Courses
run in 2021
Reaching **8,107**
learners
With **11,032**
beneficiaries!

KWETB successfully
migrated to ETB
Payroll Shared
Services



New
Corporate
Brand launch

Greystones
Community
National School
New Building
Opened



The Year that was - KWETB in 2021

Ethos Leadership teams across KWETB Schools

KWETB 2021

2021 began with a reversion to remote learning in all settings for the first months of the year due to the continuing global Covid-19 pandemic, with commendment earned by all staff, learners and stakeholders in maintaining excellence in teaching and learning, internal controls and prioritising staff and learner safety and wellbeing. The traditional in-person Leaving Certificate exams and a full return to full attendance in schools and FET was welcomed in September 2021, operating in line with the Covid response plans developed.

KWETB launched our rebranded logo early 2021 which included a design guide and logo guidelines, branded corporate signatures, MS Teams background and branded posters for Statement of Strategy vision and mission and value statements.

New Branding and Logo launch

Schools put much work into the Patrons' Framework, progressing significantly with 19 post-primary schools developing Ethos Leadership Teams (ELTs) in their schools. This work is bringing clarity to our Core Values as an organisation and is bringing a greater level of consistency across the schools in KWETB.

Internal Shared learning platforms and initiatives for staff

staff

Collaboration between teaching staff in our schools has been enhanced with the introduction of dedicated subject-specific Teams through the Microsoft 365 suite which is at the early stages of development with initial positive impact.

The Staff Intranet facilitated sharing of numerous tips for MS applications for staff support and development under 'TEL Tips'. Staff CPD events were run throughout the year such as 'FET FEST' a virtual festival of learning and development for educators in FET.

2021 saw an increased demand for additional temporary accommodation for schools. The management of same along with new builds is now supported by an external project management company, procured in 2021, with the Department of Education providing budget support for same. The Buildings section are also piloting a new electronic file management system and process.

Project Management Company engaged to support Buildings Programme

50 Shades Greener Programme

Programme

FET saw many exciting programmes including the 50 Shades Greener Programme which ran as an online conference to schools and over 2,000 students looking at areas of sustainability in hospitality.

The KWETB and Talbot Hotel group partnership saw 12 chefs complete their 12 week training accomplishing a qualification through City and Guilds which guarantees them 2 years of employment in the industry.

Digital badging with City & Guilds

KWETB FET were the lead ETB to run upskilling courses via the Skills to Advance Hospitality Skills Initiative to assist recovery and growth in the hospitality and tourism sector.

In February 2021, the KWETB ePortfolio Project was launched and involved the roll out of the purpose built, quality assured template in tandem with a supported Professional Development programme for educators via the PD Hub. 100 staff participated in the initial pilot, receiving positive feedback from External Authenticator processes. The ePortfolio Project now has 223 staff participating; since September, 11 locations have participated in face to face workshops, including one of our PLC colleges, with available support videos. Learning from this project together with the ePortfolio template was shared nationally with colleagues in ETBs, FESS and furthermore on the international stage.

ePortfolio project developed by KWTEB FET shared nationally

ESBS Payroll Shared Services

In November after many months of preparation and project work, KWETB migrated to the Education Shared Business Services (ESBS) payroll shared services. This project was a significant move for KWETB and took a tremendous workload by both the Finance and Human Resources team migrating data for over 2,500 employees.

Greystones Community National School occupied their new purpose-built primary school building in 2021. The school is thriving in their new location and has seen significant growth in applications for admission. The school can now offer additional capacity to provide for learners with ASD.

Greystones CNS, Purpose-built school building occupied in 2021

Great collaboration was seen between our Schools and FET division throughout the year in programmes and initiatives such as 50 Shades Greener School pathways into FET and training visits to our Outdoor Education and Training Centre. A New Family Learning and Adult Education programme in partnership with Greystones Community College was established in 2021.

KWETB FET worked on expansion of English for Speakers of Other Languages (ESOL) programme to meet the needs of Direct Provision Centres in North Wicklow and Wicklow Town. There was focus on Community representation and engagement with marginalised groups with an established Kildare Integration Strategy, Kildare Traveller and Roma Strategy.

Wellbeing and Resilience Programme for FET centres

Community Education and ABE worked jointly to utilise resources for outreach. The service offered a joint programme in Wellbeing and Resilience across all FET Centres in Wicklow.

FET services supported numerous disability organisations including KARE, DSI, St John of Gods/St Raphael's, Festina Lente, Project Search, Sunbeam House Services, Rehab Care, Carmona Services.

Innovation in Teaching, learning and assessment fund

Innovation in teaching, learning and assessment fund facilitated 19 projects across 12 schools (increase on 8 schools from 2020) during the current academic year (21/22). Projects include; physical infrastructure (learning spaces), robotics, numeracy and literacy initiatives, Magenta principles, assessment tracking, homework and the Edison Project to name a few.

KWETB ran 65 tender competitions in 2021 across multiple suppliers, services and capital projects. The Procurement team implemented new centralised contracts in several key high spend categories such as ICT technical support, Wifi, woodwork and metalwork class materials, projectors, a new asset management system. In 2021, KWETB made further reductions in our level of aggregate non-compliant procurement.

65 Tender Competitions and additional centralised contracts.

All Statutory Reporting submitted on time.

Operational Support and Development saw a Review and redistribution of APO responsibilities to improve service delivery and support to staff.

KWETB's recruitment continued to excel via online interviews supported efficiently by the recruitment team, facilitating the appointment of 404 persons across KWETB.

Human resources successfully managed Teacher Allocation 2021 which was 1107 wholtime equivalents, up by 67 on the previous year.

2021 saw a roll out of *Get Connected*; a KWETB devised Digital Skills programme targeted at Adult Literacy and Community Education learners.

'Get Connected' Digital Skills Programme

Expansion of the Enterprise Engagement Team has brought increased industry links across the counties, providing FET opportunities to the employed and to employers.

Workplace Language programmes working with local employers were offered.

Transversal and industry skills programmes offered

Transversal Skills offerings in Kildare and Wicklow have high participation in employment in particular in areas of food and accommodation industry which targets large and small businesses introducing learners to essential practical skills in preparation and upskilling opportunities to enter the workforce.

Governance Report

This report presents the high-level overview of governance activities of KWETB in 2021. Good governance in all our activities is paramount, this is reflected by one of the four strategic pillars entirely dedicated to the area of governance.

The Board of KWETB has adopted and adheres to the Code of Practice for the Governance of ETBs 2019, and are progressing the implementation of the up-to-date requirements of the Code in their governance practices and procedures across the organisation.

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

KWETB Education and Training Board was established on 1 July 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 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

Activities of the Board in 2021, included:

- Adoption of Service Plan 2021
- Adoption of Annual Report 2020
- Draft Annual Financial Statements and Statement of Internal Control
- Authorised attendance of members at conferences
- Approved leases
- Reviewed Statement of Strategy progress
- Reviewed and amended Standing Orders

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 Education and Training Boards 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 in 2021.

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 amendment until the external audit is completed, has been included in the Annual Financial

Statements (AFS) for the year ended the 31st of December 2021. The AFS will be published within one month of receipt from the Office of the Comptroller and Auditor General. KWETB also confirm that a Chairperson's Comprehensive Report has been submitted to the Minister which includes the SIC as an appendix.

KWETB confirms that its annual accounts have been submitted to the Comptroller and Auditor General (C&AG) by 1st April 2022 and are at the time of submission of the annual report, unaudited by the C&AG, as directed by the Department of Education, KWETB will publish the audited AFS within one month of receipt from the C&AG.

The 2019 Annual Financial Statements were laid before the House of the Oireachtas and subsequently published on our website in 2021.

Financial data in relation to the following is included in the Annual Financial Statements:

- 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.

The system of internal control includes all policies, procedures, protocols, reviews and reporting mechanisms to ensure governance and compliance in our activities. The review of internal control in 2021 was conducted in the context of the changed control environment as a result of the Covid-19 pandemic. Following review, it was concluded that integrity of internal control was not compromised as a result of the changing control environment.

The Board confirms that KWETB is adhering to relevant aspects of the Public Spending Code and complies with its obligations under tax law.

KWETB adheres to the Procurement Policy and procedures; a Corporate Procurement Plan has been developed and implemented.

A Policy Management Framework was developed in 2021 to support the development, communication and review of policies. The process of actively managing policies is underway with significant work anticipated for 2022.

Protected Disclosures Report 2021

In accordance with section 22 of the Protected Disclosure Act 2014, KWETB must report annually on Protected Disclosures received. Accordingly, no Protected Disclosures were received by KWETB in 2021.

Receipt of Gifts

In accordance with Section 29 of The Education and Training Boards Act, 2013 KWETB report no gifts being received in the context of the Act during 2021.

Gifts are defined in The Act as gift of Money, Land or other property or where Kildare and Wicklow Education and Training Board as asked to be a trustee of any trust or charity.

Composition of Board and meeting attendance 2021.

Cllr. Daragh Fitzpatrick (Chair)	Kildare CoCo	✓	✓	✓	✓	✓	-	✓	6/7
Cllr. Tom Fortune (Deputy Chair)	Wicklow CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Lourda Scott	Wicklow CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
*Cllr. Angela Feeney	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Bernard Caldwell	Kildare CoCo	-	-	-	-	✓	-	✓	2/7
Cllr. Anne Ferris	Wicklow CoCo	✓	✓	✓	✓	✓	-	✓	6/7
Cllr. Evie Salmon	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Peter Hamilton	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Paul O'Brien	Wicklow CoCo	✓	✓	✓	✓	✓	✓	-	6/7
Cllr. Patsy Glennon	Wicklow CoCo	-	✓	-	✓	-	✓	✓	4/7
Cllr. Kevin Duffy	Kildare CoCo	✓	✓	✓	✓	✓	✓	-	6/7
Cllr. Íde Cussen	Kildare CoCo	✓	✓	✓	-	-	✓	✓	5/7
Mr. Stephen Horan	Staff Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Aoife Ní Chealleachair	Staff Representative	✓	-	-	✓	✓	-	-	3/7
Ms. Deirdre O'Donovan	Parent Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Mr. David O'Gorman	Parent Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Caoimhe Molloy	NYCI – National Youth Council of Ireland	-	✓	-	-	-	-	-	1/7
Mr. Noel Merrick	NAPD – National Association of Principals & Deputy	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Alice O'Donnell	ICTU – Irish Congress of trade unions	✓	✓	✓	✓	✓	✓	-	6/7
Mr. Noel Magee	IBEC – Irish Business and Employers Confederation	✓	✓	✓	✓	✓	✓	-	6/7
Ms. Siobhain Grogan	Conradh na Gaeilge	✓	✓	✓	✓	✓	✓	✓	7/7

The Board held one in-camera meetings in 2021.

The Chief Executive of KWETB is Dr Deirdre Keyes.

*Resignation notice was received for this member on December 21, 2021.

Committees of KWETB

In accordance with the ETB Act, 2013 the Board of KWETB may establish committees to assist it with its responsibilities, particularly in relation to its oversight of financial matters and risk.

Established under Section 45 of the Education and Training Boards Act, 2013, the Audit and Risk Committee and Finance Committee are composed of Board members and independent external members appointed by the Board.

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

The Audit and Risk Committee met six times in 2021 and met a further three times in early 2021 to consider the reporting year 2021. The programme of work of the Audit and Risk Committee for 2021 included;

- Review of audit reports and monitoring of progress on implementation of audit findings throughout the year – Audit Register;
- Risk Management;
- Review of Internal Control;
- Reports from Executive;
- External (C&AG) and internal (IAU-ETBs) auditor engagement

The Finance Committee has a particular role in assisting and reporting to the Board on financial matters. The Finance Committee have a specific function in relation to the review of the annual financial statements. The Finance Committee met five times in 2021.

As part of their work programme the Finance Committee included the following in 2021;

- Approval of and assessment of implementation of annual Service Plan;
- Review and recommendation of draft annual financial statements;
- Monthly income and expenditure accounts;
- Payments in excess of €25,000;
- Contracts register;
- Leasing/licensing proposals.

As required by the Code of Practice for the Governance of ETBs, the ARC and Finance Committee's submitted detailed annual reports to the Board, timed to support the finalisation of the financial statements, detailing their activities and recommendations.

Composition of Audit and Risk Committee and meeting attendance 2021

Mr. Paul McEvoy (Chair)	External	✓	✓	✓	✓	✓	✓	6/6
Mr. David Russell	External	✓	✓	✓	✓	✓		5/6
Ms. Ailish Byrne	External	✓	✓	✓	✓	✓	✓	6/6
Ms. Kerrie Sheehan	External		✓		✓	✓		3/6
Mr. Alan Richardson	External	✓	✓	✓	✓	✓	✓	6/6
Cllr. Kevin Duffy	Board	✓	✓	✓	✓	✓		5/6
Cllr. Angela Feeney*	Board	✓	✓	✓	✓	✓	✓	6/6
Mr. David O’Gorman	Board	✓	✓	✓	✓	✓	✓	6/6

*resigned from Board and consequently ARC on 21st December 2021.

Composition of Finance Committee and meeting attendance 2021

Committee member		17/02/2021	18/03/2021	11/05/2021	14/09/2021	11/11/2021	No. of Finance Committee Meetings attended / held (5)
Mr. Noel Merrick (Chair)	Board	✓	✓	✓	✓	✓	5/5
Cllr. Patsy Glennon	Board	✓	✓		✓	✓	4/5
Cllr. Peter Hamilton	Board	✓	✓	✓	✓	✓	5/5
Ms. Margaret Hogan	External	✓	✓		✓	✓	4/5
Mr. JJ Power	External		✓	✓	✓	✓	4/5

Risk Management

The Board maintains active oversight of risk management, KWETB carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2021. KWETB manages risk through a structured risk management framework. The Board is assisted in its risk management oversight function by the Audit and Risk Committee. Risk management is a standing item on Board meeting agendas.

Individual Risk Registers have been developed and are actively managed for the Corporation, Schools, FET and OSD. The Audit and Risk Committee review the corporate risk register at meetings of the committee and a risk management report is brought to the Board as part of their standard agenda items.

KWETB enhanced its approach to Risk Management in 2021 by;

- Actively identifying, recording and implementing mitigation actions on the risk register;

- Regularly reporting to the Audit and Risk Committee and Board on risk management and changes in the principal risks;
- Risk management is a standing item on the Board agenda;
- Regular reports from Audit and Risk Committee;
- Active management of *Audit Register*.

In addition to risk management, annually a comprehensive review of internal control is completed.

The system of internal control operated in KWETB is based on:

- Managerial and administrative procedures
- Segregation of duties
- Specific authorisations
- Internal controls
- Assurances received
- Monthly financial budget reports
- External audit reports and recommendations (*Audit Register*)
- Internal audit reports and recommendations (*Audit Register*)

KWETB's detailed Statement of Internal Control is included in the Annual Financial Statements; in addition, the Chairperson has submitted a report to the Minister as outlined by section 6.8 of the Code of Practice for the Governance of ETBs 2019.

The Four Pillars of Strategic Priority

1



2



Working and Learning Environments

To systematically develop and enhance our facilities, infrastructure and equipment for staff and learners. To improve both the work and learning environments in all our schools, centres and offices in line with best standards. To be responsive to the wider national policies on supporting a sustainable environment for all.

3



Staff

Enable staff to pursue excellence through good organisational process and procedures, effective systems of communication, high quality services for staff, development of professional networks, skills training, staff development programmes and an active promotion of positive workplace environments.

4



To have a robust corporate governance culture and systems, which are accountable and transparent. To support this through effective administrative structures and systems, strong corporate identity (branding/PR), positive customer and stakeholder engagement and compliance.

Key achievements of KWETB in 2021

The below achievements of 2021 are derived from strategic objectives as set out in [KWETB Statement of Strategy \(SOS\) 2020 - 2024](#) and the [KWETB 2021 Service Plan](#). On the implementation of the SOS, the vision going forward is to devise a detailed annual operational plan to progress the goals and actions of the 4 strategic pillars in consultation with staff. Progress made each year will be monitored quarterly and will be reported on at the end of each year in the Annual Report for the Organisation, as below.

2021 saw a total of 39 objectives of the SOS completed and signed off.

Strategic Objective	Strategic Action	2021 Outcomes / Achievements
Strategic Priority 1: Teaching and Learning		
Championing the Highest Quality Standards in Education and Training	Review all education and training programmes to ensure that they are aligned with the standards on the National Framework for Qualifications and all other relevant qualification standards.	<p>In July 2021 the QQI Programmes and Awards Executive Committee approved the validation of the two Early Learning and Care (ELC) programmes submitted by KWETB for differential validation. The validation was the result of significant work completed by both KWETB as a member of the national ETB consortium, DDLETB who led the consortium and colleague ETBs who were also members. Programme delivery commenced Q3 2021.</p> <p>The Programme Governance Sub-group has commenced the review of programmes aligned to the NFQ, beginning with the new ELC programmes.</p>

		<p>An oversight process has been put in place for the internal approval of centres' access to validated programmes and for the addition of programme modules to validated programmes. A FET Programme Approval Hub has been developed for the co-ordination of the approval process</p>
	<p>Establish a fully integrated Further Education and Training Quality Assurance Team to provide a framework for the management of Quality Assurance across all FET programmes thus ensuring the consistency of standards across the organisation</p>	<p>Continuing to develop the integrated team to support the inaugural review as well as operational Quality Assurance. The Quality Council continued to meet in 2021 and completed its required six annual meetings.</p> <p>The Programme Governance Sub-group and The Quality Assurance Sub-group were established in line with governance requirements. Training was delivered to the members of the Sub-groups on establishment.</p> <p>The Inaugural Quality Review (IQR) commenced in 2021 with the development of the Self-Evaluation Report (SER) which will be submitted to QQI. A series of consultations, including online and in person was carried out in 2021 to facilitate the self-evaluation.</p>
	<p>Support school and centres in their preparation and planning for whole centre/school evaluations. Use qualitative and quantitative data from school self-evaluations and inspection reports to review and enhance the quality of teaching and learning in our schools. Produce an annual report on activity in this area.</p>	<p>Schools' division capture all Inspection reports from schools on a register ranging from 2011-2021, on a dedicated Teams for School Governance.</p> <p>The Youthreach Centre Evaluation and Improvement Plan (CEIP) development process as</p>

		part of the Quality Framework Process continues as supported by FET Management.
Innovation in teaching and learning	Integrate new and emerging technologies to enhance teaching and learning both in-house and remotely through the KWETB ICT strategy	<p>ICT coordinator appointed for overall responsibility to schools area in Q1 2021.</p> <p>Development of Digital Strategy Committee established to steer future Technology Enhanced Learning (TEL) opportunities in KWETB Schools.</p> <p>A survey was conducted to review the current status of schools regarding digital planning, devices, and CPD, and presented to the Digital Strategy Committee and Principal’s Network.</p>
	Actively target and promote training and CPD for teaching and instruction staff on innovative teaching methodologies and techniques. Promote the use of flexible learning including on-line, blended, semesterised and evening/part time programme provision.	<p>Continue to support the implementation of CPD for teaching/instruction staff building on the bank of resources that has been developed for support.</p> <p>KWETB Summer Sessions & FET Fest provided 24 webinars and as a result there are 17 hours of on-demand learning available for FET staff in the Hub.</p> <p>DigCap was designed ‘in house’ guided by the principles of Universal Digital Learning (UDL), Instructional Design (ID) and Learning Experience Design (LXD). 51 staff graduated from DigCap, KWETB’s 6 month PD programme aligned to the European Commission (EC) Digital Competence Framework for Educators, DigCompEDU. The programme has three pathways for staff based on their self-identified level of digital competence; Pathfinders, Associates and Fellows.</p>

		<p>Engagement was driven via the staff Intranet and KWETB social media platforms.</p> <p>TEL supports shared included teaching guides, instructional videos, one-to-one support and digital drop in sessions were provided to assist teaching staff and coordinators.</p> <p>ePortfolio project, a purpose built, quality assured template, launched by KWETB FET and shared nationally with the sector.</p>
	<p>Support the development, through strong networks, of good J. Cert short courses and Classroom Based Assessments (CBA's) that support student engagement and learning</p>	<p>Ongoing Principal Network engagement. Deputy Principals network re-established. CPD schedule created for school leaders and a fund developed to support this.</p>
	<p>Effectively respond to the needs of Stakeholders, parents, students, our community, employers, and both the regional and national economy through creative and innovative solutions. Continuously renew and adapt courses and content to emerging needs</p>	<p>Delivery of the 50 Shades Greener programme as part of a specific suite of innovation programmes.</p> <p>Delivered 8 industry 4.0 modular training programmes.</p> <p>A skills needs analysis was conducted in the advanced manufacturing industry with leading employers in the Mid East region, to which 8 accredited modules were developed to meet industry demands.</p>
<p>Supporting Diversity of Student Population and access for all Learners</p>	<p>Establish an effective assessment and referral model across all services, maximising learners' opportunity to achieve and progress and utilising Guidance Services and Training Introduction.</p>	<p>An increased budget of almost double was allocated to support the Refugee Resettlement Programme. Targeted work in 2021 included a focus on progression to certified part-time options and full-time programmes as appropriate. An</p>

		<p>Access to Youthreach programme (Naas Community College) was offered to support young people not in school to progress to this programme, including the development of a language support programme for young adult refugees accessing 4 Youthreach centres in County Wicklow.</p> <p>Early 2021 saw an Adult Literacy Officer for the FET Learning and Language Service appointed.</p> <p>The FET Learning and Language Service was renamed ALISS – Accessible Learning Integrated Support Service, with a developed strategy for the service. This team developed and launched an online FET Study Hub for all FET learners in Q4 2021.</p> <p>A restructure of Guidance service was carried out to maximise effectiveness and facilitates a more efficient and effective service delivery to learners.</p>
	<p>Identify and put in place appropriate education links and required provision for children and young adults with special educational needs and disability and for young people in care or with complex needs.</p>	<p>Ensure the establishment of a Continuum of Support (For All, For Some, For a Few) in all ETB schools.</p> <p>Support the development of new ASD classes within 5 additional schools have been identified.</p> <p>Support Special Education Teams in schools. Support the ongoing development of ‘Care Teams’.</p>

<p>Youth Work, Sport and Music Education</p>	<p>Deliver Youth Work in line with Government strategy and community needs through the provision, coordination, administration and assessment of youth services in Wicklow and Kildare</p>	<p>In 2021 the following schemes were distributed in the region; LYCGS 2021, Covid Minor Grant, Covid Capital Grant, Covid Minor Equipment Grant, LGBTI+, Resilience and Effectiveness Fund, TYESI.</p> <p>Youth Officers supported projects to implement changes to funding applications based on a response to local and emerging needs while remaining within scheme rules. Projects and clubs were supported to access additional funding throughout the year.</p> <p>Youth Officers participated in LGBTI+ training with BeLong To, information, training and briefing sessions with ETBI.</p> <p>All funded organisations engaged in Quarterly review meetings and support sessions with Youth Officers in relation to the effective implementation of the UBU Scheme.</p> <p>KWETB Youth Officer support youth clubs with application and reporting processes.</p>
	<p>Deliver on the goals and priorities of Music Generation Wicklow and continue the set-up and establishment of Music Generation Kildare in line with targets.</p>	<p>Music Generation Wicklow continued to engage smaller rural schools and communities where music access may be limited, with 6 new rural schools engaged in 2020/2021 academic year.</p> <p>Music Generation Kildare continued to establish basis across the county integrating in up to 21</p>

		<p>primary schools, hosting in-person and online hubs, delivering a range of instrumental and vocal programmes on a weekly basis, and rent musical instruments to participating schools. Music Generation Kildare Local Music Education Partnership (LMEP) was formed.</p> <p>Music Generation in KWETB participate in the Music Generation Quality Framework Reviews as an ongoing annual process in line with Music Generation NDO guidelines.</p> <p>Music Generation hold CPD sessions throughout the year to upskill and support our Musician Educators.</p>
	<p>Develop an action plan for the Outdoor Education Centre in conjunction with the learning and development needs of schools and centres</p>	<p>419 learners across 25 user days participate in OEC activities. Schools participated on 30 user days with 1,160 students availing of OEC activities. Allocate budgetary resources to support broader participation of FET learners in outdoor education.</p>
<p>Networks, collaborating and learning community</p>	<p>Promote a culture of innovation and reflective practice including the further development of staff networks, sharing of best practice and learning forums</p>	<p>Ongoing shared learning of school inspection experience e.g. WSE, DEIS planning, SEN etc.</p> <p>Relevant CPD provided to all school leaders from a variety of sources (ETBI, NAPD, IPPN, PDST etc) also more specific CPD provided through KWETB to meet the needs of the Principals' Network.</p> <p>CPD fund available to support staff engagement with appropriate professional development opportunities.</p>

		<p>Ongoing engagement with Kildare Education Centre and Educationalists from various IET colleges in terms of developing a bespoke programme for middle-leadership within KWETB</p> <p>A programme of mentoring was successfully delivered to Deputy Principal network. Currently 6 fully trained DP are mentoring 6 newly appointed DPs. Impact of this initiative will become evident towards the end of the academic year 21/22.</p>
	<p>Develop and continue to have strong relationships with other relevant statutory bodies and voluntary youth and community organisations to enhance our youth services and provision</p>	<p>Continue to develop and maintain strong relationships with other bodies and organisations. KWETB have ongoing participation and engagement in Kildare CYPSC and Wicklow CYPSC, and subgroups.</p> <p>KWETB submitted a proposal for a new Youth Service in Celbridge under the UBU National Panel in conjunction with CYPSC and LCDC in Kildare. KWETB have a Board member on the Hive Youth Hub.</p> <p>KWETB support the Youth Employment Initiative in Kildare, and have a member on the advisory committee.</p> <p>KWETB participate in Local Drug Task Forces KWETB manage, support and develop Sports Promotion Units Collaboration with FAI in Bray and Arklow area</p>
<p>Safeguarding young people and vulnerable adults</p>	<p>Leading and working with education settings to ensure that staff understand and discharge their safeguarding duties for all young people and that KWETB is fully compliant with Child Protection Legislation and regulatory requirements.</p>	<p>All schools implemented in full the requirements of the Child Protection Procedures for Primary and Post-Primary Schools.</p>

		<p>KWETB has established a clear process to ensure compliance including annual confirmation of compliance via the Board of Management. The schools' division has also added the annual 'Anti-bullying' checklist to this system to ensure compliance.</p> <p>A KWETB Youthreach Advisory Group was convened comprising members from within and outside Youthreach and the ETB, providing oversight of compliance with the Children First Act 2017 and DES Child Safeguarding and Protection Guidelines.</p> <p>A central repository for Schools and Centres' Child Safeguarding Statements established. Refresher training was delivered to Youthreach DLPs and DDLPs.</p> <p>Training for DLPs and DDLPs in the non-Youthreach Programmes is planned.</p> <p>A review of ETBI Safeguarding Vulnerable Adults in FET guideline was carried out and implementation plans agreed.</p>
	<p>Promote, protect and improve our young people's and adult learners' mental and physical health and wellbeing in our educational settings</p>	<p>Budget was allocated via a SOLAS bid to the improvement of psychological services for FET learners. KWETB ran a tender competition and expect to have the service in place in early 2022.</p> <p>A focus on well-being and supports to learners in 2021 included the first YR Mental Health Week; development of video resources for adult learners and delivery of well-being workshops in some FET Centres in 2021.</p>

Strategic Priority 2: Working and Learning environments		
Buildings, maintenance and sustainability	Actively pursue approval for major capital projects identified as part of the Department of Education and skills Major Capital Investment in school buildings plan and deliver on the same	Annual planned buildings programme and schedule for KWETB and implementation of same.
	Improve the energy performance of our schools and education centres in line with best practice and guidelines	A budget of €50,000 allocated towards improving energy performance.
Materials and equipment	In consultation with our internal stakeholders identify, prioritise, plan, budget and procure furniture, materials, IT and equipment for our schools and further education and training centres	MAPP developed for 2021 is fully informed by all strand of the organisation to identify the procurement needs analysis for the year ahead. Key stakeholders were consulted with and a procurement survey was issued and data gathered analysed to add to the MAPP.
Promote a positive working environment underpinned by a culture of respect, dignity and equality	Actively promote KWETB Core values, vision and mission	<p>Achieved through visual tools such as posters, website (old and new), publications, intranet and soft copy promotional material. Promotion on the Staff Intranet. These form a large concept of induction training /materials and our communication regarding expectations of professional conduct.</p> <p>These are strongly referenced in our formal reporting and statutory publications.</p> <p>Republished and communicated Statement of Strategy on internal communication platform; the KWETB Staff Intranet.</p> <p>Schools division Appointed an 'Ethos Coordinator'</p>

		<p>CPD opportunities for Ethos Coordinator were availed of through ETBI. The Ethos Coordinator has established a network of Ethos leaders within schools. These leaders and coordinator will assist in promoting and understanding the values across all of our primary and post-primary schools.</p>
	<p>Develop campaigns to support and promote positive work environments and develop a dedicated section on the Staff Intranet for Staff Well-being</p>	<p>New Employee Assistance Service Provider. Posters and Promotional Material for EAS developed and printed for display and promotion at local level. Greater awareness was raised in 2021 via the Staff Intranet and email communications.</p>
	<p>Continue to enhance the close partnership, through established forums, with our key trade union partners</p>	<p>Set Terms of Reference with Key Union Partners which sets a professional tone for engagement. Officially documented the key roles the unions play in relation to representing staff issues both at local and national level.</p>
<p>Strategic Priority 3: Value and develop our staff</p>		
<p>Recruitment and Retention</p>	<p>Continue to review and enhance our recruitment processes and practices to ensure they are fit for purpose and serving the needs of KWETB</p>	<p>Action plan to implement to enhance the recruitment processes and practices including a recruitment schedule, guide and procedures document.</p> <p>Principals have access to HR Recruitment Team’s Recruitment Guide which is a live document which includes all data on advertised posts, including stage of selection process the post is at, date of interviews, outcome of interviews.</p>

	Develop and implement induction policies and procedures for all categories of staff which include on boarding and new entrant training	<p>A policy on Staff Induction was developed enabling a cohesive approach to induction throughout the organisation.</p> <p>A functional guide/tool kit for induction has been provided to all managers.</p> <p>An Online induction day was held September 2021.</p> <p>Workshop on Competency Interview Skills for Interviewees co presented with GRETB, an online skills workshop on how to prepare for competency based interviews in ETBs, geared to administrative posts.</p>
Organisation structure & Design	Prepare, plan and manage the implementation of the Payroll Shared Services project	Delivery of KWETB payroll system on Education Shared Business Services payroll shared services. KWETB went live with payroll shared services in November 2021.
Increase the Emphasis on Staff Development Through Targeted Training Programmes and Continuing Professional Development	Encourage and support employee development through the provision of appropriate learning and development initiatives, thus ensuring KWETB has the capacity to deliver on the Statement of Strategy 2020-24	<p>A revised Learning and Delivery Policy for KWETB was implemented in 2021.</p> <p>Series of training provided to staff including, interview skills, procurement, induction, finance and LIFT programme.</p>
	Provide opportunities for staff professional development for those with leadership roles/ posts of responsibility through Learning and Development Policies and Procedures	<p>The LIFT Leadership Programme (Lifting Ireland's Future Together) was presented to SMT and the Leadership and Management forum. 20 staff participated with positive feedback received reporting learning and a positive impact on their day to day leadership style.</p> <p>2 staff members are now trained LIFT Facilitators.</p>

		<p>A social media workshop facilitated by TEL Support. Aiming to upskill staff in digital PR to improve engagement with social media platforms and provide a consistent approach to posting across FET social media platforms.</p> <p>A Social Media support site on SharePoint was set up to ensure consistent posting by centres.</p>
Strategic Priority 4: Corporate Governance and External Relations		
Compliance	<p>Prioritise the continued development and implementation of a robust governance system across KWETB to achieve compliance with DES CL 002/2019 Code of Practice for the Governance of ETBs and instructions from governing and funding bodies</p>	<p>The Governance plan and schedule for 2021 was developed to ensure key governance targets and statutory reporting obligations are met in line with the Code of Practice for the Governance of ETBs.</p> <p>Assurance mapping practice was implemented to support the system of internal and demonstrate the governance system present in KWETB.</p> <p>KWETB have ingrained the use and regular review of the compliance assessment tool facilitating reassessment of compliance against all provisions of the Code.</p>
	<p>Develop and implement a process to ensure all reporting requirements, of the ETB Act 2013, the Code of Practice for the Governance of ETBs and all other statutory reporting requirements are delivered to a high standard</p>	<p>Statutory reports register implemented documents compliance of reporting.</p> <p>Submission of annual Service Plans, AFS, and Annual Reports were delivered on time for 2021.</p> <p>A deadline tracker was established to ensure timely preparation and submission of statutory</p>

		reports including the Protected Disclosures' report and Charities' Regulator's report.
	Put systems in place to ensure all audit recommendations are implemented as appropriate, ensuring policies/procedures and internal controls are reviewed and updated as necessary.	<p>Established Audit Register which captures all audit recommendations received and implementation monitored and bi-annually reported to the ARC.</p> <p>Policy Management Framework (PMF) developed, providing a system to update and manage policies. A Policy register is in place.</p> <p>An audit readiness checklist was developed and implemented to assist efficiency of audits.</p> <p>Reporting audit recommendations to all stakeholders occurs to encourage understanding of recommendations and timely implementation.</p>
	Implement an asset management system and process	All schools and centres live on asset management system by 30 th November 2021
Risk Management	Develop strong internal control mechanisms to ensure KWETB can manage and respond appropriately to emerging risk exposures	<p>Report on review of Internal Controls detailed how KWETB gather and provide information to the ARC to form opinion on internal control.</p> <p>An Audit Insights Questionnaire was conducted.</p> <p>Annual Assurances' process implemented to coincide with the AFS finalisation.</p>
Procurement	Centralise the procurement of goods, services and ICT with an aggregated value in excess of €25k and	Procurement protocol was developed in relation to centralised procurement activities and carrying

	all buildings related procurement within the procurement function	out annual reviews including implementation of a contracts' register, budget holder protocols and a tender request form template.
	Develop and improve the structure and processes of the procurement unit in order to enhance service provision to the organisation	Carry out a review of templates and procedures to enhance efficiency and internal control.
	Develop further the level of expenditure analysis within the procurement unit, in collaboration with the finance department in order to increase levels of compliance with the procurement policy throughout the organisation	<p>KWETB has developed a robust process for regular expenditure analysis including quarterly non-compliance reports and implementation of recommendations.</p> <p>Quarterly review meeting with Finance to assess potential non-compliance and highlight any concerns.</p> <p>Quarterly and annual reports on spend are now presented to SMT for review.</p>
Staff, Board and Committees Supports and Training	Develop staff competency in corporate governance to enable them to deliver on expectations and requirements	<p>Governance training provided to various co-horts of staff such as an FET governance training day provided to Coordinators and FET managers.</p> <p>Risk Management training was provided to Senior Management Team, OSD and FET management.</p> <p>A Board of Management support channel suite of information and guidance provided to Principals.</p>
	Provide good guidance, training, administrative support and advices to the, Board, Committees and Board of Management of KWETB	The KWETB Board received training on their SharePoint site, BOM roles and functions, and GDPR training from and external consultant in 2021.

		<p>Formal induction training provided to ARC and Finance Committee.</p> <p>New Board administration procedures established improved internal processes for supporting the activities of the Board.</p> <p>Standing Orders’ review led and approved by the Board in Q1 2021, facilitated by the Board administration.</p>
<p>Customer Service & KWETB Brand</p>	<p>Develop and promote the KWETB brand promoting our services, our values, mission and vision</p>	<p>Produced Promotional Material for all premises/Intranet promoting values, mission and vision for KWETB locations. These core values, vision and mission have been referenced in our formal reporting and statutory publications.</p>

Glossary of Terms and Acronyms

KWETB	Kildare and Wicklow Education and Training Board
PLC	Post Leaving Certificate
FET	Further Education Training
ELTs	Ethos Leadership Teams
TEL	Technology Enhanced Learning
DE	Department of Education
FESS	Further Education Systems Support
ESBs	Education Shared Business Services
ASD	Autism Spectrum Disorder
ABE	Adult Basic Education
APO	Assistant Principal Officer
‘Transversal Skills’	Skills that are typically considered as not specifically related to a particular job, task, academic discipline or area of knowledge and that can be used in a wide variety of situations and work settings.
AFS	Annual Financial Statements
IAU-ETBs	Internal Audit Unit- Education & Training Boards
QQI	Quality and Qualifications Ireland
DDLETB	Dublin Dun laoghaire Education and Training Board
NFQ	National Framework Qualification
ELC	Early Learning and Care
TEL	Technology Enhanced Learning
DigCap	KWETB's 6 month Professional Development programme, aligned to the European Digital Competence Framework for Educators. Offered at three levels; Pathfinder, Associate and Fellow.
J Cert	Junior Certificate
CBAs	Classroom Based Assessments
ALISS	Accessible Learning Integrated Supply Service
LYCGS	Local Youth Club Grant Scheme
TYESI	Targeted Youth Employability Support Initiative

UBU	'UBU' Your Place Your Space provides out of school supports to young people.
LMEP	Local Music Education Partnership
NDO	National Development Office
OEC	Outdoor Education Centre
WSE	Whole School Evaluations
SEN	Special Educational Needs
NAPD	National Association for Principals & Deputy's
PDST	Professional Development Service for Teachers
CYPSC	Children and Young People's Services Committees
LCDC	Local Community Development Committees
FAI	Football Association Ireland
DLPs	Designated Liaison Persons
DDLPs	Deputy Designated Liaison Persons
YR	Youthreach
MAPP	Multi-Annual Procurement Plan
EAS	Employer Assistance Service
GRETB	Galway Roscommon Education and Training Board
SMT	Senior Management Team
LIFT	Lifting Ireland's Future Together
PMF	Policy Management Framework
BOM	Board of Management