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CHILL DARA AGUS CHILL MHANTÁIN

KILDARE AND WICKLOW
EDUCATION AND TRAINING BOARD

KWETB'S Annual Report 2020

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 2020.

KWETB's 2020 annual report outlines the operations of the organisation this year past, overcoming and adapting to the many changing circumstances predominantly altered by a global pandemic changing the delivery of our education and training services.

Throughout this report the positive response and achievements of KWETB in 2020 are recognized and highlighted to commend our staff, learners and the communities we serve in adapting along with the organisation in light of the fluctuating setting of teaching and learning this year. KWETB strived and succeeded in continuing to offer excellence in teaching and learning and responding to the educational and training needs of the current climate.

These achievements of KWETB in 2020 as demonstrated in this report were reached while maintaining governance 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, 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 2020 period, a period of unprecedented times for all of us. 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 2021.

Dr Deirdre Keyes

Chief Executive

Overview of Kildare and Wicklow ETB

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. Kildare and Wicklow ETB 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

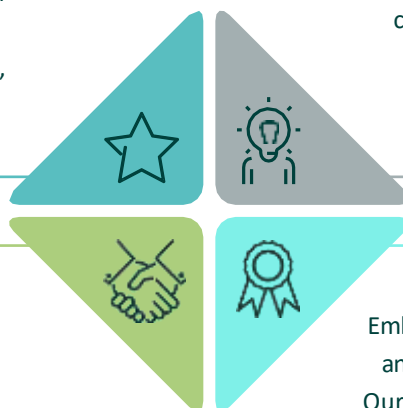
Recognising that the learner experience is central to our work and that each learner is an important contributor to their own learning and wellbeing

Respect

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

Excellence

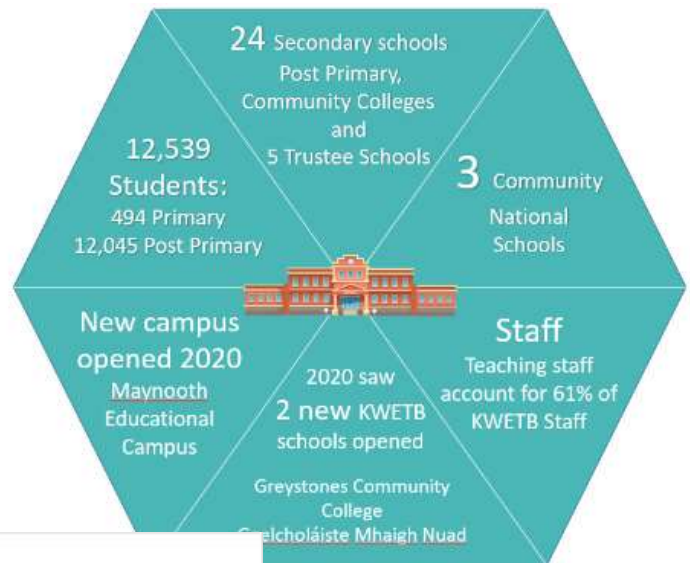
Embracing a culture of ongoing improvement and the promotion of the highest standards. Our schools and centres strive for excellence in all their endeavours





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 have 3 community national schools and 24 post primary 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.

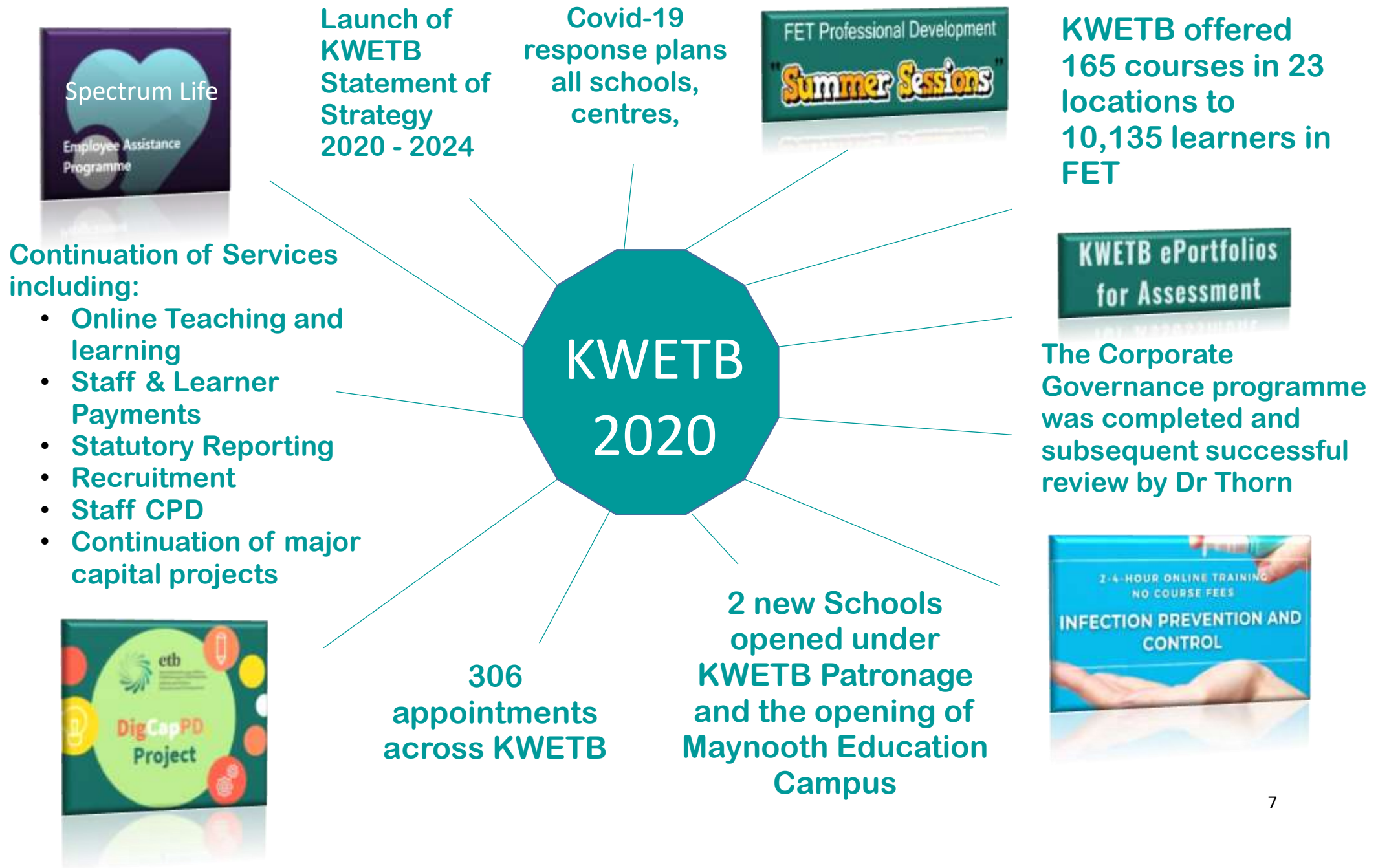


COURSE LOCATIONS

- Arklow FEC
- Athy Youthreach
- Bray
- Bray and North Wicklow Youthreach
- Glenart College
- Kildare Training
- Mid Kildare
- North Kildare
- South Kildare
- West Wicklow Youthreach
- Arklow Youthreach
- Blessington FEC
- Bray Adult Learning Centre
- Bray Inst of Further Education
- Kildare Community Education
- Leixlip Youthreach
- Naas Youthreach
- Post-Primary School, Curragh
- St. Conleth's Community College
- Wicklow Community Education



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.



The Year that was - KWETB in 2020



In a year that KWETB set out its strategic objectives for the next five years with the publishing of KWETB Statement of Strategy 2020-2024 in April 2020, we were met with a unique set of challenges brought about by the global Covid-19 pandemic. The collaboration and commitment of all KWETB must be acknowledged. In particular the enthusiastic response to how KWETB adapted its provision of education and training and change in

working environments in such unprecedented times, to ensure ongoing provision of core services to our stakeholders.

Deputy Principal's network established

Covid 19 Response Plans completed for all schools/centres/offices

KWETB saw a move to continuation of teaching and learning via online learning and blended learning over the year in response to the Covid-19 restrictions. The Business Continuity Plan triggered a co-ordinated response to ensure continuation of core business services requiring staff to work remotely where possible.

This impact of restrictions changed the direction of KWETB for 2020, shifting us to a focus on ensuring core business services continued whilst maintaining internal controls and prioritising staff and learner safety and wellbeing. Covid-19 induction and awareness workshops were designed and delivered to all staff and Return to Work protocols were developed and implemented for all services.

FET Certifications were completed on schedule and in time for CAO cycle for 3rd level progression courses, as well as the delivery of calculated grading for Leaving Certificate students in line with Departmental regulations and HSE advices.

Quality Council established in FET

Core activities such as payment runs were completed on time with the integrity of internal controls maintained. The Corporate Governance programme was completed as well as a subsequent successful review by Dr Richard Thorn on behalf of the Department of Education. The Board and Committees of KWETB continued to fulfil their statutory responsibilities by conducting their business on online platforms, facilitating KWETB achieving its statutory reporting requirements as defined in the ETB Act 2013.

Corporate Governance Programme Completed

KWETB's recruitment remained progressive and moved online, facilitating the appointment of 306 persons across KWETB.

Digital badging with City & Guilds

ICT & Ethos co ordinators appointed

Governance Report

This report presents the high-level overview of governance activities of KWETB in 2020. 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

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 2020.

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control (SIC), which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2020. The AFS will be published within one month of receipt from the Office of the Comptroller and Auditor General. KWETB also confirm that a Chairpersons 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 2021 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.

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 2020 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.

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 2020.

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 2020.

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 2020

Board member	Nominating Body	14/01/2020	21/02/2020	24/03/2020	28/04/2020	23/06/2020	15/09/2020	10/11/2020	No. of Board Meetings attended / held(7)
Cllr. Daragh Fitzpatrick (Chair)	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Tom Fortune (Deputy Chair)	Wicklow CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Lourda Scott	Wicklow CoCo	✓	-	✓	✓	✓	✓	✓	6/7
Cllr. Angela Feeney	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Bernard Caldwell	Kildare CoCo	✓	-	✓	✓	-	✓	✓	5/7
Cllr. Anne Ferris	Wicklow CoCo	✓	-	-	✓	✓	✓	✓	5/7
Cllr. Evie Salmon	Kildare CoCo	✓	✓	✓	✓	-	✓	✓	6/7
Cllr. Peter Hamilton	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Paul O'Brien	Wicklow CoCo	✓	✓	✓	✓	-	✓	✓	6/7
Cllr. Patsy Glennon	Wicklow CoCo	✓	✓	✓	✓	-	✓	✓	6/7
Cllr. Kevin Duffy	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Íde Cussen	Kildare CoCo	✓	-	✓	✓	-	✓	✓	5/7
Mr. Stephen Horan	Staff Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Aoife Ní Chealleachair*	Staff Representative								0/0
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	✓	-	-	✓	✓	-	✓	4/7
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					✓	✓	✓	3/3
Ms. Siobhain Grogan**	Conradh na Gaeilge					✓	✓	✓	3/3
Mr. Gerard Gallagher***	Disability Federation of Ireland	-							0/1

* Elected December 2020

** Appointed April 2020

*** Resigned February 2020

The Board held four in-camera meetings in 2020

The Chief Executive of KWETB is Dr Deirdre Keyes.

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 2020 and met a further three times in early 2021 to consider the reporting year 2020. The programme of work of the Audit and Risk Committee for 2020 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;
- Formal induction training;
- Updates on property matters.

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 2020.

As part of their work programme the Finance Committee included the following in 2020;

- 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 2020

Committee member		28/01/2020	03/03/2020	11/03/2020	28/05/2020	23/09/2020	04/11/2020	No. of ARC Meetings attended / held(6)
Mr. Paul McEvoy (Chair)	External	✓	✓	✓	✓	✓	✓	6/6
Mr. David Russell	External	✓	✓		✓	✓	✓	5/6
Ms. Ailish Byrne	External	✓	✓	✓	✓	✓	✓	6/6
Ms. Kerrie Sheehan	External	✓	✓	✓	✓	✓	✓	6/6
Mr. Alan Richardson	External	✓	✓	✓	✓		✓	5/6
Cllr. Kevin Duffy	Board				✓		✓	2/6
Cllr. Angela Feeney	Board	✓	✓	✓	✓	✓	✓	6/6
Mr. David O’Gorman	Board	✓	✓	✓	✓	✓	✓	6/6

Composition of Finance Committee and meeting attendance 2020

Committee member		13/02/2020	19/03/2020	09/06/2020	01/09/2020	03/11/2020	No. of Finance Committee Meetings attended / held(5)
Mr. Noel Merrick (Chair)	Board	✓	✓	✓	✓	✓	5/5
Cllr. Patsy Glennon	Board	✓	✓	✓	✓	✓	5/5
Cllr. Peter Hamilton	Board	✓	✓	✓	✓	✓	5/5
Ms. Margaret Hogan	External	✓	✓	✓	✓	✓	5/5
Mr. JJ Power	External	✓	✓	-	-	-	2/5
Ms. Nancy Hughes*	External	✓	-	-			1/3

*resigned July 2020

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 2020. 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 registers at every meeting of the committee and the Director of OSD reports to the Board on Risk Management at each Board meeting.

KWETB enhanced its approach to Risk Management in 2020 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;
- Reviewing and enhancing the Risk Management Policy;
- 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



Teaching and Learning

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.

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



Corporate Governance

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 2020

The below achievements of 2020 are derived from strategic objectives as set out in [KWETB Statement of Strategy](#) (SOS) and the KWETB 2020 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.

Strategic Objective	Strategic Action	2020 Outcomes / Achievements
Strategic Priority 1: Teaching and Learning		
Championing the Highest Quality Standards in Education and Training	<ol style="list-style-type: none"> 1. Establish a fully integrated Further Education and Training Quality Assurance Team to provide a framework for the management of Quality Assurance (QA) across all FET programmes thus ensuring the consistency of standards across the organisation. 2. Provide a positive learning experience for all learners, including learners from marginalised groups 3. Develop FET programmes aligned to Social and Labour Markets need 	<ol style="list-style-type: none"> 1. QA self-assessments completed for QQI 2020. Quality Assurance governance structures implemented and established including a Quality Council, a programmes sub-group and a QA sub-group. 2. Review completed and adoption of school Admissions Policies for all schools in line with Education (Admission to Schools) Act 2018 3. 5 new programmes – Programmes include Artesian Bakery Traineeship, Infection Prevention and Control, Advanced Manufacturing, and in response to Covid-

		19 restrictions, new methods for maintaining Quality Assurance monitoring
Innovation in Teaching and Learning	Develop new traineeships and explore innovation projects to support Recognition of Prior Learning and curriculum development	Innovation in Skill to Advance programmes – RPL for the hospitality sector in partnership with City and Guilds digital badging rolled out with great success.
Supporting diversity of student population and access for all learners	Continue to enhance core FET provision with the development of an embedded learning and language support service.	50+ % of engagements at Level 1 -4. Gateway and community based responses are significant focus for the FET service.
Youth Work, Sport and Music Education	The progression of music provision throughout KWETB.	Music Generation Kildare launched early 2020
Safeguarding young people and vulnerable adults	All schools implement in full the requirements of the Child Protection Procedures for Primary and Post Primary schools.	<ol style="list-style-type: none"> 1. Child Protection Oversight Reporting Matrix used to confirm compliance. All schools are compliant with CP guidelines & All mandated persons trained 2. New policy put in place to deal with Child Protection Complaints against Staff Members

Strategic Priority 2: Working and Learning environments		
Information and Communications Technology – ICT	<ol style="list-style-type: none"> 1. Develop FET Technology rich learning environments. 2. Develop an effective information and communications system to support technology-enhanced learning in schools 	<ol style="list-style-type: none"> 1. Centres using technology in mainstream delivery 20% of courses regularly using Technology Enhanced Learning in delivery. Significant CPD for staff in the areas of TEL and online learning delivery. 2. All schools have implemented digital learning strategies as part of their School Improvement Plans 3. Appointment of ICT Coordinator within KWETB
Buildings, Maintenance and Sustainability	<ol style="list-style-type: none"> 1. Actively pursue approval for major capital projects identified as part of the Department of Education Major Capital Investment in School Buildings Plan and deliver on the same 2. Enhance the property management database for the management of all property being used by KWETB. 3. Promote awareness of health and safety via a systematic approach to health and safety audits and improvements plans. 	<ol style="list-style-type: none"> 1. Opening of the new shared Maynooth Education Campus. Engagement with the Department of Education in light of the additional accommodation needs resulting from the pandemic 2. Development and implementation of Leasing Arrangements Policy. 3. Health and Safety officer Appointed 2020 4. 60% of locations were audited in 2020 by our Health and Safety Officer despite intermittent lockdowns.
Promote a positive working environment underpinned by a culture of respect, dignity and equality	Actively promote KWETB Core Values, vision and mission.	<ol style="list-style-type: none"> 1. New Core Values consulted on and agreed for the ETB Statement of Strategy 2020 – 2024, published April 2020. 2. New Employee Assistance Programme (EAP) providers & introductory seminars provided by the company to Staff 3. Appointment of Ethos Coordinator

Strategic Priority 3: Value and develop our staff		
Increase the Emphasis on Staff Development Through Targeted Training Programmes and Continuing Professional Development	<ol style="list-style-type: none"> 1. CPD fund to support training of staff to enhance guidance and wellbeing provision 2. Provide opportunities for staff professional development for those with leadership roles/ posts of responsibility through Learning and Development Policies and Procedures. 3. Actively support staff to engage in professional networks within the ETB and through ETBI and National Forums. 	<ol style="list-style-type: none"> 1. The introduction of the Innovation in Teaching, Learning and Assessment Fund 2. Significant CPD for staff in the areas of TEL and online learning delivery. CPD policy reviewed twice during the year OSD have Professional Development Plans and Role profiles established 3. Re-establishment of the Deputy Principal Network within KWETB
Provide Strong Recruitment and Retention Systems and Practices	<p>Review and optimise recruitment process and procedures</p> <p>Further develop and implement succession planning and workforce planning processes and procedures for KWETB organisation wide to ensure continuity of service and targeted staff development.</p>	<ol style="list-style-type: none"> 1. Full Review of Post Primary recruitment took place in consultation with principals. 2. New Systems and Procedures adapted so all recruitment went online from April 2020. 3. 306 Appointments across KWETB in 2020 4. OSD Succession Planning and Manpower planning policy put in place and operational
Encourage and support employee development through the provision of appropriate learning and development initiatives.	Develop a programme to support the professional development of leadership skills for staff	<ol style="list-style-type: none"> 1. Delivered training/seminars on programme delivery, Quality Assurance and teaching methodologies. 2. FET funded the Professional Development specific role in 2020 –focused on developing teaching and learning practice for online environments and upskilling teaching staff during COVID and will facilitate progression on a broad programme of development for staff in FET

Continued Review and Development of the Organisation Structure and Design	Prepare, plan and manage the implementation of the Payroll Shared Services Project.	Transition of Apprenticeship and Learner Payments to Shared Services
Strategic Priority 4: Corporate Governance and External Relations		
Prioritise the continued development and implementation of a robust governance system across KWETB to achieve compliance with Code of Practice for the Governance of ETBs and instructions from governance and funding bodies	<ol style="list-style-type: none"> 1. Chief Risk Officer to co-ordinate risk management activities across KWETB 2. Quality Assurance Framework (FET) 3. Performance Delivery and Oversight agreements (PDA/OA) established between KWETB and Department of Education 4. Development and implementation of Governance Framework and programme of work 	<ol style="list-style-type: none"> 1. Chief Risk Officer in place 2. Quality Assurance Framework project team established 3. PDA/OA in place 4. Governance Programme of work for 2020 completed 5. Completion of Corporate Governance Programme and successful review by Dr Thorn.
Develop and implement a process to ensure all reporting requirements of the ETB Act 2013 and Code of Practice for the Governance of ETBs and all other statutory reporting requirements are delivered to a high standard	Develop a reporting deadline tracker to monitor submission of statutory reporting deadlines	Statutory reports submitted in line with legislation, including, Service Plan 2020, Annual Report 2019 and Annual Financial Statements 2019
Risk Management	<ol style="list-style-type: none"> 1. Review and enhance KWETB risk management framework to effectively manage risk, including supporting a culture of risk management within the organisation. Actively manage and report on risk as part of the everyday work of the ETB. 2. Ensure compliance with statutory and regulatory requirements 3. Adhere to the ETB Data Protection Policy Development and implementation of Data 	<ol style="list-style-type: none"> 1. Quarterly finance and risk review meetings held with senior leadership team. Continued enhancement of the risk management framework in line with best practice. 2. 100% Adherence to all statutory and regulatory requirements in context of the ETB Act 2013.

	<p>Protection Framework Trained Data Protection Officer in place</p> <p>4. Develop strong internal control mechanisms to ensure KWETB can manage and respond appropriately to emerging risk exposures.</p>	<p>3. Fully trained DPO in place and robust processes in place to manage and monitor compliance</p> <p>4. Comprehensive review of internal control review process and enhancements made to include provision of assurances within the review of internal control.</p>
Procurement	<p>1. Develop and improve the structure and processes of the procurement unit in order to enhance service provision to the organisation.</p> <p>2. 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>	<p>1. Procurement Officer in place and all staff in procurement section availing of ongoing training as well as membership of the ETBI Procurement Network. Training provided to all staff with authority to procure.</p> <p>2. Non-compliance tracked and monitored with continual enhancements to this process.</p> <p>3. Quarterly expenditure analysis reviews taking place and reports on same brought to SMT.</p>
Staff, Board and Committees Supports and Training	<p>Provide good guidance, training, administrative support and advices to the, Board, Committees and Board of Managements of KWETB</p>	<p>1. Training provided to Board via Crowe Ireland/ETBI</p> <p>2. Board SharePoint. Training provided to Board members on use.</p> <p>3. Improved structure put in place for the administration of Board Services. Establishment of an internal workflow to support Board administrative functions.</p> <p>4. Formal induction training provided to the Audit and Risk and Finance Committees.</p> <p>5. SharePoint sites created and shared for Finance and Audit and Risk Committees to share information.</p>