



etb

Bord Oideachais agus Oiliúna
Chill Chainnigh agus Cheatharlach
*Kilkenny and Carlow
Education and Training Board*

Annual Report

2019

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Foreword

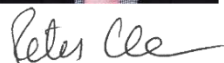
Kilkenny and Carlow Education and Training Board is pleased to present its 2019 Annual Report. This report outlines the comprehensive range of activities undertaken by KCETB's schools, centres and services over the past twelve months. The report also includes information on KCETB's corporate governance and financial functions for the period 1 January to 31 December 2019.

In July 2019 following the local elections a new Board was appointed to KCETB for a five-year period. The Board is supported in its work by the executive leadership team who have given direction to the strategic priorities and management functions of the organisation. Together, the Board and executive team have worked effectively to guide the developments that have taken place during 2019 in schools, further education and training and organisational support.

KCETB advanced a number of key projects during the year the most significant of which was the final completion and opening of the Carlow Campus. The arrival of students on the Campus in August marked the beginning of a new chapter for Tyndall College and Carlow Institute of Further Education. In addition, good progress was made on the Kilkenny Campus project with the appointment of a design team and the finalising of the agreement on the transfer of the site. There was continued development at the new Kilkenny Training Campus with an expansion in apprenticeships and traineeships.

The KCETB Strategy Statement sets out ambitious goals and objectives for the five years up to 2022. Over this period, KCETB will lead the development of education and training opportunities throughout Carlow and Kilkenny, creating positive learning environments and experiences for people at all stages of lifelong learning and continuing to respond to local needs.

KCETB is very fortunate to have a highly committed board and a dedicated staff team, all of whom contribute to the success of our schools, centres and services. We acknowledge the commitment and expertise brought by our leaders and staff to the many projects which have been championed this year and the manner in which they have promoted the work of KCETB. Everything we do in KCETB is guided by serving the best interests of learners: thanks to the successful partnership between the board and staff, KCETB has made significant progress in achieving its aims in 2019.



Cllr. Peter Cleere
Chairperson



Eileen Curtis
Chief Executive

Kilkenny and Carlow Education and Training Board Members

Name	Representation
Eileen Brophy	Chambers Ireland
Fergal Browne	Carlow County Council
Mary Hilda Cavanagh	Kilkenny County Council
Peter Cleere	Kilkenny County Council
Laura Conheady	Staff representative
Deirdre Cullen	Kilkenny County Council
Andrea Dalton	Carlow County Council
Michael Delaney	Kilkenny County Council
Eamonn Doheny	Parent representative
Fidelis Doherty	Kilkenny County Council
Ger Frisby	Kilkenny County Council
Denis Hynes	Kilkenny County Council
Matthew Kenny	Staff representative
Richie Manogue	IBEC
Caitlín Mhic Cárthaigh	Conradh na Gaeilge
Brian O'Donoghue	Carlow County Council
Patrick O'Neill	Kilkenny County Council
Jenny O'Regan Byrne	Parent representative
Noel Phelan	NALA
Clare Ryan	School Management/Leadership
Adrienne Wallace	Carlow County Council

KCETB Board Members from January to July 2019

Name	Representation
Gerard Brophy *	Aontas
Fergal Browne	Carlow County Council
Mary Hilda Cavanagh	Kilkenny County Council
Peter Cleere	Kilkenny County Council
Andrea Dalton	Carlow County Council
Michael Daly *	School Management/Leadership
Fidelis Doherty	Kilkenny County Council
Matt Doran *	Kilkenny County Council
Denis Foley *	Carlow County Council
Ger Frisby	Kilkenny County Council
Breda Gardner *	Kilkenny County Council
Karen Hennessy *	IBEC
Joe Malone *	Kilkenny County Council
Richie Manogue	IBEC
Caitlín Mhic Cárthaigh	Foras na Gaeilge
Jenny O'Regan Byrne	Parent representative
Diarmuid Ó Sé *	Parent representative
John Pender *	Carlow County Council
Eleanor Reddy *	Staff representative
Keith Shirley *	Staff representative
Maurice Shortall *	Kilkenny County Council
* denotes members from January – July 2019	

Our mission

Kilkenny and Carlow Education and Training Board enables learners to achieve their full potential and contributes to the social, cultural and economic development of our area and of our country.

Our vision

Our ambition for the future is to:

Lead the development of education and training opportunities throughout our two counties by engaging with learners and communities, creating positive learning environments and experiences for people at all stages of lifelong learning, and contributing to social and economic development.

In everything we do, we aim to be “the education and training service that others use as a benchmark of excellence”.

Our values

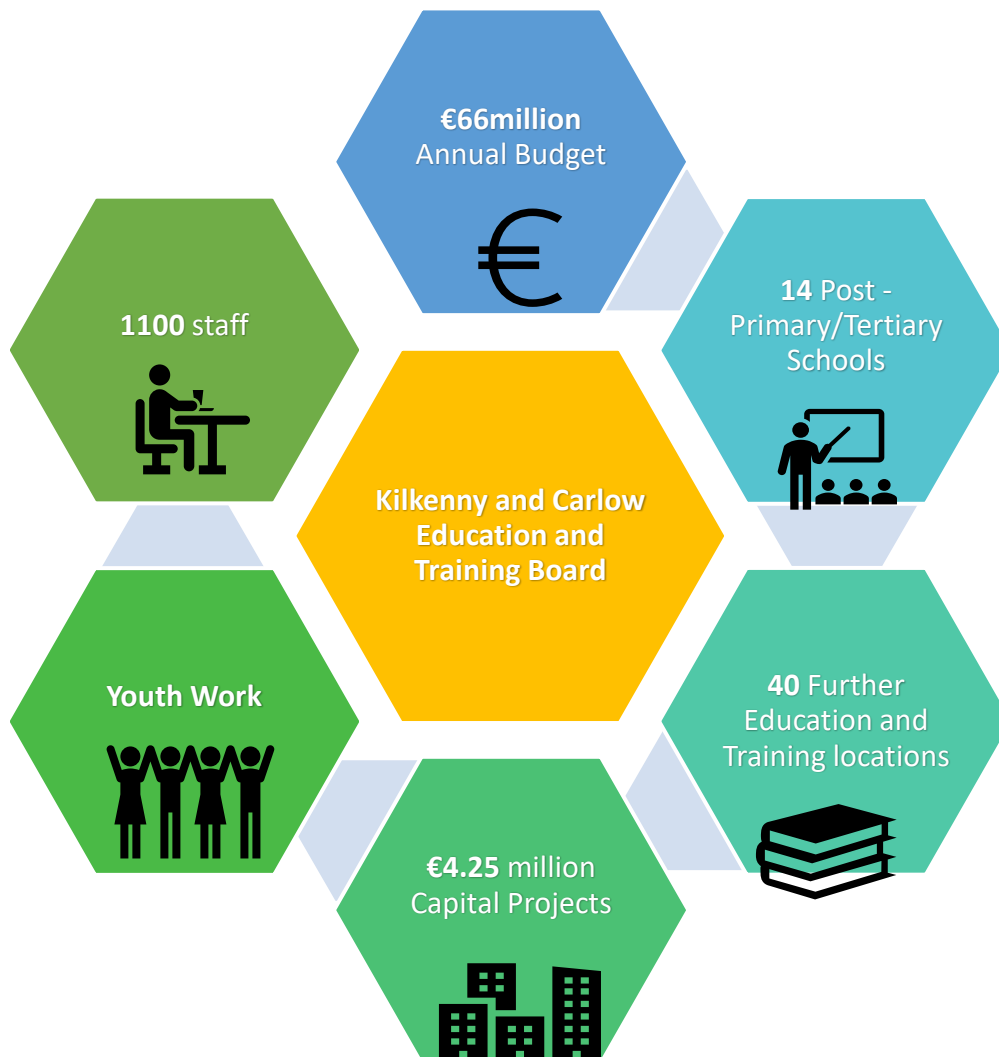
We value learning and recognise its role in the development, cohesion and wellbeing of society. Everything we do is guided by serving the best interests of learners.

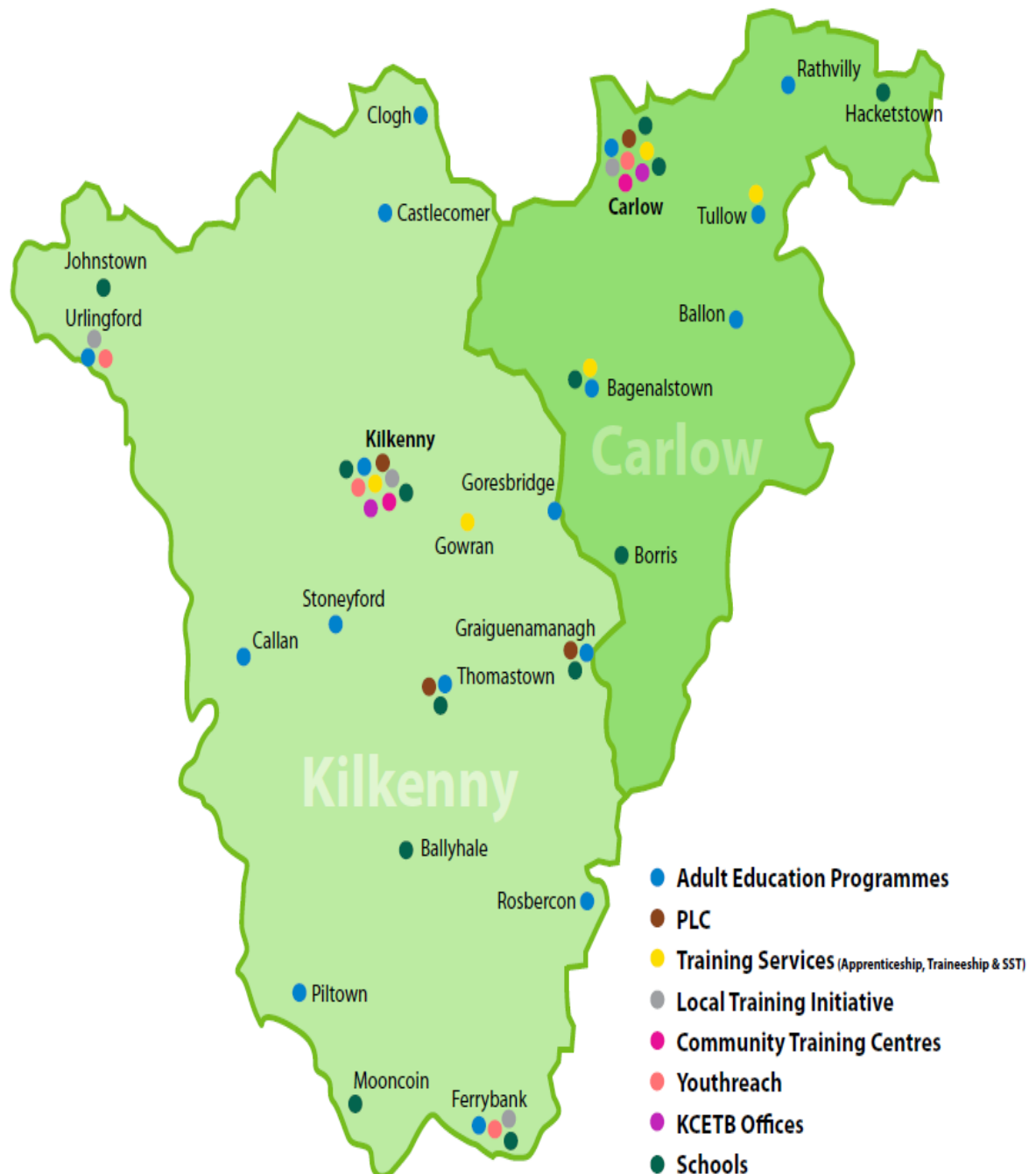
We aim for excellence and are committed to continuous improvement throughout our organisation. We value relationships and working in collaboration within the education and training sector and with the wider community.

As a public service organisation, KCETB has a culture of accountability, integrity, fairness, openness and respect.

We adopt high standards of professionalism, honesty, objectivity and quality, which are central to serving all learners. We embrace diversity and we are open to new ideas.

Overview of Services





Geographical map of Kilkenny and Carlow ETB

Organisational Structure

The Board of KCETB is supported by an Executive, which is responsible for the implementation of policy, day-to-day management and functions not reserved for the Board as detailed in S12 of the Education and Training Boards Act 2013.

Kilkenny and Carlow ETB operates across the two counties of Kilkenny and Carlow with its head office in Carlow and a further office in Kilkenny.

Kilkenny and Carlow ETB management team is led by the Chief Executive and three directors, the Director of Schools, the Director of Further Education and Training and the Director of Organisation Support and Development



KCETB Strategic Goals 2017 – 2021

Progress Report 2019

1 <i>Improve the learning experience and outcomes for all learners</i>	High standards of teaching and learning <ul style="list-style-type: none"> Subject/programme/whole school inspection reports in schools/centres Examination results in schools and FET centres City and Guilds Super Centre Status Teaching and learning workshops for schools – roll out of cohort 3 Coaching programme for schools Completion of digital training programme in schools – Phase 1 Recruitment and appointment of additional education and training staff Phase II Electrical Apprenticeship Training - continued skills to advance initiative introduced
	Curriculum reform <ul style="list-style-type: none"> Junior Cycle cluster training days in schools Junior Cycle Well-Being programme developed in schools PE and Politics and Society introduced in some schools New programmes developed across KCETB training services and education centres Tobar Programme piloted with the Defence Forces
	Use of ICT <ul style="list-style-type: none"> Further roll out of Digital Strategy for Schools- Upgrading of ICT infrastructure across schools, centres and services Additional expenditure on classroom and learning supports Technology-enhanced learning advanced in FET and schools Further development of digital leaders programme for schools Appointment of Technology Enhanced Learning Co-ordinator
	Creativity and wellbeing <ul style="list-style-type: none"> Wellbeing, health and mental health programmes prioritised in schools, centres and offices Participation in national and international programmes and competitions Participation in national advertising campaigns to promote Adult Learning services National FET Learner Forum hosted by KCETB Introduction of coding and ICT short courses for Junior Cycle in some schools ETB debating competition for schools
	Inclusive learning <ul style="list-style-type: none"> New outreach centres for adult learning Work with refugee resettlement programmes in Kilkenny and Carlow Additional ASD units and special classes operating in schools and more planned Assistive technology provided for learners Continued roll out of resource allocation model for special needs students Over 1,000 learners on part-time Adult Education programmes completed levels 1-6 English classes provided as part of Refugee resettlement programme

2
Ensure
that all
KCETB
services
meet high
quality
standards

Professional Standards

- Continuing professional development for staff in schools, centres and offices
- Focus on management and leadership development programme for school leaders
- Provision of training, development and information briefings – governance, wellbeing, financial procedures, risk management

Governance

- Early sign- off of 2018 Financial Statements
- New ETB Board appointed
- New Boards of Management in place
- Training for all board/committees
- New Audit and Risk Committee appointed
- Finance Committee appointed
- Publication of Board minutes online
- Updated policies and procedures
- Support for school and centre management in meeting governance requirements
- Maintenance of Risk Management Framework and Risk Register
- Publication of HR Policies and procedures online
- Publication of payments in excess of €20,000, prompt payment report and board expenses
- Compliance Audit Report
- Corporate Procurement Plan developed
- Payroll Shared Services Project commenced.
- Compliance with Child Protection procedures
- QQI Executive Self Evaluation Report completed

Quality working and learning environments

- New and upgraded school buildings
- Completion and opening of the new Tyndall College and Carlow Institute of Further Education
- Progress on the Kilkenny Schools Campus – appointment of design team
- Commencement of a series of capital/refurbishment projects and emergency works in schools
- Improvements in digital infrastructure in schools/ and FET services
- Update to Microsoft 10 across KCETB
- Introduced communication tool in schools

Quality assurance

- Looking at Our Schools framework introduced and developed
- School Self Evaluation - workshops completed in schools
- Review of leadership and management provision in schools
- Implementation of recommendations of inspection reports
- QQI quality assurance guidelines in development
- FET Executive Evaluation completed as part of QQI re-engagement
- Common assignment briefs implemented in BTEI and Adult Literacy
- Quality Improvement Plan 2019 agreed and advanced

3
**Strengthen
 our links
 with the
 wider
 community**

Work with communities, parents, families

- Student of the Year and awards ceremonies
- Exhibitions of learners work and achievements
- Marketing of school and FET services through media campaigns, open days and exhibitions
- Active parents' associations
- Students' Council workshops
- Careers Showcase and Workshops
- Music Generation Kilkenny commenced
- Music Generation Carlow programme reviewed
- Youth initiatives developed in Castlecomer and Tullow
- Area Profile and Needs Assessment completed for UBU

Economic development and entrepreneurship

- Sustained growth in registrations in apprenticeships and traineeships
- Enhanced links with business and industry
- Contribute to South East Regional Skills Forum; South East Action Plan for Jobs; Local Community Development Committees
- DEASP/ETB Inter-Agency Protocol reviewed.
- Expansion of Skills for Work Programme
- Ongoing review of FET programmes to meet skills needs
- Transition programmes in schools focusing on creativity, innovation and entrepreneurship
- EXPLORE programme – to promote digital literacy with local
- New bridging and foundation courses introduced
- New IT Technology and Software Development Traineeships

Collaboration with DES, ETBI and other ETBs

- Engagement with DES on staffing, capital projects and policy implementation
- Active involvement in ETBI forums and support services
- Sharing of good practice and expertise with other ETBs
- Develop and implement ETB sectoral approaches to national policies

Corporate Governance

Legislative Mandate

The Board of KCETB is responsible for the proper direction and control of KCETB and holds the Chief Executive accountable for the operations of the organisation. The Board is directly responsible for the reserved functions detailed in S12 of the Education and Training Boards Act 2013 and the Board's work is set out in line with these matters. Executive functions are carried out by the Chief Executive who is accountable to the Board for the performance of these functions.

Standing items considered by the Board include:

- Declaration of interests,
- Chief Executive's report
- Financial reports
- Reserved matters
- Risk Management
- Committee reports

Code of Practice for the Governance of ETBs

The Code of Practice for the Governance of ETBs 2019 came in to effect in January 2019. In line with the Code the Board acts on an ethical basis, in good faith, with due diligence and care, and in the best interest of the ETB, having due regard to its legal responsibilities and policies of the Minister and government. KCETB has adopted the Code and has put in place practices and procedures to ensure compliance with the up-to-date requirements.

Annual Report and Financial Statements

The Board is responsible for the preparation of the Annual Report and Financial Statements which it considers gives a true and fair reflection and properly presents the activities, state of affairs and income and expenditure of the Board in 2019.

Risk Management

The Board maintains oversight of risk management and confirms that it has carried out an assessment of KCETB's principal risks, associated mitigation measures and assurances of the effectiveness of these measures in 2019.

The Board manages risk for the organisation through a structured risk management programme. The Board has delegated risk management oversight to the Audit and Risk Committee. Risk Management is a standing item at all Board meetings and consideration includes:

- Risk reports from senior management including the Chief Risk Officer (CRO)
- Reports of the Audit and Risk Committee
- Changes in risk ratings
- Audit Register

The Audit and Risk Committee assists the Board and gives an independent view in respect of its Risk Management responsibilities.

System of Internal Control

The Board of KCETB maintains and operates an efficient and effective system of internal control in accordance with S7.4 of the Code. The system of internal control ensures that assets are safeguarded, transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or detected in a timely period.

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

- Managerial and administrative procedures
- Segregation of duties
- Specific authorisations
- Internal check
- Assurances Declarations signed by senior management
- Monthly management review of reports outlining the actual and budgeted results of programmes operated by KCETB
- External audit reports and recommendations
- Internal audit reports and recommendation
- Annual review by the Board of the effectiveness of the system of internal control

The Board confirms that there has been a review of the effectiveness of the system of internal control.

The Chairperson confirms that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

Procurement

KCETB is adhering to relevant procurement policy and procedures and has a Corporate Procurement Plan in place. The Corporate Procurement Plan examined any non-compliance with procurement policy. As at the 31st December 2019 KCETB had 6.3% non-compliant expenditure, a number of services were part of ongoing procurement processes to achieve compliance were included in this figure.

Public Spending Code 2013

KCETB is adhering to the relevant aspects of the Public Spending Code.

Tax Compliance

KCETB has complied with its obligations under tax law.

Review of Board Effectiveness

The Board carried out a review of its own effectiveness at its Board meeting in March 2019 in accordance with S4 of the Code.

Board Meeting Schedule, Attendance and Expenses

The Board of KCETB met on the following dates in 2019:

- 17 January 2019
- 19 February 2019
- 21 March 2019
- 02 May 2019
- 25 July 2019* x 2
- 03 September 2019
- 19 November 2019

*establishment of new Board, two meetings held on this date.

A new KCETB Board was established on the 25 July 2019.

KCETB Board attendance – up to July 2019					
Name	Representation	17 Jan	19 Feb	21 Mar	2 May
Fergal Browne	Carlow County Council	X	X		X
Mary Hilda Cavanagh	Kilkenny County Council	X	X	X	X
Peter Cleere (Chairperson)	Kilkenny County Council	X	X	X	X
Andrea Dalton	Carlow County Council			X	X
Fidelis Doherty	Kilkenny County Council	X	X	X	X
Matt Doran (Deputy Chairperson)	Kilkenny County Council	X		X	
Denis Foley	Carlow County Council		X	X	
Ger Frisby	Kilkenny County Council	X			X
Breda Gardner	Kilkenny County Council	X			
Joe Malone	Kilkenny County Council		X		
John Pender	Carlow County Council	X	X		X
Maurice Shortall	Kilkenny County Council	X	X	X	
Eleanor Reddy	Staff representative	X			X
Keith Shirley	Staff representative	X	X	X	X
Jenny O'Regan Byrne	Parent representative	X		X	X
Diarmuid Ó Sé	Parent representative	X			X
Gerard Brophy	Aontas		X		X
Karen Hennessy	IBEC	X		X	X
Richie Manogue	IBEC	X			X
Michael Daly	School Management/ Leadership	X	X	X	
Caitlín Mhic Cárthaigh	Foras na Gaelige	X	X	X	X

KCETB Board attendance – from July 2019

Name	Representation	25 May	25 Jul	3 Sept	19 Nov
Fergal Browne	Carlow County Council	X		X	
Mary Hilda Cavanagh (Deputy Chairperson)	Kilkenny County Council	X	X	X	X
Peter Cleere (Chairperson)	Kilkenny County Council	X	X	X	X
Andrea Dalton	Carlow County Council			X	X
Fidelis Doherty	Kilkenny County Council	X	X	X	X
Michael Delaney	Kilkenny County Council	X	X	X	X
Brian O'Donoghue	Carlow County Council				X
Ger Frisby	Kilkenny County Council	X	X	X	X
Denis Hynes	Kilkenny County Council	X		X	
Deirdre Cullen	Kilkenny County Council	X	X	X	X
Adrienne Wallace	Carlow County Council	X	X	X	X
Patrick O'Neill	Kilkenny County Council	X	X	X	X
Laura Conheady	Staff representative	X	X		X
Matthew Kenny	Staff representative	X	X	X	X
Jenny O'Regan Byrne	Parent representative		X	X	X
Eamonn Doheny	Parent representative		X	X	X
Noel Phelan	NALA			X	X
Eileen Brophy	Chambers Ireland				X
Richie Manogue	IBEC			X	
Clare Ryan	School Management/Leadership			X	X
Caitlín Mhic Cárthaigh	Conradh na Gaeilge			X	X

Board Members Expenses:

Board member		Statutory Meetings	Interview Boards	Attendance at Conferences/ Seminars	BOM	Other	Total
		€	€	€	€	€	€
Browne	Fergal	72	-	-	-	-	72
Cavanagh	Mary Hilda	801	3340	378	53	-	4572
Cleere	Peter	415	3149	428	86	553	4631
Daly	Michael	135	-	-	80	-	215
Doran	Matt	90	-	-	-	-	90
Doherty	Fidelis	263	6872	565	222	47	7969
Foley	Denis	67	-	-	164	-	231
Frisby	Gerard	542	-	-	34	2776	3352
Gardner	Breda	23	-	-	-	-	23
Hennessy	Karen	38	-	-	-	-	38
Manogue	Richard	76	130	-	-	-	206
Mhic Cárthaigh	Caitlín	229	1577	-	157	63	2026
O'Regan Byrne	Jenny	123	-	-	-	-	123
Pender	John	132	-	-	161	-	293
Phelan	Noel	13	-	-	-	-	13
Shirley	Keith	76	-	-	-	-	76
Shortall	Maurice	103	2804	-	105	34	3046
Wallace	Adrienne	38	-	-	-	-	38
		€3236	€17872	€1371	€1062	€3473	€27014

Peter Cleere is the Chairperson of Kilkenny and Carlow Education and Training Board
 Mary Hilda Cavanagh is the Deputy Chairperson of Kilkenny and Carlow Education and Training Board

Gerard Frisby is a member of the ETBI Reserve Members Forum

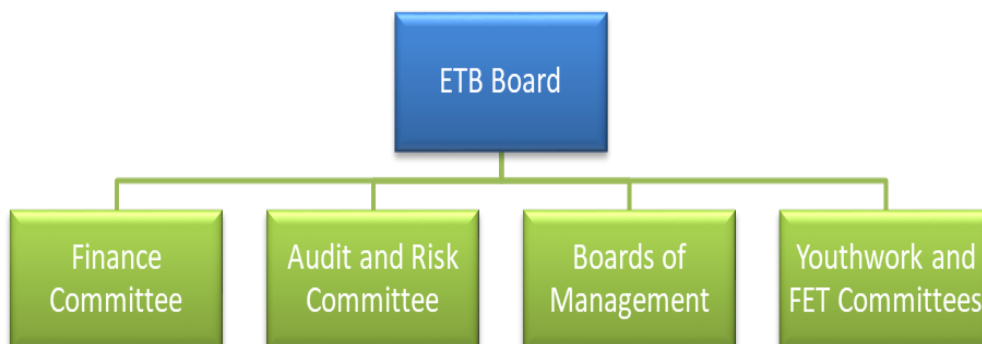
Induction training for Board members

With the establishment of a new Board of KCETB in July 2019, formal induction training for new and existing members was a priority for KCETB Board and executive management. To facilitate this process KCETB provided the following to assist members in fulfilling their role on the board and committees: Appointment Letter – formal appointment letter with detail of appointment as required by the Code of Practice for the Governance of ETBs 2019;

- Board Member Induction Pack – comprehensive material on the roles, responsibilities and functions of KCETB Board;
- Executive Management Briefing on the strategic objectives and activities of KCETB
- Board Governance Training – Institute of Public Administration
- Formal internal Induction for Audit and Risk Committee and Finance Committee
- Briefing from the Internal Audit Unit ETBI

Committees

The Board of KCETB has established a number of committees to assist them in their functions. These committees are composed of board members and/or other agreed membership. In addition to the Audit and Risk Committee and Finance Committee, each school has its own Board of Management with a number of FET Boards of Management and a Youthwork committee.



Audit and Risk Committee

Established under section 44 of the Education and Training Boards Act, 2013, the Audit and Risk Committee has a specific role, acting independently of the management of KCETB, providing assurances to the Board as to the adequacy and effectiveness of the internal control processes, including risk management and corporate governance. The committee met on the following dates in 2019; 25 February, 04 March, 24 October and 09 December. The Audit and Risk Committee comprised of the following members during 2019:

Members prior to September 2019	25 Feb	04 Mar
Mary Brennan (Chairperson) – external member	X	X
Edward Holohan – external member	X	X
Brendan Fennelly – external member	X	X
Maurice Shortall – Board member	X	X
Michael Daly – Board member	X	X
Fergal Browne – Board member	X	

Members post September 2019	24 Oct	09 Dec
Mary Brennan (Chairperson) – external member	X	
PJ Leonard – External member	X	X
Gerard Mulvey – External member	X	X
Patrick O’Neill – Board member	X	X
Michael Delaney – Board member	X	X
Denis Hynes – Board member		?

As part of their work programme the Committee considered the following;

- Internal and external audit reports
- Briefings and assurances of senior management
- Minutes of the Board
- Minutes of the Finance Committee
- Audit Register
- Compliance and governance structures
- Risk Management Policy
- Risk Register
- Risk Management Implementation Plan
- Protected Disclosure Policy and Report
- Financial policies and procedures
- Engagement with C&AG representative

Finance Committee

The Finance Committee has responsibility for reviewing the income and expenditure of KCETB, major contracts and financial aspects of the education and service plans. The Committee met on the following dates in 2019; 10 January, 19 March, 22 October and 03 December. The Finance Committee comprised of the following members during 2019:

Members prior to September 2019	10 Jan	19 Mar
Mary Brennan – external member	X	X
Peter Cleere – Board member	X	X
Mary Hilda Cavanagh – Board member	X	X
Matt Doran – Board member		
Denis Foley – Board member		

Members post September 2019	22 Oct	03 Dec
Mary Brennan (Chairperson) – external member		X
Sadie Aherne – external member	X	X
Edward Holohan – external member	X	X
Peter Cleere – Board member	X	X
Deirdre Cullen – Board member	X	X
Mary Hilda Cavanagh – Board member	X	X

The work programme of the Finance Committee in 2019 included the consideration of the following items;

- Capital Projects Report
- Monthly Income and Expenditure Reports
- Contracts in excess of €50,000
- Contracts Register
- Financial Statements
- Draft Service Plan

- Report of the Audit and Risk Committee
- Assurances of Chief Executive
- Briefings from Senior Management

Financial Statements

It is a duty of the Board to ensure that a balanced, true and fair view of the ETBs financial position is made annually. The Board of KCETB is responsible for the keeping of accounts and the preparation of the annual financial statements in a manner which complies with: legislation; the accounting policies and standards applicable to the ETBs; properly present the income and expenditure and state of affairs at the end of 2019 and reports on matters which it considers prudent.

The Board of KCETB considers that the financial statements of 2019 give a true and fair view of the financial position of the organisation, properly presents the income and expenditure and the state of affairs at the end of 2019.

Please note that the KCETB Annual Financial Statements for the year ended the 31st of December 2019 is subject to audit by the C&AG at the time of publication of the KCETB Annual Report for 2019. KCETB will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor

The Audited Financial Statements will be published on www.kcetb.ie.

Freedom of Information Act, 2014

In 2019 KCETB received 10 requests for information under the Act.

Protected Disclosure

In 2019 there was one matter raised under the Protected Disclosures Act 2014.

Irish Human Rights and Equality Commission Act, 2014

KCETB is committed to a policy of equal opportunity, adopts a positive approach to equality in the organisation and seeks to ensure fair and equitable treatment under the nine grounds set out in the Equal Status Act. Programmes and services are committed to ensuring that a culture of equality and fairness underpins their work. In 2019 a KCETB representative was designated as a member of ETBI's Peer Support Group tasked with developing a programme of work to support ETBs to implement the public sector equality and human rights duty. In addition, KCETB set up a Project Team with representatives from the FET, Schools and OSD areas to take forward this work.

Annual Reporting of Energy Performance

As a public body KCETB has an annual legal requirement to report energy data under S.I. 426 of 2014. In 2018 KCETB made a 12.4% saving.

Staffing Profile

The following table depicts the whole-time equivalent staffing profile of KCETB during 2019

2019	
Chief Executive	1
Directors	3
Administration & Support Staff	
Administration staff (wte)	66.51
Ancillary (wte)	46.51
School Staff	
Principals	14
Deputy Principals	17
Teaching staff (wte)	445.90
Special Needs Assistants (wte)	38.75
Further Education & Training Staff	
Training Services Manager	1
Adult Education Officers (including 1 Assistant Training Services Manager)	3
Co-ordinators/Facilitators	12
Guidance Counsellors	5
Youth Officers	2
Music Generation Development Officers	2
Resource Tutors	11
Part-time Tutors	150
Teachers/Tutors (wte)	40
Information Officer	2
Instruction	3
Total (whole time equivalent)	859.67

Directorate Reports

Schools Directorate

Kilkenny and Carlow Education and Training Board (KCETB) is a statutory local education authority operating in accordance with the Education and Training Boards Act 2013 and other relevant legislation.

It provides a comprehensive range of quality education programmes and supports designed to meet the needs of young people and adults throughout Kilkenny and Carlow. It has developed a range of educational provision to address the diverse and ever-changing demands of learners. Today, Kilkenny and Carlow ETB operates thirteen second level schools, a tertiary further education and training college, an extensive adult education service and a range of post-leaving certificate courses. It is involved in many partnership activities at local level and provides a range of educational supports to enhance the quality of its education programmes.

Kilkenny and Carlow ETB now has responsibility for thirteen second-level, co-educational multi-denominational schools/colleges and a tertiary further education and training college. They are:

Abbey Community College, Ferrybank	Coláiste Pobail Osraí, Cill Chainnigh
Borris Vocational School	Duiske College, Graiguenamanagh
Carlow Institute of Further Education and Training	Gaelcholáiste Cheatharlach
Coláiste Aindriú, Muine Bheag	Grennan College, Thomastown
Coláiste Cois Siúire, Mooncoin	Kilkenny City Vocational School, Kilkenny
Coláiste Eoin, Hacketstown	Scoil Aireagail, Ballyhale
Coláiste Mhuire, Johnstown	Tyndall College, Carlow

The aim of the second level schools is to provide a quality, inclusive, holistic education that will enable each individual to reach his/her full potential so that each learner may lead a fulfilling life and contribute to the development of society. The school communities strive to achieve these aims with professional, collaborative staff by offering:

- an extensive curriculum, catering for the spiritual, moral, intellectual, physical, social and personal development of learners
- a co-curricular education programme
- a pastoral care programme

The schools in Kilkenny and Carlow ETB were founded as a response to local educational need and this tradition of meeting the needs of learners is ever present throughout the school community. The innovation and management of change is clear from the range of programmes on offer.

Partnership is also a key concept in the development of our schools and is apparent in our active Student Councils and Parents' Associations. We also work in partnership with other stakeholders, particularly in the religious, youth, sport, community development and business sectors to enhance the educational experiences of our students.

Kilkenny and Carlow Education and Training Board continues to provide a broad range of programmes in its schools. In addition to the Junior and Leaving Certificate Programmes schools also offer specialised programmes like the Junior Certificate Schools Programme, Leaving Certificate Applied and the Leaving Certificate Vocational Programme.

Second Level Provision

School	Programmes Offered						
	JC	JCSP	TY	LC	LCA	LCVP	PLC
Abbey Community College, Ferrybank	✓		✓	✓		✓	
Borris Vocational School	✓		✓	✓		✓	
Coláiste Aindriú, Muine Bheag	✓	✓	✓	✓	✓		
Coláiste Cois Siúire, Mooncoin	✓			✓		✓	
Coláiste Eoin, Hacketstown	✓		✓	✓		✓	
Coláiste Mhuire, Johnstown	✓	✓	✓	✓	✓	✓	
Coláiste Pobail Osraí, Kilkenny	✓		✓	✓			
Duiske College, Graiguenamanagh		✓	✓	✓		✓	✓
Gaelcholáiste Cheatharlach	✓		✓	✓		✓	
Grennan College, Thomastown	✓		✓	✓		✓	✓
Kilkenny City Vocational School		✓	✓	✓			✓
Scoil Aireagail, Ballyhale	✓		✓	✓			
Tyndall College, Carlow		✓	✓	✓		✓	

Junior Certificate Schools Programme (JCSP); Transition Year Programme (TY); Leaving Certificate Applied (LCA); Leaving Certificate Vocational Programme (LCVP); Post-Leaving Certificate (PLC)

Second Level Enrolments

School	2018/2019
Abbey Community College, Ferrybank	922
Borris Vocational School	535
Coláiste Aindriú, Muine Bheag	71
Coláiste Cois Siúire, Mooncoin	140
Coláiste Eoin, Hacketstown	219
Coláiste Mhuire, Johnstown	553
Coláiste Pobail Osraí, Kilkenny	230
Duiske College, Graiguenamanagh	130
Gaelcholáiste Cheatharlach	355
Grennan College, Thomastown	310
Kilkenny City Vocational School	216
Scoil Aireagail, Ballyhale	199
Tyndall College, Carlow	403
Total	4,283

Post Leaving Certificate Enrolments

School	2018/2019
Carlow Institute of Further Education and Training	649
Duiske College, Graiguenamanagh	34
Grennan College, Thomastown	51
Kilkenny City Vocational School/Ormonde College of Further Education	269
Total	1,003

School Achievements in 2019

The ETB schools in Kilkenny and Carlow continued to grow and develop during 2019 with an increase in enrolment in a number of schools.

Teaching and Learning

All our schools continued to engage in School Development Planning, School Self-Evaluation and DEIS planning with many undertaking a series of initiatives in the area of teaching and learning.

- **Curriculum Reform** - There was a continued roll out of training for the Junior Cycle with a series of in-school and cluster training days. As part of their Junior Cycle Wellbeing Programme, many schools organised wellbeing events e.g. Active Schools Week, Lip Synchs, Got Talent Showcases, Staying Safe Online and anti-bullying programmes etc. At senior cycle, Physical Education and Politics and Society were new subjects rolled out as additional options to students in some of our schools.
- **Active Teaching Methodologies** - A series of Teaching and Learning Workshops were organised with Mike Hughes which focussed on teaching methodologies and practices. Two workshops took place on 25 January 2019 and 27 February 2019 and a total of 45 teachers attended from all fourteen schools. In addition, a coaching workshop was delivered on 24 January 2019, with 12 teachers trained to coach, support and embed the Magenta Principles with colleagues in their schools. This is part of an ETB wide initiative to enhance the quality of teaching and learning in our schools.
- **Digital Learning** – A Digital leaders’ group from across ETB schools concluded a training programme; they are now championing digital learning in their schools. The focus is to embed digital technology in teaching and learning across schools and colleges with students and teachers using Microsoft Office 365.
- **Recognising Achievement**
 - Our students have excelled in their academic, sporting and extra-curricular achievements, representing our ETB to the highest level at local and national events e.g. Coláiste Aindriú were national finalists in the Junk Kouture competition, Scoil Aireagail were Intermediate Hurler Winners in the Senior B Colleges Competition, Grennan College had All Ireland success in Handball, Coláiste Eoin’s U16 Gaelic Football team won the South Leinster Schools Final, Kilkenny City Vocational School were awarded their fifth Green Flag for Biodiversity, Coláiste Mhuire achieved their

fourth Ambassador School Status in the Cycle against Suicide, Ormond College was awarded highly commended in the National Career Skills Competition, while Abbey Community College excelled in the Texaco Children's Art Competition.

- Our KCETB Schools Debating competition was held on the 09 April 2019 with the winning team coming from Abbey Community College.
- The Student of the Year Awards were presented on 06 September 2019. A student from each school was nominated for an award for their achievements and overall contribution to school life.

School Governance and Management

- A number of subject inspections took place during the year including:
 - Guidance Inspections in Coláiste Aindriú and Kilkenny City Vocational School,
 - Mathematics Inspection in Gaelcholáiste Cheatharlach,
 - Follow Through Inspection in Irish in Coláiste Mhuire,
 - Pilot Child Protection and Safeguarding Inspection in Grennan College and
 - DEIS (Delivering Equality of Opportunity in Schools) Inspection in Duiske College.
 The Implementation of inspection recommendations is ongoing in schools.
- **Enhancing Leadership Teams** - The School Management Team Spring Conference took place on 14 and 15 March 2019. The conference seeks to support our school leaders and develop their capacity to lead teaching, learning and development in KCETB schools. Conference workshops included: Leadership for Strategic Change; Working with Middle Leaders; Leading Learning for All, Some and Few: Mapping as Process and Product and Positive Behaviour Management for Schools. School leaders conducted annual reviews with their middle leadership teams in their schools in line with CL 003/2018.
- **Quality Learning Environments** – a commitment to high quality teaching and learning environments was achieved by the following:
 - **Improved digital infrastructure** in our schools with upgrades to broadband connectivity, software and hardware. Our schools developed e-learning plans and were successful in securing additional funding through the Department of Education and Skills ICT Grants.
 - **Completion of Carlow Campus** – Tyndall College and Carlow Institute of Further Education and Training opened its' doors to students on the new campus in August 2019 with each college having the enrolment capacity of 1,000 students.
 - **Provision of additional ASD Units** in some schools e.g. a third special class for students with Autism Spectrum Disorder was opened in Kilkenny City Vocational School, and state of the art ASD Units were opened in Coláiste Mhuire and Tyndall College providing high quality teaching and learning environments for students with additional needs.
 - **Continued upgrades to school buildings** - Grennan College completed electrical works and roof repairs to the equestrian centre; Borris Vocational School underwent pipe

and boiler repairs and construction on a large extension commenced, there was refurbishment of two pre-fabricated blocks in Duiske College, Coláiste Mhuire had the addition of new classrooms and a new traffic management system for the school, while there was progress made with the Kilkenny Schools Campus- Coláiste Pobail Osraí and Kilkenny City Vocational Schools, with the appointment of a Design Team and preliminary drawings for both schools agreed within KCETB.

- **School Governance** - New Boards of Management were established for our schools and colleges, and members were confirmed, by our ETB on 19 November 2019. Training for members of boards took place in Kilkenny and Carlow on 25 and 27 November respectively. All our school leaders signed off on Corporate Governance Assurance Document(s) for 2019.

Partnerships with the wider community

Over the course of the year, we have witnessed the fruits of collaboration between schools and our various educational partners. The commitment of all of the partners to the promotion of excellence is to be commended and is demonstrated by the following:

Promotion of the Student Voice – Two training workshops for Student Council members took place on 16 and 30 September in both Carlow and Kilkenny. 144 students attended. Student Councils in many schools prioritised climate issues in their plan of work for 2019 e.g. introducing recycling systems and the removal of plastic bottles and paper/plastic plates in their schools. The Director of Schools, delivered a workshop to teachers on activating student voice at the County Carlow post-primary schools’ education conference on 29 August 2019.

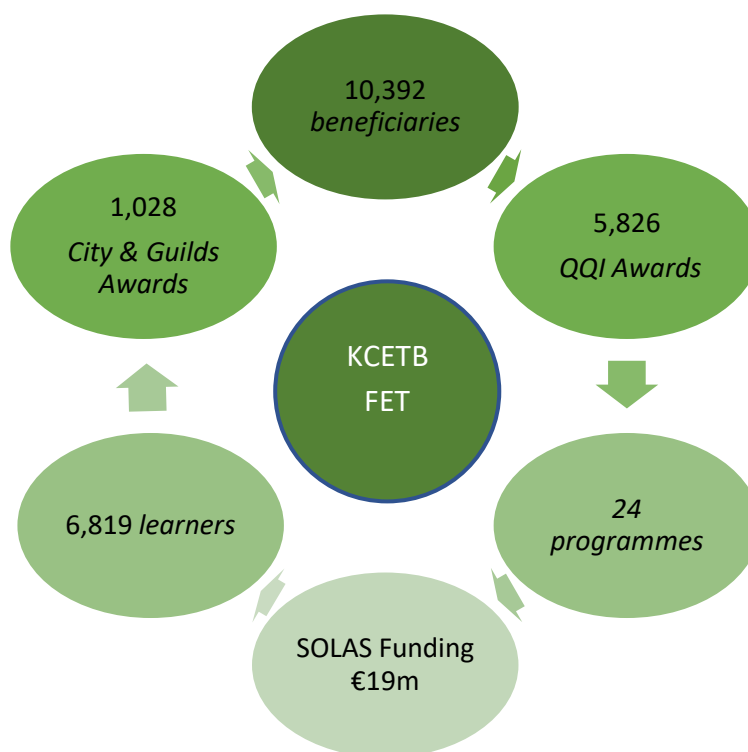
- **Working in Partnership with Parents and the Community** – Strong links at school level with parents, saw the active engagement with Parents Associations and the annual election of new officers to Parents Associations. Most of our Parent Associations are affiliated to the national body, the National Parents Council Post Primary (NPCPP).
- **Schools as Centres of Excellence** – Many of our schools are involved in collaborative projects that showcase best practice in teaching and learning with other key stakeholders:
 - **School Excellence Fund** – Coláiste Mhuire was linked with five local primary schools for Digital-STEM and ran an event highlighting work carried out by this cluster group of students and teachers, showcasing the outcomes to the PDST and local industries. Kilkenny City Vocational School was showcased as a case study on a PDST CPD on Inclusion in Irish Second Level Schools and KCVS continues to work with the PDST on the design and delivery of CPD in the area of Leadership and Inclusion.
 - **Centre for School Leadership** – a cluster of ETB schools in Carlow (Coláiste Eoin and Tyndall College) and Kilkenny (Grennan College, Duiske College, Coláiste Pobail Osraí, Scoil Aireagail) are collaborating on active teaching methodologies and embedding digital literacy respectively. This is supported through the Centre for School Leadership.

- **International Links for Learning** – A number of our schools have forged partnerships with European and international learning organisations e.g. Borris Vocational School forged links with a German school in the Bavarian city of Ingolstdadt, Coláiste Mhuire were involved with a Spanish student exchange programme, Abbey Community College welcomed students, staff and parents from Howard W Blake High School in Tampa Florida, while Carlow Institute of Further Education and Training was awarded the ERASMUS+ Mobility Charter where their students have an opportunity to enhance their experiences in an international context through funded residential trips to partner organisations across the world.
- **Higher Education Links** -Transition Year, Leaving Certificate Vocational Programme (LCVP) and Leaving Certificate Applied (LCA) Programmes promoted stronger links with further and higher education colleges with guest speakers from colleges providing briefings in schools. Schools also engaged in College Awareness Weeks and visits to College Open Days. Our Further Education Colleges worked with their strategic partners around 'Round Zero' and 'Advanced Entry' links to degree programmes, in particular with IT Carlow, Waterford IT and Carlow College.

Please visit www.kcetb.ie to access further information on our post-primary schools.

Further Education and Training Directorate

During 2019 over 7,500 individual learners attended a KCETB FET course/programme at FET centres across Kilkenny and Carlow. Sustained growth in Traineeship and Apprenticeship registrations was recorded as was a 32% increase in adults seeking to engage in lifelong learning. The new Skills to Advance Programme saw those who were employed offered upskilling opportunities in a range of areas including; Leadership & Management, Microsoft Office Core & Expert as well as Confectionary and Patisseries being offered on a part- time basis.



Quality Assurance

Quality Assurance was further enhanced through KCETB's Quality Improvement Plan for 2019, new programmes were validated for use, assessment policies and procedures drafted and the first joint Results Approval Group convened in May. Across Kilkenny and Carlow, 47% of all QQI awards were awarded through KCETB. Over 2,500 learners progressed to FET or HET courses and nearly 500 learners entered employment directly from a KCETB course.

Adult Literacy

- **Including Literacy, ESOL, ITABE and Refugee Resettlement programmes**
- Refugee Programme offered in Carlow, Tullow, Bagenalstown, Piltown, Castlecomer, Thomastown, Urlingford and Callan to the Syrian Community
- Kilkenny student worked with NALA to produce a promotional piece for RET regarding Adult Literacy.
- RPL (Recognition of Prior Learning): A programme called TOBAR was piloted between the Defence Forces, ETB's and QQI to recognise their uncertified skills in accordance with the National Framework of Qualifications. This programme was successfully completed in June 2019 with 4 learners completing a Full Award at Level 4.

Apprenticeship

- Commis Chef Apprentices have progressed into their second year.
- One apprentice from Magna Auto-launch International, Bagenalstown won a gold medal at the National Skills competition in Dublin (April 2019) in the Engineering category. He will represent Ireland in the World Skills Competition in Russia.
- A team of 5 apprentices from CDS Architectural Metalwork Ltd., in Ballyfoyle designed, manufactured and presented a large scale letter A as their entry for the SOLAS, Generation A Competition 2019. They were awarded joint first place.

BTEI

- In 2019 the BTEI programme focused strongly on the integration of core competencies with a view to increasing employability opportunities for its learners.
- BTEI offered programmes in Employability Skills, ICT/Office Administration, Horticulture, Healthcare, Childcare and Culinary Skills.
- BTEI and Community Education jointly hosted Annual Awards Ceremonies in Autumn 2019. Several hundred learners received QQI certificates at Levels 3 - 6.

Bridging & Foundation

- Two new bridging and foundation programmes commenced. The first programme, D.I.Y and Retail Pharmacy ran in Bagenalstown, Co. Carlow for 15 weeks. The programme aimed to provide learners with an overview of the skills required to work in a retail setting and equip learners with general life skills.
- The second programme was developed in collaboration with Kilkenny Leader Partnership and Active Connections. This programme was entitled 'Outdoor Activities and the Workplace' and ran at the Outdoor Activities Hub in Graiguenamanagh, Co. Kilkenny.

Community Education

- In 2019 over 2000 learners participated in classes which were funded through the Community Education Service. Classes were held at numerous venues throughout the two counties, and this year again saw an increase in partnership activities focusing on the long term unemployed with a multi-agency approach.
- The Community Education Service in partnership with U-Casadh continued to support a group of Roma men in Construction Skills which included woodwork, tiling and plastering. The group have been successfully involved in creating a garden space and completed Horticulture modules at QQI level 3.

Community Training Centres

- The Community Training Centres in both Carlow and Kilkenny continue to provide training for early school leavers aged between sixteen and twenty-one.
- Kilkenny Employment for Youth (KEY) and Carlow Youth Training (CYT) offered training in the following areas: QQI Level 3 Major Awards in Employability Skills, Catering and Hospitality, Childcare, Construction and Apprenticeship preparation.
- The centres offered QQI Level 4 Major Awards in: Office Skills, Design and Graphics.
- They also offered VTCT Awards in: Hairdressing & Barbering, Beauty, Health and Fitness.

Local Training Initiatives

- Training Services funded seven Local Training Initiatives (LTI) programmes across Kilkenny and Carlow. All LTI's worked closely with their local communities in 2019 to offer a range of person centred services to assist local learners to develop the skills to enter or re-enter the labour market.
- Learners in Urlingford gained a range of transferable skills during their voluntary participation in local community.

Skills for Work & Skills to Advance

- A number of Skills for Work Programmes ran very successfully in 2019. These included Communication through Computers and Workplace Literacy. Two programmes were designed specifically for the Defence Forces.
- Under Skills to Advance a Professional Patisserie and Confectionery Services course was offered one day per week and learners will gain a Level 3 Diploma in Confectionary and Patisserie (City & Guilds). This programme will enable those in employment within professional kitchens to access training leading to employment as pastry chefs.
- Training Services offered a QQI Level 6 Train the Trainer course as part of its offering to companies wanting to upskill employees.

Specialist Training

- The National Learning Networks in Kilkenny and Carlow continued to offer personalised training courses and specialist learning supports to people who needed extra support to improve their quality of life, to get a job or continue to further education or training.
- NLN Carlow offered a QQI Level 4 Major award in Retail Skills, whilst NLN Kilkenny offered training in QQI Level 4 Employment Skills.
- Highlights over the past year have included many successful work placements where learners availing of long term work experience opportunities throughout the training programme gain valuable experience in work environments

Specific Skills

- The Specific Skills Training programmes continued to offer tailored, short courses to those seeking a range of employability related skills and formal vocational qualifications.
- Programmes were offered over a 3 to 10 week period, and were designed to meet the needs of those seeking employment and/or wishing to upskill within their current employment.
- The following SST programmes were offered : Forklift, Safe Pass and Manual Handling Training, Basic and Intermediate Welding and Heavy Goods Vehicle Driving.
- At least 55% of participants from these programmes progress directly to employment.

Traineeship

- The new IT Technology and Software Development Traineeship was developed in collaboration with Carlow IOT. On successful completion of the QQI Level 6 Award in IT Technology and Software Development, applicants will be able to design, develop and test software components and systems in a workplace environment and / or apply for direct entry to Year 2 of the Bachelor of Science Degree in Carlow IOT.
- Culinary Skills and Office Administration also commenced in 2019 in Kilkenny and Carlow.

VTOS

- Both VTOS centres presented participants with QQI and City & Guilds Certificates.
- Exhibitions were held displaying the learners' creative work.
- Dispersed learners were supported across a number of programmes including Healthcare, Nursing Studies; Gardening & Landscape Design, Computer Systems & Networking, Sports Fitness & Exercise, Animal Care & Science, Advanced Business Administration, Barbering, Music Technology, Public & Emergency Services; Hairdressing, Travel & Tourism, Holistic Health, Early Childhood Care and Education, Advanced Makeup Artistry, Furniture Making and Design.

Youthreach

- Youthreach Kilkenny celebrated 20 years in May 2019 with an event reflecting on the achievements of learners across the two decades.
- Leaving Certificate results were of a high standard in both centres with learners progressing to FET.
- Learners attended career information days in Carlow College, Carlow IOT, Waterford IOT, Ormonde College and Carlow Institute of Further Education & Training.

Adult Guidance

- The Adult Guidance Service provides individuals and groups with the opportunity to identify, explore and review educational and career options.
- The Adult Guidance Service facilitated BTEI group workshops in a number of locations. The service also supports the diverse range of learners across Kilkenny and Carlow including facilitating guidance interventions with Syrian refugee groups, Jobs Club and Defence Forces among others.
- DEASP-ETB Interagency Collaboration - DEASP and KCETB Interagency Protocol: Clients working with Case Officers in the local INTREO office were referred to the Adult Education Guidance Service for one-to-one educational guidance counselling appointments. This protocol is an excellent example of interagency collaboration. It ensures high levels of effective co-operation between agencies, with the aim of supporting adults who experience unemployment to explore, identify, access and progress on to education and/or career opportunities.

Music Generation

- Carlow Music Generation continued its performing tradition with its annual performance at Music at Mount Leinster. The Rip Tide Movement came to Carlow in July and mentored young people on a two day writing and performance workshop. The event finished with a performance from the band and the young people involved.
- Some members from Carlow travelled to Sitges in October to take part in the Creative Connexions Festival. This was a showcase of Irish and Catalan Culture and featured some of the most recognised Irish and Catalan musicians, artists and performers.
- Music Generation Kilkenny commenced in February 2019. The first programmes commenced in the Autumn in schools in Castlecomer, Muckalee and Johnswell. Already nearly 400 children have commenced music education.

FET Co-operation Hours

- During 2019 co-operation hours were expanded to new groups across Kilkenny and Carlow including St. Francis Farm, La Nua, SOS, IWA and NLN. Literacy, numeracy and core skills were delivered to groups in supportive learner friendly settings.

Youth Services

- The Youth Employability Initiative targets young people between 16 - 24 who are not in employment, education or training, in order for them to attain a level of confidence to engage in currently available programmes or services. Youth Services supported Foroige to deliver this initiative at Castlecomer.
- Further enhancement of the Gateway Project in Kilkenny took place in collaboration with DCYA and Ossory Youth Services.
- A new Youth Work Service was developed in Tullow in collaboration with DCYA and Carlow Regional Youth Services.
- An area profiling process and the Area Profile, Needs Assessment and Service Requirement Tool for Kilkenny and Carlow was completed for the new UBU Your Space Your Place Projects.

Organisation Support & Development (OSD) Directorate

The role of organisation support and development (OSD) is to manage and deliver the organisational and strategic functions of KCETB.

The OSD Directorate is comprised of the Corporate Services, Finance, Human Resources and ICT departments. OSD has contributed to KCETB achieving its strategic goals and objectives and ensuring that all KCETB services meet the highest quality standards.

The OSD Director, as Chief Risk Officer and in co-operation with the Chief Executive, is responsible for the co-ordination of risk management, governance, compliance and internal control across the organisation.

The achievement of objectives include the following during 2019:

Support all KCETB staff to perform their roles to the highest professional standards	<ul style="list-style-type: none"> • Staff wellbeing programme available to all staff • Governance and risk management briefings provided to staff • Support and assistance with regard to Data Management requirements
Implement high standards of governance throughout KCETB's services	<ul style="list-style-type: none"> • Governance and risk management briefings provided to staff • Development of Risk Management Policy and Implementation Plan • Development of policies and procedures • Early sign-off of 2018 accounts • Updating and active maintenance of Risk Register • Development and implementation of Corporate Procurement Plan • Issuance of Pension Statements
Create and maintain quality working and learning environments in all KCETB offices, schools and centres	<ul style="list-style-type: none"> • Capital Projects <ul style="list-style-type: none"> ○ Additional accommodation at Coláiste Mhuire and Borris VS ○ Emergency works at Abbey Community College and Duiske College • Active review of current leases to ensure value for money and suitable accommodation requirements • Developments in ICT infrastructure to provide upgraded ICT software

Implement support systems to ensure that schools, centres and programmes meet all their relevant quality assurance requirements	<ul style="list-style-type: none"> • Head office support to schools and centres re: HR, Finance and Corporate Services
Review organisational performance against best practice models, national and international	<ul style="list-style-type: none"> • Best practice national and sectoral standards of recruitment implemented • Commencement of transition to Payroll Shared Services
Increase the use of ICT within KCETB to enhance the quality of service	<ul style="list-style-type: none"> • Microsoft Office 365 introduced across schools • Development of internal ICT systems in anticipation of transition to Payroll Shared Services
Collaboration with DES, ETBI and other ETBs	<ul style="list-style-type: none"> • Sharing of knowledge and procedures to facilitate best practice across the sector



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Bord Oideachais agus Oiliúna
Chill Chainnigh agus Cheatharlach
*Kilkenny and Carlow
Education and Training Board*

NOTE:

This draft report remains confidential to Board members until it has been laid before Houses of the Oireachtas and is cleared for publication