



Kildare and Wicklow
Education and Training Board

Annual Report 2019

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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 2019.

The report charts the success and achievements of the organisation over the past 12 months and details the wide range of services on offer. Operating in a dynamic environment with learners and communities at the heart of our activities and service provision, KWETB continues to enrich the educational experience of learners across the counties of Kildare and Wicklow.

As Chair of the Board of KWETB, I reaffirm the Boards commitment to enhancing governance structures across the ETB. I note the further development and outputs of the Corporate Governance Programme in 2019.

With the establishment of a new Board in July 2019, I acknowledge and thank the outgoing Board for their service and I look forward to working with my colleagues to support and guide KWETB to achieve its strategic objectives.

Cllr. Daragh Fitzpatrick
Chairperson KWETB 2019



Chief Executive's Introduction

As Chief Executive of Kildare and Wicklow Education and Training Board I welcome the publication of our 2019 Annual Report. The report sets out in detail the increasing range of education and training supports and services we are offering to the communities of Kildare and Wicklow in the areas of Primary and Second level education, Further Education and Training, Apprenticeships, Youth Services and Arts and Cultural.



Our student numbers continue to rise and this is very evident in our increased capital and building programme. 2019 also saw a very significant recruitment drive to ensure the highest quality of teaching, learning and leadership in all of our schools and centres. Our Further Education and Training provision saw some key innovations in the areas of Culinary Arts traineeships, Technology Enhanced Learning for adult basic education, and manufacturing training at levels 5 and 6 on the QQI framework. At second level our students continued to perform at a very high level in their State Exams, at the Young Scientist Exhibition, Young Entrepreneurs, sports and the arts. Our primary school provision continues to grow through the Community National School model of which we are most proud.

Governance continued to be a central focus of our work with significant progress made in key areas such as procurement, Corporate Governance Programme, policy development and risk management. Value for money, accountability and oversight are central to the work of our organisational support and development services.

2019 also saw the appointment of our new Board. I would sincerely like to thank the outgoing Board for all of their handwork and commitment, in particular the Chairperson, Noel Merrick. I look forward to working with our new Board and Cllr. Daragh Fitzpatrick, elected Chairperson.

As Chief Executive I take this opportunity to thank those staff members who completed their service in 2019. I thank each of you for your unique contributions and dedication over many years. It was your contributions in your individual schools and centres that placed KWETB at the forefront of the Irish education and training and ensured quality provision in the community. I wish you all well for the future and I hope that you enjoy a well-earned retirement.

Dr. Deirdre Keyes

Chief Executive

Overview of Kildare and Wicklow Education and Training Board

Kildare and Wicklow Education and Training Board was established on July 1st 2013. KWETB is a statutory agency with responsibility for the delivery of education and training throughout counties Kildare and Wicklow. In 2019 KWETB managed a financial budget of €138 million, employing circa 2,600 staff and had a pay bill of approximately €88million.

KWETBs Mission, Vision and Values

Mission

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.

Vision

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

<p>Integrity</p> <p>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.</p>	<p>Learner-Centred</p> <p>Recognising that the learner experience is central to our work and that each learner is an important contributor to their own learning and wellbeing.</p>
<p>Respect</p> <p>Promoting a climate of care and respect in every KWETB workplace and centre of learning.</p>	<p>Excellence</p> <p>Embracing a culture of ongoing improvement and the promotion of the highest standards. Our schools and centres strive for excellence in all their endeavours.</p>

The Four Pillars of Strategic Priority

<p>Teaching and Learning</p> <p>Ensuring the highest standards of teaching and learning in all our services, delivering on required standards through an inclusive, innovative and learner-centred approach. To support all KWETB learners to reach their potential and to respond to the emerging educational and training needs in our communities, in the wider economy and in society. To actively promote the Quality of Teaching and Learning and the Characteristic Spirit of KWETB schools and centres.</p>	<p>Working and Learning Environments</p> <p>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.</p>
<p>Staff</p> <p>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 programs and an active promotion of positive workplace environments.</p>	<p>Corporate Governance</p> <p>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.</p>

KWETB Education and Training Services

Source: KWETB 2020

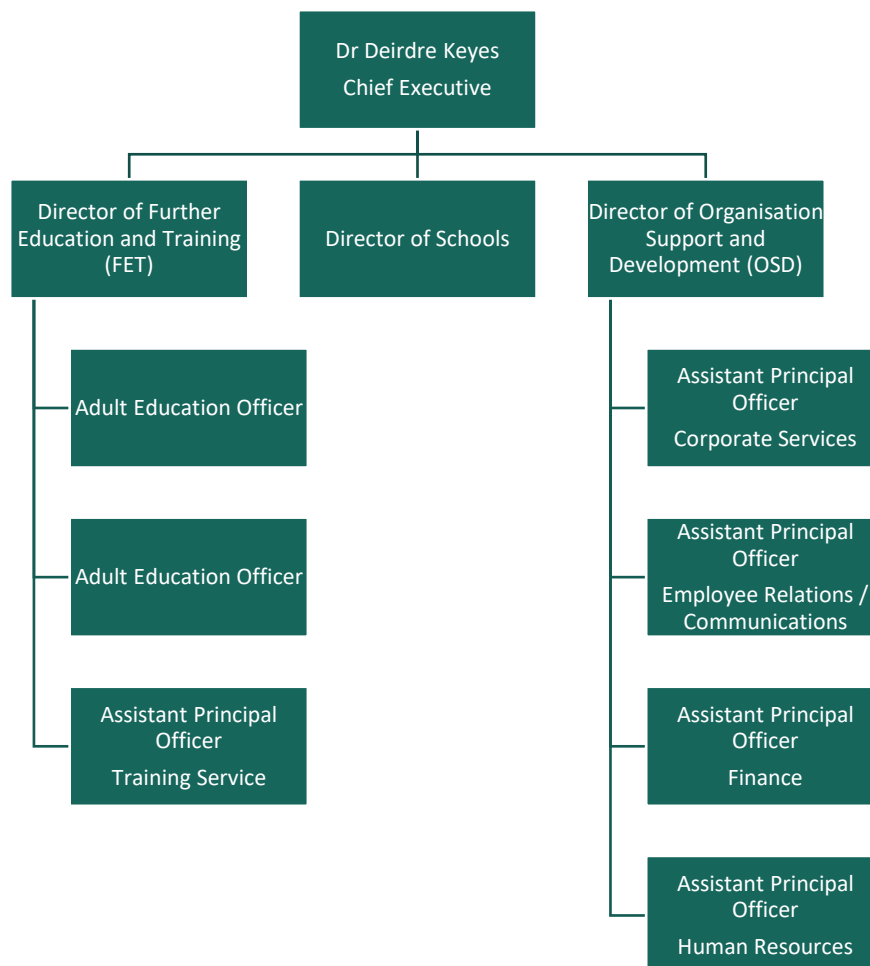


High Level Summary of KWETB Services and Programmes

- 22 Post Primary Schools
- 3 Community National Schools
- School Completion Services
- Post Leaving Certificate (PLC) Provision
- Apprenticeships
- Traineeships
- Specific Skills Training
- Bridging/Foundation Training Courses
- Adult Basic Education
- Community Education
- Adult Guidance Services
- Vocational Training Opportunities Scheme
- Night Class Provision
- Outdoor Education
- Prisoner Education
- Youth Services
- Music Generation

The Executive

Kildare and Wicklow ETB Executive are made up of the following members of the Senior Management Team



Administrative Offices of Kildare and Wicklow ETB

Naas Office

Kildare and Wicklow ETB,
Level 5, Áras Chill Dara,
Devoy Park,
Naas,
Co. Kildare

Wicklow Office

Kildare and Wicklow ETB
Church Street,
Wicklow Town,
Co. Wicklow

Tel: 045 988 000

Email: admin@kwetb.ie / gaeilge@kwetb.ie

Tel: 0404 60 500

Email: admin@kwetb.ie / gaeilge@kwetb.ie

Governance Report

This report is intended to give an overview of the high-level governance activities of KWETB in 2019. Good governance practices are embedded in activities across the organisation; in policies and procedures and in the culture of how we make decisions.

Following the introduction of the new Code of Practice for the Governance of ETBs 2019, began the process of identifying and ensuring compliance with aspects of the Code. Notably, the summer of 2019 yielded the establishment of a new Board of KWETB, triggered by local elections.

The Board of KWETB

The Board of KWETB is collectively responsible for approving the ETB's activities. The Board is responsible for the proper direction and control of the organisation and in that regard holds the Chief Executive accountable for the performance of their actions, in accordance with legislation, Department and SOLAS guidelines, the Strategy Statement and the Service Plan. The Board of KWETB is collectively responsible for the *reserved functions* as detailed in Section 12 of the ETB Act 2013. All other functions are executive functions and carried out by senior management of the ETB.

The Board of KWETB adheres to the Code of Practice for the Governance of ETBs 2019 and any governance practices, policies and procedures are reflective of the requirements of the Code. Through active monitoring KWETB endeavours to achieve full compliance with the Code.

The Board should act on a fully informed and ethical basis, in good faith, with due diligence and care, and in the best interest of the ETB, having due regard to its legal responsibilities and the policies of the Minister and Government.

The Board of KWETB comprises of 21 members and has a formal schedule of *reserved functions* in accordance with Section 12 of the Education and Training Boards Act 2013 and must be performed by resolution of the Board.

As a result of the local elections held in late May 2019, KWETB formed a new Board in July 2019, from this new Board, KWETB established committees and Boards of Management to assist it with its functions. The Board of KWETB met on 8 occasions in 2019; January, April, June, July (x2), September, October and November.

The Board is responsible for the preparation of the Annual Report and Financial Statements which properly present the income and expenditure of the Board and the state of affairs of the Board in 2019.

Members of KWETB in 2019 were:

Board up to July 2019		
Cllr. Brendan Weld	Cllr. Aoife Breslin	Cllr. Jennifer Whitmore
Cllr. Réada Cronin	Cllr. Daragh Fitzpatrick	Cllr. Nicola Lawless
Cllr. Fiona McLoughlin Healy	Cllr. Naoise Ó Cearúil	Cllr. Tommy Annesley
Cllr. Jim Ruttle	Cllr. Edward Timmons	Cllr. Teresa Murray
Mr John McDonagh	Ms Elizabeth O' Gorman	Mr. John Doyle

Ms Finula Haran	Ms Deirdre Coughlan Murray	Ms Lorraine Hennessy
Mr Noel Merrick	Mr John Hurley	
Board Post July 2019		
Cllr Daragh Fitzpatrick	Cllr Tom Fortune	Cllr Paul O'Brien
Cllr Lourda Scott	Cllr Anne Ferris	Cllr Patsy Glennon
Cllr Angela Feeney	Cllr Evie Sammon	Cllr Kevin Duffy
Cllr Brendan Caldwell	Cllr Peter Hamilton	Cllr Íde Cussen
Mr Stephen Horan	Ms Hilary Anne Murray*	Ms Deirdre O'Donovan
Mr David O'Gorman	Mr Noel Merrick	Ms Caoimhe Molloy
Ms Alice O'Donnell	Ms Elaine Kelly	Mr Gerard Gallagher

*KWETB was saddened by the loss of Board member and staff representative Hilary Anne Murray (Murphy) who passed away December 2019.

	Board up to July 2019	Board Post July 2019
Chairperson	Noel Merrick	Cllr. Daragh Fitzpatrick
Deputy Chairperson	John McDonagh	Cllr. Tom Fortune

KWETB Board Members' Attendance 2019

Board member	15/01/19	01/04/19	14/06/19	25/07/19	25/07/19	10/09/19	08/10/19	12/11/19	No. Board Meetings Attended/ Held
Ms. Finula Haran	✓		✓	-	-	-	-	-	2/3
Cllr. Daragh Fitzpatrick		✓	✓	✓	✓	✓	✓	✓	7/8
Cllr. Tommy Annesley	✓	✓	✓	-	-	-	-	-	3/3
Mr. Noel Merrick	✓	✓	✓	N/A	N/A	✓	✓	✓	6/6
Mr. John Hurley		✓	✓	-	-	-	-	-	2/3
Cllr. Nicola Lawless			✓	-	-	-	-	-	1/3
Cllr. Teresa Murray	✓		✓	-	-	-	-	-	2/3
Cllr. Jim Ruttle	✓			-	-	-	-	-	1/3
Cllr. Aoife Breslin	✓	✓		-	-	-	-	-	2/3
Cllr. Fiona McLoughlin-Healy	✓	✓	✓	-	-	-	-	-	3/3
Cllr. Brendan Weld	✓	✓		-	-	-	-	-	2/3
Ms. Deirdre Coghlan Murray	✓	✓		-	-	-	-	-	2/3
Cllr. Edward Timmins	✓			-	-	-	-	-	1/3
Cllr. Naoise Ó Cearúil		✓	✓	-	-	-	-	-	2/3
Ms. Elizabeth O'Gorman	✓	✓		-	-	-	-	-	2/3
Mr. John McDonagh	✓	✓	✓	-	-	-	-	-	3/3
Cllr. Rëada Cronin	✓	✓	✓	-	-	-	-	-	3/3
Cllr. Jennifer Whitmore	✓	✓	✓	-	-	-	-	-	3/3
Ms. Lorraine Hennessey	-	-	-	-	-	-	-	-	0/3
Cllr. Tom Fortune	-	-	-	✓	✓		✓	✓	4/5
Cllr. Paul O'Brien	-	-	-	✓	✓	✓	✓	✓	5/5
Cllr. Lourda Scott	-	-	-	✓	✓	✓	✓	✓	5/5
Cllr. Anne Ferris	-	-	-	✓	✓	✓	✓		4/5
Cllr. Patsy Glennon	-	-	-	✓	✓	✓		✓	4/5
Cllr. Angela Feeney	-	-	-	✓	✓	✓	✓	✓	5/5
Cllr. Evie Sammon	-	-	-	✓	✓	✓	✓		4/5
Cllr. Kevin Duffy	-	-	-	✓	✓	✓	✓	✓	5/5
Cllr. Bernard Caldwell	-	-	-	✓	✓	✓	✓	✓	5/5
Cllr. Peter Hamilton	-	-	-	✓	✓	✓	✓	✓	5/5
Cllr. Ide Cussen	-	-	-	✓	✓	✓	✓	✓	5/5
Ms. Hilary Anne Murray (Murphy)	-	-	-	✓	✓		✓		3/5
Mr. Stephen Horan	-	-	-			✓	✓	✓	3/5
Ms. Deirdre O'Donovan	-	-	-	N/A	✓	✓	✓	✓	4/5
Mr. David O'Gorman	-	-	-	N/A	✓	✓	✓	✓	4/5
Ms. Elaine Kelly	-	-	-	N/A	N/A	✓			1/5
Ms. Caoimhe Molloy	-	-	-	N/A	N/A			✓	1/5
Mr. Gerald Gallaher	-	-	-	N/A	N/A	✓			1/5
Ms. Alice O'Donnell	-	-	-	N/A	N/A	✓	✓	✓	3/5

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.

The Board of KWETB established an Audit and Risk, and Finance Committees, upon appointment of the new Board in autumn 2019. These committees are comprised of a combination of ETB Board Members and independent external members. These Committees operate in accordance with the Code of Practice for the Governance of Education and Training Boards 2019 and approved Terms of Reference.

The Audit and Risk Committee

Established under section 45 of the Education and Training Boards Act, 2013, the Audit and Risk Committee is 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 three times in 2019 and met a further three times in early 2020 to consider the reporting year 2019. The programme of work of the Audit and Risk Committee for 2019 included;

- Briefing from the Director of IAU-ETB in respect of the committees roles and responsibilities;
- Updates on the Corporate Governance Programme;
- Review Risk Management Framework;
- Statement of Internal Control;
- Procurement Plan;
- Executive representations;
- Outcomes and recommendations of previous reports;

Members of the Audit and Risk Committee 2019 and Meeting Attendance

Committee Members pre September 2019	
	19/03/19
Seán McCann (Acting Chair, resigned March 2019) (external)	✓
Cllr. Edward Timmons	
John P. Greely (external)	
Cllr. Fiona McLoughlin Healy	✓
Cllr. Daragh Fitzpatrick	✓

Committee Members post September 2019		
	05/11/19	10/12/19
Paul McEvoy (Chair)(external)	✓	✓
David Russell (external)	✓	✓
Ailish Byrne (external)	✓	✓
David O’Gorman	✓	✓
Cllr. Kevin Duffy	✓	✓
Cllr. Angela Feeney		

The Finance Committee

Established under section 45 of the Education and Training Boards Act, 2013, the Finance Committee is composed of Board members and independent external members appointed by the Board. 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 four times in 2019.

As part of their work programme the Finance Committee considered the following in 2019;

- Draft Annual Financial Statements;
- Statement of Internal Control;
- Audit updates;
- Monthly returns to Department;
- Contracts in excess of €25,000;
- Updates on leases/licences;
- Reports from Finance Forum;
- Representations from management.

Members of the Finance Committee 2019 and Meeting Attendance

Committee Members up to September 2019			
Meeting dates	31/01/19	26/02/19	21/03/19
Deirdre Coughlan Murray (Chair, resigned April 2019)	✓	✓	✓
Nancy Hughes (external)	✓	✓	✓
Noel Merrick (Acting Chair)	✓	✓	✓
Cllr. Tommy Annesley	✓		

Committee Members post September 2019	
	16/12/19
Noel Merrick (Acting Chair)	✓
Nancy Hughes (external)	✓
Cllr. Patsy Glennon	✓
Cllr. Peter Hamilton	✓

Margaret Hogan (external)	✓
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Nominations Committee

A Nominations Committee was established at the meeting of the Board on 10th September 2019. The purpose of the committee is to support the Board in their responsibilities for the appointment members to school Boards of Management.

However, ultimate responsibility for this area rests with the Board who must approve, ratify or amend the recommendations and advice from the Committee.

Committee Members 2019		
Paul O'Brien	Deirdre O'Donovan	Cllr. Patsy Glennon
Cllr. Daragh Fitzpatrick	Elaine Kelly	

Risk Management

The Board of KWETB maintains active oversight of risk management and confirms that it has carried out an assessment of KWETB's principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2019. The Board is assisted in its risk management function by the Audit and Risk Committee.

Following the implementation of the new Code of Practice for the Governance of Education and Training Boards in January 2019, KWETB, in conjunction with IPB (Irish Public Bodies), carried out a comprehensive review of risk management in KWETB. Enhancements to KWETB's approach to risk management were made to ensure greater alignment with the new Code. As a result, a robust system of risk management is being implemented in KWETB underpinned by a Risk Management Policy and Risk Management Framework all signed off by the Board.

Individual Risk Registers have been developed and are actively managed for the Corporation, Schools, FET and OSD. The Audit and Risk Committee review the registers at every meeting of the committee and the Director of OSD reports to the Board on Risk Management at each Board meeting. Although risk is actively managed on a daily basis the Senior Management Team review the corporate risks on a monthly basis. FET, Schools and OSD also have their own schedule for reviewing risks in their areas on a regular basis with significant risks being elevated to the Corporate Risk Register for review by the Senior Management Team.

KWETB enhanced its approach to Risk Management in 2019 by;

- Actively identifying, recording and implementing mitigation actions of four Risk Registers;
 1. Corporate
 2. Schools
 3. Further Education and Training
 4. Organisation Support and Development
- 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;
- Conducting a comprehensive fraud risk management assessment;
- Embedding key governance policies;
- Developing and implementing appropriate policies and procedures.

Enhancement of risk management is a central objective of the Corporate Governance Programme and detailed in following sections of this report.

As part of an active approach to risk management KWETB maintains and operates an efficient and effective system of internal control in accordance with Section 7.4 of the Code. The system of internal control ensures that assets are safeguarded, transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or detected in a timely period. The Board conducts an annual review of internal controls assessing their effectiveness, and is assisted in this function by the Audit and Risk Committee.

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

- Detailed managerial and administrative procedures
- Segregation of duties
- Specific authorisations
- Internal controls
- Monthly financial budget reports
- External audit reports and recommendations
- Internal audit reports and recommendations

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.

Corporate Governance Programme

Developed in December 2018, in line with recommendations and findings of the *Supplementary Report – Thorn Report* under section 40 of the ETB Act, 2013, C&AG reports, requirements of the ETB Act 2013, the Code of Practice for the Governance of ETBs and other statutory matters, the Corporate Governance Programme's primary objective is to enhance and implement robust governance mechanisms across KWETB.

This programme is multi-faceted, aimed at establishing a culture of good governance and implementing robust policies and procedures, comprehensive and relevant internal controls, enhancing the risk management framework and identifying and communicating staff expectations in relation to governance.

The Corporate Governance Programme is a standing item on the Board agenda, allowing the board receive regular updates on progress of the programme. In addition, a steering group, consisting of the executive and nominated Board members sign-off on deliverables as they are completed. The Corporate Governance Programme facilitated the delivery of key governance, compliance and risk management objectives in 2019, including;

- Implementation of Code of Practice for the Governance of ETBs 2019;
- Clarification of OSD values;
- Engagement of 3rd party to review governance framework and provide advice;
- Training for new Board members by Institute of Public Administration;
- Completion and implementation of Corporate Procurement Plan;
- Procurement training for budget holders;
- Procurement process review conducted and action plan developed;
- Commencement of the development of KWETB's Statement of Strategy;
- Implementation of Risk Management Framework;
- Enhancement of conflict of interest procedures and management;
- Comprehensive fraud risk management assessment;
- Anti-fraud and anti-corruption culture self-evaluation assessment;
- Identification and embedding of key governance policies;
- Compliance with statutory reporting requirements.

Other Activities

- The Corporate Governance and Compliance team was established in 2019. A grade VII Corporate Governance and Compliance Manager and a grade IV Assistant Staff Officer were appointed
- Compliance Audit Tool completed to track compliance with provisions of the Code
- Refined approach to co-ordination of audit implemented
- Assisted in the establishment of new Boards and Committees
- Supported departments in the drafting of policies
- Audit Registers developed for tracking the implementation of audit recommendations

- Child Protection Checklists for all schools with roll-up reporting for oversight committee
- Key governance documentation highlighted for staff on the KWETB Intranet
- Review and optimisation of the leases process with the Buildings Team

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

KWETB complies with its obligations under tax law.

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

Protected Disclosures Report 2019

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 2019.

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.

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.

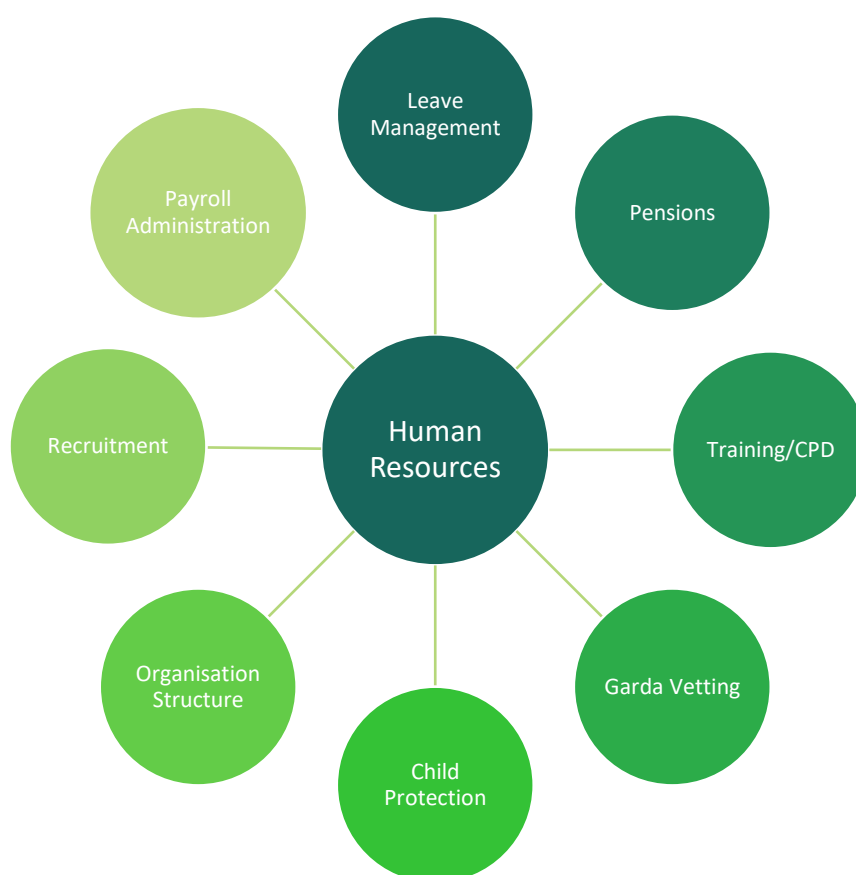
Statement of Services

Organisation Support and Development (OSD)

Organisation Support and Development support wider KWETB functions to manage and achieve organisational functions and objectives.

The OSD directorate consists of Human Resources, Corporate Services, Employee relations and Finance. The directorate of OSD is also responsible for the co-ordination and facilitation of governance and compliance across KWETB.

Human Resources



Human Resources provide support and assistance to circa 2,600 staff across KWETB. The Human Resource department are responsible for;

- Staffing Allocations, Utilisations and Manpower Planning
- Recruitment Process, Planning and Systems
- Leave management
- HR Payroll, Benefits and Entitlements
- Department, KWETB Statistical Returns and Analysis
- HR Department Circular Compliance
- Pensions/Superannuation
- Legal and Compliance – policies/procedures/contractual templates

- Policy development and HR Templates – Contracts etc.
- Garda Vetting

The activity and developments which took place in 2019 included the following:

Staffing Allocations

Executive, Admins and Maintenance

The Government’s Employment Control Framework (ECF) continues across Education and Training Boards. Returns in respect of non-teaching grades were reported by KWETB to the Department of Education and Skills on a quarterly basis. While there was limited alleviation of the moratorium for Head Office for critical vacancies the impact of the public sector moratorium still in place continued to be a challenge for the organisation across offices, schools and further education and training centres.

At the end of 2019 our ECF showed 127 whole-time equivalents in executive, admin and maintenance staff in offices, schools and centres.

Full time day school post primary allocation

1040 wholetime equivalents for 2019/2020 school year.

Special Needs Assistants:

93 wte special needs assistants in 20 post primary schools.

VTOS teacher allocation:

VTOS had a teacher allocation of 47.58 wte in our 7 VTOS centres.

Youthreach allocation:

Youthreach had in excess of 43,000 instruction hours in our 7 Youthreach centres.

Co-operation Hours with other Institutions

Approx. 21,500 hours were provided to 11 institutions as follows:

Institution	Location	Hours
CTW	Newbridge	1020
Cuan Mhuire, Athy	Athy	800
Athy Travellers Club	Athy	500
Adult Literacy	Co. Kildare	720
Moore Abbey	Monasterevin	600
RACE	Kildare	1160
Education Unit, formerly in Curragh Place of Detention	Portlaoise	7497
Shelton Abbey Open Prison, Wicklow	Arklow	5446
Athy Alternative Project	Athy	1200
St. Anne's Special School	Curragh	1575
St. Mark's Special Schools	Newbridge	970

Recruitment and Selection

All vacancies are advertised as required on KWETB website and on Public Jobs. In addition to approximately 130 Assistant Principal I and II posts being filled, KWETB made 367 appointments in 2019 to posts including:

- Director of Further Education and Training
- Deputy Principals /Principals
- Adult Education Officer
- Music Generation Development Officer
- Permanent clerical and admin posts
- Special Needs Assistants
- Maintenance Staff
- SCP project workers
- Training Centre staff
- Tutors
- Youthreach Resource Persons

Teachers proposed for appointment to teaching posts must be registered with the Teaching Council in accordance with sections 30 and 31 of the Teaching Council Act 2001 and be qualified and registered to teach the subjects proposed for appointment.

All new appointees were required to complete an online medical questionnaire via the Medmark website. Medmark is KWETBs occupational health strategy provider.

Pensions and superannuation

In 2019, 39 staff members retired. Other work in the area of pensions and superannuation included:

- Transfer of service to other organisations for superannuation purpose
- Purchase of previous reckonable service not reckonable at the time
- Purchase of notional service for superannuation purposes
- Applications for statement of benefits due on actual and potential service
- Repayment of refunds of superannuation and gratuities
- Queries regarding the various retirement schemes including Ill Health Retirement and Cost Neutral Early Retirement
- Extensive work is ongoing on three national pensions projects

Leave Management

KWETB is committed to improving the work life balance of its employees while being mindful of the needs of our students and customers. Applications for leave made to the HR Department in 2019 included; Career Breaks, Job-Sharing, Compassionate Leave, Paternity Leave, Marriage Leave, Maternity Leave, absences due to Illness, annual Leave, Force Majeure Leave. KWETB operates flexi-working time for administrative staff.

Payroll

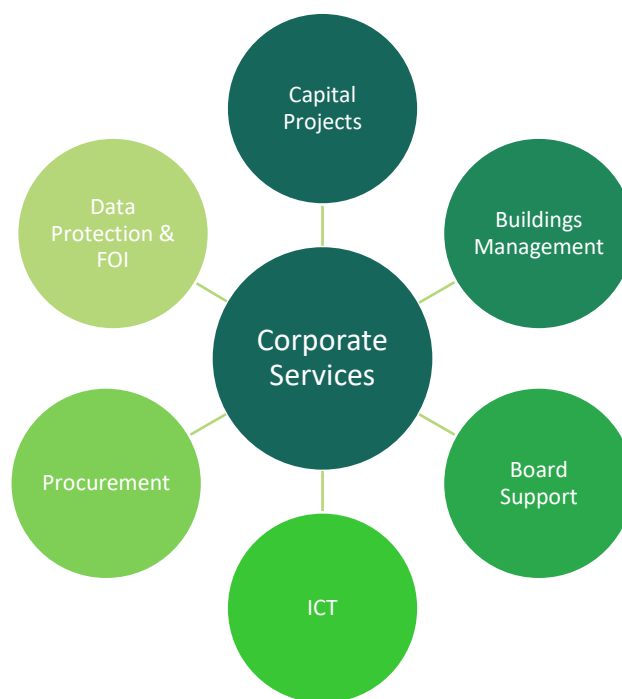
The pay administration function is driven by HR which communicates efficiently with the Payroll office and is responsible for the communication of commencement of new staff, staff movement/ transfers, review of salary including calculation of arrears, leave

entitlements, etc. all vital to ensuring accuracy of salary payments to staff. HR deals with queries in relation to staff pay including claims for incremental credit for previous service, statements of service for staff leaving, etc. In 2019 we continued with the roll out of the online part time claim system in schools and centres.

Garda Vetting

The National Vetting Bureau (Children and Vulnerable Persons) Acts 2012-2016, came into effect on 29 April 2016, and makes it mandatory for people working with children or vulnerable adults to be vetted by the Garda Síochána National Vetting Bureau. In 2019 approx 2,000 vetting applications were made by KWETB through the National Vetting Bureau's online evetting application process mostly for adult and further education and training students going on work experience. The Teaching Council carries out evetting on registered teachers and tutors with the vetting subject sharing the vetting disclosure with KWETB.

Corporate Services



Procurement

Procurement remained a key focus of attention and activity for KWETB in 2019. With the establishment of a dedicated procurement officer and team in 2019, procurement processes continued to be enhanced and implemented across the organisation; increasing compliance and achieving value for money.

A key milestone achieved in 2019 was the publication of the Boards first Corporate Procurement Plan which was completed in September 2019. The Corporate Procurement Plan and Multi-Annual Procurement Plan will assist the procurement section in terms of monitoring compliance with the procurement policy and procurement planning.

Furthermore, training was provided for budget holders across KWETB in 2019, with representatives from schools and centres in attendance.

Buildings

KWETB continued to enhance its teaching and learning environments and building structures. Key projects that were completed in 2019 include the following:

Glenart College	EW toilet works
Gaelscoil Chill Mhantáin	EW heating & mains water repair works
Athy College	Athy College additional accommodation & fit out
Naas Community College	Naas Community College additional accommodation & fit out
Naas Community College	Naas Community College - Pipers Hill Prefabs refurbishment & fit out
Ardcoil Rathangan	Summer works roof refurbishment
Athy FET Centre	Emergency lighting & fire alarm upgrade works

As part of the Corporate Governance Programme, a protocol to respect the role of the employee’s representative on buildings projects was developed and implemented.

Significant work continued on the development of the KWETB Asset management policy and leased property policy as well as the identification and review of best practice and software solutions. Work will continue on this key objective in early 2020.

Health and Safety

A review of the KWETB Corporate Safety statement was completed in December 2019. A health and safety plan was implemented and corporate safety plan templates for training centres were developed.

Data Protection and GDPR

The Data Protection Officer continued to provide support and guidance to schools and centres on Data Protection and GDPR in order to ensure that staff are processing personal data in adherence to the principles of Transparency, Accountability and Security of the General Data Protection Regulation.

KWETB has put in place appropriate technical and organisational measures in order to ensure and to be able to demonstrate; that its processing of Personal Data is in compliance with the higher standards of the General Data Protection Regulation (GDPR), having regard

to the nature, scope, context and purposes of the processing and the risks of varying, likelihood and severity that might arise there from for the rights and freedoms of individuals.

During 2019, KWETB recorded the following:

- 7 Subject Access Requests were processed.
- 20 Data Breaches occurred

Training was provided on an on-going basis through an on line training tool developed by ETBI and staff seminars to help increase awareness of GDPR.

FOI

The FOI Officer continued to manage access requests and to provide support and guidance to schools and centre regarding FOI issues. In 2019, 17 requests under the FOI Act were processed by KWETB.

ICT

The ICT section continued to provide essential support to all KWETB schools and centres and to enhance the integrity of the ICT systems and infrastructure within the organization.

Key activities included:

- Dedicated ICT Manager was appointed April 2019
- ICT Support Officer appointed to ICT Team October 2019
- Identifying ICT priorities and the preparation of ICT Strategy Plan
- Identified first tranche of ICT Policies to be developed
- Prepared application for DPER approval for Onsite ICT and ICT Managed Service Tender

Key ICT Projects completed in 2019:

- Network Fitout St. Conleth's Community College
- Extend Government Networks to Marine House training Centre, Wicklow
- Broadband Installation Naas Community College

Communications

The new Staff intranet was launched in 2019 and was a key achievement for the organisation. The site is proving to be an important communication tool, enabling KWETB to advise employees of policies and procedures, guidance tools and resources to assist them in their respective roles.

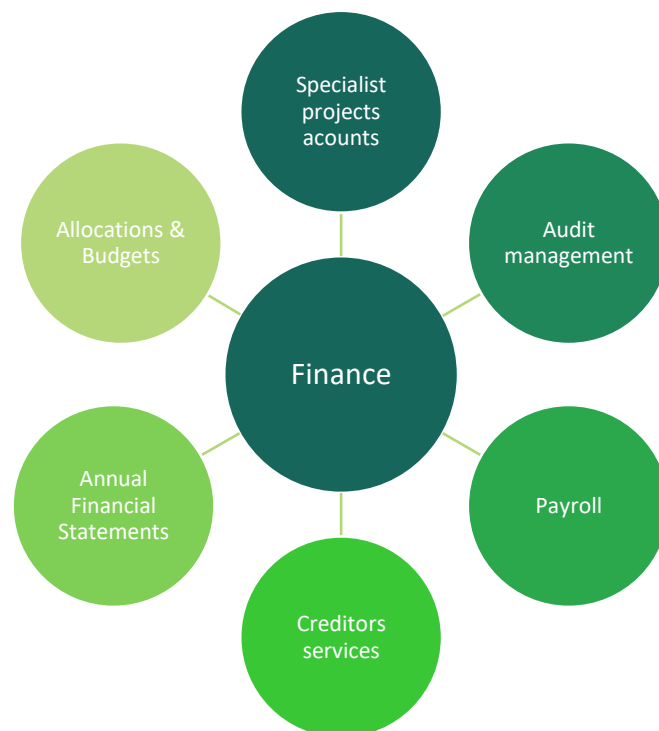
Scéim an Teanga

The Official Languages Act 2003 provides for the preparation by public bodies of a language scheme detailing the services which they provide through the medium of Irish, English and both languages together. The KWETB Official Language Scheme came into effect on 01 May 2018 and will be in place for three years.

In implementing the Irish Language Scheme 2018-2021 KWETB has carried out the following in 2019:

- Established a dedicated email address gaeilge@kwetb.ie for Irish language queries from members of the public
- Commenced an Irish language class for KWETB employees which was held once a week for a duration of ten weeks
- Commenced an audit of KWETB schools/ centres in relation to signage in terms of compliance with the requirements of the Act
- Committed to ensuring that all corporate publications are translated and published simultaneously

Finance



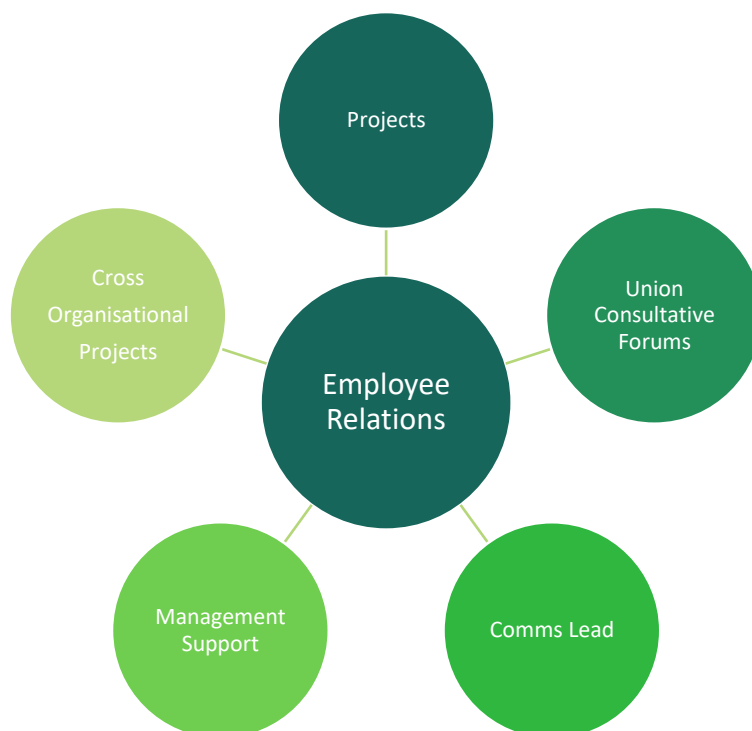
Some of the key activities for the Finance section in 2019 included;

- The Financial Statements for 2018 were approved and submitted in accordance with legislative guidelines. In 2019 the 2016, 2017 and 2018 Annual Financial Statements were signed by the Comptroller and Auditor General.
- KWETB had a total budget of €138.4 million.
- 2,610 employees were paid a total of €88.8 million.
- Capital payments totalled €15.9 million.
- A Review of Internal Controls took place and a plan put in place to further review and enhance in 2020.
- Financial Authority and Approval levels policy was embedded in the organisation.
- Procedures for Creditors payments documented and the online ordering system pilot commenced. Due to KWETB being part of a pilot project on e-invoicing, KWETB was compliant with European Directive on e-invoicing (2014/55/EU) which came into effect on 18th April 2019.
- KWETB continue to roll out the DCS online claim system to ensure readiness for the move to Payroll Shared Services. KWETB 'go live' date has now been moved to 2021.
- Online travel claim system continues to be rolled out to staff.

Financial Statements 2019

Please note that the KWETB Annual Financial Statements for the year ended the 31st of December 2019 is subject to audit by the C&AG at the time of publication of the KWETB Annual Report for 2019. KWETB will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

Employee Relations and Communications



Continued Professional Development – Special Needs Assistants

KWETB held a SNA Training and Network day for all SNAs in the organisation in June 2019. This was initiated and managed through Employee Relations in OSD. The event was attended by 75 SNAs. Presentations and workshops included the Role and Function of SNAs. AS I AM Autism awareness group gave a workshop on supporting students with Autism and A Wellbeing Expert Workshop took place with presentations and contributions from KWETB Chief Executive and Director of Schools.

Post Primary and PLC Teachers Welcome and Network Day

In October 2019, a network day for all new teachers, deputies and principals that commenced their role for the 2019/2020, took place. This was initiated and managed through Employee Relations in OSD. Approximately 80 teachers attended with an introduction and Core Values presentation by Chief Executive and Director of Schools, launch and presentation by Human Resources/Employee Relations of their Handbook for Teaching Staff, presentations by NBSS/ NCSE on techniques to foster positive behaviour in the classroom, presentations on wellbeing for teachers by extern expert in first year of working with KWETB and overviews by principals. Additionally, the KWETB Education Support Officer gave a presentation on Child safeguarding and protection.

OSD Manpower Planning and Professionalisation

The OSD Team introduced a project to ensure that all staff in the OSD Team held up to date Role Profiles and Skills Requirements for each job role. This exercise was completed by all the managers in OSD and a full up to date online file exists. This role profiles will support the

effective, supportive, and efficient manpower planning and staff management for the OSD team and organisation.

Intranet Launch

As part of KWETB Internal Communications Strategy and the OSD Strategy the KWETB Staff Hub on the Intranet was developed and launched in 2019. This site contains valuable information for all staff and management. The site covers a multitude of information including (but not limited to) Employee Wellbeing, Key Governance Policies and Guidelines, Procurement, Data Protection Guidelines and Training, Policies and Procedures, HR circulars, handbooks, pension information, finance guidelines and policies, buildings information, Health and Safety guidelines, announcements and links to Facebook etc.

Schools Reconfiguration for Diversity - Identification Phase

KWETB, facilitated through OSD in partnership with Wicklow County Childcare Committee, completed the identification phase of the school's reconfiguration for diversity process and submitted the reports in 2019 to the Department of Education and Skills. The location identified for KWETB was the Bray area, Wicklow County Childcare Committee conducted the survey in late May and early June 2018. The final draft report was finalised with the Arch Bishop in December 2018 and final report submitted to the Department of Education in 2019.

Schools

KWETB provides primary and post primary education across the Kildare and Wicklow region. With 25 schools providing education and support to 13,881 learners.

Primary Schools – Community National Schools

KWETB has three community national schools, located in Naas, Co Kildare, Greystones, Co. Wicklow and Brannoxtown, Co. Kildare. Brannoxtown CNS opened in September 2018. Community National Schools are child-centred, multid denominational, publicly-accountable schools which strive to provide high quality education for every child. They give equal opportunities to all children in the communities they serve. They were established in 2008 and are managed by the Education and Training Boards (ETBs).

Community National School	2019 Enrolments
Greystones Community National School	269
Naas Community National School	261
Brannoxtown Community National School	21

KWETB is fully committed to the Community National School model. KWETB continues to seek opportunities to assume patronage of primary schools, either existing schools through the Department of Education and Skills Reconfiguration process or new school opportunities in high population growth areas. Information on the CNS model can be accessed at: www.cns.ie.

Post Primary Schools

Kildare and Wicklow ETB has twenty two post primary schools modelled as either Community Colleges or Designated Community Colleges. KWETB was awarded the patronage of two new post-primary schools to be established in September 2020: Greystones Community College and Gaelcholáiste Maigh Nuad, Maynooth. All KWETB schools offer a wide range of subjects and programmes in accordance with the state curriculum. Programmes include:

- Junior Certificate (JC)
- Junior Certificate Schools Programme (JCSP)
- Transition Year Programme (TY)
- The Leaving Certificate (LC)
- The Leaving Certificate Vocational Programme (LCVP)
- The Leaving Certificate Applied Programme (LCAP)

The above programmes were delivered in line with Department of Education and Skills requirements and in support of the KWETB Service Plan 2019.

All KWETB colleges are multi-denominational, co-educational, inclusive, caring, and place academic excellence to the forefront.

Networks

KWETB supports a monthly network meeting of Principals and a regular Deputy Principal Network Meetings. These meetings are to support Continuous Professional Development for school leaders and to provide a forum to promote effective school governance

KWETB holds an annual induction training for all newly appointed post-primary teachers.

Joint Patron and Trustees

KWETB is joint patron, together with Educate Together, of Celbridge Community School.

KWETB is also joint trustee of a number of post-primary Community Schools, namely Colaiste Chiaráin Community School (Leixlip), St. Wolstan's Community School (Celbridge), Scoil Mhuire Community School (Clane), Kildare Town Community School (Kildare Town) and St. Killians Community School (Bray).

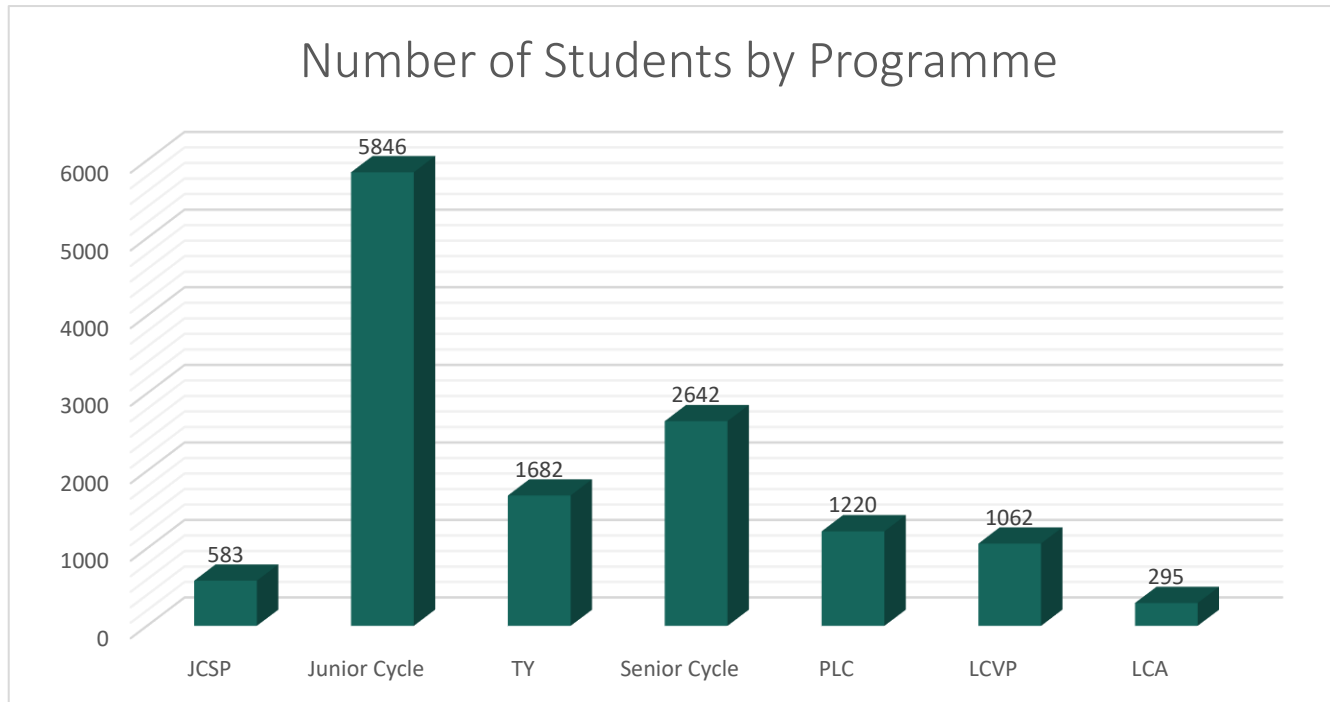
Kildare and Wicklow ETB Community Colleges

KWETB Community Colleges	
Athy College, Athy	Gaelcholáiste Na Mara, Arklow
Ardcoil Rath Iomgháin, Rathangan	Glenart College, Arklow *
Avondale Community College, Rathdrum	Maynooth Community College, Maynooth
Blessington Community College	Pipers Hill College, Naas
Coláiste Bhríde, Carnew*	Naas Community College
Coláiste Chraobh Abhann, Kilcoole	Scoil Chonglais, Baltinglass
Coláiste Raithín, Bray	St. Conleths Community College, Newbridge *
Curragh Post Primary School, The Curragh*	St. Kevins Community College, Dunlavin *
Coláiste Chill Mhantain, Wicklow Town	St. Farnans Post Primary, Propserous *
Confey College, Leixlip *	Maynooth Post Primary, Maynooth
Coláiste Lorcáin, Castledermot	
Post Leaving Certificate (PLC) Colleges	
Bray Institute of Further Education, Bray	

**Post Primary Schools also delivering Post Leaving Certificate Courses*

Student Numbers for 2019 – Post Primary and Post Leaving Certificate (PLC)

Roll No.	Student numbers week ended 27th September 2019	JCSP	Junior	TY	Senior	PLC	LCVP	LCAP	Total
70650I	Athy Community College	0	50	211	137	0	0	27	425
70660O	Curragh Post-Primary School	0	69	0	16	18	37	8	148
70670R	Colaiste Lorcaín, Castledermot	0	204	65	142	0	0	0	411
70680U	St. Conleths Community College	68	247	24	129	245	52	32	797
70691c	Confey Community College, Leixlip	0	439	90	189	0	31	11	760
70700A	Post-Primary School, Maynooth	0	502	150	264	0	43	9	968
70710D	Pipers Hill College, Naas	94	359	128	164	0	135	57	937
70720G	St. Farnan's Post-Primary School	22	210	27	129	0	35	27	450
70730J	Ard Scoil, Rath Iomghain, Rathangan	0	351	104	179	0	58	0	692
70740M	Glenart College, Arklow	287	0	46	8	21	60	15	437
70750P	Scoil Chonglais Baltinglass	0	277	24	158	0	47	0	506
70760S	Blessington Community College	0	284	70	36	0	120	0	510
70770V	BIFE/St Thomas' Community College	0	0	0	16	936	0	0	952
70790E	Colaiste Bhríde, Carnew	0	503	120	231	0		19	873
70800E	St Kevin's Community College	27	301	96	166	0	25	16	631
70810H	Avondale Community College	0	299	64	43	0	133	0	539
70821M	Colaiste Raithín, Bre	0	180	35	79	0	0	0	294
76076M	Colaiste Chraobh Abhann, Kilcoole	0	400	112	180	0	36	22	750
76099B	Colaiste Chill Mhantain	85	377	102	67	0	232	33	896
76106S	Gaelcholaiste na Mara, Arklow	0	174	30	69	0	0	0	273
76193Q	Maynooth Community College	0	298	97	175	0	18	19	607
76194S	Naas Community College	0	322	87	65	0	0	0	474
									13330



Programmes

JCSP	Junior Certificate Schools Programme
Junior Cycle	Junior Certificate
TY	Transition Year
Senior Cycle	Leaving Certificate
PLC	Post Leaving Certificate
LCVP	Leaving Certificate Vocational Programme
LCA	Leaving Certificate Applied Programme

Kildare and Wicklow ETB School Completion Programme

The DEIS Strategy

The School Completion Programme (SCP) is an integral part of the Department of Education and Skills DEIS Strategy – *Delivering Equality of Opportunity in Schools*. The strategy is the Government’s action plan to address education disadvantage. The School Completion Programme (SCP) is under the remit of The Educational Welfare Services, Túsla, in the Department of Children and Youth Affairs, (DCYA).

The aims of the School Completion Programme (SCP)

The aim of SCP is to improve the attendance, participation, progression and retention of young people who are identified to be at risk of early school leaving. SCP is a targeted programme. An agreed set of criteria is used to identify young people who are at risk of dropping out of school. SCP provides a range of supports and interventions that aim to enhance and enrich student engagement in school life which leads to improved educational outcomes including raised levels of retention and academic attainment. The programmes are implemented under 4 pillars: In school, after school, during holiday time and out of school. An interagency approach is used to maximise the provision of services to the target students and their families.

The National Context

Nationally, the SCP operates in 470 primary schools and 224 post-primary schools. The schools are grouped into clusters or projects based on geographical proximity and /or transfer patterns of students from primary to post-primary. There are 124 local SCP projects throughout the country. There are 8 SCP projects across Counties Kildare and Wicklow. All of the 8 projects are under the remit of KWETB.

Management Structure

Each SCP project has a Coordinator and a Local Management Committee (LMC). Members of the LMC are drawn from the key stakeholders and comprise school principals, parents, HSCL Coordinators and representatives from the relevant statutory and non-statutory agencies. The LMC devises an annual Retention Plan. The Plan is submitted to Túsla for approval. Funding is granted to the SCP projects on the basis approved Retention Plans. It is the role of the LMC to provide oversight for the implementation of the plan and to monitor the budget.

Retention Plan

The Retention Plan is devised on a collaborative basis among all of the stakeholders. The SCP Coordinator facilitates the collaborative process and drafts the plan. The Plan contains contextual information on the demographic and community profiles served by the schools. A Logic Model is used as the framework to present the programmes of interventions to be implemented by SCP. Each proposed intervention is detailed under the following headings: Inputs, Outputs, Measurables, Long-term or short-term outcomes. A clear rationale and detailed costings are provided for the interventions. The Coordinator, assisted by a project staff, is responsible for the implementation of the Retention Plan.

Governance and Compliance

The LMC Chairperson of each SCP Project signs a declaration of compliance in relation to: Child Safeguarding, Garda Vetting of Staff, Data Protection and Financial Management. The Chairperson of the LMC and the Coordinator also sign a Statement of Good Governance, which sets out 5 key principles pertaining to the following areas:

- Leading the organisation
- Exercising control of the organisation
- Being transparent and accountable
- Working effectively
- Behaving with integrity

Each LMC also gives a commitment to ensuring that participant schools develop an Attendance Strategy. An annual review of the Retention Plan is undertaken by the LMC.

Schools and Budgets

SCP provision is available in 10 KWETB schools as shown in *Figure 1.1*. The budget covers the costs of staffing and the implementation of the educational supports and interventions of which examples are given in *Figure 1.2*.

Budgets are allocated to SCP projects by Túsla on an annual basis.

Figure 1.1 SCP Projects under the remit of KWETB and the participating ETB schools.

<p>SCP Projects under the remit of KWETB and the participating ETB schools.</p>	<ol style="list-style-type: none"> 1. Arklow Rathdrum and Dunlavin SCP, (Glenart College, Avondale College, St Kevin’s College) 2. Athy SCP, (Athy College) 3. Ballywaltrim SCP 4. Bray North SCP 5. Curragh and Kildare SCP, (Curragh Post Primary School)
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	<p>6. Newbridge SCP, (St Conleth’s Community College)</p> <p>7. The Canals Cluster SCP, (St Farnan’s Community College, Piper’s Hill College, Ardscoil Rath Iomgháin)</p> <p>8. Wicklow Rathnew Ashford and Newtownmountkennedy (WRAN SCP) (Coláiste Chill Mhantáin)</p>
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SCP Programmes in KWETB Schools

Figure 1.2 KWETB School Completion Programmes in 2019/20

Objectives of SCP	As part of the DEIS strategy, the aims of SCP are to improve the attendance, participation and retention of students who are identified as being at risk of early school leaving. A group of target students, who are at risk of early school leaving, are identified on the basis of agreed criteria.
Programmes/Interventions	<p>4 pillars: – In –school, After school, Out of school and Holiday time provision.</p> <p>In-school: Attendance supports, Transfer programmes, Literacy and numeracy support, Mentoring, Suspension intervention, Social and Personal Development programmes, Sports and Cultural activities, Breakfast and lunchtime clubs.</p> <p>After –school: Homework support, sports and cultural activities.</p> <p>Out-of school: Educational supports, one to one mentoring, links with EWO, Youthreach, Advocacy.</p> <p>Holiday Provision: Summer camps, drama, art, music, sports, photography, poetry, Cúl camps, partnership with existing summer provision.</p>

Further Education and Training

Further Education and Training in 2019 was underpinned by the agreement of the Strategic Performance Agreement with SOLAS. The FET team responded to the 2019 targets set in the Strategic Performance Agreement through the provision of courses and services to the identified priority learner groups. The following gives an overview of key FET provision in 2019 and highlights significant achievements.

KWETB signed a Strategic Performance Agreement with SOLAS in 2018 outlining the following Strategic Priorities;

1. Provide ***lifelong learning and upskilling*** opportunities for all learners
2. Enhance the ***quality of the learning experience*** for learners
3. Provide ***relevant, integrated and innovative programmes*** and initiatives
4. Promote and ***deliver equality and active inclusion*** through responsive and integrated programmes
5. Facilitate progression and provide ***clear and transparent pathways for learners***
6. Develop the KWETB ***employer engagement*** strategy
7. Collaborate locally with communities and enterprise and build ***strategic networks***
8. ***Manage data and knowledge*** to support evidence based decision making and improvement
9. Develop and ***build the KWETB Brand*** as the FET provider of choice in Kildare and Wicklow

KWETB Targets 2018-2021

Target National	Sectoral Target	KWETB Contribution
1. More learners securing employment from provision which primarily serves the labour market	10% over 3 years	67% over 3 years, which equates to 1,356 learners securing employment in 2020
2. More learners progressing to other further or higher education courses from provision which is primarily focused on this purpose	10% over 3 years	16% over 3 years, which equates to 1,681 learners progressing to other courses in 2020
3. Increase in the rate of certification on courses primarily focused on transversal (social mobility) skills development	10% over 3 years	120% over 3 years, equating to 1,050 completers certified in 2020
4. Increase in adults seeking FET level provision engaging in lifelong learning interventions	10% over 3 years	12% over 3 years, which equates to 8,708 starting LLL relevant programmes in 2020
5. Increase in learners securing relevant qualifications in sectors where employment growth/skills needs have been identified	10,000 learners per annum	Average annual increase of 513 or a 46% increase in learners in 2020 compared with 2017
6) New trainee registrations in the period 2018 to 2020	13,900 over 3 years	589 over 3 years, more than doubling the current base

KWETB Actual Outturn 2019

Programme	2019 Beneficiaries
Full Time	
Bridging and Foundation Training	139
Community Training Centres	72
Local Training Initiatives	146
PLC	2,335
Specialist Training Providers	215
Specific Skills Training	419
Traineeship Employed	14
Traineeship Training	262
VTOS Core	807
Youthreach	431
Total	4,840
Part Time	
Adult Literacy Groups	1,514
BTEI Groups	2,354
ESOL	996
Evening Training	155
FET Cooperation Hours	1,390
ITABE	138
Other Funding	169
Skills for Work	179
Skills to Advance	119
Voluntary Literacy Tuition	77
Community Education	968
Total	8,059
Grand Total	12,899

Training Services

- Commenced three New ICT Apprenticeships; Software Developer, Network Engineer and Cybersecurity where Employers in the Tech industry employed the Apprentice;
- Commenced Pre-tech Apprenticeship in Wicklow Town to feed into the new level 6 Tech Apprenticeships;
- Commenced a few new Traineeships; Hairdressing, Beauty, Green Keeping, Pneumatics and Maintenance Skills Technology;
- Barista and Bar Skills courses in Baltinglass and Newbridge organised coffee mornings at the end of their courses to showcase their skills and raise funds for local charities, The Lalor Centre which received €612 and The Dining Room Homeless Services which received €521;



- Evening courses successfully launched in Punchestown and Marine House with; Train the Trainer, Sage Payroll, Supervisory Management, Care Skills, Care of the Older Person, PRINCE2, First Aid Responder;
- First Aid Responder training and Garda Vetting training was added to Business Medical Administration course to enhance job opportunities for learners which was very successful;
- Safepass and First Aid Responder was added to Door Security and Guarding Skills to enhance job opportunities for learners particularly in the frontline services industry;
- RTITB Forklift training added to Heavy Goods Vehicle (Rigid) to enhance job opportunities for learners which resulted to 92% getting work as there was a shortage in this sector;
- Our Maintenance Technology Level 6 course in Celbridge multiplied from two courses to four courses in 2019. In addition an orientation week was organised for manufacturing courses during which visits were arranged with industry leaders in pharmaceutical and technological manufacturers. Also additional training was provided in project management and electrical testing on manufacturing courses to enhance learners' employment prospects in the manufacturing industry. 2019 also saw engagement with employers looking at how KWETB can contribute to transform the world of work at pace through the integration of digital technologies e.g. AI, robotics, cognitive automation and analytics etc;
- Local tours organised regionally and nationally by the tutors from the National Tour Guiding Course. Bus companies and tour Guide Companies came on board to assist employment outcomes for this course;
- Corey Byrne, Commis Chef competed at the Catex Exhibition in the RDS and received a fantastic Bronze Medal. Corey's mentor was Gavin Finn who is Head Chef at The Powerscourt Arms;

- The Riverwalk Café which is a Professional Entrepreneurial Culinary Level 5 programme were Winners of the All Ireland Community and Council Awards 2019 for The Best Education and Training Programme for 2019. This programme is an innovative programme to give learners basic skills in the culinary area and also the educational element married with same. It offers a realistic work environment as it is based in a real live café;



- Marine House celebrated its 2nd anniversary as a Hospitality Centre with East Coast FM's Morning Show broadcasting live with Declan Meehan. Our Commis Chef Apprentices and Culinary students created a banquet for the Wicklow community and distinguished guests. This was very beneficial for the Apprentices and students as they were able to include the experience under skills demonstration as part of their modules for the programme;



- Asylum seekers from the Grand Hotel participated in an introductory hospitality course in Marine House where they learnt basic culinary skills, barista training, cleaning techniques, equipment protocols and health and safety;
- Apprentices that completed the Apprenticeship Level 6 Advanced Certificate Craft in March 2019



- Hairdressing Traineeship at Level 5 and an ITEC and CIBTAC approved Beauty Therapy Traineeship with a Primary Award of Beauty Specialist Diploma (L2) were offered.
- Two Traineeships at Level 6 being run out of Celbridge:
 - Maintenance Skills Technology (Manufacturing Technician)
 - Manufacturing and Pneumatics Technician

Learners who successfully complete these programmes often become members of a multidisciplinary team of professionals including mechanical and electrical engineers, electricians, supervisors, safety professionals and manufacturing representatives. Both programmes have been hugely successful in developing learner technical acumen and personal effectiveness, project management and employability skills so as to maximise their potential for employment.

- Intellectual Disability Support Programme – KARE

This course is to support those wishing to work with people who have disabilities. The successful course has been running for a long number of years with Learners progressing to both employment and further education.



- Celbridge Community Health Training
An appreciation night took place in 2019 and Mr. John Lonergan was the guest speaker of the night.

- Youth Training and Development Centre – Newbridge CTC



Youth Training and Development Centre celebrated their Learners Graduation in October 2019. The CTC is a well-respected and an imbedded community learning hub in Newbridge for early school leavers. The centre looks after the learning and wellbeing of those aged between 16 and 21 years. Learners achieved in both Level 3 and Level 4 major awards and component awards;

- Learners from our Culinary Training Passport course in Naas Racecourse demonstrating culinary techniques learned at their end-of-course showcase. Learners left this course being able to plan and prepare a range of wholesome foods based on an understanding of the theory related to commodities and cookery processes whilst holding the theoretical knowledge required for an understanding of catering operations and systems;



- The Art of Pizza Making accredited by the Associazione Pizzerie Italiane (API). The API was established in Rome over 20 years ago to ensure the highest standard of pizza making globally. Students not only learnt how to knead, roll, dress and cook a pizza but they also received tutoring on the various methods of leavening, an in-depth understanding of the chemical and physical characteristics of the ingredients used and the use of traditional and innovative methods;

Youthreach

The Youthreach programmes continued to engage young people in Kildare and Wicklow in programmes that support their acquisition of personal, social and vocational skills. Provision at QQI levels 3 and 4 included Employability Skills, Sports and Recreation and General Learning with additional certification provided by ITEC in the areas of make-up artistry and manicuring. Extracurricular activity included programmes linked to the Sports Partnerships, Football Association of Ireland (FAI), Gaisce-The President's Award and Mental Health Ireland amongst others. In 2019 441 beneficiaries engaged in seven Youthreach programmes and with the support of the Advocate most progressed to Further Education, Higher Education, Apprenticeships or Employment.



Vocational Training Opportunities Scheme (VTOS)

In 2019 KWETB delivered labour market focussed education to 939 beneficiaries through a broad range of programmes catering for the Business/e-Business, Health and Social Care, Childcare, ICT and Design sectors. By combining supports from the guidance and counselling services and external organisations, e.g. Fasttrack into IT (FIT), KWETB engaged both those who were long-term unemployed and those finding themselves recently out of work to complete QQI level 3, 4, 5 and 6 programmes and to progress to further and higher education and to employment.

Responsiveness to the changing needs of learners was demonstrated by the addition of Tourism, Retail Skills, Entrepreneurial Skills, Digital Media and Marketing modules to the traditional programmes. Newbridge VTOS introduced the QQI L5 Multi-media Production course combining Multi-media, Animation, Design Skills, Digital Media and Employability modules to streamline full-time provision in the locality and provide another progression pathway for students.



Adult Guidance Service

The KWETB Adult Guidance Service maintained its commitment to offering a quality guidance service to adults serving KWETB FET learners and members of the public in 8 locations around Kildare and Wicklow. This service included impartial information on education and training, one-to-one and group guidance, and class group contact which will helped people to make informed educational, career and life choices. In 2019 the Adult Guidance Service supported a FET population in KWETB of 11,000 beneficiaries in across 26 FET centres (excluding PLC).

KWETB and the Adult Guidance Service committed to the implementation of the recommendations of the 2019 DES Indecon Review of Career Guidance under the headings of Promotion of Inclusion, Enhancement of Enterprise Engagement, Improvement Career Guidance Tools and Career Information, and Reforms to Governance and Delivery Arrangements.

Community Education

KWETB's part-time programmes continued to develop throughout 2019. The Community Education programme saw the appointment of a new Community Education Facilitator in Wicklow, Fiona Tuite, following the retirement of Brenda Delaney. Working closely with Susan Cullinane in Kildare, the programme continued to respond to the needs of a diverse group of learners including those who are disadvantaged and those in priority groups such as Travellers, people with disabilities, refugees, ex-offenders and disadvantaged members of our communities.

Prison Education

The ETB's prison education service continued to engage in the provision of high quality education and training provision to learners in both Shelton Abbey Open Prison Education Unit and Portlaoise Prison Education unit as part of the co-operation hours programme.

Adult Literacy

KWETB's social inclusion agenda was further developed through the delivery of the Adult Basic Education (including the ITABE and Skills for Work) and English for Speakers of Other Languages (ESOL) programmes. Focussing on supporting returning adult learners and those who need to develop their skills in literacy, numeracy, language and ICT, as well as those most at risk of social exclusion, a significant piece of work was completed with the finalisation of the ETB's Adult Basic education Development Plan which set out a blueprint for the development of the service in line with the ETB's Strategic Performance Agreement with SOLAS and in particular the commitments with regard to Transversal Skills and lifelong learning targets.



ESOL and BTEI

A key element of focus and inclusion in the Development Plan was supporting the development of Learning and Language Support Service and this was supported through sanction from the Department of Education and Skills for the appointment of an additional, new Adult Literacy Organiser post to lead the development and establishment of the post. The Skills for Work programme was also refocused in 2020 with the establishment of the post as a KWETB-focused role and a move away from the division of the role across several ETBs. The ESOL programme was further developed in 2019 to support the refugee resettlement programmes in Arklow, Wicklow and Rathdrum with the ETB represented on the Wicklow Refugee Resettlement Inter-Agency Working group which was chaired by the Wicklow County Council. The BTEI programme continued to provide targeted progression opportunities in a flexible, responsive manner and achieved significant targets as set out in the Strategic Performance Agreement. Work commenced on the BTEI conversion process for those delivering BTEI programmes.

The part-time programmes also supported national numeracy research conducted by NALA and SOLAS to develop guidelines on the development of national adult numeracy guidelines. The ALOs also participated in SOLAS and NALA training on the inclusion of learners with disabilities. Part-time learners, together with their fellow full-time FET learners participated in the regional Adult Learner Forum, co-hosted by KWETB and Aontas on behalf of SOLAS.

FET Quality

Significant achievements were also made in the services supporting FET delivery including in quality assurance and systems development. The main focus of quality assurance strategic development in 2019 was the completion and implementation of the Quality Improvement Plan and the establishment of the ETB's Quality Council as part of its governance structures. The Quality Council held its inaugural meeting in December and formally approved terms of reference for its operations as well as those for the establishment of sub-groups on Programme Governance and Quality Assurance. The Quality Team was established and enhanced by sanction for the appointment of a permanent Training Standards Officer, CEF for Quality Assurance and Grade IV for Quality and Systems.

FET Systems

FET Systems were developed on a continuing basis in 2019 with the appointment of a FET Projects Officer with responsibility for PLSS co-ordination. A comprehensive programme of training on PLSS and FARR was developed and delivered internally with a target audience of systems users across FET. The first year of ESF verification of funded programmes was completed in 2019 and KWETB was commended for the quality and completeness of the data entered onto the PLSS.

Youth Work

Under the Education and Training Boards Act 2013, Kildare and Wicklow ETB has been given the legislative responsibility of supporting *“the provision, coordination, administration and assessment of youth work services in its functional area and provid(ing) such information as may be requested by the Minister for Children and Youth Affairs in relation to such support.” (Section 10 (1) (j))*

KWETB employ two Youth Officers to support this work. There are approximately 130 Volunteer-led Youth Groups registered (meeting DCYA/Department of Children and Youth Affairs criteria) and supported with Kildare and Wicklow ETB.

Total number of young people involved: 8,987

Total number of adult volunteers involved: 2,047

The main voluntary youth organisations: Scouting Ireland, Irish Girl Guides, Foroige, Youth Work Ireland, Girls Friendly Society, Boys / Girls Brigade, Crosscare, Catholic Guides of Ireland, Macra na Feirme, No Name Club and a variety of smaller specialist groups and independent youth clubs.

KWETB supports and administers funding to DCYA funded youth services across Kildare and Wicklow, the main services include those programmes and services delivered by Bray Youth Service, Connect Bray Neighbourhood Youth Project, East Wicklow Youth Service and Kildare

Youth Service. All Services are at various stages of engaging with the National Quality Standards Framework with the ETB. During 2018 we supported a number of capital, youth employment and LGBTI+ grants and supports across the region. The Youth Work Services Section also manages and supports the KWETB Sports Promotion Units in Bray and Arklow.

KWETB Youth Work Committee comprises of ETB Board members, statutory and voluntary services members and is attended by Youth Officers and SMT, it met twice in 2019.

Alongside this KWETB administers funding to four Bray Local Drugs and Alcohol Task Force projects and one East Coast Regional Drugs and Alcohol Task Force project.

Music Generation Wicklow

Music Generation Wicklow provides high quality affordable and accessible performance music education for young people aged 18 years and under across the county. We currently provide music in many forms to 3500 young people through school programmes, after school tuition, supporting music ensembles, orchestras and summer schools. Our new music hubs will offer access to music tuition and recording for young people aged from 12 to 18 and we can provide access to instruments and musical equipment where necessary. We also offer masterclasses, workshops and special projects throughout the year to enhance the musical experience of young people by working with composers and visiting guest musicians.

Music Generation Wicklow is funded by Music Generation, U2, The Ireland Funds, The Department of Education & Skills and local partners KWETB and Wicklow County Council.

Music Generation Kildare

Music Generation Kildare was approved for funding by Music Generation in 2019 and a Music development Officer was appointed in 2020. The Local Music Education Partnership which is responsible for the governance of the project will be established as a Committee of the ETB in 2020.