



BORD OIDEACHAIS AGUS OILIÚNA
CHILL DARÁ AGUS CHILL MHANTÁIN
KILDARE AND WICKLOW
EDUCATION AND TRAINING BOARD

Kildare and Wicklow ETB

Annual Report 2022



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Chairperson and Chief Executive Foreword

It is with great pride that we jointly present the work of KWETB in this Annual Report, 2022.

The report represents the work of the organisation for the 2022 period across our schools, further education and training services, youth services, music generation as well our work within organisational support and development services.

This annual report attests to the successful achievement of many of our goals under our Statement of Strategy and also indicates our continued commitment to the improvement of teaching and learning standards as well as developing our staff, learning environments and systems. 2022 was a period of significant growth for KWETB with increasing numbers accessing all of our services; our commitment has been to our learners first and foremost.

Our schools continue to grow; we have overseen an extensive building programme in 2022 to ensure that there are sufficient school places for all prospective students within our catchment areas. We also experienced significant increase in demand for places in our diverse range of further education and training programmes. 2022 saw many new and innovative programmes being put in place in response to both social and economic needs as well as the needs of employers as we emerged from the effects of the Covid 19 pandemic. Many of our communities and learners were impacted heavily by Covid 19 so 2022 was a year of transitioning back to full-time on-site education provision whilst at the same time enhancing blended learning opportunities with the use of new technologies.

During 2022 KWETB was central to the co-ordination of the regional response to the placement of the many Ukrainian and other refugee children who came to live in our communities and to the provision of English language support to their parents, guardians and families. We would like to thank all our local education partners and other patron bodies for their help, guidance and support in that regard. As part of our Public Sector Duty KWETB remains committed to ensure equality of opportunity and access to all our learners.

The achievements of KWETB in 2022 as demonstrated in this report were reached while maintaining good governance and internal controls as closely monitored by the Board of KWETB and the committees of Audit and Risk; and Finance.

We would like to sincerely thank our Board, Boards of Management, advisory groups and sub-committees as well as all of our staff who work so hard to ensure the highest standards of delivery across our range of services. To all of our learners, employers and other partners who have put their faith in KWETB and who will continue to access our education and training provision into 2023 and beyond, and wish you the very best in your educational journeys.

Cllr. Daragh Fitzpatrick
Chairperson KWETB

Dr Deirdre Keyes
Chief Executive

Overview Kildare and Wicklow ETB

Kildare and Wicklow Education and Training Board was established on 1st July 2013 under the Education and Training Boards Act, 2013. KWETB has a statutory body with responsibility for the delivery of education and training throughout counties Kildare and Wicklow. 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), although this is expected to be higher once the full 2022 census statistics are published.

The 2022 census preliminary results show an increase in Kildare population by 11% (24,473) since 2016, with the statistics for Wicklow not yet published. Housing stock for both counties saw increase with Kildare at 12% and Wicklow up 9% (www.cso.ie, 2022).

The area served by KWETB 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 in the north of the counties on the ‘commuter belt’ into Dublin City. This requires a complex delivery of services across both counties.



KWETB, in line with its public sector duty obligations has given due regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of staff and all of the learners and groups to whom we provide services.

KWETB adheres to the legislative requirements of the ETB Act 2013, the Education Act 1998, Education for Persons with Special Educational Needs Act 2004, Admissions to Schools Bill 2020, Further Education and Training Act 2013, Disability Act 2005, Equal Status Acts 2000-2018, Employment Equality Acts 1998–2015, giving due regard to compliance with the human rights and equality obligations contained therein.

Map of KWETB Locations & Services

KWETB Map of Education and Training Services

Provision Key

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





Overview of Services

Kildare and Wicklow ETB, supports and co-ordinates education, training and youth services in Kildare and Wicklow. We specifically provide primary, post primary, post leaving certificate, apprenticeships, traineeships, youth services, music, community, outdoor and adult further education and training. We deliver excellent services that provide for the needs of all learners in our community.

Kildare and Wicklow ETB functions via three interdependent directorates of Schools, Further Education and Training and Organisation Support and Development.



KWETB is the patron of;

- ❖ **23** Post Primary Schools
- ❖ **3** Community National Schools
- ❖ **25** Further Education & Training Centres
- ❖ **2** Large Post leaving Certificate Colleges
- ❖ Serving a total of **almost 29,500 students** and learners of all age groups at various levels across the communities of Kildare & Wicklow.
- ❖ Issuing approximately **14,000 certificates** in further education annually.
- ❖ Employee of **2,200** staff members.

Organisation Support and Development

The Organisation Support and Development (OSD) team provide administrative support to the Schools, FET Centres and staff across Kildare and Wicklow. The goal of the KWETB OSD team 'is to deliver effective and efficient services that satisfy the needs of those we serve, and which are safeguarded by best governance practices. These services are delivered through four teams including HR, Finance, ER/Corporate Services/ICT and Buildings/Procurement/Governance.

Functional Team	Services
HR	Recruitment Payroll Pensions Gardaí Vetting Leave Management Allocations & Utilisation Personnel Policies & Procedures Staff Contracts Control and Management
Finance	Creditor Payments including Training Contractor payments Travel and Subsistence Receipts Budgeting and Financial allocation to schools, centres and offices Annual Financial Statements and Audits



	Treasury ESF Returns and Audits Finance for Social Inclusion Projects VTOS/Youthreach/Trainee Allowance Payments Financial Policies & Procedures
ER/Corporate Services/ICT	Employee Relations & Communications Industrial Relations ICT Pensions Unit FOI and Data Protection Insurances Customer Service, Post, Reception, general payments
Buildings/Procurement/ Governance	Buildings and Property Health and Safety Procurement Asset Management Corporate Governance & Compliance Corporate affairs (Board Services, CE Support, Corporate Brand, Website Management)

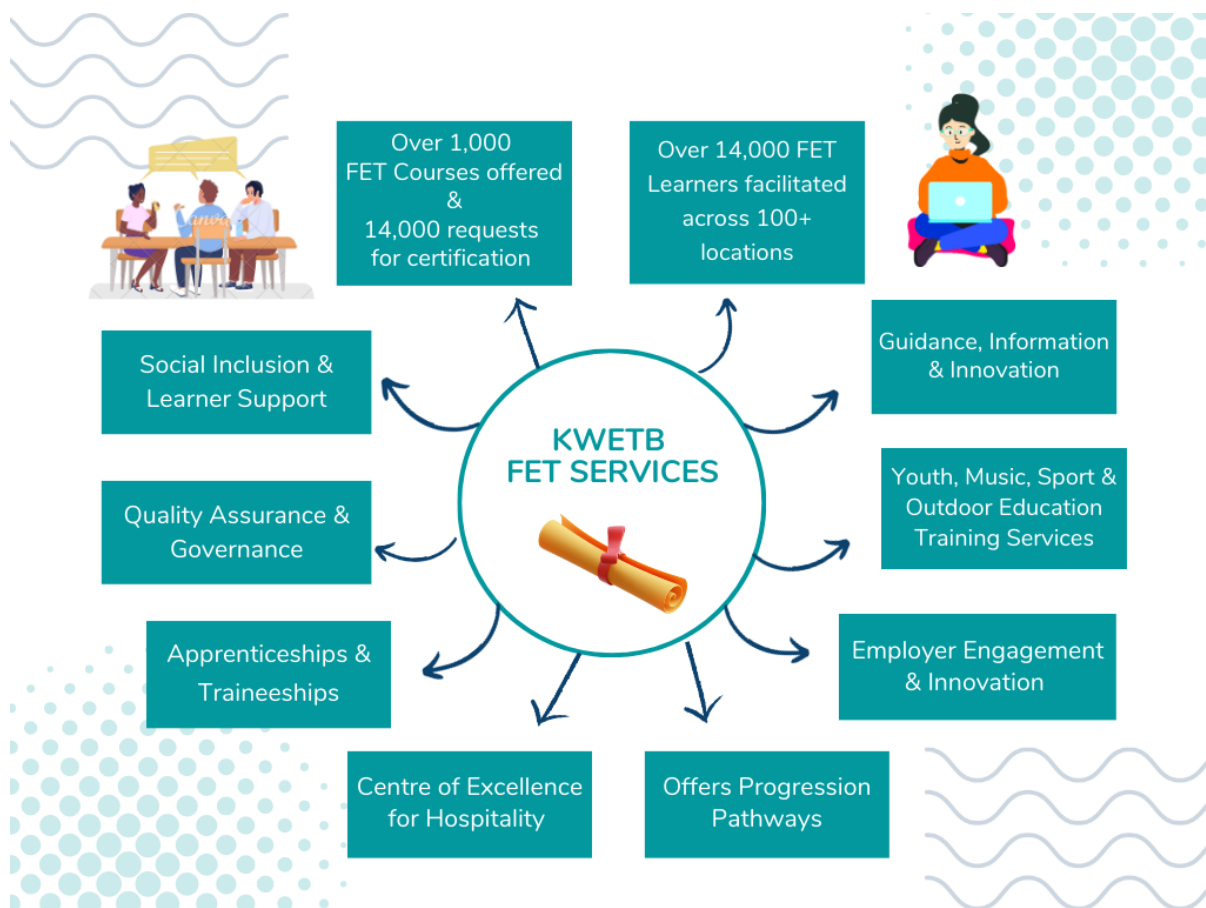
Schools

Kildare and Wicklow Education and Training Board (KWETB) provides educational services across primary and post-primary levels throughout the counties of Kildare and Wicklow.



Further Education & Training

SOLAS primarily funds FET with a budget of circa. €40,000,000 per year. FET offers an extensive and varying range of further education and training options, delivered in 25 FET locations throughout Kildare and Wicklow. FET provides programmes to a wide range of learners, including programmes for education progression and labour market skills. FET also offer learning programmes for social engagement, assisting people to gain the skills and knowledge needed to live and work in modern society.



The following programmes are delivered under KWETB's Further Education Service:

- **Adult Basic Education Service** – a part-time programme for adults wishing to develop their basic skills in literacy, numeracy and basic ICT
- **Adult Education Guidance Service** – a service providing education and career guidance and some personal counselling to adults
- **Advocacy Service** – a career and education guidance and counselling service for early school leavers between 16 and 21 years of age
- **Back to Education Initiative** – a part-time programme for young people and adults offering programmes at Levels 3-6 on the NFQ
- **Community Education** – a part-time programme for community groups and individuals who wish to return to or continue their education in a variety of community environments



- **Post Leaving Certificate (PLC)** – a comprehensive full-time programme of education at Level 5 and 6 of the NFQ for school leavers and returning adult learners
- **Prisoner Education** – the provision of education in partnership with the Irish Prison Service in Shelton Abbey Open Prison, Arklow
- **Vocational Training and Opportunities Scheme (VTOS)** – a programme for adults who are unemployed and in receipt of a social welfare payment who wish to retrain and/or upskill to increase their employment opportunities offered at Levels 3-6 on the NFQ
- **Youthreach** – a full-time, two-year programme for early school leavers aged between 16 and 21 years who wish to complete a qualification at Level 3 and 4 of the National Framework of Qualifications
- **Refugee Programme** – a specific programme offering Orientation and Language programme to adult residents of the Hazel Hotel Emergency Reception Orientation Centre (EROC)
- **Apprenticeship** – Administration of apprenticeship in the ETB region and direct delivery of craft and non-craft apprenticeship
- **Bridging and Foundation** – programmes for adults wishing to upskill at Level 3 and 4 of the NFQ
- **Specific Training Programme for People with Disabilities** – a contracted, full-time programme for adults with disabilities or other needs who wish to upskill/retrain
- **Specific Skills Training** – programmes aimed at training adults to fill identified specific skill gaps
- **Traineeships** – work-based learning programme for adults who wish to retrain/upskill
- **Skills to Advance** programme for employed learners from L3 to L6 of the NFQ
- Support and administration for **Youth Services and Music Generation** in Kildare and Wicklow.

FET Programme	2022 Beneficiaries
FE Part-time Inclusion	2,387
ESOL	2,081
FE Part-time	1,414
FE Full-time	599
Youthreach	380
Skills to Advance	2,435
Training incl. traineeship	3,277
PLC	1,976
Total 2022	14,549

Statement of Strategy 2020-2024

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, are supported by our core value statements;

In order to support the public sector duty, KWETB acknowledges the importance of creating a culture of respect in line with its core values as set out in its Statement of Strategy.

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

Respect

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

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

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

KWETB’s Statement of Strategy 2020-2024 sets high-level objectives for KWETB to achieve, underpinned by our four pillars of strategic priority;

1. Teaching and Learning
2. Working and Learning Environments
3. Staff
4. Corporate Governance

These four pillars ensure that the highest standards of teaching and learning are provided, in an inclusive and innovative manner. KWETB are committed to providing the suitable and state of the art learning and work place facilities, whilst enabling staff to pursue excellence through the active promotion of workplace environments. Supported by a robust corporate governance system that supports accountability and transparency.

KWETB is committed to further mainstreaming its Public Sector Duty and its obligations under the Disability Act 2005 and the human rights and equality obligations therein across all of the pillars of the organisation by adopting a more systematic approach in line with the recommendations of IHREC for public bodies.



OUR 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.

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.

OUR VISION





KWETB won an award for Excellence in Providing Further Education & Training

449 staff appointments across KWETB

Oscailt Oifigiúil Coláiste Ráithín October 2022



KWETB launched their new & improved website



32% increase in FET beneficiaries in 2022

Move to SUN Financial system & P2P

Roll out of the ETBI's Patron's Framework & KWETB schools' adoption of the framework values



Blended Work Pilot

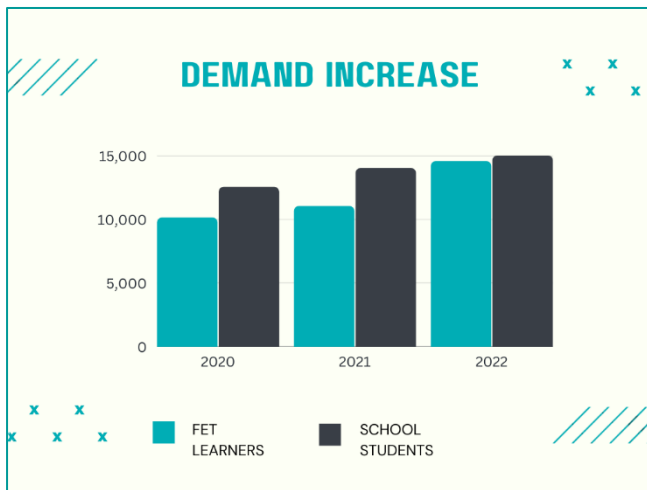
Naas Community College New Building Opened February 2022

Adult Learners' Festival 2022
10th March @ 11am - Webinar

- Curragh Family Resource Centre Horticulture
- Celbridge ShareRing Skills Sustainability and Resilience
- Athy Breakout Art Group Ceramics
- Monasterevin Knit and Knatter Willow Weaving

The Year that was - KWETB in 2022

2022 was a busy year of gradual return to pre-covid levels of school activities, Further Education and Training participation, self-financing activities at local level and return to in person events and conferences.



KWETB services saw an increase in demand and worked extensively to meet this with supply of additional and innovative FET courses, school places and education, literacy, guidance and learning support to our communities.

Numbers for all services have increased as shown in the graph opposite; KWETB’s beneficiaries grow in numbers year on year.

KWETB led the multi-agency REALT (Regional Education and Language Team) response to the local need for English Language classes and preparing ICT equipment to support schools providing places for Ukrainian children and families arriving into our communities in Kildare and Wicklow. KWETB has supported the incoming Ukrainians in ESOL (English Speakers of Other Languages) provision through our Adult Education services, along with providing adult guidance services, provision of a family learning ESOL toolkit and accessing school transport. Schools and FET have provided professional development opportunities for teachers to gain teaching English qualifications and supported EAL (English as an Additional Language) applications to the Department of Education.

Leading the REALT response to Ukrainian learners.

A group of students under the title of 'Athy College Ukrainian Support Group' won the A Garda Síochána National Youth Award 2022. The group of three students (2 Ukrainian, 1 Polish) have done stellar work in assisting the location and integration of Ukrainian students in the community and the school following the outbreak of the war.

QQI Inaugural Review of Quality & Report

KWETB received an Inaugural Review of Quality by QQI in April 2022 and the report was received in September 2022. This will now enable KWETB to further enhance our Quality Assurance practices and procedures thus continuously improving and evolving how we provide education in our sector. The Quality Assurance Team is working closely with FET Management on a draft Action Plan for Quality following the receipt of the report and recommendations made within.

KWETB’s Quality Assurance Team progressed many projects this year on top of the QQI Inaugural review, such as launching a new online micro-learning platform offering an assessment practice course to FET Staff; progressed development of a Quality



Assurance Framework; an action plan arising from the QQI recommendations of the inaugural review; launching a programme approval hub for FET and completing 6 certification periods with a total of 6491 learner portfolios submitted for QQI certification throughout the year.

ESBS Consolidation project

KWETB went live with Purchase to Pay and Sun Financial Management Systems on July 1 2022. This was a huge project over three months which required collaboration and co-operation across all aspects of the ETB. 4825 suppliers were transferred across to the new P2P system. Over 100 locations were set up identifying a user and approver in each location (multiple in some locations). Mapping to a new chart of accounts was carried out. 240 staff across KWETB were upskilled and continue to receive further training to ensure all concerned are able to use the systems. Processes and systems continue to be enhanced.

In February 2022 payments to VTOS and Youthreach learners moved to ESBS. 232 VTOS and 135 Youthreach Students were transferred in the move thanks to collaboration and team work between head offices, FET centres and ESBS. Code mapping, new processes and training took place over an 8-week period.

KWETB launched our [new website](#) early 2022. The emphasis of the new website is to ensure that our learners, staff and the public can access relevant and up to date information with ease. The website also represents us as we are, a modern, innovative and progressive education provider. Furthermore the website is an Irish & English language dual site under our Scéim Téanga commitments.

KWETB's 2022 -2025 Scéim Teanga was approved by the Minister of State of the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media. The scheme will be in operation for 3 years and is shared on the organisation website.

In September 2022, FET ran a two-day conference for all Further Education and Training staff members providing opportunities for networking and collaboration. This was the first conference of its kind by KWETB. The event included workshops, keynote speakers, strategic sessions, an Innovation den, awards and much more!

FET Connect Conference for KWETB FET staff

KWETB were awarded the Excellence in Further Education and Training Award for the Eastern Region and following same had an article on KWETB FET published in the Public Sector Magazine. The award edition recognises excellence in civil and public services bodies, and KWETB was delighted to be nominated and win an award.

Patron's Framework Launch

KWETB welcomed the launch of the ETBI Patrons' Framework. This framework embeds and enhances the Core Values of ETB Schools and KWETB as an organisation and brings a greater level of consistency across the schools in KWETB. KWETB management had a strong involvement in this work with ETBI and have worked closely through



our Ethos Coordinators at school level in promoting and implementing the core values of the framework.

KWETB delved into action on equality, diversity and inclusion (EDI) along with our public sector duty obligations in starting the conversations, seeking research and resources to enhance our knowledge and awareness. A member of senior management has undertaken continued professional development in Human Rights and Equality with IPA to guide the organisation in improving our responsiveness to these areas within the ETB. A scoping exercise of how we address EDI and public sector duty is currently underway across the organisations activities.

Equality,
 Inclusion &
 Diversity
 (EDI)

The Curragh Community College launched their updated name and rebranded logo. The design of the crest was a community effort which involved all stakeholders, and Student Voice was at the centre of the design process with the Student Council leading the project. A site was also identified for a new build for the school to accommodate 1,000 pupils in the long term.

ALISS Integrated
 Support Initiative
 & Professional
 Development
 Programme

The ALISS (Accessible Learning Integrated Supply Service) service offers a range of tailored learning supports that can be timetabled and integrated into the students’ FET programme. Supports include expert learning support practitioners from the adult basic education service. In this way, core skills are developed using materials relevant to the programme. KWETB are currently building a network of local ALISS Leads across every location.

KWETB ran 34 tender competitions in 2022, 24 of which involved buildings procurement and the remainder 14 under goods and services. One of the most significant contracts awarded during 2022 was under our Recruitment Services, where two leading HR Recruitment companies were signed up under contract agreements. A new complex tender was completed and a centralised contract was implemented to provide Wireless Solutions for KWETB Schools. With the growing number of registered contracts run by KWETB Procurement and collaboration with the Education Procurement Service and OGP drawdown contracts, the aggregate non-compliance expenditure for KWETB was further reduced during 2022.

34 Tender
 Competitions,
 with significant
 centralised & Site-
 specific tenders
 achieved

KWETB
 Blended
 Work Pilot

KWETB ran a pilot Blended Work policy and application process for administrative staff of central offices. This included consultations, policy drafting, application rollout, information workshops and virtual health and safety risk assessments, to application decision. This formal pilot successfully rolled out and commenced in November 2022, with the end date for pilot running until April 2023. Much work went into the formalisation of this policy and pilot and success has be achieved to date.



KWETB’s recruitment continued to excel via online and in person interviews supported efficiently by the recruitment team, facilitating the appointment of 449 persons across KWETB.

550 Teaching posts were advertised in 2022 as well as 232 Non-teaching posts advertised. A total of 227 employees resigned or retired in KWETB in 2022.

Recruitment of;
 270 teaching posts
 179 non-teaching posts

FET College
 of the
 Future

KWETB submitted an application to SOLAS for an FET College of the Future on BIFE campus. The initial application stage was approved and announced by DFHERIS as one of the few across the country. Progression of this initiative will include renovations to the campus, amalgamation of services, redevelopment of internal infrastructure, new facilities and design and accessibility as key components. KWETB look forward to progression of this application process with DHFERIS and SOLAS and the redevelopment of an inclusive and multi-service further education campus.



Governance Report

This report presents the high-level overview of governance activities of KWETB in 2022. Good governance in all our activities is paramount, this is reflected by one of the four strategic pillars entirely dedicated to the area of governance.

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

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



KWETB Education and Training Board was established on 1 July 2013 under the provisions of the Education and Training Boards Act 2013. Section 51 of that Act requires the ETB to keep in such form and in respect of such accounting periods as may be approved by the Minister for Education with the consent of the Minister for Finance and Public Expenditure and Reform, all proper and usual accounts of the monies received or expended by it.

In preparing those accounts, the Board is required to:

- (a) apply the standard accounting policies for the preparation of ETB financial statements
- (b) make judgements and estimates that are reasonable and prudent
- (c) disclose and explain any material departures from the standard accounting policies

Activities of the Board in 2022, included:

- Adoption of Service Plan 2022
- Adoption of Annual Report 2021
- Draft Annual Financial Statements and Statement of Internal Control 2021
- Authorised attendance of members at conferences
- Approved leases
- Reviewed Statement of Strategy progress

The Board is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Board and which enable it to ensure that the Financial Statements comply with section 51 of the Education and Training

Boards Act 2013. The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Board considers that the Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board in 2022.

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control (SIC), which is subject to amendment until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2022. The AFS will be published within one month of receipt from the Office of the Comptroller and Auditor General. KWETB also confirm that a Chairperson's Comprehensive Report has been submitted to the Minister which includes the SIC as an appendix.

KWETB confirms that its annual accounts have been submitted to the Comptroller and Auditor General (C&AG) by 1st April 2023 and are at the time of submission of the annual report, unaudited by the C&AG, as directed by the Department of Education, KWETB will publish the audited AFS within one month of receipt from the C&AG.

The 2021 Annual Financial Statements were laid before the House of the Oireachtas and subsequently published on our website in 2023.

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

- Non-Salary-related fees paid in respect of Committee members;
- Salaries and short-term employee benefits;
- Post-employment benefits;
- Termination benefits;
- Key management compensation if any;
- The number of employees whose total employee benefits were between €0 to €59,999;
- The number of employees whose total employee benefits were between €60,000 to €69,999 and within each pay band of €10,000; and
- Overall figure for employer pension contributions.

The system of internal control includes all policies, procedures, protocols, reviews and reporting mechanisms to ensure governance and compliance in our activities.

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

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

A Policy Management Framework was rolled out and implemented for two policies in 2022 including Anti-Fraud and Corruption Policy and the Risk Management Policy. This has assisted in supporting the development, communication and review of policies. The process of actively managing policies is underway with significant work anticipated for 2023.



Protected Disclosures Report 2022

In accordance with section 22 of the Protected Disclosure Act 2014, KWETB must report annually on Protected Disclosures received. Accordingly, no Protected Disclosures were received by KWETB in 2022.

Receipt of Gifts

In accordance with Section 29 of The Education and Training Boards Act, 2013 KWETB report no gifts being received in the context of the Act during 2022.

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

Composition of Board and meeting attendance 2022.

Board member	Nominating Body	25/01/2022	22/02/2022	22/03/2022	24/05/2022	05/07/2022	27/09/2022	22/11/2022	No. of Board Meetings attended / held (7)
Cllr. Daragh Fitzpatrick (Chair)	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Tom Fortune (Deputy Chair)	Wicklow CoCo	✓	✓	✓	✓	✓	✓	-	6/7
Cllr. Lourda Scott	Wicklow CoCo	✓	-	✓	✓	✓	✓	✓	6/7
Cllr. Nuala Killeen	Kildare CoCo	✓	-	✓	✓	✓	✓	✓	6/7
Cllr. Bernard Caldwell	Kildare CoCo	✓	-	✓	✓	✓	✓	-	5/7
Cllr. Anne Ferris	Wicklow CoCo	✓	✓	✓	✓	✓	-	✓	6/7
Cllr. Evie Salmon	Kildare CoCo	✓	✓	-	-	✓	-	✓	4/7
Cllr. Peter Hamilton	Kildare CoCo	✓	✓	✓	-	✓	✓	✓	6/7
Cllr. Paul O'Brien	Wicklow CoCo	✓	✓	✓	✓	-	✓	✓	6/7
Cllr. Patsy Glennon	Wicklow CoCo	✓	✓	-	-	-	✓	✓	4/7
Cllr. Kevin Duffy	Kildare CoCo	✓	✓	✓	✓	-	✓	-	5/7
Cllr. Íde Cussen	Kildare CoCo	✓	✓	✓	-	-	✓	✓	5/7
Mr. Stephen Horan	Staff Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Aoife Ní Cheilleachair	Staff Representative	-	-	-	-	-	-	-	0/7
Ms. Deirdre O'Donovan	Parent Representative	✓	✓	✓	✓	✓	-	-	5/7
Mr. David O'Gorman	Parent Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Caoimhe Molloy	NYCI – National Youth Council of Ireland	-	-	-	✓	-	-	✓	2/7
Mr. Noel Merrick	NAPD – National Association of Principals & Deputy	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Alice O'Donnell	ICTU – Irish Congress of trade unions	✓	-	✓	✓	✓	-	✓	5/7
*Mr. Noel Magee	IBEC – Irish Business and Employers Confederation	-	-	-	-	-	-	-	0/1
Ms. Siobhain Grogan	Conradh na Gaeilge	✓	✓	✓	✓	✓	✓	✓	7/7
**Mr Ronan Mills	Institute of Professional Auctioneer & Valuers	-	-	-	-	-	-	-	0/4

*Resignation notice was received for this member on February 14, 2022.

**Joined the Board in July 2022

The Board held one in-camera meeting in 2022.

The Chief Executive of KWETB is Dr Deirdre Keyes.

Committees of KWETB

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

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

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

The Audit and Risk Committee met six times in 2022 and met a further three times in early 2022 to consider the reporting year 2022. The programme of work of the Audit and Risk Committee for 2022 included;

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

The Finance Committee has a particular role in assisting and reporting to the Board on financial matters. The Finance Committee have a specific function in relation to the review of the annual financial statements. The Finance Committee met five times in 2022.

As part of their work programme the Finance Committee included the following in 2022;

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

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



Composition of Audit and Risk Committee and meeting attendance 2022

Mr. Paul McEvoy (Chair)	External	✓	✓	✓	✓	✓	✓	6/6
Mr. David Russell	External	✓				✓	✓	3/6
Ms. Ailish Byrne	External	✓	✓	✓	✓	✓	✓	6/6
Ms. Kerrie Sheehan	External	✓	✓	✓			✓	4/6
Mr. Alan Richardson	External	✓	✓	✓	✓	✓	✓	6/6
Cllr. Kevin Duffy	Board	✓		✓	✓	✓		4/6
Cllr. Nuala Killeen	Board			✓				1/5
Mr. David O’Gorman	Board	✓	✓		✓	✓	✓	5/6

*Appointed February 2022

Composition of Finance Committee and meeting attendance 2022

Committee member		16/02/2022	16/03/2022	13/05/2022	20/09/2022	15/11/2022	No. of Finance Committee Meetings attended / held (5)
Mr. Noel Merrick (Chair)	Board	✓	✓	✓	✓	✓	5/5
Cllr. Patsy Glennon	Board	✓	✓	✓	✓		4/5
Cllr. Peter Hamilton	Board	✓	✓		✓	✓	4/5
Ms. Margaret Hogan	External		✓	✓	✓	✓	4/5
Mr. JJ Power	External	✓	✓	✓	✓	✓	5/5
*Ms Martina Robinson	External				✓	✓	2/2

*Ms Martina Robinson joined the committee in September 2022, as approved by the Board in July 2022.

Risk Management

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

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



KWETB enhanced its approach to Risk Management in 2022 by;

- Actively identifying, recording and implementing mitigation actions on the risk register;
- Regularly reporting to the Audit and Risk Committee and Board on risk management and changes in the principal risks;
- Risk management is a standing item on the Board agenda;
- Regular reports from Audit and Risk Committee;
- Active management of *Audit Register*.
- A Governance and Risk Management workshop was provided to all OSD staff with 80% attendance to encourage a greater understanding of governance and risk management and staff contribution to same.

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

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

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

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

The Four Pillars of Strategic Priority

1



Teaching and Learning

Ensuring the highest standards of teaching and learning in all our services, delivering on required standards through an inclusive, innovative and learner-centred approach. To support all KWETB learners to reach their potential and to respond to the emerging educational and training needs in our communities, in the wider economy and in society. To actively promote the Quality of Teaching and Learning and the Characteristic Spirit of KWETB schools and centres.

2



Working and Learning Environments

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

3



Staff

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

4



Corporate Governance

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

Key achievements of KWETB in 2022

The below achievements of 2022 are derived from strategic objectives as set out in [KWETB Statement of Strategy \(SOS\) 2020 - 2024](#) and the KWETB 2022 Service Plan. On the implementation of the SOS, the vision going forward is to devise a detailed annual operational plan to progress the goals and actions of the 4 strategic pillars in consultation with staff. Progress made each year will be monitored quarterly and will be reported on at the end of each year in the Annual Report for the Organisation, as below. 2022 saw a total of 18 objectives of the SOS completed and signed off.

Strategic Objective	Strategic Action	2022 Deliverables / Achievements
Strategic Priority 1: Teaching and Learning		
Championing the Highest Quality Standards in Education and Training	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.	Inaugural review of Quality completed and implementation of recommendations commenced.
		Quality Assurance sub-group will approve schedule for development and implementation of FET Quality Framework
	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.	Policy and procedure handbook developed and implemented for Youthreach.

Innovation in teaching and learning	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.	DigCap2 and Diploma in Digital Learning Design delivered to learning practitioners
		Learner assistant process ePortfolio embedded as standard processes in Quality Assurance
Supporting Diversity of Student Population and access for all Learners	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.	Implement recommendations of DEIS audit
Networks, collaborating and learning community	Promote a culture of innovation and reflective practice including the further development of staff networks, sharing of best practice and learning forums.	KWETB FET conference for learning practitioners
Safeguarding young people and vulnerable adults	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.	Systemise the process for Child Safeguarding reporting in Youthreach
		Develop and implement a Vulnerable Adult Safeguarding Policy
	Promote, protect and improve our young people's and adult learners' mental and physical health and wellbeing in our educational settings.	Implement KWETB FET Learner Psychological Support Service
Strategic Priority 2: Working and Learning environments		
Buildings, maintenance and sustainability	Enhance the property management database for the management of all property being used by KWETB.	Standard operating procedures developed and implemented for the management of properties.

<p>Promote a positive working environment underpinned by a culture of respect, dignity and equality</p>	<p>Actively promote KWETB Core Values, vision and mission</p>	<p>Promotional videos and leaflets promoting the ethos of KWETB schools, raising awareness at recruitment stage and in general ETB communications.</p>
<p>Strategic Priority 3: Value and develop our staff</p>		
<p>Continued Review and Development of the Organisation Structure and Design</p>	<p>Prepare, plan and manage the implementation of the Payroll Shared Services Project.</p>	<p>VTOS and Youthreach payments being made through ESBS in February 2022.</p>
		<p>Kildare and Wicklow ETB have transitioned their learner payments to the managed service set up by ESBS in two waves. Wave 1 in August 2020 and Wave 2 (Youthreach and VTOS) February 2022.</p>
		<p>Move to SUN Financial system with accompanying Standard Operating Procedures (SOPs).</p>
<p>Strategic Priority 4: Corporate Governance and External Relations</p>		
<p>Risk Management</p>	<p>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.</p>	<p>Risk management workshops conducted</p>
		<p>Risk Appetite Statement approved and in place.</p>
<p>Customer Service and KWETB Brand</p>	<p>Redevelop KWETB website in line with the rebranding and ensure it provides an excellent marketing and information service</p>	<p>New website launched</p>



Glossary of Terms and Acronyms

KWETB	Kildare and Wicklow Education and Training Board
PLC	Post Leaving Certificate
FET	Further Education Training
DE	Department of Education
FESS	Further Education Systems Support
ESBS	Education Shared Business Services
ASD	Autism Spectrum Disorder
ABE	Adult Basic Education
APO	Assistant Principal Officer
AFS	Annual Financial Statements
IAU-ETBs	Internal Audit Unit- Education & Training Boards
QQI	Quality and Qualifications Ireland
NFQ	National Framework Qualification
REALT	Regional Education and Language Team
DigCap	KWETB's 6-month Professional Development programme, aligned to the European Digital Competence Framework for Educators. Offered at three levels; Pathfinder, Associate and Fellow.
ALISS	Accessible Learning Integrated Supply Service
OEC	Outdoor Education Centre
SEN	Special Educational Needs
NAPD	National Association for Principals & Deputy's
SMT	Senior Management Team
PMF	Policy Management Framework
BOM	Board of Management