



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

Kildare and Wicklow ETB

Annual Report 2023



Table of Contents

Table of Contents	2
Chairperson and Chief Executive Foreword.....	3
Overview Kildare and Wicklow ETB	4
Map of KWETB Locations & Services	5
Overview of Services	6
Organisation Support and Development	6
Schools	7
Further Education & Training.....	8
Statement of Strategy 2020-2024.....	10
KWETB in 2023.....	12
The Year that was - KWETB in 2023.....	13
Governance Report	16
Protected Disclosures Report 2023	18
Receipt of Gifts.....	18
Composition of Board and meeting attendance 2023.....	18
Committees of KWETB	19
Key achievements of KWETB in 2023	23
Glossary of Terms and Acronyms	27

Chairperson and Chief Executive Foreword

It is with great pride that we jointly present the work of KWETB in this Annual Report, 2023.

The report represents the work of the organisation for the 2023 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. 2023 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 2023 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.

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 2023 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 2024 and beyond, and wish you the very best in your educational journeys.

Cllr. Daragh Fitzpatrick
Chairperson KWETB

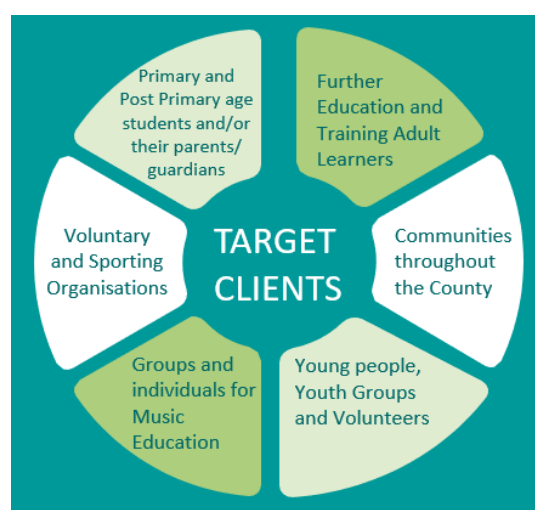
Dr Deirdre Keyes
Chief Executive

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 403,625 people (2022 census), which is an increase of approximately 10% from the 2016 Census.

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 **approximately 34,000** 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 2,600 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)

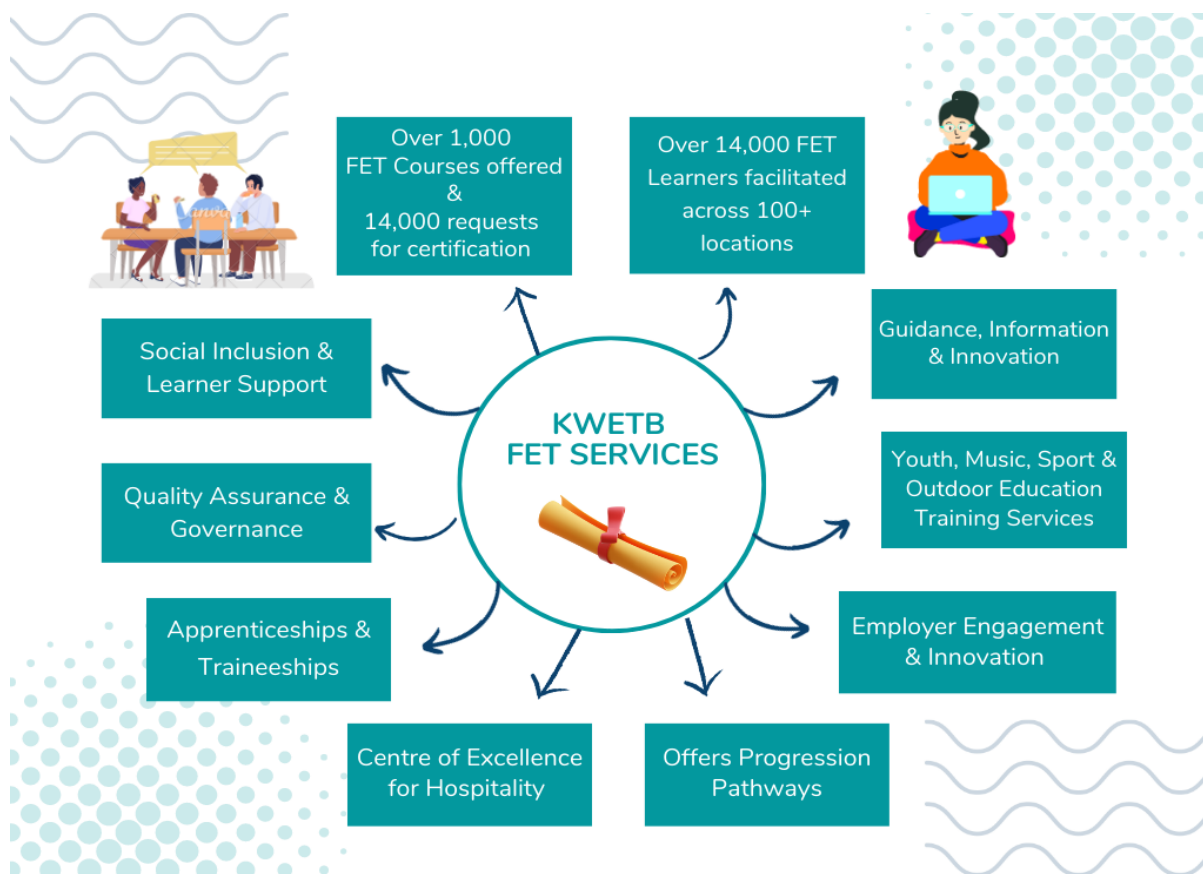
Schools

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. €39,000,000 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	2023 Beneficiaries
FE Part-time Inclusion	2,631
ESOL	2,545
FE Part-time	1,640
FE Full-time	683
Youthreach	390
Skills to Advance	2,903
Training incl. traineeship	4,617
Apprenticeship	667
PLC	2,216
Total 2023	18,292

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



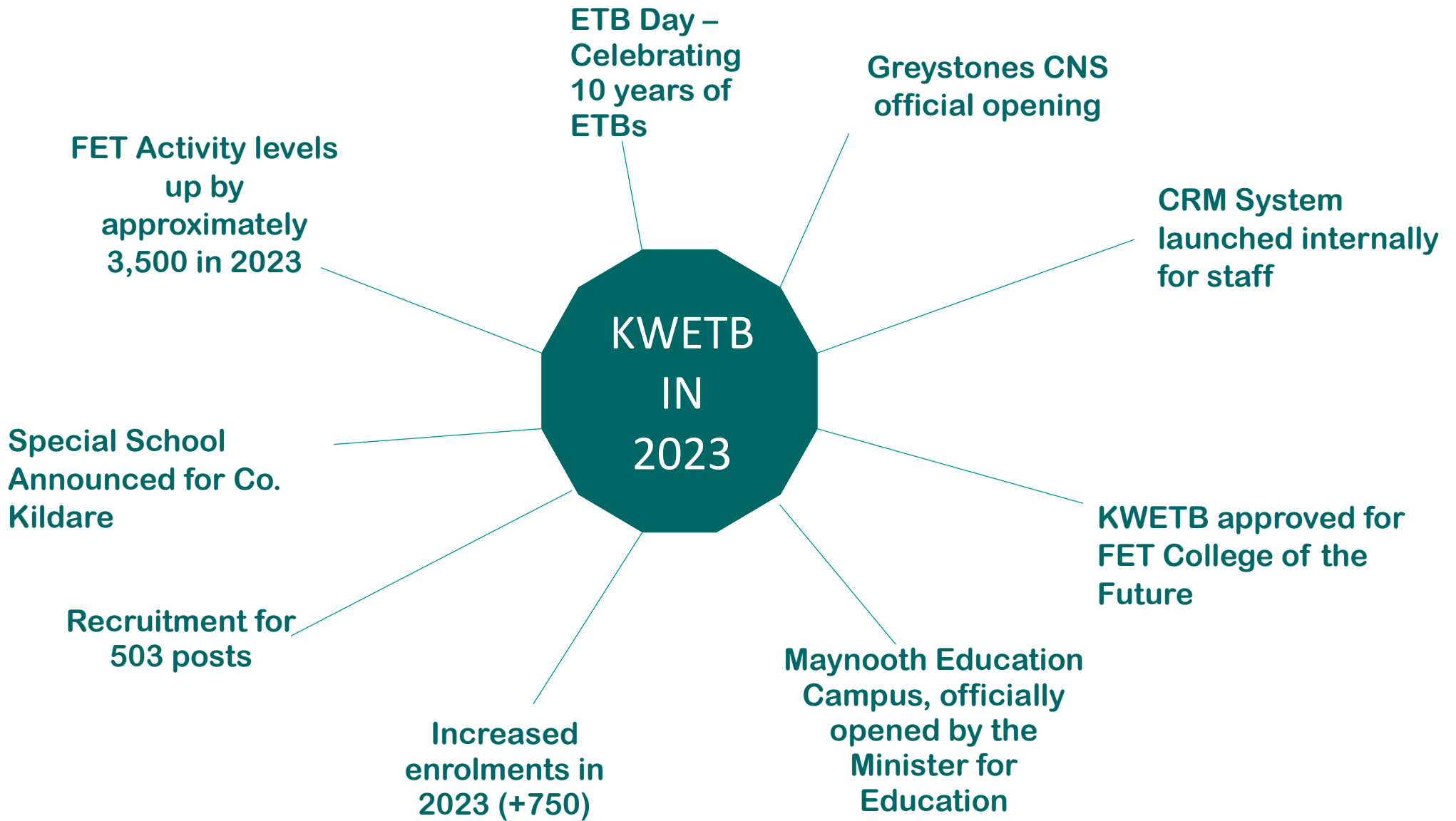
OUR MISSION

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







The Year that was - KWETB in 2023

For another consecutive year KWETB saw an increase in demand for its innovative FET courses, school places, education, literacy, guidance and learning support for our communities. FET activity levels increased by approximately 24%. Further progress was made in relation to the submission for the College of the Future application.

Kildare and Wicklow ETB are now compliant with the Pensions Act, all those in the single pensions scheme received a hard copy of their pension statement for 2023. This was a complex project for KWETB, led by the small pensions team carrying out complicated calculations for staff members in the scheme.

Confirmation of a special school, initially to be located at Craddackstown, Kildare was confirmed by the Department of Education. This development will provide much needed school access to those with Complex Learning Needs.

Special School
announced for
Kildare

KWETB administrative head office will relocate in the coming months, having received sanction for a new head office in Millenium Park, Naas. A fit out of the space is in the early stages with occupation of the new premises anticipated for the end of the year. Elsewhere, Bray Youthreach moved into their permanent home located at Florence Road, Bray, following upgrade works to the building. The Department of Education approved a major extension for Gaelcholáiste Mhaigh Nuad, the extension will provide state of the art facilities for the provision of education through Irish.

Blessington Community College received sanction for a 1,000 pupil extension, this increase in capacity for school places will allivate significant pressure on school places in the Blessington area. Greystones Community National School held its long awaited official opening in February, attended by then Minister and local Taoiseach, Simon Harris. The state of the art facility is of great benefit to the children who attend.

ETB Day
2nd March
2023

The implementation of the ETBI Patrons' Framework continued in 2023. In March 2023, the sixteen ETBs from across the country came together in Croke Park to celebrate 10 years of establishment of the Education and Training Boards. The day was a fantastic celebration of ethos and core values of ETBs that have driven education standards across primary, post primary and further education in local communities across all regions. Kildare and Wicklow ETB had two entries shortlisted for the event, one from Athy Community College and one from Bray Youthreach.

Kildare and Wicklow ETB continued to play an important role in the provision of education for Ukrainian children and families within our communities in Kildare and Wicklow. Approximately 200 learners were placed across KWETB.

Maynooth
 Education
 Campus official
 opening

The Minister for Education, Norma Foley officially opened the impressive Maynooth Education Campus in November 2023. The campus includes two post primary schools under the patronage of Kildare and Wicklow ETB; Maynooth Post Primary and Maynooth Community College and is a great celebration of our Ethos, learners and excellent facilities.

obcunB

KWETB continued its work on Equality, Diversity and Inclusion (EDI) in 2023, a working group has been established to identify and deliver on our commitment to EDI across the organisation. Engagement also commenced with our Leadership and Management forum, with an appetite and ideas to deliver on EDI and public sector duty. Similar to our work on EDI and public sector duty, KWETB commenced a substantial web accessibility project. The project aims to ensure that our website and content is accessible by all.

Equality,
 Diversity &
 Inclusion
 (EDI)

(EDI)

A customer relationship management (CRM) system was launched on a pilot basis, by OSD in 2023. The CRM system will streamline the way we respond to queries from internal stakeholders. The ticketing system ensures accurate tracking and monitoring of query responses. Progress on the reduction of non-compliant aggregate procurement continued in 2023, with a reduction of 29% achieved. This is as a result of the hard work and compliance across the organisation and activation of 8 OGP framework contracts, completion of 5 KWETB goods and services tenders, 23 class room equipment contracts signed and numerous building and buildings works competitions run in 2023.

KWETB’s recruitment team conducted a busy recruitment campaign consisting of 503 posts. KWETB also received an increase of 4 Deputy Principal Posts for Naas CC, Confey College, Glenart College and Avondale CC. The increase in allocation of posts is reflective of the successful growth of our schools and this additional support will have a positive impact for the schools involved.

Seven schools across KWETB engaged with SEN provision mapping in 2023. The ongoing developmental process aims to support inclusive school improvement. The initial 18-month cycle of Provision Mapping will provide participating schools with access to guidance, resources, workshops, and professional learning to enable them to collect data from staff, students and parents about inclusive education. This data will be analysed to inform future school improvement and identification of resources and professional learning and support needed to continue to respond to identified needs in an ongoing cycle.

KWETB were selected to be part of the pilot tertiary education project innovation launched by DFHERIS in 2023. Funding was received to create collaborations between ETBs and 3rd level insitutions for a number of pre-identified areas of interest. The access to the

programmes will be via the ETB enrolment process, and learners will progress through to a level 7 or 8 award with the associated 3rd level institution.

The implementation of the Action Plan in response to the recommendations made in the Inaugural Review of Quality commenced in 2023. The Action Plan included the roll out of a single integrated Quality Framework, development and dissemination of a Quality Team work plan. Furthermore it included the development of strategies for enhancing the learner voice through Stakeholder Engagement subgroup of the Quality Council.



Governance Report

This report presents the high-level overview of governance activities of KWETB in 2023. 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 2023, included:

- Adoption of Service Plan 2023
- Adoption of Annual Report 2022
- Draft Annual Financial Statements and Statement of Internal Control 2022
- 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 2023.

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 2023. 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 2024 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 2022 Annual Financial Statements were laid before the House of the Oireachtas and subsequently published on our website.

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 (PMF) is in operation and policies are develop, approved and reviewed in line with the PMF. Travel and Subsistence Policy, Gifts and Hospitality Policy and the Asset Management Policy were updated and approved by SMT in 2023.



Protected Disclosures Report 2023

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 2023.

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 2023.

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 2023.

Board member	Nominating Body	24/01/2023	21/02/2023	28/03/2023	23/05/2023	04/07/2023	26/09/2023	28/11/2023	No. of Board Meetings attended / held (7)
Cllr. Daragh Fitzpatrick (Chair)	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Tom Fortune (Deputy Chair)	Wicklow CoCo	-	-	-	-	✓	✓	✓	3/7
Cllr. Lourda Scott	Wicklow CoCo	✓	-	✓	-	✓	✓	✓	5/7
Cllr. Nuala Killeen	Kildare CoCo	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Bernard Caldwell	Kildare CoCo	-	✓	✓	✓	✓	✓	✓	6/7
Cllr. Anne Ferris	Wicklow CoCo	✓	✓	✓	-	✓	✓	✓	6/7
Cllr. Evie Salmon	Kildare CoCo	✓	✓	✓	✓	-	✓	✓	6/7
Cllr. Peter Hamilton	Kildare CoCo	✓	✓	✓	-	✓	✓	-	5/7
Cllr. Paul O'Brien	Wicklow CoCo	✓	-	-	✓	-	✓	✓	4/7
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	✓	✓	✓	✓	✓	-	✓	6/7
Ms. Aoife Ní Cheilleachair	Staff Representative	-	-	-	-	-	-	-	0/7
*Ms. Deirdre O'Donovan	Parent Representative	-	-	-	-	n/a	n/a	n/a	0/4
Mr. David O'Gorman	Parent Representative	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Caoimhe Molloy	NYCI – National Youth Council of Ireland	-	-	-	✓	-	-	✓	2/7
Mr. Noel Merrick	NAPD, ACCS and Joint Managerial Body (JMB)	✓	✓	✓	✓	✓	✓	✓	7/7
**Ms. Alice O'Donnell	ICTU – Irish Congress of trade unions	-	-	-	✓	✓	-	n/a	2/6
Ms. Siobhain Grogan	Conradh na Gaeilge	✓	✓	✓	✓	✓	-	✓	6/7
Mr Ronan Mills	Institute of Professional Auctioneer & Valuers	-	-	-	-	-	-	-	0/7

*Deirdre O'Donovan – resignation notice received for this member May 2023

**Alice O'Donnell – resignation notice received for this member November 2023

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 2023 and met a further three times in early 2023 to consider the reporting year 2023. The programme of work of the Audit and Risk Committee for 2023 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 four times in 2023.

As part of their work programme the Finance Committee included the following in 2023;

- 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 2023

Committee member		19/01/2023	28/02/2023	21/03/2023	08/06/2023	13/09/2023	16/11/2023	No. of ARC Meetings attended / held (6)
Mr. Paul McEvoy (Chair)	External	✓	✓	✓	✓	✓	✓	6/6
Mr. David Russell	External	✓	✓	✓	-	✓	✓	5/6
Ms. Ailish Byrne	External	✓	-	✓	✓	✓	✓	5/6
Ms. Kerrie Sheehan	External	✓	✓	✓	✓	✓		5/6
Mr. Alan Richardson	External	✓	✓	✓	✓	✓	✓	6/6
Cllr. Kevin Duffy	Board		✓	✓	✓	✓	✓	5/6
Cllr. Nuala Killeen	Board	✓	-	-	-	-	-	1/6
Mr. David O’Gorman	Board	✓	✓	✓	✓	✓	✓	6/6

Composition of Finance Committee and meeting attendance 2023

Committee member		16/02/2023	22/03/2023	17/05/2023	08/11/2023	No. of Finance Committee Meetings attended / held (4)
Mr. Noel Merrick (Chair)	Board	✓	✓	✓	✓	4/4
Cllr. Patsy Glennon	Board	-	-	-	-	0/4
Cllr. Peter Hamilton	Board	✓	✓	✓	✓	4/4
*Ms. Margaret Hogan	External	-	-	-	n/a	0/3
Mr. JJ Power	External	✓	✓	✓	✓	4/4
Ms Martina Robinson	External	✓		✓	✓	3/4

*Margaret Hogan resigned from Finance Committee in May 2023

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 2023. 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 Corporate, 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 2023 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*.

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 2023

The below achievements of 2023 are derived from strategic objectives as set out in [KWETB Statement of Strategy \(SOS\) 2020 - 2024](#) and the KWETB 2023 Service Plan. On the implementation of the SOS, the vision going forward is to devise a detailed annual operational plan to progress the goals and actions of the 4 strategic pillars in consultation with staff. Progress made each year will be monitored quarterly and will be reported on at the end of each year in the Annual Report for the Organisation, as below.

Strategic Objective	Strategic Action	2023 Deliverables / Achievements
Strategic Priority 1: Teaching and Learning		
Championing the Highest Quality Standards in Education and Training	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.	Principal’s Network shared learning experiences from Whole School Evaluations (WSE) inspections which included aspects of Management, Leading and Learning (MLL). This also included a focus on Child Protection Inspections and DE requirements.
	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.	KWETB completed a significant level of strategic development and implementation through the Action Plan developed in response to the recommendations in the Inaugural Review of Quality. Key developments in 2023 included: <ul style="list-style-type: none"> - Completion, governance approval and commencement of roll out of single, integrated Quality Framework

		<ul style="list-style-type: none"> - Commencement of policy development on self-evaluation - Commencement of review of Quality Governance - Development and dissemination of a Quality Team work plan - Active collaboration at national level through the ETBI Quality Network on programme development and review - On-going Erasmus mobilities with a focus on quality and development of application for accreditation with Léargas - Development of strategies for enhancing the learner voice through the Stakeholder Engagement Sub-group of the Quality Council
<p>Innovation in teaching and learning</p>	<p>Integrate new and emerging technologies to enhance teaching and learning both in-house and remotely through the KWETB ICT strategy. 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.</p>	<p>Supportive networks for Subject Teachers and Special Focus Groups set up and online collaborative platforms. Collaboration on learning technology initiatives and projects such as Internet Safety and Coding.</p> <p>Approval and validation of Level 4 and 5 micro-credentials in sustainability. Roll out of the delivery of the Sustainability micro-credentials as stand-alone modules and as integrated programme content.</p> <p>Development and dissemination of specific, centre and service-based targets as part of the implementation of the Strategic Performance Agreement, including regular briefings given to FET managers on target achievement.</p> <p>Development of approaches to the staffing of Professional Development Units are in progress.</p>

<p>Youth work, sport and music education</p>	<p>Deliver Youth Work in line with government strategy and community needs through the provision, coordination, administration and assessment of youth services in Kildare and Wicklow</p>	<p>Comprehensive response to the IAU-ETBs audit report on Youth Work, including the development of a standardised checklist for UBU funded organisations regarding scheme requirements including operational requirements and addressing areas identified in audit. Commencement of a strategic plan for Bray Sports Promotion Unit with a focus on promoting the voice of the children and young people from the community served by the Unit.</p>
	<p>Deliver on goals and priorities of Music Generation Wicklow (MGW) and continue to set-up the establishment of Music Generation Kildare (MGK) in line with targets.</p>	<p>Five-year plan under development by Music Generation National Office. Continued growth and development of MGW and MGK in 2023.</p>
<p>Strategic Priority 2: Working and Learning environments</p>		
<p>Buildings, maintenance and sustainability</p>	<p>Identify and procure new fit for purpose administrative offices for KWETB in Naas and Wicklow Town.</p>	<p>Lease signed for new Head offices – Millennium Park, Naas. Fit out commenced.</p>
	<p>Improve the energy performance of our schools and education centres in line with best practice and guidelines</p>	<p>Developed an Energy and Sustainability information section on our Staff Intranet which provides our schools and centres with guidance and support on the government and schools Climate Action Strategies.</p>
<p>Information and communications – ICT</p>	<p>Review KWETB Manual Processes to identify those that can be reviewed, enhanced and/or automated to ensure greater efficiency.</p>	<p>We successfully transitioned SAP financials over to SUN. Full review of user management process completed. Survey of key ICT infrastructure completed.</p>

<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>Leadership and Management Forum continued to engage. Establishment of EDI/Public sector duty working group.</p>
<p>Strategic Priority 3: Value and develop our staff</p>		
<p>Develop an Internal Communication Strategy</p>	<p>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.</p>	<p>We procured the services of a PR Consultancy to assist us with the development of a PR/communications strategy.</p>
	<p>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.</p>	<p>We procured and implemented a new ticketing system and are currently piloting its use in our ICT Section.</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
CRM	Customer Relationship Management
EDI	Equality, Diversity and Inclusion
SIC	Statement of Internal Control
SLA	Service Level Agreement



FET

Further Education and Training

OSD

Organisation Support and Development

DFHERIS

Department of Further and Higher Education,
Research, Innovation and Science