

### **KWETB Board Meeting**

#### **Minutes of the Board of KWETB held at Clermont House, Clermont, New Rath, Rathnew, Co Wicklow on Tuesday 12<sup>th</sup> November 2019 at 10:30am**

**Present:** Cllr. Daragh Fitzpatrick in the Chair, Cllr. Tom Fortune Vice-Chair, Cllr. Bernard Caldwell, Cllr. Íde Cussen, Cllr. Kevin Duffy, Cllr. Angela Feeney, Cllr. Patsy Glennon, Cllr. Peter Hamilton, Mr. Stephen Horan, Mr. Noel Merrick, Ms. Caoimhe Molloy, Cllr. Paul O'Brien, Ms. Alice O'Donnell, Ms. Deirdre O'Donovan, Mr. David O'Gorman, Cllr. Lourda Scott

**In attendance:** Dr. Deirdre Keyes C.E., Dr. Rory O'Toole Director of Schools, Mr. Joe Kelly Director of OSD, Mr. Ken Seery Director of FET, Ms. Mary Dillon KWETB, Ms. Bridget Daly Lynam KWETB, Ms. Rachel Fox KWETB.

**Present for in-camera session:** Mr Michael Lanigan, Poe Kiely Hogan Lanigan Solicitors,

**Apologies:** Cllr. Anne Ferris, Ms. Hilary Anne Murray, Cllr. Evie Sammon  
Ms Alice O'Donnell left the meeting at 12:25pm  
Cllr. Lourda Scott left the meeting at 11:50am  
Cllr. Peter Hamilton had to depart at 13:05pm

**Absent:** Mr. Gerard Gallagher

<b>AGENDA</b>
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1. Signing of Attendance Record/Conflicts of Interest/Disclosure of Interests
2. Apologies, Sympathies & Congratulations  
Vote of Sympathy to the family of a Tutor in Athy Alternative Project.
3. Adopting the Minutes of previous meetings – signing by Chairperson
  - 3.1 Minutes of Board meeting of 10<sup>th</sup> September, 2019
  - 3.2 Minutes of Board meeting of 8<sup>th</sup> October 2019
  - 3.3 Minutes of Incamera Board meeting 8<sup>th</sup> October 2019
4. Matters arising from the minutes
  - 4.1 Schedule of Meeting Values
  - 4.2 Action Items
5. Update on Corporate Governance Programme  
Director OSD Presentation
6. Matters for approval, noting or adoption

- 6.1 Adoption
  - a. Standing Orders
- 6.2 Approval
  - a. Irish Water Compulsory Purchase Order/Irish Water Explanation
  - b. Approval of Parent, Staff, Board of Management Nominees to Schools to Schools Boards of Management
  - c. Overdraft Facility
- 6.3 For Noting
  - a. IPB Settlements
  - b. Boards of Management Minutes
  - c. Boards of Management Policies
  - d. HR Circular Letter/HR Circular Sick Leave Scheme SNAs employed in Recognised Primary & Post Primary Schools
  - e. Mary Armstrong – Withdrew from Audit & Risk Committee
  - f. Elaine Kelly – Resigned Board Member
- 7. Chief Executive's Report
- 8. Committee Reports
  - 8.1 Audit and Risk Report – Report on Inaugural meeting.
  - 8.2 Finance Report – None
  - 8.3 Board of Management Report - None
- 9. Correspondence – Department/ETBI/SOLAS/General – None
- 10. Financial Management
  - 10.1 Report from Finance Officer
- 11. Risk Management
- 12. Members Business/questions

### **Minute ETB 01-11-2019**

#### **No. 1 Agenda**

Signing of Attendance Record/Conflicts of Interest/Disclosure of Interests

Recorded in minutes and noted in registers

Attendance Record Signed

No Conflicts of Interest declared.

### **Minute ETB 02-11-19**

#### **No. 2 Agenda**

Apologies, Sympathies & Congratulations

Apologies: Cllr. Anne Ferris, Ms. Hilary Anne Murray, Cllr. Evie Sammon

Sympathies: Deferred to next meeting.

### **Minute ETB 03-11-19**

#### **No. 3 Agenda**

Adopting the Minutes of Previous Meetings – Signing By Chairperson

Adopting of the previous minutes.

#### **3.1 Minutes of Board Meeting 10<sup>th</sup> September 2019**

Proposed by: Cllr. Bernard Caldwell

Seconded by: Mr. Noel Merrick  
and agreed.

#### **3.2 Minutes of Board Meeting 8<sup>th</sup> October 2019**

Proposed by: Cllr. Bernard Caldwell

Seconded by: Mr. Noel Merrick  
and agreed.

#### **3.3 Minutes of In-camera Board Meeting 8<sup>th</sup> October 2019 presented in-camera.**

The minutes are not published on the KWETB website but are available to the Department of Education and Skills and to the Audit and Risk Committee and Comptroller and Auditor General.

Proposed by: Cllr. Peter Hamilton

Seconded by: Cllr. Bernard Caldwell  
and agreed.

## **Minute ETB 04-11-19**

### No. 4 Agenda

#### Matters Arising from the Minutes

##### 4.1 Schedule of Meeting Venues

The proposed Schedule of Meeting Venues was uploaded to the KWETB Board SharePoint site.

As agreed at the previous meeting, the Chief Executive went through the proposed schedule and the rationale behind it. The schedule was agreed with the members allowing for the fact that circumstances may mean a change to a particular venue.

##### 4.2 Action Items

The action items list was uploaded to the KWETB Board SharePoint site and the Chief Executive reported on the following:

Stenographer – The Chief Executive reported that a procurement process is required to hire a stenographer and outlined costings etc. After discussion where view points for and against were expressed members agreed that the minutes would be done in line with standing orders and the services of a stenographer would not be required. Mr Noel Merrick proposed that the services of a stenographer not be pursued and that a review take place in September 2020.

Proposed by: Mr. Noel Merrick

Seconded by: Mr. Stephen Horan and agreed by the majority vote.

(Proposal for in Committee Session on Matters under Investigation in KWETB)

The chair requested that meeting go incamera to discuss items relating to the Garda Investigation with KWETB legal advisor.

Proposed by: Cllr. Lourda Scott

Seconded by: Cllr. Angela Feeney

And agreed.

It was noted that the same rationale applied to the incamera meeting of the 8th October 2019.

## **Minute ETB 05-11-19**

### No. 5 Agenda

#### Corporate Governance Programme

Director of Organisation Support & Development Mr. Joe Kelly gave his presentation (copy as appendix). As part of the presentation, he explained the role of the steering committee and asked for nominations for two board members to join the steering group. Cllr. Kevin Duffy asked how as an organization KWETB drives assurance of

control and ensures it is robust and sustained over the next 5 years. In response Director of Organisation Support & Development stated that ultimately it is about culture and how we engage in business ethics and transparency and involve the board and the executive and staff. Cllr. Kevin Duffy asked about the verification process. The Chief Executive explained that internal controls are in place and as the need is identified new controls are added. KWETB is subject to various audits. KWETB has appointed a Compliance Officer who is an independent resource with a direct line to the Chief Executive.

Cllr. Daragh Fitzpatrick and Ms. Deirdre O Donovan were jointly nominated to join the steering group.

Proposed by: Cllr. Bernard Caldwell

Seconded by: Mr. Stephen Horan

And agreed.

Ms. Deirdre O Donovan raised the issue of the Charities Regulator and asked if KWETB incorporated the new regulations into the governance as it comes into force next year. The Director of Organisation Support & Development that it had not been but the regulations will be checked against our governance practices and incorporated into best practice in line with them.

### **Minute ETB 06-11-19**

No. 6 Agenda

Matters For Approval, Noting or Adoption

#### 6.1 Adoption

##### a. Standing Orders

The standing orders were adopted as per the schedule with the exception of 11.3 Disorderly Conduct which was deferred to the next meeting.

Proposed by: Cllr. Angela Feeney

Seconded by: Cllr. Bernard Caldwell

And agreed.

#### 6.2 Approval

##### a. Irish Water Compulsory Purchase Order

Proposed by: Cllr. Paul O'Brien

Seconded by: Cllr. Bernard Caldwell

And agreed.

##### b. Approval of Parent, Staff, Board of Management Nominees to Schools Boards of Management

Dr. Rory O'Toole briefed the board on the process for the nomination of Parent and Staff representatives to Schools Boards of Management. He informed the board that the list presented was not complete but was up to date and that further nominations

would be brought to the Board. Ms. Deirdre O'Donovan said that she had submitted a nominee for a board that still had vacancies and asked as to the process. The Director of Schools replied it would have to go before the Nominations Committee.

Proposed by: Cllr. Angela Feeney

Seconded by: Cllr. Peter Hamilton

And agreed.

#### c. Overdraft Facility

Ms. Mary Dillon explained that it was a two-stage process. The Board at its last meeting had approved the seeking of Department of Education & Skills sanction for an overdraft. The Department of Education & Skills' approval letter had been received. She explained that the Chief Executive is now seeking the sanction of the Board to implement an overdraft should it become necessary.

Proposed by: Mr. Stephen Horan

Seconded by: Cllr. Paul O'Brien

And agreed.

#### 6.3 For noting

##### a. IPB Settlements –

Ms. Mary Dillon briefed the board that these were settlements paid by IPB mainly in respect of personal injuries claims.

Noted.

##### b. Schools Boards of Management Minutes & c. Policies

Director of Schools, Dr. Rory O'Toole briefed the Board in relation to a process that he hopes to have in place for the Board members, whereby there would be an area for each school on the KWETB Board SharePoint site that would contain Minutes/Policies. A member raised the issue in relation to the quality and timeline of some of the minutes being created. She pointed out that while some were of a good quality others contained very little information. Dr. Rory O'Toole informed the board that he is working on a template that would improve the standard going forward in line with good practice.

Noted.

##### d. HR Circular letter

Noted.

##### e. Mary Armstrong – Withdrawal from Audit & Risk Committee

The Chief Executive informed the Board that interviews are ongoing for vacancies on the Audit and Risk Committee and Finance Committee.

f. Elaine Kelly – Resignation of Board Member

The Chief Executive stated that it is a function of the board to decide how to fill the vacancy. The former member was nominated by IBEC from the Minister’s list of nominated bodies. The Board needs to give consideration to the replacement. Guidance to be sought from the Department of Education & Skills as there was quite specific guidelines for the original filling of the posts. Cllr. Patsy Glennon stated that a vacancy now exists on the Nominations Selection Committee and Cllr. Íde Cussen was proposed to fill the vacancy and she accepted.

Proposed by: Cllr. Daragh Fitzpatrick

Seconded by: Mr. Stephen Horan and agreed.

Mr. David O’Gorman pointed out a child’s name was mentioned within a set of Board of management minutes. Dr. Rory O’Toole apologised stating that that should definitely not be the case and he would have them redacted. Dr. Rory O’Toole clarified the checking process in relation to Board of Management minutes and apologised again for the oversight.

The Chief Executive clarified that a member of staff of an ETB or Chief Executive of that Board could not be a member of the Audit & Risk Committee or the Finance Committee. That being so nominations were sought for a replacement for Mr. Stephen Horan on the Finance committee. Mr. Noel Merrick expressed an interest of being a member of the Finance Committee as he had served on the previous and it would give continuity.

Proposed by: Cllr. Peter Hamilton

Seconded by: Cllr. Angela Feeney

And agreed.

### **Minute ETB 07-11-19**

No. 7 Agenda  
Chief Executive’s Report

Building report.

The Chief Executive gave a high level overview of the building report and invited questions from the members. Appendix 2 attached.

### **Minute ETB 08-11-19**

No. 8 Agenda  
Committee Reports

8.1 Audit and Risk Report

Cllr. Angela Feeney gave a report of the inaugural meeting of the Audit & Risk Committee. She confirmed that the next meeting would be held on the 10<sup>th</sup> December 2019.

Report noted.

- 8.2 Finance Report – **None**
- 8.3 Board of Management Report – **None**

**Minute ETB 09-11-19**

No. 9 Agenda  
Correspondence – Department/ETBI/Solas/General

- 9.1 Department – **None**
- 9.2 ETBI – **None**
- 9.3 Solas – **None**
- 9.4 General – **None**

**Minute ETB 10-11-19**

No. 10 Agenda  
Financial Management

The report from the Finance Officer had been shared on the KWETB Board SharePoint site.  
It was noted.

Mr. Stephen Horan raised queries on the effect on staff of the payroll shared-services. The Director of Organisation Support & Development responded saying that KWETB is working with other ETBs on the share service project. It is not yet known what the impact of shared services will be. KWETB will have a better insight come 2020. It should not have an impact on staff, some staff may need to be redeployed. The new shared services should not have any impact on how staff receive their payments.

**Minute ETB 11-11-19**


No. 11 Agenda  
Risk Management

The Director of Organisation Support and Development made a short presentation on risk. The members noted the Risk Register. Risk management will be an item on the agenda for each board meeting.

**Minute ETB 12-11-19**

No. 12 Agenda  
Members Business/Questions

The Chairperson went around the table asking for feedback on the meeting and the general feeling was very good, productive and informative.

Signed:  Date: 14/01/2020  
(Chairperson)



## Appendix 1



# Corporate Governance Programme

Board Meeting Nov 2019

Joe Kelly, Director of OSD

### Objectives of this presentation:

1. Provide an insight into what we are working on
2. Assure the Board that we have a comprehensive programme in place and
3. Assure the Board that we are managing the programme effectively

## Contents:

1. Definition of Corporate Governance in KWETB
2. Background - Inputs to KWETB Corporate Governance Programme
3. Focus Areas
4. Approach
5. Project Plan Snap Shot
6. Project Status
7. Project Governance
  - Request for Board Members to sit on Steering Committee

## Contents:

1. Definition of Corporate Governance in KWETB
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3. Focus Areas
4. Approach
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## 2. Background

The Corporate Governance Programme was developed in line with the recommendations and findings from:

- OSD Organisation Diagnosis
- Thorn Report
- Relevant C&AG Reports
- Requirements of Education and Training Board Act, 2013
- Code of Practice for the Governance for ETBs, 2015 (CL 0018/2015)
- Code of Practice for the Governance of ETBs 2019 (CL 0002/2019)
- and other relevant statutory instruments and Circulars

## 3. Focus Areas

KWETB Corporate Governance Programme Focus Areas	
1. Robust System of Internal Controls	14. Delegated Responsibility Policy & Procedures
2. KWETB Policy re Pool Vehicles	15. Publish Annual Reports
3. Procurement Training	16. KWETB Risk Management Framework
4. Sign-off Authority Policy	17. Protected Disclosures Policy
5. KWETB Representation on Procurement Network	18. OSD Workforce Plan (Long-term Needs)
6. Role of Employer's Representative	19. KWETB Procurement Plan
7. Embed Key Gov Policies and Procedures	20. Robust Procurement Process
8. Submit Annual Financial Statements	21. Fraud Risk Management Framework/Programme
9. Submit Service Plans	22. Asset Management Policy & Registers
10. OSD Resource Plan (Critical Immediate Needs)	23. Robust KWETB Governance Framework
11. New Code of Gov for ETB's	24. Statutory Reporting
12. Ethics in Public Office	25. Publish Statement of Strategy
13. Clarification of Expectations of OSD Staff	26. Best Practice Document Management

## 4. Approach

Focus Areas	Objective	Deliverables	Status
<b>Robust System of Internal Controls</b>	Ref Thom Recommendations 1 a)ii Define and operationalise a robust system and mechanism of internal controls to ensure the integrity of financial and accounting information, promote accountability and safeguard KWETB assets and resources.	<ul style="list-style-type: none"> <li>Internal control policy and Internal control procedure</li> <li>Internal Control Review</li> </ul>	Complete
<b>KWETB Policy re Pool Vehicles</b>	Ref Thom Recommendation 1 a)vi Cease the practice of the using pool vehicles in KWETB in an orderly and structured fashion, adhering to appropriate procedures to dispose of vehicles ensuring best value.	<ul style="list-style-type: none"> <li>Confirmation of disposal of vehicles</li> <li>3<sup>rd</sup> Party quotes</li> </ul>	Complete
<b>Procurement Training</b>	Ensure all staff involved in procurement have the competencies to fulfil their role in line with KWETB enhanced Procurement policy.	<ul style="list-style-type: none"> <li>Training Needs Identified</li> <li>Training Plan in Place</li> <li>Training Delivered</li> </ul>	Complete
<b>Sign Off Authority Policy</b>	Define, communicate and implement appropriate sign-off authority levels in KWETB.	<ul style="list-style-type: none"> <li>Sign off Authority Policy and Procedure</li> </ul>	Complete
<b>KWETB Representation on ETBI Procurement Network Forum</b>	Provide an opportunity for KWETB procurement staff to engage and network with others in the sector and be at the leading edge of developments in procurement best practice.	<ul style="list-style-type: none"> <li>Staff identified and assigned to attend</li> <li>Places secured on Forum</li> <li>Procedures in Place to ensure attendance</li> </ul>	Complete
<b>Role of Employer's Representative</b>	Ref Thom Recommendations 1 a)ix; 2, b); 1 a)ix Ensure the role of the ER is respected in all building projects for which KWETB is the employer.	<ul style="list-style-type: none"> <li>Role Reviewed and communicated</li> <li>Training to ensure role is respected</li> </ul>	Complete
<b>Embed Key Governance Related Policies / Procedures in KWETB</b>	Communicate and implement best corporate governance rules, practices and processes, ensuring KWETB is effectively managed and governed in accordance with the Code of Practice for the Governance of ETB's.	<ul style="list-style-type: none"> <li>Protocol for Key policy management and communication</li> <li>Register of all key policies and procedures, Policy/Pr. owner and communication and trained dates/groups</li> <li>All policies published in line with conventions</li> </ul>	Late
<b>Submitted Annual Financial Statement</b>	Develop and implement systems and practices to enable KWETB honour its obligations regarding Statutory Reports, delivering the same on time and to the highest standards.	<ul style="list-style-type: none"> <li>2018 Annual Financial Statements</li> <li>Review of Internal Controls</li> <li>Statement of Internal Controls</li> </ul>	Complete
<b>Submitted Service Plan</b>	Develop and implement systems and practices to enable KWETB honour its obligations regarding Statutory Reports, delivering the same on time and to the highest standards.	<ul style="list-style-type: none"> <li>2019 Service Plan</li> </ul>	Complete

Focus Areas	Objective	Deliverables	Status
<b>OSD Resource Plan (Critical Immediate Needs)</b>	Ensure OSD team have the required resources and the appropriate competencies required to discharge their current responsibilities to a high standard taking into consideration challenges faced.	<ul style="list-style-type: none"> <li>Business Case</li> <li>Outcome of DoES meeting 24_05_2018</li> <li>Agreement for new perm resources 25_09_2018</li> <li>Hiring Plan</li> <li>Role Profiles for new roles</li> <li>Interview schedule</li> <li>Onboarding Plan</li> </ul>	Complete
<b>New Code of Governance for ETB's</b>	Review the 'new' Code of Practice for the Governance of ETB's and implement any changes to KWETB policies, procedures and practices as required.	<ul style="list-style-type: none"> <li>New Code of Governance</li> <li>Summary of New Code</li> <li>Communication to all SMT and KWETB staff</li> <li>Implementation plan</li> <li>Risk Management Policy</li> <li>Protected Disclosures Policy and Procedures</li> </ul>	Complete
<b>Ethics in Public Office Process and Practice Optimisation</b>	Ref Thom Recommendations 1 a)ii Aligned with the ethics and standards as articulated in the Ethics in Public Office Act 1995, create and implement robust procedures and practices to identify and manage real or perceived conflicts of interest that may be damaging to KWETB activities and reputation if not managed appropriately.	<ul style="list-style-type: none"> <li>Enhanced Policy</li> <li>Clear set of procedures</li> <li>Implementation Plan</li> </ul>	Complete
<b>Clarification of Expectations in OSD</b>	Ensure all OSD staff are very clear on expectations from a corporate governance point of view and affect a culture change through the clarification and embedding of OSD Values and behaviours.	<ul style="list-style-type: none"> <li>OSD Organisation Diagnosis</li> <li>OSD Values Poster R.O.S.I.E</li> <li>R.O.S.I.E Slide Deck</li> <li>R.O.S.I.E Audit and Recommendations</li> </ul>	Complete
<b>Delegated Responsibility Policy &amp; Procedures</b>	Ref Thom Recommendations 1 a)iii Create and implement an effective process to enable responsibility to be delegated and managed in a manner that ensures clarity of understanding and expectation.	<ul style="list-style-type: none"> <li>Enhanced Protocol and form</li> <li>Clear Procedures</li> <li>Register of Responsibilities Delegated</li> </ul>	Complete

Focus Areas	Objective	Deliverables	Status
<b>Published Annual Reports</b>	Develop and implement systems and practices to enable KWETB honour its obligations regarding Statutory Reports, delivering the same on time and to the highest standards	<ul style="list-style-type: none"> <li>2016 Annual Report</li> <li>2017 Annual Report</li> <li>2018 Annual Report</li> </ul>	Complete
<b>KWETB Risk Management Framework</b>	Define KWETB risk management policy and implement a robust structured process to identify potential threats to KWETB and to define a strategy for elimination of the impact of the risks as well as the mechanism to effectively monitor and evaluate this strategy.	<ul style="list-style-type: none"> <li>KWETB Risk Management Policy</li> <li>OSD Risk Register and mitigation plan</li> <li>Schools Risk Register and mitigation plan</li> <li>FET Risk Register</li> </ul>	Complete
<b>Protected Disclosures Policy</b>	Review and enhance existing KWETB Protected Disclosure Policy to ensure that the culture and working environment in KWETB encourage, facilitate and support any employee to 'speak up' on any issue that could impinge on KWETB's ability to carry out its roles and responsibilities to the high standard expected.	<ul style="list-style-type: none"> <li>Enhanced KWETB Protected Disclosures Policy</li> <li>Enhanced KWETB Protected Disclosures Procedures and Form</li> </ul>	Complete
<b>OSD Workforce Plan (Long-term Needs)</b>	Create and implement an OSD workforce plan to ensure optimal deployment of resources to match future needs of the organisation.	<ul style="list-style-type: none"> <li>Role profile for all existing OSD Staff</li> <li>SWOT analysis and improvement plan report for each OSD Department Processes &amp; Staffing Structure</li> <li>A Succession Policy for OSD</li> <li>A recruitment process document for OSD</li> <li>Management Training</li> </ul>	Late
<b>KWETB Procurement Plan</b>	Create a robust Procurement Plan for KWETB ensuring best value for money and adherence to procurement policy and procedures.	<ul style="list-style-type: none"> <li>Adoption of sectoral template</li> <li>Sign off by SMT and Board</li> <li>Procurement plan completed</li> <li>Staff training plan</li> <li>Procurement Plan Implemented</li> </ul>	Late
<b>Robust Procurement Process</b>	Ref Thom Recommendations 1 a) ii: 1 a) x Optimise KWETB procurement process, procedures and practices ensuring they are in line with new sector Procurement Policy and best practice.	<ul style="list-style-type: none"> <li>Procurement Checklists</li> <li>Sign off on New Policy and Procedures</li> <li>Implementation plan &amp; Updates</li> <li>2019 Report on review of implementation of procurement process Identify action plan to address any issues</li> <li>2019 Action plan incl issues register and training needs</li> </ul>	Active

Focus Areas	Objective	Deliverables	Status
<b>Fraud Risk Management Framework/Program</b>	Develop and implement a robust fraud risk management framework that will enable KWETB have controls that first prevent fraud from occurring, detect as soon as a fraud happens and respond effectively to fraud incidents if they occur.	<ul style="list-style-type: none"> <li>• KWETB Fraud and Corruption Risk Strategy</li> <li>• Enhanced Anti Fraud/Corruption Risk Management Policy</li> <li>• Fraud Risk Assessment Report</li> <li>• Appropriate Fraud Controls</li> <li>• Ongoing Fraud Evaluation plans</li> </ul>	Active
<b>Asset Management Policy and Registers (incl Leases)</b>	Ref Thom Recommendations 1 a) v) Ensure KWETB asset management policy and practices are in line with the Code of Practice for Governance of ETB's ensuring the integrity of the management of KWETB assets.	<ul style="list-style-type: none"> <li>• Sign off on New Policy and Procedures</li> <li>• Implementation Plan</li> </ul>	Active
<b>Robust KWETB Governance Framework</b>	Ref Thom Recommendations 1 a) iii) Engage 3rd party expert to evaluate and optimise KWETB Corporate Governance policies, procedures, practices and competencies in line with the Code of Practice for Governance of ETB's and best practice.	<ul style="list-style-type: none"> <li>• IPA Work Proposal</li> <li>• Questionnaire</li> <li>• Board Evaluation Report</li> <li>• IPB Compliance Assessment Tool completed by KWETB</li> <li>• Action Plan</li> <li>• Gap Analysis with IPA</li> </ul>	Active
<b>Statutory Reporting</b>	Develop and implement systems and practices to enable KWETB honour its obligations regarding Statutory Reports, delivering the same on time and to the highest standards.	<ul style="list-style-type: none"> <li>• Statement of Strategy</li> <li>• Service Plan</li> <li>• Annual Financial Statements</li> <li>• Annual Reports</li> </ul>	Active
<b>Published Statement of Strategy</b>	Develop and implement systems and practices to enable KWETB honour its obligations regarding Statutory Reports, delivering the same on time and to the highest standards.	<ul style="list-style-type: none"> <li>• Statement of Strategy</li> </ul>	Active
<b>Best Practice Document Management Process &amp; System</b>	Ref Thom Recommendation 1 a) iii) Define and implement best practice document management process and system to ensure the integrity of documents stored and the optimal retrieval of the same.	<ul style="list-style-type: none"> <li>• Policy document convention template</li> <li>• Document management protocol</li> <li>• New procedures and systems</li> </ul>	Active

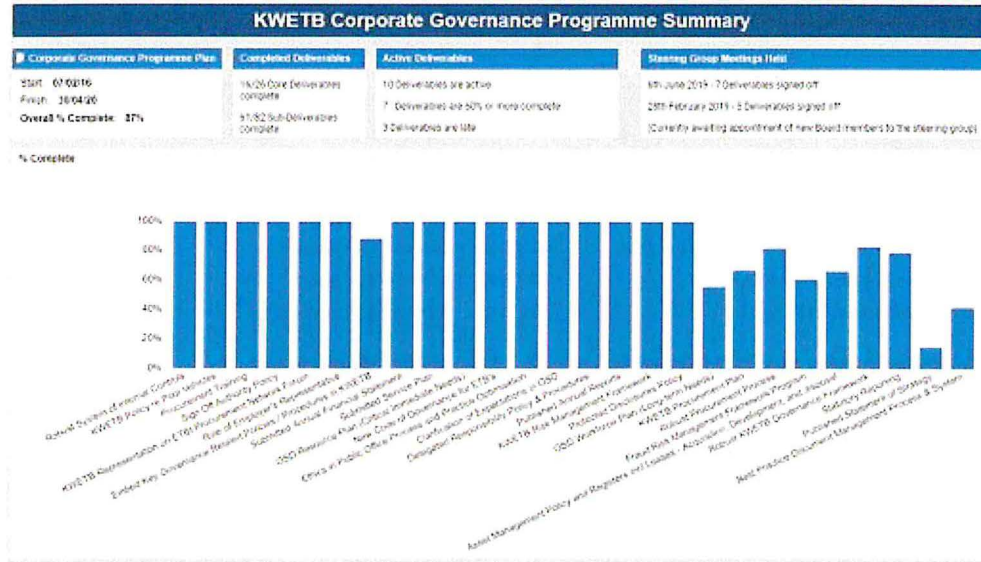
## 5. Project Plan Snap Shot

The Programme is managed using Project Management best practices.

Task Name	Start	Finish	Assigned To	Task % Complete	Status
<input type="checkbox"/> Delegated Responsibility Policy & Procedures	15/10/18	11/06/19	MD Mary Dillon	100%	Steering Group signed off 06/06/19
<input type="checkbox"/> Fraud Risk Management Framework/Program	22/01/19	02/12/19	JK Joe Kelly	64%	Action Entering Completion Stage
Review KWETB Fraud Risk Management Policy	22/01/19	01/02/19	JK Joe Kelly	100%	Action Complete
Engage with IPA/IPB re Approach, Best Practice	26/03/19	29/04/19	JK Joe Kelly	100%	Action Complete
Enhance and implement KWETB Fraud Risk Management Policy	07/05/19	04/06/19	JK Joe Kelly	100%	Action Complete
Create KWETB Fraud Risk Management Strategy	20/05/19	04/06/19	JK Joe Kelly	100%	Action Complete
Perform a comprehensive fraud risk assessment	01/10/19	31/10/19	CD Carl O'Rourke	50%	Action Substantially Commenced
Design and deploy fraud preventive and detective control activities	01/11/19	29/11/19	CD Carl O'Rourke	0%	Action Not Yet Commenced
Monitor and evaluate KWETB Fraud Risk Management Program	11/11/19	02/12/19	CD Carl O'Rourke	0%	Action Not Yet Commenced
<input type="checkbox"/> Role of Employer's Representative	14/01/18	28/02/19	MD Mary Dillon	100%	Steering Group signed off 28/02/19
<input type="checkbox"/> KWETB Policy re Pool Vehicles	14/01/18	30/04/18	JK Joe Kelly	100%	Steering Group signed off 28/02/19
<input type="checkbox"/> Protected Disclosures Policy	18/11/18	30/08/19	JK Joe Kelly	100%	Steering Group signed off 06/06/19

## 6. Project Status

# Current Status Report



## 7. Project Governance

**Steering Group (Executive and Board Chair/VC) will provide....**

- Leadership and Direction
- Project Management Governance

**DoES**

- Collaboration with DoES in the development of the Programme
- Quarterly review with DoES

**Audit & Risk Committee**

- Regular review as required

**KWETB Board**

- Regular status update as required

**Best practice project management methodology incl...**

- Internal Project Manager
- Project Sponsor from Executive Team
- Weekly project meeting
- Process to manage all core and secondary project deliverables
- Sign off process through the Steering Group



# Appendix

## Responsibilities of Steering Group

### Aim:

The aim of the Steering Group is to oversee KWETB Corporate Governance Programme, ensuring successful delivery of the programme including maximising the benefits from the same.

### Responsibilities:

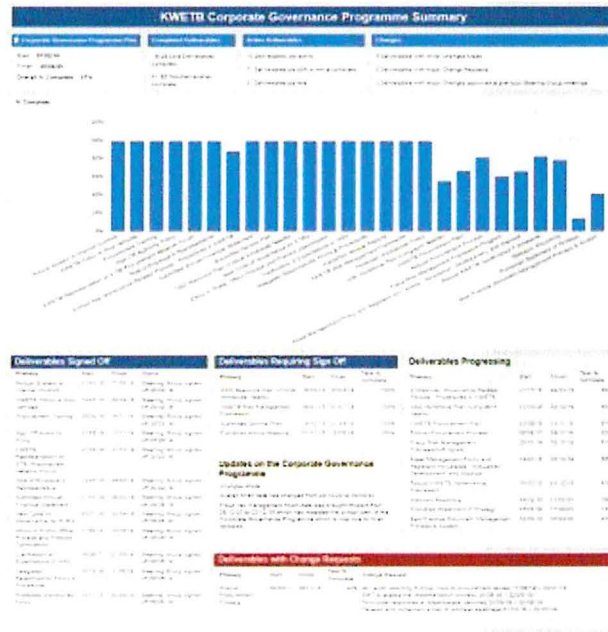
#### 1. Provide leadership and direction

- Monitor, issue and provide advice to the project team on those that may present a risk to the project or have impact on the project rationale or success;
- Resolve issues outside the authority or control of the project management, such as priority setting, decision-making and resource commitments that cross organisational boundaries and require agreement from senior stakeholders;
- Ensure provision of the required resources for planning and delivery of the project;
- Provide management support, direction and advice to the project management based on the project reporting to the Group;
- Actively and overtly support the project and act as an advocate for its outcomes; and
- Report on the project and its progress to relevant governance bodies such as KWETB Board and O&ES.

#### 2. Provide Project Management Governance

- Approve the business case, project approach and project management methodology;
- Establish delegation authorities and limits for the project management, with regard to cost, time, resource, quality and scope;
- Oversee the effective management of risk on the programme;
- Oversee stakeholder management and change management programs;
- Oversee the project quality assurance;
- Review and approve or reject project plans;
- Resolve matters of project cost, time, risk, resource, quality and scope escalated to the Committee;
- Monitor project progress against approved project plans and delegations; and
- Approve project closure ensuring optimal benefit.

## Sample Steering Group Summary Report



## Sample Deliverable for Sign Off

When a High Level Deliverable is complete and ready to be signed off, the following will occur:

- The person responsible will:
  - Satisfy themselves that the work is complete
  - Prepare the sign off sheet
  - Ensure all Sub-Deliverables are available and accurate
  - Notify the Project Manager that they are ready to submit for sign-off
- PM adds the Deliverable for sign off at the next project meeting
- Deliverable is presented at project meeting and either approved or declined
- Approved Deliverables are then prepared for Sign Off at Steering Group level
- Steering Group are provided with the following to satisfy themselves that the Deliverable has been completed satisfactorily:
  - Sign off sheet
  - All sub deliverables
- The Person Responsible presents the Deliverable for Sign Off at the Steering Group meeting and answers any questions or concerns

High Level Deliverable: Delegated Responsibility Policy & Procedures	
Objective: <i>As per Recommendations 1 to 4 to Create and implement an effective process to enable responsibility to be delegated and managed in a manner that ensures clarity of understanding and expectation.</i>	
Person Responsible: <b>Mary Bilson</b>	Date of Steering Group Sign Off: <b>06/06/19</b>
Sub-Deliverable(s)	Plan
<ul style="list-style-type: none"> <li>• Enhanced Protocol and form</li> <li>• Clear Procedures</li> <li>• Register of Responsibilities Delegated</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication to CE, Directors and SMT on the protocol, form and registers.</li> <li>• Register in operation and available online on MS Teams until Board site is developed.</li> <li>• Board informed on each occasion.</li> </ul>
Justification	
The policy and procedures ensure the viability of all delegation of responsibility. The Board are informed of the delegation: <ul style="list-style-type: none"> <li>to which member of staff,</li> <li>for what specific period and</li> <li>for what purpose.</li> </ul> Acceptance of responsibility by the delegated Director. <p>There is no case where the CE delegates responsibility where the Board, the delegate and other Directors are not informed.</p> The register is accessible online by members of the Board and the SMT.	

## Appendix 2

<b>Buildings Report November 2019</b>		
<b>School / Centre</b>	<b>Project</b>	<b>Details</b>
<b>Maynooth Education Campus</b>	New Build - Maynooth PP and Maynooth CC on shared campus with shared sports hall	Glasgiven (new contractor) is currently progressing completion works on site. (Completion for August 2020)
<b>Maynooth Post Primary School</b>	Additional Accommodation	Tender information has been submitted to the DoES for approval
<b>Naas Community College – Millennium Park</b>	New Build	Letter of acceptance has been issued to the successful contractor; a commencement notice has been lodged with Kildare County Council (Completion for August 2021)
<b>Naas Community College – Craddockstown</b>	Additional Accommodation	Additional accommodation is currently out for tender (closing date is 25/11/2019)
<b>Ard Scoil Rath Iomghain</b>	Summer Works	Roof replacement works: Entering final stage of completion with the sports hall roof works
<b>Confey College</b>	Emergency Works  Emergency Works	Manhole issues: EW approved by DoES; in the process of appointing a consultant  Emergency works Report for leak in roof has been submitted to DoES, awaiting response

<b>St. Farnan's Post Primary School</b>	New Build	Design team has been appointed; site meeting being arranged with Architects.
<b>Naas Training Centre</b>	Upgrade Works	Consultant currently working on revised layout drawings
<b>Athy College</b>	Extension	Architect preparing stage 1 report for submission to the DoES; awaiting date for submission
<b>Glenart College (formerly Arklow CC)</b>	<p>New school</p> <p>Changes to Universal Access Toilet to include changing bench and related</p> <p>Application for perm ext for ASD Unit</p>	<p>The contractor went into Liquidation while there were remaining snags, including roof leaks to be done. The Design Team has drawn up a list and made a proposal to Dept of Ed to tender these works and to have these works carried out in Summer of 2020. This proposal is under consideration by Dept.</p> <p>A project to include a changing bench and related works was recently satisfactorily completed</p> <p>An application is with the Dept of Ed for a permanent extension to provide an ASD Unit</p>
<b>Coláiste Chraobh Abhann, Kilcoole</b>	<p>Proposed Major Permanent Extension</p> <p>Temp Accommodation</p>	<p>Major extension – part of group of projects being looked after by NDFA on behalf of Dept of Ed</p> <p>New rental temp accommodation consisting of 2 classrooms &amp; science room is complete, with demos expected to proceed Tues 12th Nov</p>

		School has also been renting other additional temp accommodation since 2017
<b>Coláiste Ráithín, Bray</b>	PPP project – new school	School has been occupying new PPP school building since its completion
<b>Avondale CC, Rathdrum</b>	Proposed Large Permanent Extension  Temporary Accommodation	Large extension – part of group of projects being looked after by NDFA on behalf of Dept of Ed  School has been renting temp accommodation since 2017
<b>St. Kevin’s CC, Dunlavin</b>	Proposed Large Permanent Extension  Sports Capital Grant – Changing Rooms  Temporary Accommodation	Large extension – part of group of projects being looked after by NDFA on behalf of Dept of Ed  The new dressing rooms, a successful Sports Capital Grant project in partnership with the camogie club, recently had their ‘official opening’  School has been renting temp accommodation since 2017. The Principal anticipates that additional temp accommodation may be required while awaiting the perm extension
<b>Carnew CC</b>	Proposed Large Permanent Extension	School was approved under Dept of Ed’s six year plan for an extension. Schedule of Accommodation is still awaited from Dept of Ed. Additional adjacent land purchase was completed except for small plot owned by WCC and WCC is to progress

	<p>Flooding to Boiler house</p> <p>Temporary Accommodation</p>	<p>Dept approved project for drainage works due to flooding of the boiler house. Procurement of the contractor is currently in progress</p> <p>There are two applications with Dept of Ed for temp accommodation. One application for ASD and one application for mainstream classes</p> <p>There is additional 'owned' temp accommodation on site and there is additional rented temp accommodation on site for past number of years</p>
<b>Greystones CNS</b>	<p>New permanent school</p> <p>Temporary building on Rugby Club land</p>	<p>Rapid Build school being done by Dept of Ed and will be handed over to KWETB when completed. Dept advise that new build expected to be completed by late Jan 2020</p> <p>In additional to the original temp accommodation rented by Dept of Ed for the school, a further rented 8 classrooms with toilets, have been provided under KWETB projects</p>
<b>Gaelcholáiste na Mara</b>	<p>Permanent New school building on shared Kilbride campus, in Arklow, with Gaelscoil Inhbir Mhoír</p> <p>Existing Modular Accommodation on rented site</p>	<p>Design Team is at the very early stages of design. Anticipated completion of the building is expected to be in four years.</p> <p>The existing modular accommodation is owned by KWETB but on a rented site. Problems with part of the floor and sub-floor were addressed in a project carried out over the recent midterm break.</p>

<p><b>Gaelscoil Chill Mhantain (former Abbey building Wicklow town)</b></p>	<p>Emergency Works Heating system</p>	<p>A project was completed for heating repair works and mains water pipe leak. During the course, the consultant identified the poor condition of the water tanks and that the mains water pipe was in poor condition generally.</p> <p>A further application was recently approved by Dept of Ed for these additional works and the procurement of a consultant for this new project is in progress</p>
<p><b>Blessington CC</b></p>	<p>Large Permanent Extension</p> <p>Temporary Accommodation</p>	<p>Design team have held a meeting with the school Principal. They are currently preparing a pre-stage 1 report.</p> <p>Temporary Accommodation project consisting of general classrooms, art room &amp; toilets currently on site and is expected to be completed by Xmas</p> <p>Other additional temp rented accommodation is been rented since 2017</p> <p>Structural repairs are due to 'owned' prefabs and recommended contractor tender is currently with Dept of Ed for approval</p>
<p><b>Bray Institute of Further Education</b></p>	<p>Emergency Works Water Tanks</p>	<p>DoES approved Emergency Works to replace water tanks. Contractor has been appointed and works will be carried out examinations completed</p>

	Toilet refurbishment	Consultant appointed and currently putting the tender together for the project
<b>Gael Coláiste Chill Dara, Naas</b>	Emergency Works	Consultant currently putting contractor tender package together