



BORD OIDEACHAIS AGUS OILIÚNA  
**CHILL DARA AGUS CHILL MHANTÁIN**  
KILDARE A WICKLOW  
**KILDARE AND WICKLOW**  
EDUCATION AND TRAINING BOARD

# STATEMENT OF STRATEGY

## 2020-2024

A brighter future,  
learning with KWETB

## Our 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.





# CONTENTS

Introduction Chairperson	4
Foreword CEO	5
Executive Summary	6
Who we are and What do we Do	10
Strategy Context	14
Guiding Principles: Mission, Vision and Values	16
Key Pillars and Actions	18
Delivering on Strategy and Measuring Our Performance	26
<b>Appendix 1: Key Stakeholders Consulted</b>	<b>27</b>
<b>Appendix 2: Members of Board and Committees</b>	<b>28</b>
<b>Appendix 2: Locations of our Services</b>	<b>29</b>
<b>Appendix 3: Common Abbreviations</b>	<b>32</b>

## Welcome by Chairperson

I am very pleased to introduce you to the 2020-2024 Statement of Strategy for Kildare and Wicklow Education and Training Board. The Board of KWETB adopted this Statement of Strategy on the 28th April 2020.

This Statement of Strategy is comprehensive and forward thinking. It outlines plans and vision for delivery of education and training in counties Kildare and Wicklow by KWETB over the next five years. It is the roadmap for the development of our organisation and our services to meet the ever-changing education and training needs of our learners, society and the economy.

Through the creation of a new mission, vision and value statements, KWETB has developed a new set of guiding principles to support the organisation in reforming, in navigating the next five years, ensuring that we successfully deliver on our legislative obligations, our strategic plan and that our service remains of the highest quality and of relevance to local and national needs whilst staying firmly in line with good Corporate Governance.

KWETB is privileged to have a highly talented, professional and committed staff who work hard and who are vitally important in delivering Statement of Strategy. As a Board we wish them all well in this endeavour.

With this plan in place we look forward to the next five years with confidence and excitement.

**Cllr. Daragh Fitzpatrick**

Chairperson of Kildare and Wicklow Education and Training Board

# Chief Executive Introduction

Kildare and Wicklow Education and Training Board's 'Statement of Strategy 2020-2024: A Brighter Future, Learning with KWETB.' This Strategy identifies our vision for how we will meet the education and training needs of the communities of Kildare and Wicklow over the next five years. It reflects the social, economic and cultural opportunities and challenges as identified through the extensive consultation process which was central to the preparation of this document. Our primary focus is provision of a positive and professional educational experience for all of our learners in a manner that is accountable and responsive.

The key strategic pillars of the strategy include; teaching and learning; our working and learning environments; staff development and professionalism as well corporate governance. This is to ensure the highest quality of delivery for all of our learners through key actions at school, Further Education and Training Centre, Youth Service and Organisation Support and Development Services level.

The strategy has been developed in consultation with all of our stakeholders to include staff, parents and learners as well as our key partners. As a result, it reflects local community needs as well at national priorities as by Government, in particular the Department of Education and Skills and SOLAS. If we are to drive change, it is important that there is ownership of our vision across the organisation.

At the time of consultation our country had not yet experienced the COVID- 19 pandemic. As an organisation we will look to prioritise the most urgent responses and actions needed as we face new and unprecedented economic and social challenges.

Building on the strengths we have and our strategic approach to the future, I am confident that Kildare and Wicklow Education and Training Board will have a crucial role to play as we rebuild our communities, our workforces and economies. Our strength has always been and will continue to be our commitment to excellence, our dynamism and innovation in teaching and learning. This commitment underpinned by our core values of respect and integrity, will enable us to serve, deliver and meet the expectations of our common future over the next five years.

We look forward to delivering on this Statement of Strategy over the next five years

**Dr. Deirdre Keyes**

Chief Executive of Kildare and Wicklow Education and Training Board

# Executive Summary

- ✓ The Statement of Strategy document outlines our organisation, who we are, our services and our legislative framework.
- ✓ We describe the context for Kildare and Wicklow Education and Training Board Statement of Strategy, the communities, legislative and policy framework that we operate in. We outline our vision, mission and core values, our working principles that will guide us through the next five years and beyond.

The main body of the document covers the four Strategic Pillars for KWETB and details the key actions, under each pillar, agreed for completion over the next five years. Finally, we outline how we will monitor, implement and report on our progress.

Kildare and Wicklow Education and Training Board (KWETB) was established on the 1st July 2013 as part of the commencement of the Education and Training Boards Act, 2013. The Act sets out the main functions of the ETB, including planning, providing, coordinating and reviewing the provision of education and training and supporting the provision, coordination, administration and assessment of youth work services. One of the primary functions of the ETB is to adopt a strategy statement which specifies the ETB's objectives, priorities for each objective, and the strategies for achieving those objectives. The strategy statement sets out the ETB's objectives and priorities for a five-year period and there is a statutory requirement to consult with relevant stakeholders, both internal and external, while the Chief Executive must ensure that regard is given to ministerial policy directions and the available financial resources. The strategy statement is adopted by the Board of the ETB in consultation with the Chief Executive and is then published.

KWETB commenced the development of its strategy statement in November 2019 with a focus on a progressive blueprint for the future development of education, training, youth work, and support services. A working group with representation from across the organisation was established to drive the development of the strategy statement while ensuring that the complexity of stakeholder needs was fully reflected. The ETB recognised the need to develop a strategy that reflected this and which meaningfully built on shared values to create a vision and mission for a responsive, integrated and forward-looking organisation.

The working group, under the direction of the Chief Executive, planned the first phase of consultation which included a workshop with senior staff from across the ETB and a survey that was distributed to all staff members. The focus of this phase of the consultation was to identify the organisation's core values in a meaningful way and to build on those shared values to identify the draft organisational mission and vision and to begin to identify the organisational objectives and priorities which form the core of the strategy statement.

The organisation's vision, mission and core values, were identified through the initial phase of consultation and represent a shared understanding of our organisation and its future. The level of agreement and the extent of the shared understanding that emerged through the process are notable.

Following the success of the first phase, a strategy statement framing document was developed which provided the basis of for the second phase of consultation. The framing document set out the context, shared core values, mission, vision and four organisational key strategic priorities including Teaching and Learning; Learning and Working Environments; Staff; and Corporate Governance.

## 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



### 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.

## 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.



## Strategic Priorities and Key Actions

### Teaching and Learning

- Championing the Highest Quality Standards in Education and Training
- Innovation in Teaching and Learning
- Supporting Diversity of Student Population and access for all Learners
- Youth Work, Sport and Music Education
- Networks, Collaborating and a Learning Community
- Safeguarding Young People and Vulnerable Adults

### Working and Learning Environments

- Buildings, Maintenance and Sustainability
- Information and Communications Technology – ICT
- Materials and Equipment
- Promote a positive working environment underpinned by a culture of respect, dignity and equality

### Value and Develop our Staff

- Provide Strong Recruitment and Retention Systems and Practices
- Continued Review and Development of the Organisation Structure and Design
- Increase the emphasis on Staff Development through targeted Training Programmes and Continuing Professional Development
- Develop an Internal Communication Strategy

### Corporate Governance and External Relations

- Compliance
- Risk Management
- Procurement
- Staff, Board and Committees Supports and Training
- External Relations

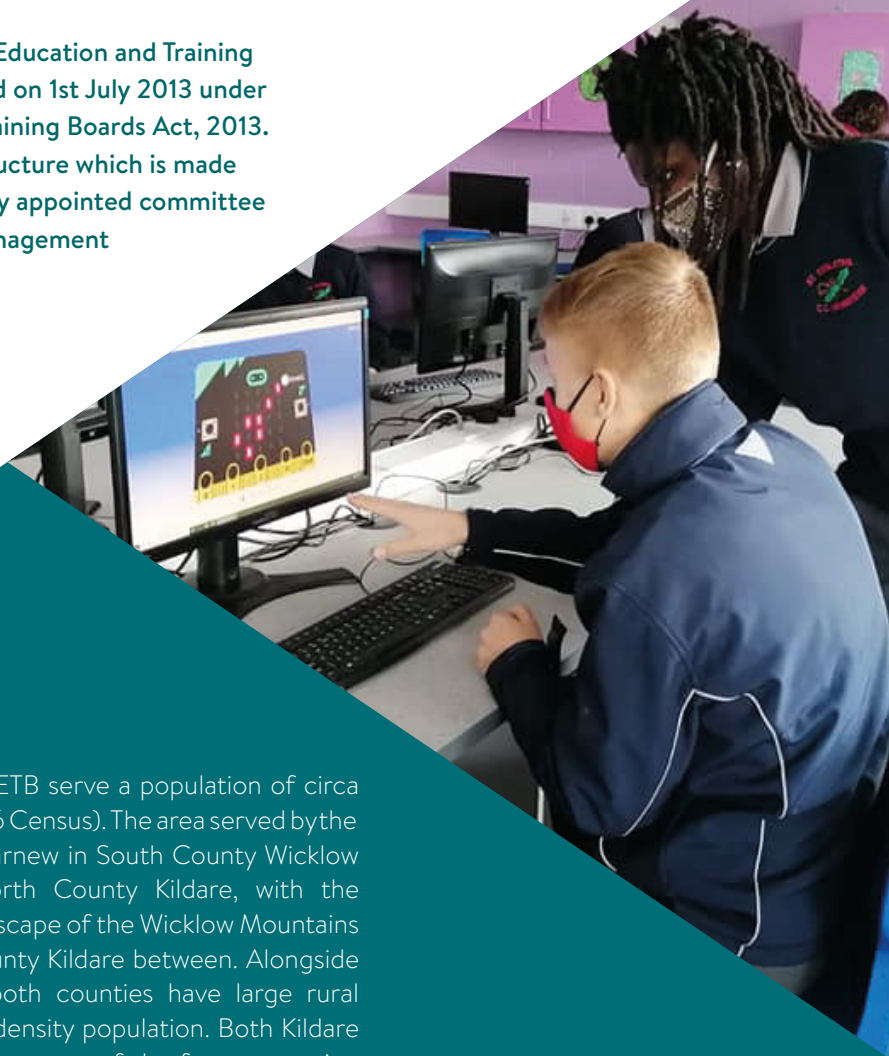
Directors of Schools, Further Education and Training, and Organisation Support and Development were tasked with completing a deeper engagement with staff aimed at finalising agreement on core values and their descriptors; further developing the priority pillars; and identifying key actions to deliver on the priorities.

In parallel with this, an in-depth consultation was undertaken through an online survey with students and trainees and parents and guardians. A further survey was also undertaken with key external stakeholders to ensure that there was an extensive and multi-faceted engagement with all stakeholders.

Following the completion of these consultative processes, the affirmation of the core values, vision and mission was noted and in-depth consideration was given to the feedback regarding priority pillars, and building on the draft actions that had been developed through the consultation, a final draft of the strategy statement was completed by the working group, under the stewardship of the Chief Executive and with support from the directorate.

# Who are we and what do we do?

Kildare and Wicklow Education and Training Board was established on 1st July 2013 under the Education and Training Boards Act, 2013. It has a corporate structure which is made up of a democratically appointed committee 'The Board' and a management 'The Executive' team.



Kildare and Wicklow ETB serve a population of circa 364,929 people (2016 Census). The area served by the ETB reaches from Carnew in South County Wicklow to Maynooth in North County Kildare, with the imposing natural landscape of the Wicklow Mountains and the plains of County Kildare between. Alongside large urban towns both counties have large rural hinterlands with low density population. Both Kildare and Wicklow also have some of the fastest growing populations of the counties on the 'commuter belt' into Dublin City. This requires a complex delivery of services across both counties.

The services we 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 local level.

## Kildare and Wicklow ETB Priority Groups



Service	No. of locations	No. of learner/ students
Primary	3	494
Second Level	24	12, 045
Further Education & Training incl PLC	25	15,471

2 schools opened in 2020 for enrolment tuition commencing in August 2020

KWETB schools, colleges, further education and training centres and our community-based programmes provide positive and vibrant learning environments. It is our ambition that each learner is supported to achieve their potential. We are strongly rooted in our community and equality based with a focus on excellence in our provision. Our aim is to provide centres and schools that are of first choice. We strive to provide the best for each individual. The celebration of individual achievement is central to this development. Kildare and Wicklow ETB delivers a range of supports to our education services including financial, procurement, human resource, building, ICT, governance support, Management Support as well as educational planning support.

### Community National Schools

Our Community National Schools (CNS) are founded on the principles of equality, excellence and inclusivity. They are publicly owned and community centred. They are multi-denominational, cherishing and nurturing those of all religious beliefs and none. We offer the full primary school programme delivered in a child centred and holistic way. We are innovative and strongly support the introduction of new elements of the curriculum such as STEM and the new language initiative.

We promote a culture of growth and development in which students are encouraged to give full expression to all their talents and gifts. We offer a range of co-curricular and extra-curricular activities to support this holistic development. KWETB is patron of three Community National Schools.

In addition to the development of the Community National Schools model the Department of Education and Skills (DES) has established a Schools Reconfiguration for Diversity Process to address the 2016 Programme for Government commitment to increase the number of multi-denominational and nondenominational schools with a view to reaching 400 by 2030. ETBs, as statutory authorities, have responsibilities under the Education and Training Boards Act 2013 to plan, provide, co-ordinate and review the provision of education in their functional areas. On this basis, the Identification Phase of the Schools Reconfiguration for Diversity Process is managed by the relevant Education and Training Board (ETB) and based on parental demand. This process is on-going and will be part of all our future planning.

### Post Primary Provision

KWETB is patron to twenty-four post primary schools and colleges. Of these colleges three are Gaelcholáistí and two offer a large PLC programme. All schools and colleges are multid denominational and co-educational. Our schools and colleges offer a comprehensive curricular choice, based on delivery of a full range of subjects such as maths, languages, the humanities, arts, technologies, science, personal development and many short courses at junior cycle. Subjects are offered at different levels in both junior and senior cycles. Programmes offered in our schools and colleges include:

- Junior Certificate
- Junior Certificate Schools Programme
- Transition Year
- Leaving Certificate
- Leaving Certificate Applied Programme
- Leaving Certificate Vocational Programme.



## Further Education and Training (FET)

Further Education and Training (FET) is the provision of education and training services to a wide range of beneficiaries. The services provided range from full-time courses, to shorter part-time course options designed to meet a specific learner need, linked either to skills acquisition for employment, or the possibility of progression to further studies.

Full-time provision includes:

- Post Leaving Certificate Courses
- Apprenticeships
- Traineeships
- Specific Skills Training
- Youthreach
- Specialist Training Providers
- Community Training Centres
- Local Training Initiatives
- Vocational Training Opportunities Scheme (VTOS)

Part-time FET programmes are delivered in a variety of settings and locations under a number of funding headings with specific target learner audiences:

- Back to Education Initiative
- Adult Literacy
- Adult and Community Education
- Skills to Advance Training
- Night/Evening Training
- Skills for Work
- On Line Skills Training
- ESOL

The diversity of programmes and target populations for these programmes requires KWETB to continuously monitor and review its delivery, engage actively with local employers and communities, to consult and be advised by employers, as well as industry groups, and other government departments and agencies, while being advised by, and taking direction from, national and European Policy.

## Youth Work

Under the Education and Training Board Act, ETBs have been given the responsibility to; ‘Support the provision, coordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister for Children and Youth Affairs in relation to such support’. (Education and Training Boards Act 2013, Section 10 (1) (j))

KWETB, through a number of funded Youth Service providers, delivers a range of youth services to young people across the region under a variety of Youth programmes funded by the Department of Children and Youth Affairs. KWETB Employs two Youth Officers to oversee, administer and monitor this work. With an annual Youth funding allocation of in excess of €2.5 million, KWETB’s Youth Service aims to provide youth engagement activities outside of the formal education setting to encourage and support young people to become active within their communities, as citizens, role models and peer leaders.

KWETB engages with a number of Youth organisations at both national and local level to deliver Youth Services on its behalf.

## Executive Services and Organisation, Support and Development (OSD)

KWETB Executive Services and OSD staff are mainly located in two Administrative Offices: Naas (Head Office) and Wicklow Town. The OSD group supports the Chief Executive in delivering the following key services:

- Strategy Development
- Board and Committee Secretariat
- Corporate Governance and Services
- Capital and Procurement
- Legal and Compliance
- Human Resource and Employee Relations
- Financial Services
- Health and Safety and All Risk Management KWETB
- Information and communications technologies (ICT) Services
- Specialist Projects
- Organisational Policies and Procedures.

The Executive Services in the ETB ensure legislative and regulatory compliance, Administrative and Management support. Our goal over the next five years is to deliver effective and efficient services that satisfy the needs of those we serve and which are safeguarded by best governance practices.

## KWETB Map of Education and Training Services



# Strategy Context

**KWETB's Statement of Strategy was prepared against a backdrop of significant economic, social, demographic, environmental, legislative and technological change.**

**The overall outlook for the country at this time carries an uncertainty, with the impact of Brexit, COVID 19, an overall ageing population along with high population growth in specific geographical areas. All these factors put additional demands on the education and training sector. Our ETB continues to be in a growth situation with an increased demand for flexibility in how we deliver our key services.**

## Legislative and Policy Context

The Education and Training Boards Act 2013 established 16 Education and Training Boards (ETBs) and introduced a Code of Practice for Governance of ETBs. Section 27 of The Act requires Kildare and Wicklow ETB to prepare and submit to the Board and the Department of Education a 5-year strategy statement. The strategy statement must specify the objectives of the board, the priorities of the specified objectives and the strategies for achieving those objectives. In addition, KWETB's Statement of Strategy is required to be delivered in accordance with the Code of Governance for ETBs (current Code issued 2019).

SOLAS was established under the Further Education and Training Act, 2014 and The Qualifications and Quality Assurance (Education and Training) Act 2012 established Quality and Qualifications Ireland (QQI). KWETB must operate in accordance with the strategy, policies and directives of both organisations along with those of the Department of Education and Skills in the delivery of Further Education and Development.

Other key acts of law that inform and guide the strategy of the ETB are The Education Act 1998, Youth Work Act 2001, EPSEN Act 2004, Children First Act 2015, Equal Status Act 2000 & 2004 and The Further Education and Training Boards Act 2013, Official Languages Act 2003, Irish Human Rights and Equality Commission Act 2014.

The ETB sector is central to government policy on education, training and skills. ETBs have responsibility to develop new FET programmes including new apprenticeships and traineeships.

They also have an important role in promoting social inclusion, employment generation and socio-economic development. The link between education and equality, as well as economic prosperity, is highlighted in the Programme for a Partnership Government 2016. Excellence and innovation in education and training are key to enabling individuals to fulfil their potential and to ensuring Ireland's success. The ETB must take account of many government strategies which inform the work of an ETB.

Examples of government led strategies and directives that influence the priorities and strategy of the ETB are: Department of Education and Skills Statement of Strategy, SOLAS Further Education and Training Strategy, Department of Education Child Protection Procedures and Guidelines, National Youth Strategy, Literacy and Numeracy for Learning and Life Strategy, Framework for Junior Cycle Reform, Digital Strategy for Schools, Delivering Equality of Opportunity in Schools (DEIS), NATIONAL Disability Inclusion Strategy 2017-21, Department Strategy on Leadership and Management in Schools, Action Plan for Jobs and Pathways to Work, patronage of Community National Schools (since 2016) and Government policy on Patronage of Primary Schools.

Similarly, EU policy sees education as essential for the economic, social and political development of Europe. The promotion of life-long learning and the development of transferable skills and competencies are viewed as very important. There are EU policy initiatives on skill deficits in the workforce, ageing societies, multicultural societies and technological developments. All of these issues are relevant and challenging for the ETB sector.

## Demographic context

KWETB's catchment area has an overall population of 364,450 i.e. 7.5% of the national population. Kildare and Wicklow have relatively young populations: according to the 2016 Census, the population aged 0 to 24 residing in Kildare represented 36.6% (the highest percentage in the State) while that residing in Wicklow represented 35%.

KWETB provides services in both urban and rural areas with a large area forming part of the greater Dublin region. 27% of the population of Kildare and Wicklow live in the North-eastern townlands of Bray, Enniskerry, Kilmacanogue, Celbridge, Leixlip and Maynooth which border Co. Dublin. These areas are expanding as the Dublin commuter belt extends further into both counties, encompassing Naas, Newbridge, Blessington, Newcastle and Wicklow Town. In 20 years, the population of Kildare has increased by 64% while Wicklow has experienced an increase of 38%. The catchment area also includes a large rural hinterland with low density of population.

## Employment Context

The Labour force participation rate in 2016 was 64.1% in Kildare and 61.5% in Wicklow (CSO Census 2016), higher than the national average. This, coupled with relatively high educational attainment levels, and a higher proportion of the workforce serving as professionals or managers, gives Kildare and Wicklow a competitive advantage. It is important to note, however, that, while unemployment for the region as a whole in

2018 was 5.8%, there are areas where unemployment and in particular youth unemployment remains above the national average. There are two areas identified by the CSO (Census 2016) as areas of high unemployment including Athy West Urban in Kildare with an unemployment rate of 35% and Rathmichael, Bray in Wicklow at 27.2%. KWETB is working to support and deliver on Youth Employment Initiatives in both localities. KWETB are uncertain at this time of publishing as to impact of COVID 19 on the employment rates in the region. This was considered in the finalisation of this statement of strategy.

The top enterprise areas in Kildare and Wicklow are in wholesale, retail, industry, health, education, accommodation and food (with over 50% in professional, associate professional and skilled trades). The SOLAS Skills and Labour Market Research Unit (SLMRU) reports that in Q3 2018 in the mid-East region (Meath, Kildare and Wicklow) wholesale and retail accounted for the largest number of people employed, followed by industry and health & social work; the highest growth in work was reported in the construction industry (71%), followed by public administration and defence (49%) and transportation (21%).

KWETB are both leading and supporting these growth areas, by our strategic contribution to the Regional Skills Forum; development work focussing on current and future needs; and engagement on a daily basis (locally and regionally) with employers to develop a well skilled economy in Kildare and Wicklow while building on the unique strengths of our region and by providing more specific skills in areas where job opportunities exist.


 The Learner is at the heart of all our work in KWETB. In addition to meeting the needs of our learners KWETB considered the context for our organisation as set out and the evolving needs of employers, and of local, national and international communities in setting out our plan and Statement of Strategy from 2020 to 2024.

# Mission, Vision, and Values

The mission of all Education and Training Boards, as set out in the Education and Training Board Act (2013), is to plan, provide, coordinate, and review the provision of education and training within their respective functional areas. Kildare and Wicklow Education and Training Board embraces these formal roles and is committed to providing high-quality learning and training programmes which are designed to meet the needs of our communities of learners.

Our vision is that these opportunities will be inclusive of all learners, that they will be responsive to their needs, and that learners will have access to a pathway of life-long learning experiences.

Our schools and centres will provide programmes of learning in a climate of care and respect. The experiences of our employees and learners will demonstrate that we strive for excellence in all our undertakings. We will provide youth and support services and programmes of learning and training that are high-quality, inclusive, and innovative. Excellence will be our hallmark and KWETB will be a leader at both community and national level.

The means by which we fulfil our mission and achieve our vision are underpinned by the values that are held by KWETB. We embrace the following four key values.

## Value Statements

### Integrity

Rationale: 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

Rationale: 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

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



### Excellence

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







### 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.

# Actions Pillar

# 1

## Strategic Priority: 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 characteristics of KWETB schools and centres.

### 1.1 Championing the Highest Quality Standards in Education and Training

- 1.1.1 Review all education and training programmes to ensure that they are aligned with the standards on the National Framework for Qualifications and all other relevant qualification standards.
- 1.1.2 Establish a fully integrated Further Education and Training Quality Assurance Team to provide a framework for the management of Quality Assurance across all FET programmes thus ensuring the consistency of standards across the organisation.
- 1.1.3 Formally review all school/centre key procedures to ensure that they are aligned with best practice standards. Continue to ensure that school planning and school self-evaluation procedures and processes are implemented to a high standard.
- 1.1.4 Support Schools and Centres in their preparation and planning for whole centre/school evaluations. Use qualitative and quantitative data from School Self-Evaluations and Inspection reports to review and enhance the quality of teaching and learning in our schools. Produce an annual report on all activity in this area.

## 1.2 Innovation in Teaching and Learning

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- 1.2.1 Integrate new and emerging technologies to enhance teaching and learning both in-house and remotely through the KWETB ICT strategy.
- 1.2.2 Actively target and promote training and CPD for teaching and instruction staff on innovative teaching methodologies and techniques. Promote the use of flexible learning including on-line, blended, semesterised and evening/part time programme provision.
- 1.2.3 Support the development, through strong networks, of good Junior Certificate Short Courses and CBAs that support student engagement and learning.
- 1.2.4 Effectively respond to the needs of Stakeholders, parents, students, our community, employers, and both the regional and national economy through creative and innovative solutions. Continuously renew and adapt courses and content to emerging needs.

## 1.3 Supporting Diversity of Student Population and access for all Learners

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- 1.3.1 Establish an effective assessment and referral model across all services, maximising learners' opportunity to achieve and progress and utilising Guidance Services and Training Introduction.
- 1.3.2 Ensure equality of opportunity, experience and outcome for learners with additional learning needs, special education needs or disabilities, so that they can avail of the full range of education and training opportunities that KWETB offers.
- 1.3.3 Identify and put in place appropriate education links and required provision for children and young adults with special educational needs and disability and for young people in care or with complex needs.

## 1.4 Youth Work, Sport and Music Education

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- 1.4.1 Deliver Youth Work in line with Government strategy and community needs through the provision, coordination, administration and assessment of youth services in Wicklow and Kildare.
- 1.4.2 Deliver on the goals and priorities of Music Generation Wicklow and continue the set-up and establishment of Music Generation Kildare in line with targets.
- 1.4.3 Develop an action plan for the Outdoor Education Centre in conjunction with the learning and development needs of schools and centres.

## 1.5 Networks, Collaborating and a Learning Community

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- 1.5.1 Promote a culture of innovation and reflective practice including the further development of staff networks, sharing of best practice and learning forums.
- 1.5.2 Develop and continue to have strong relationships with other relevant statutory bodies and voluntary youth and community organisations to enhance our youth services and provision.

## 1.6 Safeguarding Young People and Vulnerable Adults

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- 1.6.1 Leading and working within education settings to ensure that staff understand and discharge their safeguarding duties for all young people and that KWETB is fully compliant with all Child Protection Legislation and regulatory requirements.
- 1.6.2 Promote, protect and improve our young people's and adult learners' mental and physical health and wellbeing in our educational settings.

# Actions Pillar 2

## Strategic Priority: Work and Learning Environments

Enhancement of our facilities, infrastructure and equipment for learners and staff. Our focus is to continually develop and enhance our facilities, infrastructure and equipment for learners and staff; to improve both work and learning environments in all our schools, centres and offices in line with KWETB identified standards and to be proactive in response to wider national policies on supporting a sustainable environment for all.

### 2.1 Buildings, Maintenance and Sustainability

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- 2.1.1 Actively pursue approval for major capital projects identified as part of the Department of Education and Skills Major Capital Investment in School Buildings Plan and deliver on the same

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- 2.1.2 Enhance the property management database for the management of all property being used by KWETB.

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- 2.1.3 Carry out a review of existing buildings, prioritising improvements and proactively seek resources to deliver on the same.

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- 2.1.4 Improve the energy performance of our schools and education centres in line with best practise and guidelines.

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- 2.1.5 Identify and procure new fit for purpose administrative offices for KWETB in Naas and Wicklow Town.

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## 2.2. Information and Communications Technology – ICT

2.2.1 Develop an ICT Strategy for Schools, Further Education and Training and OSD Work Environments

2.2.2 Carry out a risk assessment of all ICT systems and put in place an action plan in response.

2.2.3 Use Information technology and communications systems to target cross and inter departmental working and multi-site collaboration ensuring knowledge sharing and collaboration on key strategic projects.

2.2.4 Review KWETB Manual Processes to identify those that can be reviewed, enhanced and/or automated to ensure greater efficiency.

## 2.3. Materials and Equipment

2.3.1 In consultation with our internal stakeholders identify, prioritise, plan, budget and procure furniture, materials, IT and equipment for our schools and further education and training centres.

## 2.4. Promote a positive working environment underpinned by a culture of respect, dignity and equality

2.4.1 Actively promote KWETB Core Values, vision and mission.

2.4.2 Target specific developmental supports for Managers to assist them in the promotion and fostering of a positive workplace environment.

2.4.3 Develop campaigns to support and promote positive work environments and develop a dedicated section on the Staff Intranet for Staff Well-being.

2.4.4 Continue to enhance the close partnership, through established forums, with our key trade union partners.

# Actions Pillar 3

## Strategic Priority: Value and Develop our Staff



Enabling staff to pursue excellence through good recruitment practices, clear organisation structures, efficient processes and procedures, effective systems of communication, clear operational guidelines, development of professional networks, skills training, staff development programmes and active promotion of positive workplace environments.

### 3.1 Provide Strong Recruitment and Retention Systems and Practices

- 3.1.1 Continue to review and enhance our recruitment processes and practices to ensure they are fit for purpose and serving the needs of KWETB.
- 3.1.2 Develop strategies for sourcing and recruiting staff (Management, Teachers/Trainers and Administrative) in an increasingly competitive job market.
- 3.1.3 Develop and implement Induction Policies and Procedures for all categories of staff which include on boarding and new entrant training.
- 3.1.4 Develop and implement a strong system of support and feedback for all probationary staff.
- 3.1.5 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.



### 3.2 Continued Review and Development of the Organisation Structure and Design

- 3.2.1 Review and optimise the structure of the KWETB Organisation to ensure that it is in position to deliver on the KWETB Statement of Strategy 2020-24 and fully implement all national directions on the Organisation Design.
- 3.2.2 Prepare, plan and manage the implementation of the Payroll Shared Services Project.

### 3.3 Increase the Emphasis on Staff Development Through Targeted Training Programmes and Continuing Professional Development

- 3.3.1 Encourage and support employee development through the provision of appropriate learning and development initiatives, thus ensuring KWETB has the capacity to deliver on the Statement of Strategy 2020-24.
- 3.3.2 Provide opportunities for staff professional development for those with leadership roles/ posts of responsibility through Learning and Development Policies and Procedures.
- 3.3.3 Promote and encourage the use of Department funded supports for teachers and school management and those coordinated through Teaching Council, Centre for School Leadership, National Council for Special Education (NCSE), Education Centres and Centre for School Leadership.
- 3.3.4 Actively support staff to engage in professional networks within the ETB and through ETBI and national Forums.
- 3.3.5 Foster a culture of collaborative working and sharing of knowledge

### 3.4 Develop an Internal Communication Strategy

- 3.4.1 Further develop internal communications and information systems in order to support the work of the organisation, to promote easy access to information and to promote a sense of shared identity within the organisation.

# Actions Pillar 4

## Strategic Priority: Corporate Governance and External Relations



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, positive customer and stakeholder engagement and compliance.

### 4.1 Compliance

- 4.1.1 Prioritise the continued development and implementation of a robust governance system across KWETB to achieve compliance with DES CL 002/2019 Code of Practice for the Governance of ETBs and instructions from governing and funding bodies.
- 4.1.2 Develop and implement a process to ensure all reporting requirements, of the ETB Act, 2013 and the Code of Practice for the Governance of ETBs and all other statutory reporting requirements are delivered to a high standard.
- 4.1.3 Further enhance and develop the KWETB governance framework to support best practice governance within KWETB.
- 4.1.4 Put systems in place to ensure all audit recommendations are implemented as appropriate, ensuring policies/procedures and internal controls are reviewed and updated as necessary.
- 4.1.5 Develop and implement an effective and efficient document management system and process.
- 4.1.6 Implement an asset management system and process.



## 4.2 Risk Management

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- 4.2.1 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.
- 4.2.2 Develop strong internal control mechanisms to ensure KWETB can manage and respond appropriately to emerging risk exposures.

## 4.3 Procurement

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- 4.3.1 Centralise the procurement of goods, services and ICT with an aggregated value in excess of €25k and all buildings related procurement within the procurement function.
- 4.3.2 Develop and improve the structure and processes of the procurement unit in order to enhance service provision to the organisation.
- 4.3.3 Develop a robust system within the procurement section to ensure contracts are performing in line with agreed SLAs and Contracts.
- 4.3.4 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
- 4.3.5 Create opportunities for collaboration with procurement staff across the ETB sector in co-operation with our partners in OGP, EPS and ETBI in order to develop efficiencies, expertise and best practice in procurement.

## 4.4 Staff, Board and Committees Supports and Training

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- 4.4.1 Develop staff competency in corporate governance to enable them to deliver on expectations and requirements.
- 4.4.2 Provide good guidance, training, administrative support and advices to the, Board, Committees and Board of Management of KWETB

## 4.5 External Relations

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- 4.5.1 Put measures in place to support strategic, sustainable and positive working relationships with key partner agencies, including the Department of Education and Skills, SOLAS, Department of Public Expenditure and Reform, Office of the Comptroller and Auditor General, Kildare County Council, Wicklow County Council and key local partnerships.

## 4.6 Customer Service and KWETB Brand

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- 4.6.1 Develop and implement a Customer Service Charter for both internal and external customers.
  - 4.6.2 Develop and promote the KWETB brand promoting our services, our values, mission and vision.
  - 4.6.3 Redevelop KWETB website in line with the rebranding and ensure it provides an excellent marketing and information service.
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# Implementation

## Implementation Process

For each Strategic Goal and Action set out, measurable performance indicators, both qualitative and quantitative, will be developed and aligned to the three pillars of the organisation, Schools, Further Education and Training (FET) and Organisation Support and Development (OSD).

Each area will be required to devise a detailed annual operational plan to progress the goals and actions, this will be done in consultation with staff.

These operational plans and actions for each year will be aligned to the Kildare and Wicklow Education and Training Board's Service Plan, that is adopted by the Board of the ETB. 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.

Each Annual Report is adopted by the ETB Board and submitted to the DES and other funding bodies.

The Directors and Chief Executive of the ETB will formerly monitor progress on the Service Plan and Agreed Actions a regular basis.

## Resourcing the Plan

Financial Resources used to deliver on the statement of strategy will come from existing operational budgets. Where possible and for specific projects additional funding may be sought if required. KWETB will actively monitor opportunities to apply for funding from national competitions or other such opportunities that arise from time to time.

The actions noted herein will be the main be delivered from existing staffing resources, particularly from collaboration between the division and smart use of our ICT systems. From time to time staff maybe reallocated on a short-term basis to ensure actions are delivered on time.

The ETB is satisfied that all actions identified herein can be delivered from existing financial and staffing resources. We note that the full impact of COVID-19 has not been realised at the time of going to publication and that the ETB may have to adjust should staffing and financial cuts result from the impact of the pandemic. Implementation of the Statement of Strategy will be actively monitored and reported on to the ETB Board as appropriate.



# Appendix 1: Consultations

## Internal Stakeholders Included:

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- Kildare and Wicklow ETB Board
- Students and Learners
- Parents
- School Boards of Management
- School Principals and Deputy Principals
- Teachers
- Staff
- Centre Managers
- Programme Managers
- Chief Executive and
- Senior Management Team
- Further Education and Training Management Team

## External Stakeholders Consulted Include:

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- Bodies representative of industry, employees and employers
- National Tourism Development Authority
- Relevant Trade Unions
- Department of Education and Skills
- SOLAS - The Further Education and Training Authority
- Department of Social Protection
- Local Youth Service Programmes
- Disability Services
- Regional Skills Forums
- Local Community Development Committees
- Local Enterprise Office
- Area Partnerships
- Kildare County Council
- Wicklow County Council
- INTREO
- ETBI – National Representative Body for ETBs
- Local Child Care Committees

## Appendix 2: ETB Members

### KWETB Members

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Chairperson – Cllr. Daragh Fitzpatrick

Vice Chair – Cllr. Tom Fortune

<b>Name</b>	<b>Representative Body</b>
Cllr. Daragh Fitzpatrick	Kildare County Council
Cllr. Tom Fortune	Wicklow County Council
Cllr. Paul O'Brien	Wicklow County Council
Cllr. Lourda Scott	Wicklow County Council
Cllr. Anne Ferris	Wicklow County Council
Cllr. Patsy Gennon	Wicklow County Council
Cllr. Angela Feeney	Kildare County Council
Cllr. Evie Sammon	Kildare County Council
Cllr. Kevin Duffy	Kildare County Council
Cllr. Bernard Caldwell	Kildare County Council
Cllr. Peter Hamilton	Kildare County Council
Cllr. Íde Cussen	Kildare County Council
Stephen Horan	Staff Representative
Deirdre O'Donovan	Parent Representative
David O'Gorman	Parent Representative
Noel Merrick	NAPD – National Association of Principals and Deputy Principals
Caoimhe Molloy	NYCI – National Youth Council of Ireland
Alice O'Donnell	ICTU – Irish Congress of Trade Unions

### KWETB Finance Committee Members

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<b>Name</b>	
Noel Merrick - Chair	Cllr. Patsy Gennon
Cllr. Peter Hamilton	Ms. Nancy Hughes
Ms Margaret Hogan	Mr J. J. Power

### KWETB Audit and Risk Committee Members

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<b>Name</b>	
Mr Paul McEvoy- Chair	Cllr. Kevin Duffy
Cllr. Angela Feeney	Mr. David O'Gorman
Ms Ailish Byrne	Mr David Russell
Ms Kerrie Sheehan	Mr. Alan Richardson

# Appendix 3: Locations

## Schools

### ATHY

**Athy Community College**  
Principal: Richard Daly  
Email: info@athycollege.ie  
056-863 1663

### BRANNOCKSTOWN

**Brannoxtown Community National School**  
Principal: Dr. Sarah Fitzpatrick  
brannoxtowncns@kwetb.ie  
045-483729

### CASTLEDERMOT

**Coláiste Lorcáin**  
Castledermot  
Principal: Eric Gaughran  
Email: principal@colaistelorcain.com  
059-914 4167  
059-914 4167

### CURRAGH

**Curragh Post Primary School**  
Principal: Nessa Doyle  
Email: curraghpps@kwetb.ie  
045-441 809

### LEIXLIP

**Confey College Leixlip**  
Principal: Mike O'Byrne  
Email: info@confeycollege.org  
01-624 5322

### MAYNOOTH

**Gaelcholáiste Maigh Nuad**  
Principal: Mícheál Ó Ceoinín  
Email: olas@gcmn.ie

### Maynooth Post Primary School

Principal: Johnny Nevin  
Email: principal@mpps.ie  
01-628 6060

### Maynooth Community College

Principal: Siobhan McCauley  
principal@mcc.edu.ie  
01-628 6060

### NAAS

**Naas Community College**  
Naas  
Principal: Ciaran Keegan  
Email: naascc@kwetb.ie

### Pipers Hill College

Naas  
Principal: Caroline Herity  
Email: info@phcol.ie  
045-897 885

### Naas Community National School

Principal: Paul Ennis  
Email: admin@naascns.ie  
045-875311

### NEWBRIDGE

**St Conleth's Community College**  
Newbridge  
Principal: Patricia O'Brien  
Email: stconleths@kwetb.ie  
045-431 417

### PROSPEROUS

**St Farnan's Post Primary School**  
Prosperous  
Principal: Eddie Collins  
Email: info@stfarnans.ie  
045-868 152

### RATHANGAN

**Ardcoil Rath lomgháin**  
Principal: Paul Murphy  
Email: admin@ardcoilrathangan.ie  
045-528 196

### ARKLOW

**Glenart College**  
Principal: Louise Kearns  
Email: glenartcollege@kwetb.ie  
0402-32149

### Gaelcholáiste na Mara

Arklow  
Principal: Tony Ó Murchú  
Email: gcm@kwetb.ie  
0402-91764

### BALTINGLASS

**Scoil Chonglais Baltinglass**  
Principal: Patricia Gurhy  
Email: info@scoilchonglais.ie  
059-648 1449

### BLESSINGTON

**Blessington Community College**  
Principal: Kieran Burke  
Email: blessingtoncc@kwetb.ie  
045-865 170

### BRAY

**Bray Institute of Further Education**  
Principal: Ray Tedders  
Email: bifeenquiries@kwetb.ie  
01-282 8721

### Coláiste Ráithín Bray

Traolach Ó Maolchathaigh  
Email: colaisteraithin@kwetb.ie  
01-276 0288

### CARNEW

**Coláiste Bhríde Carnew**  
Principal: Linda Dunne  
Email: cbcarnew@kwetb.ie  
053-942 6318

### DUNLAVIN

**St. Kevin's Community College**  
Principal: Brian Doran  
Email: stkevinscc@kwetb.ie  
045 406000

### GREYSTONES

**Greystones Community College**  
Principal: Ruairi Farrell  
Email: gccinfo@kwetb.ie

### Greystones Community National School

Principal: Rory Kinnane  
Email: greystonescns@kwetb.ie

## Further Education and Training Centre Directory

### KILCOOLE

#### Coláiste Chraobh Abhann

Kilcoole  
Principal: Oliver Stack  
Email: reception@colaisteca.ie  
01-287 0198

### RATHDRUM

#### Avondale Community College

Rathdrum  
Principal: Elaine Fitzgerald  
Email: AvondaleCC@kwetb.ie  
0404-46445

### WICKLOW TOWN

#### Coláiste Chill Mhantáin

Wicklow Town  
Principal: Padraig Donoghue  
Email: admin.ccm@kwetb.ie  
0404-61863

#### Wicklow Town Office

Education Support Officer  
Principal: Dr. Mary Kenny  
Email: admin@kwetb.ie  
087-7866045

#### Training Team

Marine House  
Corporation Land (1st Division)  
Wicklow, A67 A329  
087-4085238  
Email: marinehouse@kwetb.ie

### ARKLOW

#### Arklow Further Education and Training Centre

Fernhill Plaza, Wexford Road,  
Arklow, County Wicklow.  
EIRCODE: Y14 AV27  
*Adult Basic Education*  
*Adult Guidance Service*  
*Back to Education Initiative*  
*Vocational Training Opportunities*  
*Scheme (VTOS)*  
*Youthreach*

#### Glenart College

Coolgreaney Road, Arklow, County  
Wicklow. EIRCODE: Y14 YR52  
*Post Leaving Certificate Courses*  
*(PLC)*

### ATHY

#### Athy Further Education and Training Centre

Carlow Road, Athy, County Kildare.  
EIRCODE: R14 D272  
*Adult Basic Education*  
*Adult Guidance Service*  
*Back to Education Initiative*  
*Vocational Training Opportunities*  
*Scheme (VTOS)*  
*Youthreach*

#### Athy College

Monasterevin Road, Athy, County  
Kildare. EIRCODE: R14 KT50  
*Evening Classes*

### BALTINGLASS

Baltinglass, County Wicklow.  
EIRCODE: W91 F4A9  
*Adult Basic Education*  
*Back to Education Initiative*  
*Adult Guidance*  
*Service*

### BALTINGLASS

#### Baltinglass Outdoor Education Centre

Market Square, Baltinglass, County  
Wicklow.  
EIRCODE: W91 F3CH  
*Baltinglass Outdoor Education Centre*

### BLESSINGTON

#### Further Education and Training Centre

Blessington, County Wicklow.  
EIRCODE: W91 HDH9  
*Adult Basic Education*  
*Back to Education Initiative*  
*Adult Guidance Service*  
*Blessington*  
*Community College Evening Classes*  
*Vocational Training Opportunities*  
*Scheme (VTOS)*  
*Youthreach*

### BRAY

#### Further Education and Training Centre

Bray, 1 Brennan's Parade, Bray,  
County Wicklow.  
EIRCODE: A98 D9X0  
*Adult Basic Education*  
*Adult Guidance*  
*Service*

#### Bray Institute of Further Education

Novara Avenue, Bray, County  
Wicklow. EIRCODE: A98 ND89  
*Post Leaving Certificate Courses*  
*(PLC)*  
*Evening Classes*

#### Bray Music Centre

Florence Road, Bray, County  
Wicklow. EIRCODE: A98 CF77  
*Bray Music Centre*

#### Bray Further Education and Training Centre

Block E, Civic Centre, Bray, County  
Wicklow. EIRCODE: A98 R6W4  
*Vocational Training Opportunities*  
*Scheme (VTOS)*

#### Bray and North Wicklow Youthreach

Sunbeam House, Bray,  
County Wicklow.  
EIRCODE: A98 F3C1  
*Youthreach*

**CARNEW****Carnew Further Education and Training Centre**

New Line, Aughrim Road, Carnew, County Wicklow. EIRCODE: Y14 YD80

*Adult Basic Education Back to Education Initiative*

**CELBRIDGE****Celbridge Further Education and Training Centre**

Celbridge FETC, Unit A11, M4 Business Park, Celbridge, Co. Kildare EIRCODE: W23 YK2V

*Adult Guidance Service Vocational Training Opportunities Scheme (VTOS)*

**CROOKSTOWN****Crookstown Further Education and Training Centre**

Crookstown Upper, Ballintore, County Kildare. EIRCODE: R14 K578

*Adult Basic Education Back to Education Initiative*

**CURRAGH****CURRAGH**

McSwiney Road, Curragh, County Kildare. EIRCODE: R56 FW68  
*Post Leaving Certificate Courses (PLC)*

**KILDARE TOWN****Further Education and Training Centre Kildare Town**

Bothar Na gCorp, Kildare Town, County Kildare. EIRCODE: R51 AX65

*Adult Basic Education Back to Education Initiative*

**LEIXLIP****Leixlip Youthreach**

Mill Lane, Leixlip, County Kildare. EIRCODE: W23 K6K7

*Youthreach*

**MAYNOOTH****Maynooth Further Education and Training Centre**

Manor Mills Shopping Mall, Maynooth, County Kildare. EIRCODE: W23 V9P2

*Adult Basic Education Back to Education Initiative Adult Guidance Service*

**NAAS****Leixlip Youthreach**

Jigginstown, Naas, County Kildare. EIRCODE: W91 FT54

*Adult Basic Education Back to Education Initiative Community Education Service*

**Naas Youthreach**

Jigginstown, Naas, County Kildare. EIRCODE: W91 TH93

**Pipers Hill College**

Naas, County Kildare. EIRCODE: W91 RW14  
*Evening Classes*

**NEWBRIDGE****Newbridge Youthreach**

Further Education and Training Centre, Áras Sláinte, Station Road, Newbridge, County Kildare. Eircode: W12 XD45

*Adult Basic Education Back to Education Initiative Adult Guidance Service Vocational Training Opportunities Scheme (VTOS)*

**St. Conleth's Community College**

Station Road, Newbridge, County Kildare. EIRCODE: W12 C432  
*Post Leaving Certificate and Evening Classes*

**WICKLOW TOWN****Further Education and Training Centre Wicklow Town**

The Murrough, Wicklow Town. EIRCODE: A67 V248

*Adult Basic Education Adult Guidance Service Back to Education Initiative Community Education Service Vocational Training Opportunities Scheme (VTOS) Youthreach*

## Appendix 4: Common Abbreviations

ARC	Audit and Risk Committee
ASTI	Association of Secondary Teachers, Ireland
BTEI	Back to Education Initiative
C&AG	Comptroller and Auditor General
CC	Community College
CEDEFOP	European Centre for the Development of Vocational Education
CEEEOA	Chief Executive and Education Officers' Association
CEEP	European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest
CE	Chief Executive
CL	Circular Letter
CNS	Community National Schools
CPD	Continuing Professional Development
CSO	Central Statistics Office
CYPSE	Children and Young people Services Committee
DCS	Document Centric Solutions
DCYA	Department of Children and Youth Affairs
DEASP	Department of Employment, Affairs and Social Protection
DEIS	Delivering Equality of Opportunity in Schools
DoES	Department of Education and Skills
DPER	Department of Public Expenditure and Reform
EAP	Employment Assistance Programme
ESF	European Social Fund
ESOL	English for Speakers of Other Languages
ESRI	Economic and Social Research Institute
ETB	Education and Training Board
ETBI	Education and Training Board Ireland
EU	European Union
FET	Further Education and Training
GDPR	General Data Protection Regulation
HSCL	Home School Community Liaison
HR	Human Resources
H&S	Health and Safety
IAU	Internal Audit Unit
IBEC	Irish Business and Employers Confederation
ICT	Information and Communications Technology
IPB	Irish Public Bodies
IT	Information Technology
ITABE	Intensive Tuition in Adult Basic Education
JCSP	Junior Certificate Schools Programme
KPI	Key Performance Indicator



KWETB	Kildare and Wicklow Education and Training Board
LCA	Leaving Certificate Applied
LCDC	Local Community Development Committee
LCVP	Leaving Certificate Vocational Programme
LEADER	Liaison entre actions de développement de l'économie rurale
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
LTI	Local Training Initiative
MG	Music Generation
MIS	Management Information Systems
NFQ	National Framework of Qualifications
OEC	Outdoor Education Centre
OSD	Organisation Support and Development
PLC	Post Leaving Certificate
PMDS	Performance Management and Development System
POR	Post of Responsibility
QA	Quality Assurance
QIP	Quality Implementation Plan
QQI	Quality and Qualifications Ireland
RPL	Recognition of Prior Learning
SBA	Standards Based Apprenticeships
SCP	School Completion Programme
SEN	Special Educational Needs
SICAP	Social Inclusion and Community Activation Programme
SLA	Service Level Agreements
SMT	Senior Management Team
SNA	Special Needs Assistant
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna Further Education and Training Authority
SSE	School Self-Evaluation
STA	Skills to Advance
STEAM	Science, Technology, Engineering, Arts and Maths
STEM	Science, Technology, Engineering and Maths
TEL	Technology Enhanced Learning
TUI	Teachers Union of Ireland
TUSLA	Child and Family Agency
VFM	Value for Money
YPFSF	Young People's Facilities and Services Fund
YR	Youthreach
VTOS	Vocational Training Opportunities Scheme



BORD OIDEACHAIS AGUS OILIÚNA  
I **ILL MHANTÁIN**

**KILDARE A I**  
EDUCATION AND TRAINING BOARD

#### **Kildare Office**

KWETB Administrative Offices  
Áras Chill Dara,  
Devoy Park, Naas  
County Kildare

Tel: 045 988 000  
Fax: 045 879 916  
Email: [admin@kwetb.ie](mailto:admin@kwetb.ie)

#### **Wicklow Office**

KWETB Administrative Offices  
Church Street,  
Wicklow Town,  
County Wicklow

Tel: 0404 60 500  
Fax: 0404 62 556  
Email: [admin@kwetb.ie](mailto:admin@kwetb.ie)