



Annual Report 2023



kcetb

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



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Cllr. Fergal Browne
Chairperson



Eileen Curtis
Chief Executive

Foreword

Kilkenny and Carlow Education and Training Board (KCETB) is pleased to present its 2023 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 2023. Together, the board and executive team have worked effectively to guide the developments that have taken place during 2023 in schools, further education and training, and in organisational support.

In 2023 KCETB celebrated 10 years since its establishment and undertook a number of events to showcase the extensive range of education and training provision provided across the two counties and participated in national events through Education and Training Boards Ireland (ETBI). The week opened with an outside broadcast in Carlow with the local radio station during which students from Tyndall College, Coláiste Eoin and Music Generation Carlow provided wonderful entertainment. Other events which took place during the week included a workshop for guidance counsellors, a hospitality showcase, a celebratory learner event, the opening of the new ASD unit in Borris Vocational School and a Family Learning Conference at which new QQI Level 3 Family Learning awards were launched. In addition, KCETB participated in a number of ETBI events with a student from Kilkenny City Vocational School Alaudin Mohammad and teacher Michael Farrell featuring in the ETB Heroes video. A student from Gaelcholáiste Cheatharlach, Sean Holt won the Gaeloideachas Award while Abbey Community College and the Building Restorative Schools project took the top

two awards in the Respect category. All these events served to highlight the excellence of our students and staff and the richness of the learning experiences taking place in our schools and centres.

Our school enrolments continued to grow again this year with 5,414 students attending our schools and our further education and training figures increased to 16,330 this year. Similarly, our two music generation projects continued to expand their provision to young people across the two counties. A highlight this year, as part of the promotion of the Adult Literacy for Life Strategy, was the intergenerational family learning project, *One Book One Film for All*, undertaken by our Adult Learning Services in association with Cartoon Saloon which included film screenings, art competitions, a quiz and a scavenger hunt. A full range of extra-curricular activities continued again this year with students excelling in sport, drama, debating and many other areas all contributing to a holistic learning experience for our students. We are indebted to all our staff for their committed work in meeting the day-to-day challenges and supporting the needs of our students in both schools and centres.

The corporate governance work of the organisation continued with staff supporting the delivery on our statutory requirements in relation to our Service Plan, Annual Financial Statement and Annual Report. The 2022 accounts were signed off during 2023 while the OCAG audit for 2023 commenced in September. As part of the Shared Services Project for ETBs, we transitioned from the SAP to SUN financial system and the d/EPM reporting module was introduced to support financial forecasting and monitoring. This

year we undertook a series of building condition reports and energy audits to assist us in our planning for greater sustainability. As an organisation we promote a learning for all culture and this year we rolled out sustainability training to staff and learners as part of our effort to raise awareness of the how we can all make changes to support climate action.

Work continued to progress on the Kilkenny Schools Campus and on significant extension and refurbishment projects in schools and centres. A new SNU was installed in Duiske College, and extension works commenced in Scoil Aireagail, Ballyhale. Extensive work on the compilation of a site selection report and preliminary business case for a FET College for Kilkenny was completed during the year and this flagship project will provide key facilities to meet the skills needs of the region in the years ahead. Refurbishment work commenced on Ormonde College and preparatory work is ongoing for the upgrading of Grennan Equestrian Centre.

We are very fortunate to have a committed board and a dedicated team of staff who, together, support and promote our work. As a learning organisation, we are committed to achieving high-quality learning outcomes for our students and recognise that learning has the power to change lives and build communities. We are indebted to our board members, leaders and staff for their professionalism and commitment throughout the year. Our students are at the heart of everything we do and our aspiration for each of them is that they *Flourish through Learning with KCETB*.

Kilkenny and Carlow Education and Training Board Members

Name	Representation
Carmel Boyle	Irish Hospitality Institute
Tomás Breathnach	Kilkenny County Council
Fergal Browne (Chairperson)	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 (Vice Chairperson)	Carlow County Council
Michael Delaney	Kilkenny County Council
Eamonn Doheny	Parent Representative
Fidelis Doherty	Kilkenny County Council
Ger Frisby	Kilkenny County Council
John Hurley	Chambers Ireland
Matthew Kenny	Staff Representative
Thomas Kinsella	Carlow County Council
Caitlín Mhic Cárthaigh	Conradh na Gaeilge
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
John Cahill *	Carlow County Council

* Replacement representative during a period of leave of a member



Our Mission, Vision and Values

Our Mission

To enable students to reach their potential through education and to participate in the life of our area and country.

Our Vision

To lead the development of high-quality education and training opportunities across Kilkenny and Carlow, engaging with learners and communities through all stages of lifelong learning.

Our Core Values

KCETB is the largest provider of education, training and youth work opportunities in Kilkenny and Carlow. We recognise the importance of our role in our community and are aware of our responsibility to deliver high quality services. Our work is underpinned by our core values:

Value Learning

We value learning and place the student at the centre of our work. We believe that learning has the power to change lives and build communities.

Aim for Excellence

We aim for excellence in all of our services. We promote a culture of continuous improvement in our schools, centres and across our services.

Build Relationships

We build relationships with others that are collaborative and respectful. We recognise that working together is key to our success.

Promote Openness

We are accountable to others and promote openness and transparency. We know that, as a public body, we must maintain high standards.

Enhance Community

We recognise our role as a provider of services within our community. We are a learning organisation and work to enhance our community through our education, training and support services.



Overview of Services

Overview of Services



Kilkenny
and Carlow
Education
and Training
Board



Geographical Map of Kilkenny and Carlow ETB



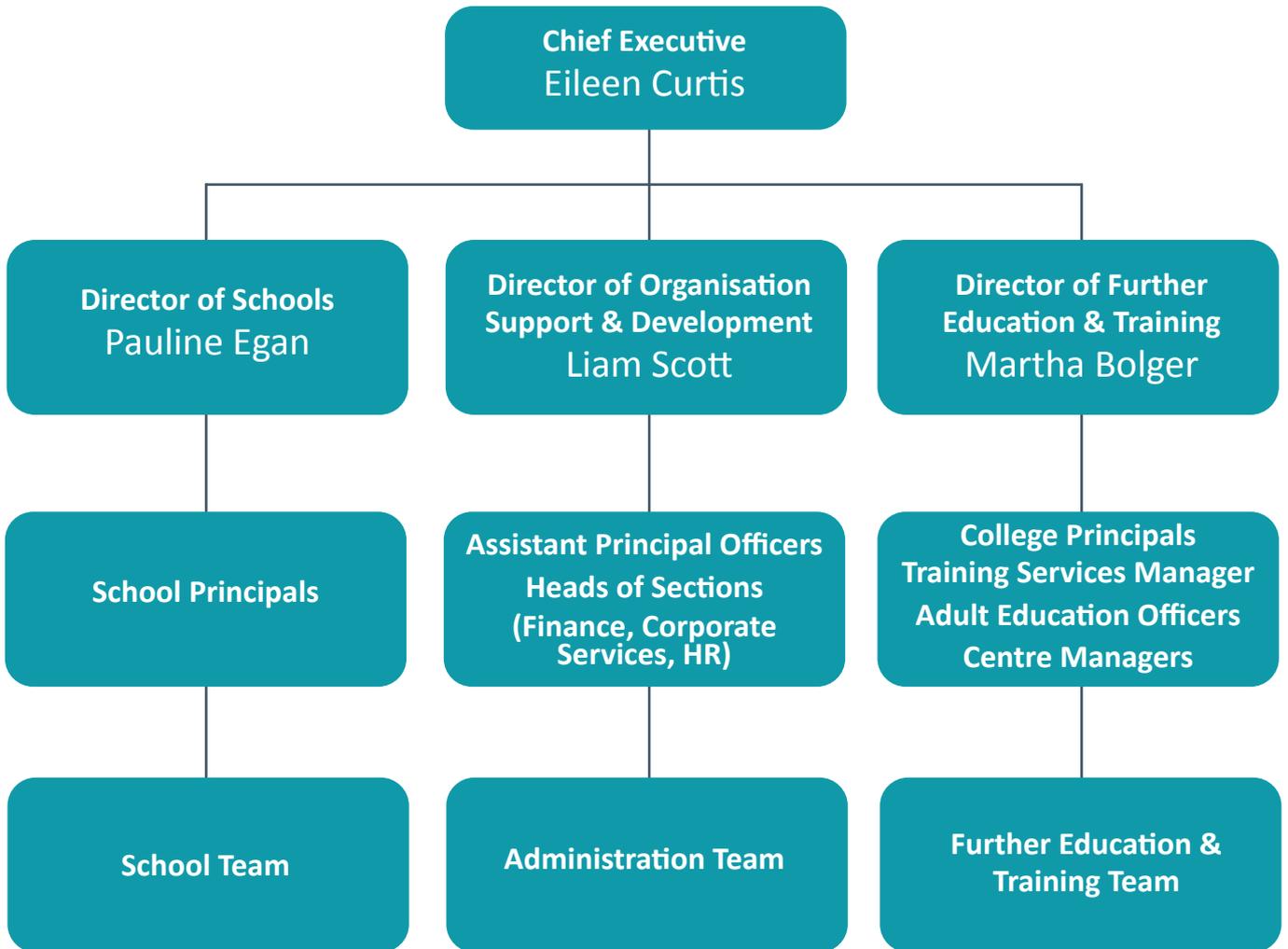
- Adult Education Programmes
- PLC
- Training Services (Apprenticeship, Traineeship & SST)
- Local Training Initiative
- Community Training Centres
- Youthreach
- KCETB Offices
- Schools

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 Section 12 of the *Education and Training Boards Act 2013*.

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

The KCETB management team is led by the chief executive and three directors - Director of Schools, Director of Further Education and Training, and Director of Organisation Support and Development





Strategic Goals

KCETB Strategic Goals 2022-2026

GOAL 1:

Promote high-quality teaching, learning and service delivery standards, embracing new methodologies and innovative approaches.

GOAL 2:

Build our influence, promote our services and extend our reach, making KCETB the quality option.

GOAL 3:

Build the leadership capacity of our team by promoting a *learning for all* culture in KCETB.

GOAL 4:

Build a strong, robust organisation with capacity and potential.

GOAL 5:

Collaborate with our partners, building evidence and insights for future direction and new models of service delivery.

Progress Report

1 Teaching, Learning and Quality Standards

High-Quality Teaching and Learning

- Magenta Principles Programme for teachers – 28 teachers attended
- Review of examination results in schools and FET centres
- TeachMeet took place on 20 October - 270 teachers attended
- Continued support for implementation of SSE process and planning with a focus on digital learning
- Support for assessment modifications for programmes in FET

Inclusive Learning

- SENCO Community of Practice established – 34 attended induction session
- Expansion of provision of special units and classes across schools including Duiske College and Grennan College
- Continued CPD and support for special education needs provision
- Participation of nine schools in the ETBI/ETB SEN mapping project supporting a whole-school approach to inclusion
- Additional supports provided for learners requiring assisted technology
- Family learning Wolfwalkers initiative rolled out
- Significant growth in adult literacy provision and certification at levels 1-4

Promotion of ICT

- Continued upgrades to ICT infrastructure across schools, centres and services
- Roll-out of digital strategy for schools and FET supported
- A Teach Nimble programme was delivered to support 19 teachers to embed digital technologies
- Ongoing CPD for schools and centres to support the embedding of digital skills
- Continued upgrading of design suites in technology, DCG, engineering and construction
- Audit of ICT infrastructure carried out as part of CyberRAT review

Self-Evaluation and Quality Assurance

- Junior Cycle cluster days completed
- Quality Improvement Plan 2023 agreed and progressed
- SSE process supported in schools/centres
- Inspection recommendations implemented
- Strategic Performance Agreement Targets agreed with SOLAS
- Schools/Centres supported to review curricular provision annually

2 Building Influence, Driving Impact

Promotion of Well-Being

- Awards and showcase events in schools and centres continued
- Promotion of well-being activities across schools, centres and services throughout the year
- Participation in extra-curricular activities, including local and national competitions, in areas such as hurling, football, camogie, music, drama and debating
- Promotion of creativity and climate awareness through a variety of school events and activities, including promoting global citizenship, creative and schools' excellence clusters
- Continued support to build the capacity of pastoral care systems to promote well-being in schools and centres
- Further roll-out of the Certificate in Restorative Practice for 18 school leaders and teachers

Data Analytics

- Ongoing analysis of data through PLSS, QBS and other MIS systems
- Data workshop hosted to support data monitoring and analysis
- Structured engagement with industry partners continued

Profile and Branding

- The Communications Working Group met regularly to enhance KCETB's approach to promotion and external communication
- The KCETB website was continued to be enhanced
- Additional promotional material and signage was rolled out
- Work continued on the KCETB Communications Strategy

Marketing and Promotion

- A schedule of promotional activities for schools and FET was undertaken during the year
- The Student of the Year Awards 2023 took place in Kilkenny on 8 September
- KCETB attended the regional National Apprenticeship Awards for graduates across 21 different trades in October
- Extensive ETB Week programme delivered to celebrate ten years of education and training in KCETB

3 Our People and Our Team

Workforce Planning

- Workforce planning and support took place in schools, FET and OSD with critical vacancies identified and sanctioned
- An induction programme for new teachers was delivered with 42 teachers attending
- A series of workshops were provided to support staff well-being

4 Our Organisation

CPD and Leadership Training

- Communities of Practice were supported in FET and schools to advance ongoing work
- CPD was promoted across the organisation with significant training with schools, FET and administrative and support staff, including health and safety training, and equality, diversity and inclusion training
- Health and Safety Training to support schools and centres, including Safety Officer and Safety Representative and MAPA training
- Leadership training for schools, FET and ETB management was provided and included a middle leadership programme for teachers

Governance

- External board effectiveness review took place
- A series of planning sessions took place to develop an enhanced FET delivery framework
- The Public Sector and Human Rights Duty Working Group held a series workshops and developed an Action Plan
- Timely submission of all KCETB statutory requirements, including Service Plan, Annual Financial Statements and Annual Report
- Financial and procurement training was provided for school and FET management
- Revised Child Protection procedures were adopted in all schools and Youthreach centres

Organisational Development

- Further embedding SUN Financial and P2P system across KCETB
- Introduction of d/EPM module and transition from SAP to SUN financial systems
- Introduction of central ICT support contract for schools and centres
- A Cloud Print Management Service commenced roll out to all schools and centres
- Cyber Security and Phishing testing continued

Capital and Building Development

- Kilkenny Campus project advanced
- Advance of major extension projects in Coláiste Mhuire, Borris VS, and Gaelcholáiste Cheatharlach
- Initial business case for new headquarters submitted to DE
- FET College of the Future business case developed and site selection report completed
- Delivery of a series of capital/refurbishment summer and emergency works projects continued
- Enhancements and upgrades to support cyber security continued
- Building conditions reports completed

5

Partnership and Innovation

Partnership and Collaboration

- Student Council training provided for 135 students across all schools
- Learner Forum event held to promote student voice
- Research was commissioned on NEETs young people with SETU
- Music Generation programmes and events continued and expanded
- The APSNAR survey report for youth work provision was submitted

New Provision

- Increased provision across apprenticeships and traineeships to meet skills needs, including Professional HGV Traineeship, SMART driving course
- REACH fund rolled out to support community projects
- Three intakes of Phase 2 electrical apprenticeship groups continued as part of emergency response
- Skills to Advance programme expanded to include leadership and management in hospitality and a Comp TIA cybersecurity programme
- A series of Green Skills awards were promoted among staff and students
- Application for Tertiary programmes made to commence in 2024

Strategic Innovation

- Work continued on the development of FET College model with a series of actions progressed
- A learning pathways and learner support framework advanced
- Blended learning approach continued to be piloted in FET
- Engagement with SETU, South East Regional Skills Forum, DSP and other industry partners ongoing
- Regional Education and Learning Team (REALT) continued with educational provision facilitated for 335 primary and 231 post primary students and English language provision for adult students



Legislative Mandate

KCETB was established under the *Education and Training Boards Act 2013* and is responsible and accountable for the proper direction and control of its functions in the Kilkenny and Carlow local authority areas.

Functions of the ETB Board

Decisions taken by the KCETB Board are reserved functions and are set out in Section 12 (2) of the *Education and Training Boards Act 2013* and in *Circular 0002/2019 Code of Practice for the Governance of Education and Training Boards*, with a full schedule set out in Appendix A of the Code. Decisions not specified in the Code are deemed to be executive functions for the chief executive. The board is satisfied that the chief executive delegates functions where appropriate and in accordance with the *Education and Training Boards Act 2013*.

Code of Practice for the Governance of ETBs

KCETB complies with the Code of Practice for the *Governance of Education and Training Boards, Department of Education Circular 0002/2019*. The purpose of the Code is to ensure that the principles of good governance and management are applied by KCETB. Compliance policies and procedures have been implemented to ensure compliance with the Code and emerging directives, regulations and best practice.

Annual Report and Financial Statements

KCETB 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 the Minister for 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

The KCETB 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 its state of affairs.

Risk Management

The KCETB Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness

of these measures in 2022. The board also manages risk for the organisation through a structured risk management programme. It is assisted in this risk management function by the Audit and Risk Committee. The board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit, and any external audits such as an ESF audit and or revenue audit. In addition, there is a review of internal controls performed on an annual basis.

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

Details of the principal risks and associated mitigation measures or strategies have been included in the SIC as part of the audited financial statements. These will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairperson's Comprehensive Report.



System of Internal Control

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, which is subject to change until the external audit is completed, has been included in the Annual Financial Statement (AFS) for the year ended 31 December 2021. The AFS will be published within one month of receipt from the Office of the Comptroller and Auditor General as an appendix to the Chairperson's Comprehensive Report submitted to the Minister.

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

- Managerial and administrative policies and procedures
- Segregation of duties
- Specific authorisations
- Internal check
- Assurances Declarations signed by senior management
- Strategy Statement
- Annual Service Plan
- Risk Management Reports
- Performance Delivery Agreement
- Oversight Agreement
- Monthly management review of reports outlining the actual and budgeted results of programmes operated by KCETB
- Audit register for external audit reports and recommendations
- Audit register for internal audit reports and recommendations
- Management Letters C&AG
- Opinion Reports, Findings and Recommendations Reports IAU-ETBI
- Code of Governance Compliance Review
- Audit and Risk Committee Annual Report
- Finance Committee Annual Report
- Protected Disclosures Report
- Annual review by the KCETB Board of the effectiveness of the system of internal control

KCETB manages Business Continuity taking regard of changes in the control environment.

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 *Chairperson's Comprehensive Report* that is submitted to the Minister.

Procurement

The board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code and the development and implementation of the Corporate Procurement Plan. The Corporate Procurement Plan examines any non-compliance with procurement policy. Procurement is at a very high compliance rate of 99.95% in KCETB in 2023. Total non-compliant expenditure amounted to only €7,633.

Public Spending Code 2013

The chairperson of the board confirms that KCETB is adhering to the relevant aspects of the Public Spending Code.

Tax Compliance

The chairperson of the board confirms that KCETB has complied with its obligations under tax law.

Review of Board Effectiveness

The KCETB Board carried out a review of its own effectiveness at its board meeting of 21 November 2023 in accordance with S4 of the Code.

Board Meeting Schedule, Attendance and Expenses

The KCETB Board met on the following dates in 2023:

- 17 January
- 14 February
- 21 March
- 16 May
- 4 July
- 19 September
- 21 November

During the year, the KCETB Board met on seven occasions, with details of attendance outlined in the table below:

First Name	Surname	17 Jan	14 Feb	21 Mar	16 May	04 July	19 Sep	21 Nov	Total
Carmel	Boyle								5/7
Tomás	Breathnach								7/7
Fergal	Browne								5/7
Mary Hilda	Cavanagh								5/7
Peter	Cleere								5/7
Laura	Conheady								5/7
Deirdre	Cullen								7/7
Andrea	Dalton								7/7
Michael	Delaney								3/7
Eamonn	Doheny								5/7
Fidelis	Doherty								6/7
Ger	Frisby								7/7
John	Hurley								5/7
Matthew	Kenny								6/7
Caitlín	Mhic Cárthaigh								7/7
Thomas	Kinsella								5/7
Patrick	O'Neill								6/7
Jenny	O'Regan Byrne								3/6
Noel	Phelan								2/7
Clare	Ryan								6/7
Adrienne	Wallace					Leave			3/4
John	Cahill								1/3



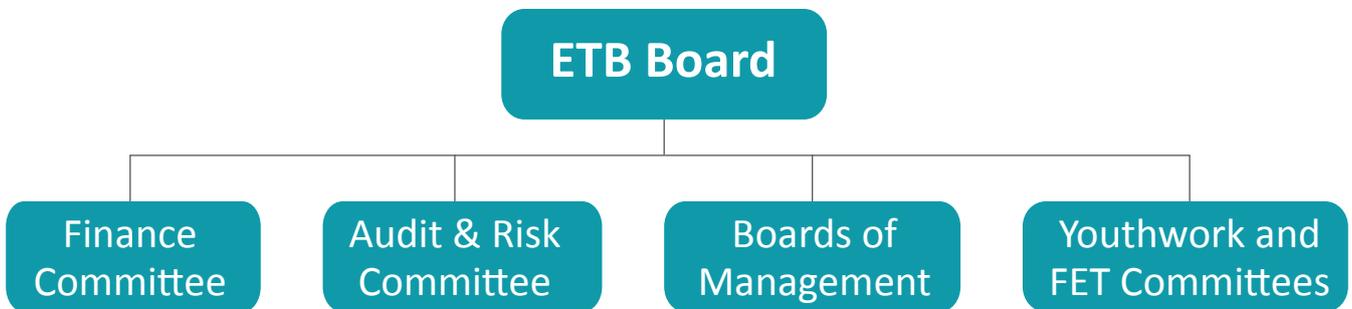
Governance training for board and committee members

Induction training is provided for all new board and committee members to assist them in effectively fulfilling their mandate and includes:

- Appointment letter – formal appointment letter with details 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.

Committees

The KCETB Board has established a number of committees, comprising board members and/or other agreed members, to assist in its functions. In addition to the Audit and Risk Committee and the Finance Committee, each school has its own board of management. Separately, there are 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, in providing assurances to the KCETB 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 2023: 23 January; 27 February; 15 March; 6 November; and 18 December via MS Teams and in person.

During the year, the Audit and Risk Committee met on five occasions, with details of attendance outlined in the table below.

Name	23 Jan	27 Feb	15 Mar	6 Nov	18 Dec	Total
Mary Brennan – External member						4/5
Andrea Dalton – Board member						5/5
Michael Delaney – Board member						2/5
PJ Leonard – External member						4/5
Gerard Mulvey (Chairperson) – External member						5/5
Patrick O’Neill – Board member						2/5

As part of its 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 Disclosures Policy and Report
- Financial policies and procedures
- Engagement with OCAG 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 2023: 13 February; 16 March; 1 November and 13 December.

During the year, the Finance Committee met on four occasions, with details of attendance outlined in the table below.

Members	13 Feb	16 Mar	1 Nov	13 Dec	Total
Sadie Aherne – External member					3/4
Mary Brennan – External member					3/4
Mary Hilda Cavanagh – Board member					3/4
Peter Cleere – Board member					2/4
Deirdre Cullen – Board member					1/4
Edward Holohan (Chairperson) - External member					4/4





As part of its work programme in 2023, the Finance Committee considered the following:

- 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 KCETB Board is responsible for the keeping of accounts and the preparation of the AFS in a manner which complies with legislation, the accounting policies and standards applicable to all ETBs. It must properly present the income and expenditure and organisational state of affairs at the end of 2023 and report on matters which it considers prudent.

The KCETB Board considers the AFS 2023 a true and fair view of the financial position of the organisation that properly present the income and expenditure and the state of affairs at the end of 2023.

It should be noted that the KCETB AFS for the year ending 31 December 2023 is subject to audit by the OCAg at the time of publication of the KCETB Annual Report for 2023. KCETB will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

Financial data in relation to the following is included in the AFS:

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories including management compensation in total;
 - Salaries and short-term employee benefits
 - Post-employment benefits
 - Termination benefits
- Key management compensation if any;
- Details of the number of employees whose total employee benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and €60,000 upwards and an overall figure for total employer pension contributions.

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



Freedom of Information Act, 2014

In 2023, KCETB received 8 requests for information under the Act.

Protected Disclosure

In 2023, there were no matters 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 2022, KCETB established a Public Sector Equality and Human Rights working group and commenced the development of an Equality and Human Rights Values Statement, Assessment and Implementation Plan, in keeping with our public sector duties. During 2023 a series of workshops took place to progress this area of activity.

Annual Reporting of Energy Performance

The Public Sector Energy Efficiency Strategy provides the framework to assist the public sector in achieving its energy efficiency targets by reducing energy consumption and energy costs and embedding robust energy management practices at all levels of business operations. As a public body, KCETB has an annual legal requirement to report energy data under S.I. 426 of 2014. Based on the data reported, KCETB made a 45.1% (subject to SEAI Confirmation) saving by the end of 2021 which signifies a continued improvement since the introduction of the Public Sector Energy Efficiency Strategy.

Official Languages Acts 2003-2021

KCETB has met the obligations under the Official Languages Act 2003 – 2021. 5% of advertising expenditure was through an Irish language media and 23% of all advertisements throughout the organisation were in the Irish language.

Staffing Profile

The following table depicts the whole-time equivalent staffing profile of KCETB during 2023

	2023
Chief Executive	1.00
Directors	3.00
Administration & Support Staff	
Administration staff (wte)	72.73
Ancillary (wte)	28.68
School Staff	
Principals	13.00
Deputy Principals	16.00
Teaching staff (wte)	452.09
Special Needs Assistants (wte)	48.50
Further Education & Training Staff	
Training Services Manager	1.00
Adult Education Officers (including 1 Assistant Training Services Manager)	4.00
Co-ordinators/Facilitators	16.00
Guidance Counsellors	5.00
Youth Officers	2.00
Music Generation Development Officers	2.00
Resource Tutors	9.00
Part-time Tutors (paid and voluntary)	100.00
Teachers/Tutors (wte)	27.95
Information Officer	2.00
Instructors	5.00
Authorised Officers	3.00
Project Officers	4.00
Principals	2.00
Deputy Principals	3.00
Teaching Staff (wte)	74.79
Total (whole time equivalent)	895.74



Directorate Reports

Schools Directorate

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. KCETB operates 13 second-level schools. 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.

KCETB has responsibility for 13 second-level, co-educational, multi-denominational schools/colleges. They are:



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

The aim of our second-level schools is to provide a quality, inclusive, holistic education that will enable each individual to reach his/her full potential so that he/she 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 moral, intellectual, physical, social and personal development of students
- a co-curricular education programme
- a pastoral care programme

The schools in KCETB were founded as a response to local educational needs and this tradition of meeting the needs of students 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 feature underpinning 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 youth, sport, community development and business sectors to enhance the educational experiences of our students. KCETB 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)

School	2023/2024
Abbey Community College, Ferrybank	1011
Borris Vocational School	539
Coláiste Aindriú, Muine Bheag	151
Coláiste Cois Siúire, Mooncoin	153
Coláiste Eoin, Hacketstown	350
Coláiste Mhuire, Johnstown	658
Coláiste Pobail Osraí, Kilkenny	230
Duiske College, Graiguenamanagh	146
Gaelcholáiste Cheatharlach	350
Grennan College, Thomastown	320
Kilkenny City Vocational School	316
Scoil Aireagail, Ballyhale	192
Tyndall College, Carlow	998
Total	5,414

School Achievements in 2023

ETB schools in Kilkenny and Carlow continued to grow and develop during 2023 with an increase in enrolment in a number of schools.

A highlight of 2023 was a celebration of our schools during ETB Week which took place from 27 February to 3 March 2023. Schools engaged very successfully with lots of social media posts on their activities and events. It provided an opportunity to promote and celebrate our ethos and our continued promotion of excellence in education.

We ran an ethos photography competition with students, inviting photographs that represented our core values of Excellence in Education, Respect, Care, Community and Equality.

Congratulations to the winners of our photography competition:

Overall Competition Winner:

Cáitín Ní Thaidhg - (Gaelcholáiste Cheatharlach)

Respect Theme Winner:

Cian Franks (Scoil Aireagail)

Joint Community Theme Winners:

Cáitín Ní Thaidhg - (Gaelcholáiste Cheatharlach)

Jeff Iwere (Abbey Community College)

Care Theme Winner:

Eden Gillespie (Abbey Community College)

Excellence in Education Winner:

Shane Farrell (Borris Vocational School)

Equality Theme Winner:

Devon Kielthy (Duiske College)

We also had the official opening of the ASD Unit in Borris Vocational School on Wednesday, 1 March.

A KCETB Guidance Counsellor Professional Learning Event took place on Tuesday 28 February 2023. The session was delivered by our Further Education and Training staff who provided updates on PLC Programme and FET Options for 2023/2024.

ETBI Excellence Awards

We were delighted to have winners in the ETBI Excellence Awards hosted by RTE newsreader Ray Kennedy in Croke Park.

Sean Holt a 6th year student from Gaelcholáiste Cheatharlach won the Excellence in Gaeloideachas Award. The award recognises someone who has made an exceptional contribution to their ETB community in relation to the Irish language.

Kilkenny and Carlow ETB also won the runner up prize and the overall winner in the Excellence Award for Respect category. Our KCETB Schools Initiative in Building Restorative School Communities took first place with Abbey Community College winning the runner up prize for their superb respect week. Abbey Community College ran a weeklong programme which consisted of daily and whole school activities to promote self-respect and respect for others.

We were also delighted to have our ETB hero Michael Farrell teacher in Kilkenny City Vocational School and learner Alauddin Mohammad present the prize for Excellence in Community Award. Michael was selected to take part in an inspiring ETB national Hero's media campaign. This media campaign showcases those who have excelled in their field and who represent the best of what ETBs do.

Regional Education and Language Team (REALT)

The Department of Education extended the contract for the REALT Co-Ordinator post for a further year and widened the role to include assisting IPAS (International Protection Accommodation Service) families to find school places as well as Ukrainian arrivals to Ireland.

The primary role of the REALT co-ordinator is to build on existing regional education support structures and is initially focused on assisting Ukrainian refugee and IPAS families in securing school places. The REALT co-ordinator supports schools in the area to meet the needs of these children as they emerge, advises and supports the Department of Education in developing new capacity where required.



REALT Teams include:

- Tusla Education Support Service (TESS) which has extensive experience in liaising with schools regarding places for students and who are responsible for the Home School Community Liaison teachers
- NEPS regional personnel
- NCSE regional personnel
- Management body local nominees
- Other key partners as appropriate

Teaching and Learning

Despite the ever-changing school landscape, excellence in teaching and learning remained the focus for schools in 2023. A series of teaching and learning workshops for teachers (Magenta Principles) to enhance teaching and learning in our schools continued during the academic year 2023/2024. Twenty-eight teachers across our 13 schools participated in these workshops over the course of the year.

KCETB Teach Meet

Our Annual TEACH MEET; our professional learning and sharing event took place virtually on 20 October 2023. Our keynote speaker this year was Dr. Natalie O' Neill (DCU) who presented on "*Building pedagogies of curiosity - bringing enquiry into teaching through communities of practice.*" We had enlightening workshops from our teaching colleagues. 270 teachers attended the event.

KCETB 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 Development** - 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 the Junior Cycle Wellbeing Programme, many schools organised wellbeing events. These included Active Schools Week, TikTok Events, Got Talent Showcases, Staying Safe Online and anti-bullying programmes, amongst others.
- **Digital/Technology Enhanced Learning** –The focus of embedding digital technology in teaching and learning across schools and colleges with students and teachers using Microsoft Office 365 continued in 2023. There has been significant investment in devices and CPD for teachers in the use of MS Teams with every school utilising MS Teams as the sole platform for teaching and learning.

KCETB collaborated with H2 Learning and Microsoft Education to deliver a professional learning programme to support teachers in further enhancing teaching, learning and assessment practices using digital technologies. This Teach Nimble programme took a holistic approach in embedding digital technologies into school life and linked it to existing actions around active learning, formative assessment, self-directed learning, mindfulness etc.

The programme took a learning design approach where teachers considered:

- **Where** will student learning take place?
- **What** learning types will students engage in?
- **What** technologies will they use in these activities?

19 teachers completed the programme in 2023.

- **Junior Cycle and Leaving Certificate State Examinations 2023**

Schools should be commended for the significant efforts they made to ensure the Junior Certificate and Leaving Certificate 2023 ran smoothly for our students.

- **Recognising Achievement**

KCETB students excelled in their academic, sporting and extra-curricular achievements in 2023, representing our ETB to the highest level at local and national events. Coláiste Mhuire excelled in hurling and camogie with the junior hurling A team reaching the Leinster final and the Junior B team capturing Leinster glory while their camogie team won the Leinster Colleges blitz and reached the semi-final of the championship. Borris Vocational School reached the All-Ireland Junior Camogie Final and were honoured with the Cathaoirleach Award 2023 for the Municipal District of Muine Bheag and the Carlow Nationalist first quarterly Team of the Year Award. Kilkenny City Vocational School also had All-Ireland success winning the National Championship with the Senior Boys and Senior Girls Volleyball teams. The teams were further honoured by Mayor David Fitzgerald who held a Mayoral Reception in the Tholsel for the outstanding volleyball teams. A highlight for Coláiste Aindriú was their U16 Soccer team winning the KCETB Schools Soccer Final Competition. Grennan College U14 and U16 hurling teams also secured two Leinster titles.

Coláiste Pobail Osraí excelled in music with their senior band, The Donnies, winning the All-Ireland Final of the Scléip music competition, while student Adam ó Draighneán won 1st place in the Senior Solo category and Seth ó Scanláin was placed 2nd in the Junior Solo instrumental category.

Kilkenny City Vocational Student reached the final of the Junk Kouture competition with their design Spykes Yikes, while Transition Year students in Borris Vocational School won the overall prize in the Big Idea National competition.

- **The Student of the Year Awards 2023** took place on 8 September 2023. A student from each school was nominated for an award for their achievements and overall contribution to school life.

School Governance and Management

Admissions to Schools Update

Further to the Department of Education's distribution of the relevant documentation for the introduction of s.37 and s.67 of the Education Act 1998 re: admissions to schools, Boards of Management of our schools were required to confirm to the Patron that they have updated their admissions policy. Admission Policies have been updated to include the commitment of schools to cooperate with the National Council for Special Education in the performance by the Council of its functions including in particular the provision and operation of a special class or classes when requested to do so by the Council.

Revised Child Protection Procedures for Primary and Post-Primary Schools 2023

All our school boards of management at their first meeting following the 1 September 2023 formally adopted the revised procedure which came into effect from 1 September 2023.

The main amendment to the procedures is with respect to sections 7 and 9.5 - The Board of Management to undertake its oversight role without being informed of the identity of the member of school personnel against whom an allegation is made, or the identity of the child to the board. This information must be now anonymised in the documents as part of the Child Protection Oversight Report.

Workshop for Board Members - An online workshop for members of Boards of Management took place on 28 March on What it means to be an ETB school and the session focused on building awareness on our ethos and core values.

Inspections - A number of inspections took place during the year including the following:

Inspections

- Borris Vocational School - Whole School Guidance – 21 February 2023
- Coláiste Cois Siuire– Art Subject Inspection- 15 May 2023
- Tyndall College – Subject Inspection- Geography- 16 May 2023
- Kilkenny City Vocational - Geography subject Inspection 20 and 21 April 2023.
- Grennan College – Geography Subject Inspection – 24 & 25 April 2023
- Coláiste Pobail Osraí – Gaeilge Subject Inspection- 27 April 2023
- Coláiste Eoin – Science (Junior Cycle) Subject Inspection – 04 May 2023
- Duiske College – Home Economics Subject Inspection- 12 & 13 September 2023
- Follow through Inspection Evaluation of provision for students with additional and special educational needs in Coláiste Aindriú – 24 October 2023.

Incidental Inspections:

Other Inspections:

- Incidental Inspections took place in the following schools:
 - Tyndall College – focus on SEN
 - Grennan College- focus on EAL
 - Scoil Aireagail –focus on SEN
 - Abbey Community College –focus on SEN
 - Kilkenny City Vocational School – focus on EAL and Ukrainian supports

Ongoing Supports in the area of Health and Safety
Health and Safety programmes for our Special Needs Assistants took place as follows:

- Children First E-Learning for all SNAs
 - Diabetes Training for all SNAs
 - Occupational First Aid for New SNAs
 - Epilepsy Awareness Information Training for all SNAs
- Health and Safety support visits by our H&S Consultants, ASM took place in all our schools.
 - **Enhancing Leadership Teams** – Our leadership development programme, aimed at building the leadership capacity of the middle management teams (Assistant Principal 1 teams) in our schools, continued in 2023. This programme, delivered by Dr Joe O’ Connell, aimed to build middle-leadership capacity in order to work to support and work collaboratively with principals and deputies on an identified need/action in the school/college
 - Teacher Supports and Development – Inductions for new teachers, MS Teams and Building Positive Relationships in School Community. An e-learning module on GDPR training for new staff members was accessed on our privacy engine platform.
 - Aspiring School Leaders – Certificate in Restorative Practice collaboration with SETU Carlow – 24 teachers completed the programme in 2023.
 - Three teachers attended the ETBI Middle Leaders Summer School *Supporting Middle Leaders: Nurturing Leadership for a Changing World in University of Limerick* on 22 – 24 June 2023.



- In supporting school leaders to respond to the myriad of challenges posed by the educational landscape, the Director of Schools organised the following ‘pop-up’ virtual briefings for all Principals:
 - A briefing for our principals and deputy principals on our KCETB revised financial guidelines took place on 12 January.
 - Briefing for Principals and Deputy Principals on Child Protection and Safeguarding procedures took place on 15 August.
 - A refresher briefing on GDPR/Data Protection took place on 16 August.
 - A briefing for Principals and Deputy Principals on arrangements regarding Leave and Substitution for the 2023/24 took place on 17 August.
 - **Quality Learning Environments** – a commitment to high-quality teaching and learning environments was supported through the following:
 - The provision of additional ASD Units in some schools. For example, a third special class for students with autism spectrum disorder was opened in Borris Vocational School and Coláiste Mhuire, while there was the opening of an SNU unit in Grennan College and Duiske College providing high quality teaching and learning environments for students with additional needs.
 - KCETB held its inaugural SENCO (Special Educational Needs Co-ordinators) Community of Practice in the Kilkenny Education Centre on 3 May. Special Educational Needs Coordinators from all 13 schools were in attendance on the day, who were joined by their school’s senior management teams. KCETB Director of Schools Dr Pauline Egan officially opened the day and welcomed everyone to the event. Dr Johanna Fitzgerald, who is a senior lecturer at Mary Immaculate College, and who heads its Department for Inclusive & Special Education, was a special guest. In collaboration with Linda McCormack from Kilkenny City Vocational School, who is the KCETB inclusion coach, Dr Fitzgerald delivered a series of workshops throughout the day. The workshops covered topics such as student support planning and using school provision mapping to support effective teaching and learning practices within the classroom.
 - Our first Community of Practice for 2023/24 took place for our SENCOs on 24 October 2023. We had 19 in attendance. Jean Reale, Assistant Professor in Academic Practice, Mary Immaculate College gave an input on ‘*An Introduction to Universal Design for Learning (UDL) classroom practice for Post-Primary Schools*’ with a workshop facilitated by our SENCO Executive Committee on ‘*The Role UDL can play in Student Support Planning*’. Feedback from the day was excellent.
 - Engagement in the ETBI/MIC SEN Provision Mapping Programme. Three KCETB schools engaged in the ETBI/MIC pilot on Special Education Needs (SEN) Mapping in 2022 with the following nine schools involved in 2023:
 - Coláiste Mhuire, Johnstown
 - Duiske College, Graiguenamanagh
 - Kilkenny City Vocational School
 - Coláiste Eoin, Hacketstown
 - Gaelcholáiste Cheatharlach
 - Scoil Aireagail, Ballyhale
 - Tyndall College, Carlow
 - Abbey Community College, Ferrybank
 - Coláiste Aindriú, Muine Beag
- Provision Mapping aims to support the learning of all students, but recognises the fundamental need to nurture and support, in particular, students with additional needs and disabilities, within this collective mindset. The focus of the project is on the development of leadership capacity at school, local and national level across ETBs to support a whole system/ whole school approach to inclusive and special education. SEN Mapping allows schools to list the provisions and interventions available to students along the continuum of support, ranging from provisions for all students to interventions for those with complex needs.

- **Improved digital infrastructure** in our schools with upgrades to broadband connectivity, software and hardware. With the additional ICT funding from the Department of Education ICT Grants, student and staff devices were purchased to support Technology Enhanced Learning. Schools have upgraded their computer rooms to provide a 21st century digital room and others have created a new futuristic design suite to include support to students in technology, design and communications graphics (DCG), engineering and construction studies.
- **Upgrade of Equipment to Practical Classrooms** – Department of Education Funding of €1,366,911.49 over 2022 and 2023 supported the following schools to purchase equipment and make appropriate upgrades to practical classrooms (Engineering, Construction, Science, Art, Music, Home Economics and Physical Education): Scoil Aireagail, Borris Vocational School, Grennan College, Coláiste Cois Siuire, Coláiste Mhuire and Coláiste Aindriú.
- **Continued upgrades to school buildings** – Borris Vocational School had the official opening of its extension which comprises three classrooms, a special education class and an Autism Special Needs Unit (SNU). A modular SNU was completed in Duiske College while the Kilkenny Schools Campus (Coláiste Pobail Osraí and Kilkenny City Vocational School) secured planning permission for their capital project.

Additional accommodation for Coláiste Mhuire, Johnstown, Gaelcholáiste Cheatharlach and additional modular accommodation for Scoil Aireagail, Ballyhale was progressed with the Department of Education.

The Department of Education agreed to appoint a Project Manager, with their associated Design Team, tasked with identifying viable solution(s) to replace some existing accommodation and provide increased accommodation using the Department's Modular Accommodation Framework for Duiske College.

Partnerships with the wider community

In 2023, we 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 – Student Councils in many schools prioritised and promoted positive mental health and wellbeing. Schools ran anti-bullying weeks and engaged with capacity building programmes such as the Pieta House Resilience Programme, the LIFT Programme, and the Friends for Life programme.



Another popular theme with students in schools in 2023 was promoting global citizenship with many schools addressing the green agenda. For example, Tyndall College were awarded the Special Passport Award for exceptional engagement with Global Citizenship Education for their work on the Sustainable Development Goals, while Coláiste Mhuire were awarded the Green Flag and had the addition of a chicken coop with hens. Other projects undertaken by Kilkenny City Vocational School and Duiske College were under the theme of Sustaining Tourism, where students researched the differences between rural and urban tourism in both Kilkenny city and Graiguenamanagh.

Fundraising was another endeavour that student bodies were committed to in 2023. The Irish Red Cross, the Irish Children's Health Foundation, St Vincent de Paul, Pieta House, Down Syndrome Ireland, University Hospital, Waterford, Carlow Regional Youth Service were just some of the worthy charities that students donated to.

Student Voice

- **Schools Debate Day**
A Schools Debate Day took place on Thursday, 16 March, facilitated by reigning debating winners Abbey Community College. Students from across all our schools engaged in workshops delivered by experienced coaches on the themes/topics of debate preparation and research skills, structure of speeches, developing the skill of rebuttal.
- **Student Councils** – Training for Student Councils promoting and supporting student voice and leadership took place on 20 and 26 October. 135 students plus their link teachers attended.

Working in Partnership with Parents and the Community – Strong links at school level with parents saw active engagement with Parents Associations and the annual election of new officers to Parents Associations. There was a welcome return to in-person parent-teacher meetings with the acknowledgment that this connection is paramount to building positive relationships with the community. Social media continued to be key in communicating with all in the school community in showcasing initiatives and the excellent work happening in schools.

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 as follows:

- **School Excellence Fund** – Coláiste Mhuire completed its first year of a very successful collaborative initiative with Trinity College Dublin. The aim of the programme is to assist in developing and implementing new initiatives to address the barriers faced in the teaching of mathematics at post-primary level. Kilkenny City Vocational School and Duiske College also engaged in a School Excellence Fund working with two feeder primary schools under the theme of Sustained Tourism.
- **Further and 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. A DEIS to FET Forum, made up of representatives from DEIS schools and Further Education and Training Services with a common goal of supporting the transition and progression of post-primary students into further education and training, continued to meet. This collaboration saw our schools' guidance counsellors attending and participating in a Further Education and Training Options Showcase. Tyndall College organised their own Careers Fair with 35 exhibitors ranging from FE and HE colleges, to trade apprenticeships and careers both in the public and private sectors, while Kilkenny City Vocational School and Coláiste Aindriú won a School of Distinction Award from Trinity Access Programme for highlighting the various third-level opportunities open to students.

Teaching, learning and assessment has always belonged at the heart of our schools and remains at the very core of what we are about. It drives us and motivates us to succeed, allows us to contribute positively to the world around us and to make our mark on society.

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



Further Education and Training Directorate

Further Education and Training Directorate

KCETB provides a wide range of quality-assured, diverse, Further Education and Training (FET) programmes through its FET Centres in Kilkenny and Carlow. Twenty-two individual programmes are funded through SOLAS, with other initiatives and services funded through DCEDIY and DE.

The FET Service offers full-time and part-time programmes accredited by QQI, City and Guilds, CIDESCO, ITEC and other awarding bodies. All courses and programmes are available for learners to browse at www.fetchcourses.ie. *Transforming Learning*, the FET Strategy 2020 – 2024, has underpinned the direction of KCETB's Further Education and Training Service for 2023 and beyond. The SOLAS Strategic Performance Agreement emanating from the FET Strategy entered its second year in 2023 and was agreed with SOLAS during 2022. This is the second such agreement between SOLAS and KCETB and monitors FET provision across a number of themes:

- Supporting Jobs
- Creating Pathways
- Fostering Inclusion
- Targeting Key Skills Needs
- Upskilling Through Lifetimes and Careers.

Active inclusion and equality of opportunity for every learner is central to the core values of FET at KCETB, as is providing accessible pathways within and from FET. The FET Service continues to prioritise those individuals who are distant from education, training and labour market and works with local, regional and national stakeholders to respond to this need across Kilkenny and Carlow.

During 2023, the number of learners commencing a FET programme with KCETB increased, with 16,330 beneficiaries attending a FET course/programme. 8756 commenced a FET programme in Carlow and 7574 commenced a FET programme in Kilkenny with large cohorts of learners opting for part-time provision.

Strategic Performance Targets:

The Strategic Performance Agreement with SOLAS is measured through a number of targets. An analysis of performance for 2023 demonstrates the following outcomes:

Supporting Jobs

Skills To Compete: This target was substantially achieved at 109%, largely due to the increase in learners returning to part-time programmes.

Creating Pathways

Progression within FET: This target was exceeded at 113%. It demonstrated the pathways that are currently available to learners across all levels and programmes and the specific work being undertaken to support transitions and progression within the FET Service.

Fostering Inclusion

Transversal Skills: This target was well exceeded at 232%. Both ESOL and Adult Literacy learners contributed to the attainment of this target attending programmes in a number of venues.

Widening Participation: This target was exceeded at 110%. Nearly two thirds of participants undertook a range of generic qualifications across part-time programmes. English language and general learning contributed significantly to this target.

Adult Literacy for Life: This target was exceeded at 154%. The strong literacy base, the commencement of the Regional Literacy Co-ordinator in 2022, and the ongoing efforts to raise awareness regarding literacy have contributed significantly to the attainment of this target.

Upskilling Through Lifetimes and Careers

Lifelong Learning: This target was exceeded at 138%. The growth in both Adult Literacy and Community Education participation contributed significantly to the attainment in this target. In addition, the provision of information and taster sessions through the Adult Guidance Service offered participants repeated opportunities to ensure that they were on the right pathway through KCETB.

Skills To Advance: This target was 129% achieved directly through Skills to Advance programme routes, and through dispersed learner participation in other provision. A diverse range of non-NFQ qualifications were offered to meet industry needs. Business and administration courses, as well as Services and Education categories contributed significantly to performance in this target and were provided directly by KCETB.

Targeting Key Skills Needs

Key Skills Needs: This target was 77% achieved with Health and Welfare programmes, as well as provision in the Services and Education categories contributing significantly. The larger proportion of participants attended courses provided directly by KCETB. Participation in part-time outweighed that in full-time provision.

Green Skills for All: KCETB exceeded the 2023 target through the inclusion of green skills modules on existing programmes to raise awareness among learners. Additionally, the eCollege module Energy and You: Reduce Your Use was rolled out to all staff.

FET 2023 Highlights

Adult Literacy for Life Strategy

KCETB collaborated with Cartoon Saloon in *One Book One Film For All* family learning initiative. The Adult Literacy Service collaborated with the multi Oscar-nominated animation studios Cartoon Saloon on an engaging intergenerational family learning project entitled One Book One Film For All.

The aim of the initiative, conceived by KCETB's Adult Learning Service, was to use the award-winning Cartoon Saloon book and movie *Wolf Walkers* as an opportunity to read, watch and discuss the film as a family learning initiative and to enjoy a programme of supporting activities in schools, adult learning centres, family resource centres and libraries across Kilkenny and Carlow.

The diverse programme of events for *One Book One Film For All* included:

- free screenings of *Wolf Walkers* at two separate events in Visual Carlow and the Watergate Theatre, Kilkenny
- a week of scavenger hunts in woodland settings;
- a live quiz on KCLR called WOW-Wolf Walkers on the Wireless
- family writing activities for adults and children entitled *Walkwalkers Scéal Eile* at Delta Centre, Carlow and at Rothe House, Kilkenny
- online events with Matchbox Mountain, hosted by animator Eimhín McNamara and Pádraig Fagan, who showed how *Wolf Walkers* was brought to the screen.

KCETB also provided an extensive suite of programmes for **Ukrainian learners** living in Carlow and Kilkenny during 2023. Provision increased as many Ukrainian nationals came to live in Ireland and availed of English language opportunities. 2320 learners availed of ESOL during 2023.

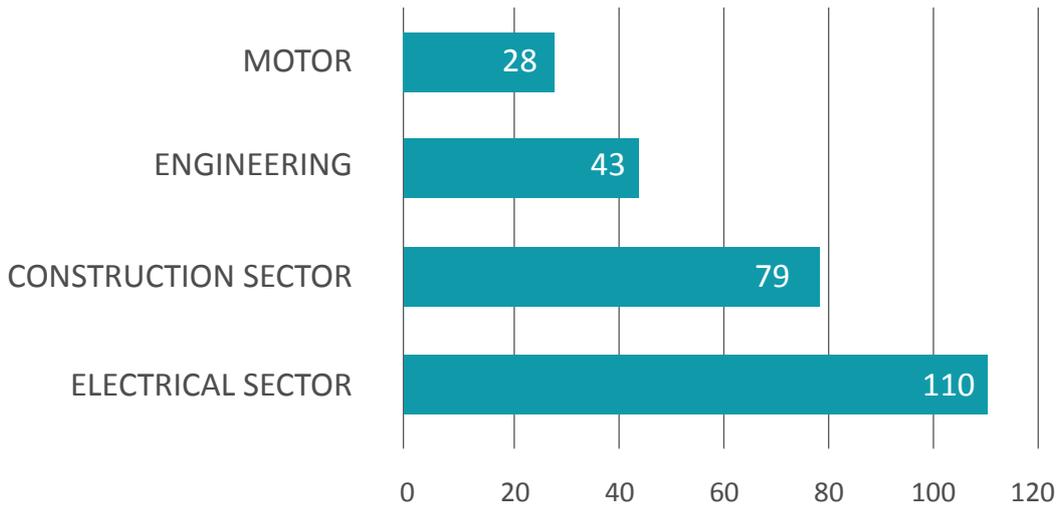
College of FET, Kilkenny:

A new management team was sanctioned for the College of FET, Kilkenny during 2023. The College of FET (formerly Ormonde College) saw increased enrolments during 2023 and now operates a multi-location programme offering courses at:

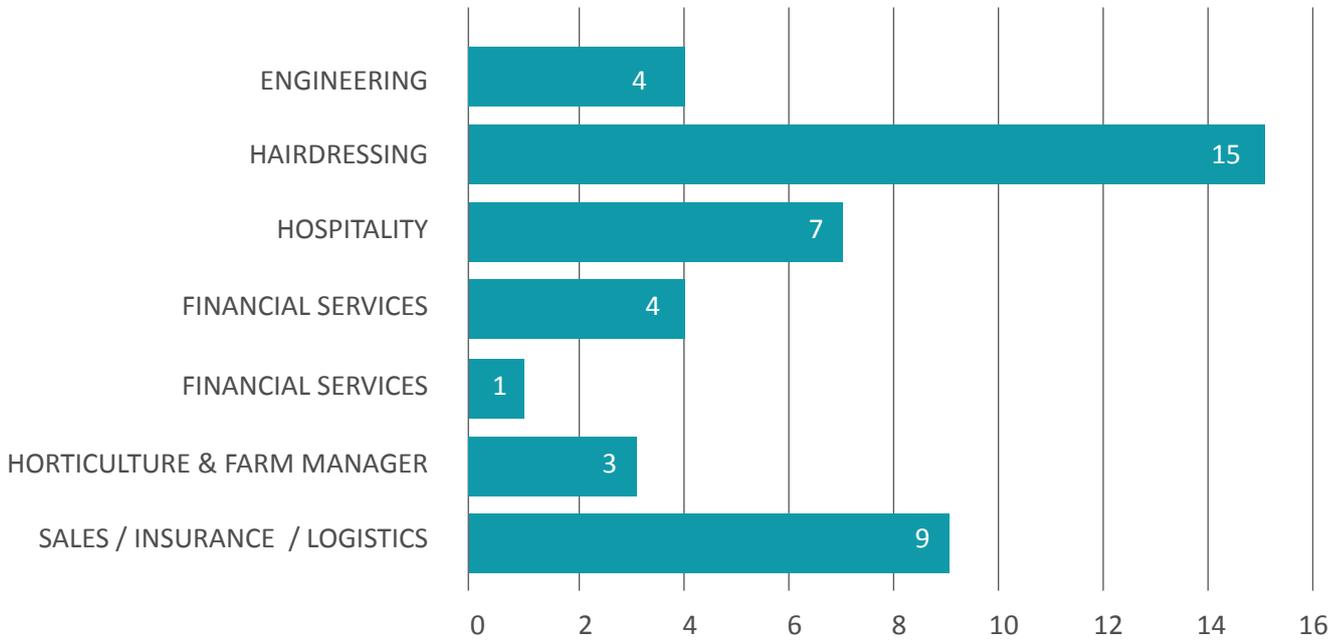
- Ormonde Road
- Gaol Road
- The Village Inn Business Centre
- Danville
- Thomastown – Grennan Mill and Grennan Equestrian Centre

Apprenticeships continued to grow during 2023. In 2023 the following apprentices were registered through KCETB in Craft areas:

Craft Apprenticeships



2016+ Apprenticeships



The **DEIS to FET Network** organised an information event for Guidance counsellors and School Principals. This suite of presentations focused on apprenticeships, traineeships and PLC programmes for those completing the Leaving Certificate during 2023.

Erasmus: Commis chef apprentices benefitted from an ERASMUS+ experience in Lyon during 2023. Lyon was chosen as the destination as it is one of the world’s great gastronomic centres. Elements of Lyonnaise cuisine, which has influenced the classical French style of cooking, were studied as part of the commis chef programme. Every apprentice secured work placement in Brasserie Bocuse restaurants around Lyon.

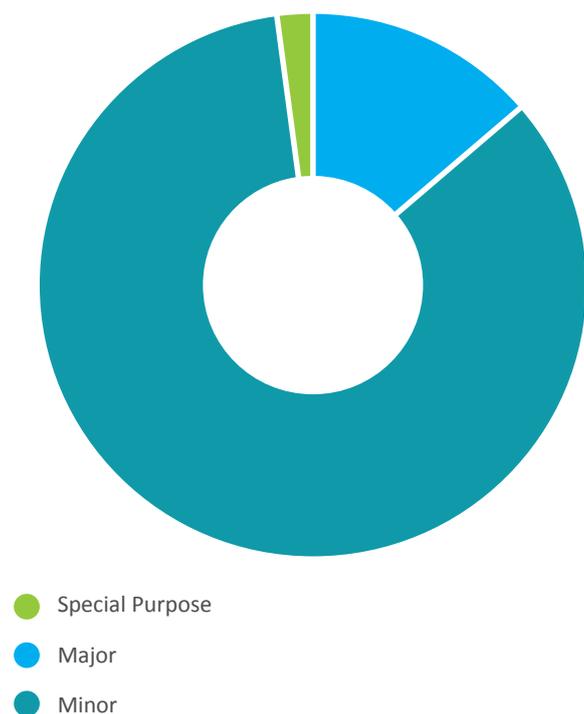
Additional ERASMUS experiences took place through Ormonde College and Carlow Institute of Further Education and Training with staff and learner mobilities to Italy and Finland.

Awards:

QQI Awards: The number of awards increased with 2023 seeing the highest number of awards made to learners since 2020. A total of 3789 awards were awarded by QQI.

- 3,118 Minor Awards
- 576 Major Awards
- 45 Special Purpose Awards

Award Class



Non QQI Awards:

The diversity of awards from other awarding bodies (non-QQI) grew during 2023. Nearly 700 awards were provided as an alternative to QQI and / or as a secondary award to the main award offered.

City & Guilds	230
RSA (Road Safety Authority)	177
Approved EN Certifying Body	99
PHECC	52
Department of Education & Skills	24
VTCT - Vocational Training Charitable Trust	12
ITEC	14
LIFE INSURANCE ASSOC IRELAND	14
ICS SKILLS	9
CIDESCO	8
ATI	6
CompTIA	2
IASSC	4
British Horse Society	2
Other (Mobile Elevated Work Platforms)	42

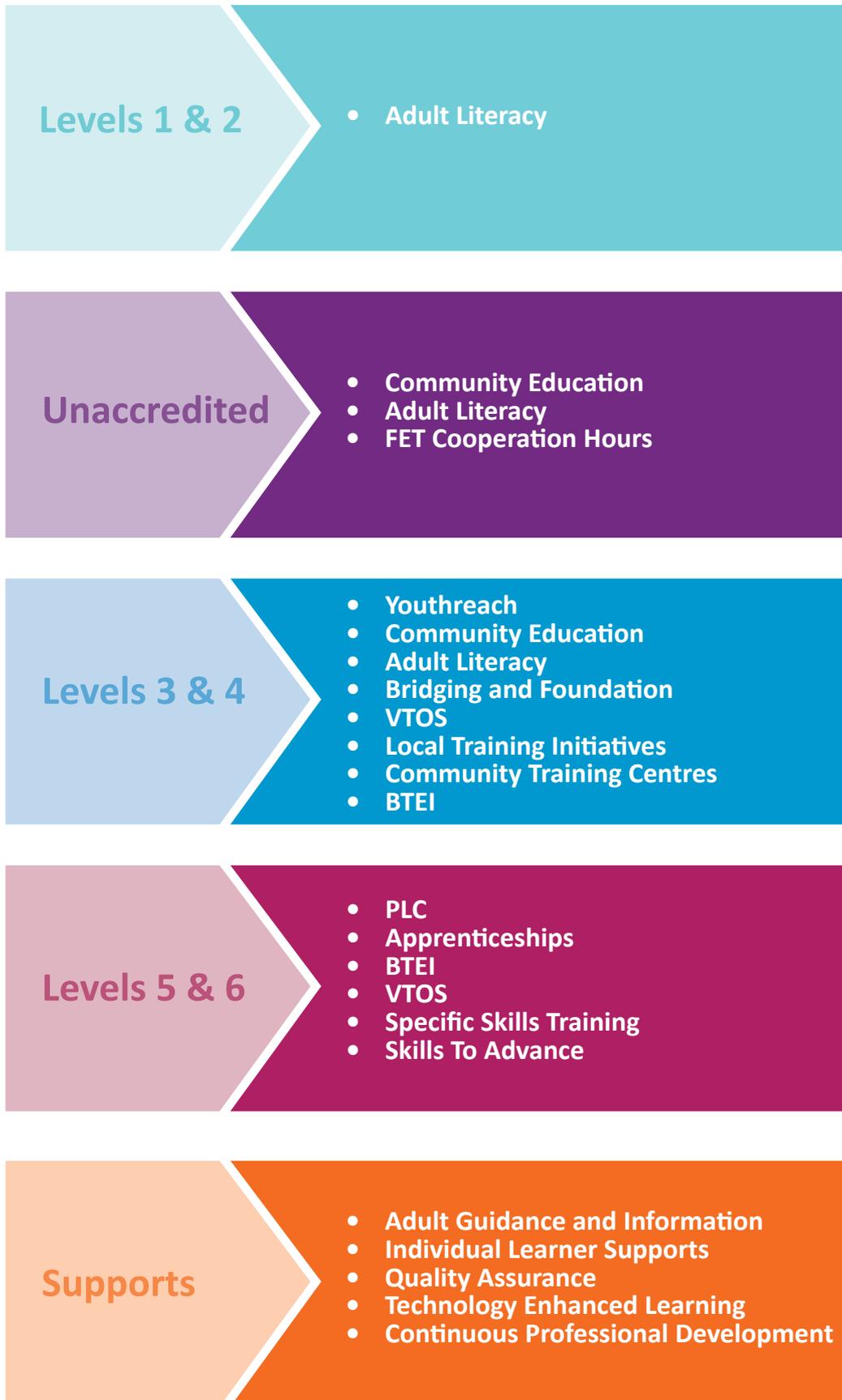
PD and TEL

PD and TEL activities were frequent throughout 2023 with over 130 TEL events occurring during the year. A number of CPD events were hosted for FET staff and the appointment of a new PD and TEL Co-ordinator will further assist developments in these areas in the future.

Capital Works

- A number of Capital Projects were undertaken with the support of SOLAS.
- The design is underway for new facilities at Grennan Equestrian Centre.
- Construction work commenced on an extension to the Phase 2 Electrical Units at Purcellsinch.
- Work commenced on a number of conservation tasks at the College of FET, Kilkenny including upgrades to roofing, railings and outer buildings.
- A Business Case to support the development of a new purpose-built College of FET in Kilkenny was drafted for submission in early 2024 and a Site Selection Report prepared.

Overview of FET Programmes





Organisation Support & Development (OSD) Directorate

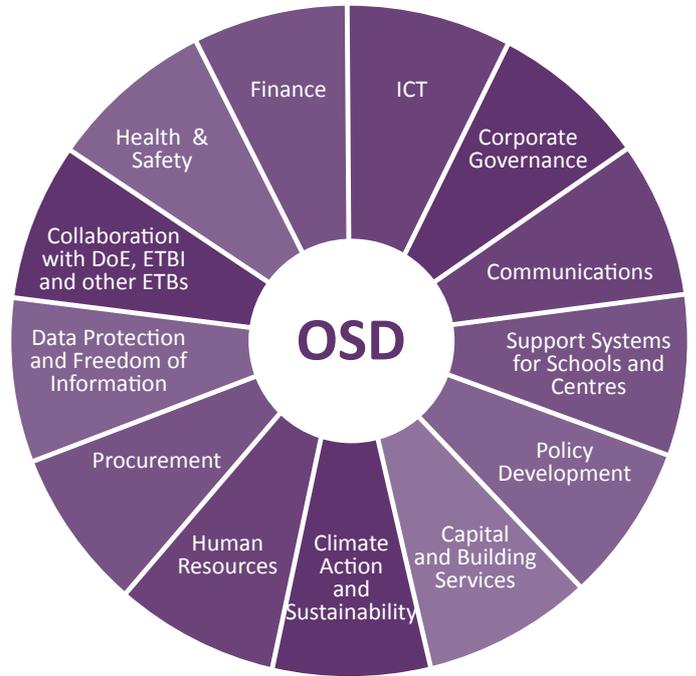
Organisation Support & Development (OSD) Directorate

The role of Organisation Support and Development (OSD) is to manage and deliver the organisational and strategic functions of KCETB and its work underpins the delivery of education and training throughout our schools and centres.

The OSD Directorate comprises the Corporate Services, Finance, Human Resources and ICT departments. The Organisation Support and Development (OSD) team, under the Director of OSD, supports the chief executive in the delivery of corporate governance and includes the management of services in the areas indicated below.

OSD has contributed to the achievement of KCETB's strategic goals and objectives and to ensuring that all 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.



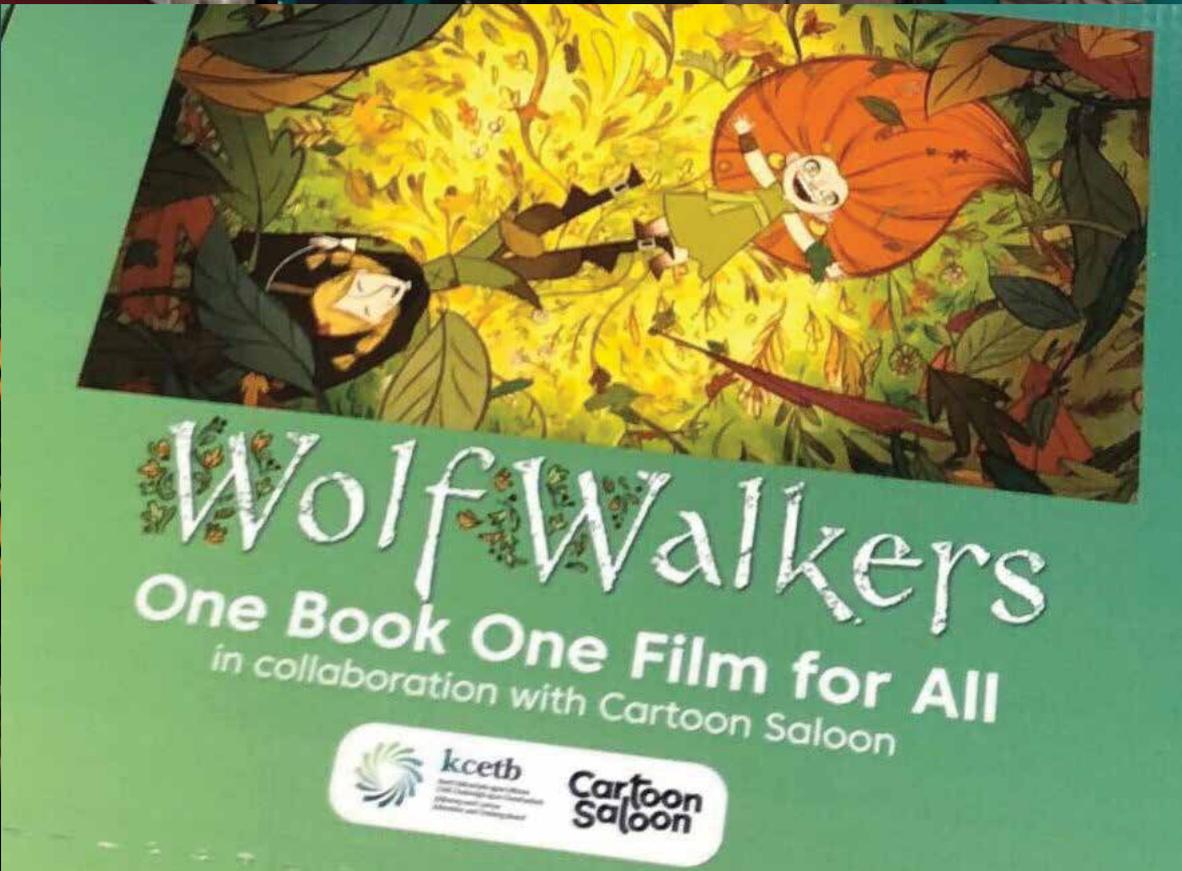
The work of the OSD Directorate in 2023 included the following:

<p>Finance</p>	<ul style="list-style-type: none"> • Implementation of the SUN financial and DCS P2P systems, providing an enhanced capacity for financial management and compliance across KCETB • Ongoing work in the following areas: <ul style="list-style-type: none"> – <i>Treasury services</i> – <i>Budgeting and financial allocations for schools and centres across KCETB</i> – <i>Accounts Payable</i> – <i>Learner and apprenticeship payments</i> – <i>Travel and subsistence payments</i> – <i>Departmental and SOLAS financial returns</i> – <i>Other departmental financial returns</i>
<p>Support Systems for Schools and Centres</p>	<ul style="list-style-type: none"> • Head office support to schools and centres in the areas of HR, finance, ICT and corporate services
<p>ICT</p>	<ul style="list-style-type: none"> • Provision of ICT systems, equipment and training to facilitate virtual services. • Developed infrastructure to provide upgraded ICT capacity for virtual services and off-site working • Staff training • Introduction of a new phone system • Streamlined Common IT Procurement through the creation of Purchasing Catalogues • Developed a central IT support contract for the ETB • Introduced cloud print management service throughout KCETB • Implemented new ICT Policies • Provision of Cyber Security training to all staff • Undertook Phishing Vulnerability tests within the organisation.
<p>Corporate Governance</p>	<p>The OSD team oversaw the following in 2023:</p> <ul style="list-style-type: none"> • Governance and System of Internal Control • Risk Management • Risk Registers – Corporate, OSD, FET and Schools • Audit Registers • Assurance Declarations • Compliance Report • Governance and risk management briefings for staff • Audit and Risk Committee • Finance Committee • Policy Management Framework • Internal and external auditor engagement and facilitation • Review of internal control mechanisms • Board and committee review • Business Continuity Planning • Quorum achieved at all Board, Audit and Risk Committee and Finance Committee meetings

Data Protection and Freedom of Information	<ul style="list-style-type: none"> • KCETB carried out 8 FOI requests in 2023 and continued best practice data management across the organisation
Capital and Building Services	<ul style="list-style-type: none"> • KCETB completed a site selection report for a Kilkenny FET College • A new SEN Unit provided at Duiske College, Graiguenamanagh • A new planning lead appointed to develop the Kilkenny Schools Campus. This project will provide two post-primary schools on a green-field site as part of the development of the Bregagh Valley. • Construction of a new SEN Unit and classrooms substantially completed at Scoil Aireagail, Ballyhale. • Commencement of substantial additional and replacement accommodation projects at Borris Vocational School, Gaelcholáiste Cheatharlach, Grennan College and Coláiste Mhuire, Johnstown. • The ongoing maintenance and management of KCETB owned and leased property was reviewed to ensure efficient and effective use of public funds • A business case for a new headquarters facility in Carlow under discussion with the Department of Education • Review of SOLAS buildings condition reports and refurbishment plan for FET facilities • Programme of Energy Audits to SI426 standards completed • Programme of Building Condition Reports completed • Engagement of Risk Management Advisors • Programme of Health and Safety Audits completed
Climate Action	<ul style="list-style-type: none"> • KCETB submitted its first Climate Action Framework to SEAI in September 2023.
Policy Development	<ul style="list-style-type: none"> • New and enhanced policies introduced in 2023: <ul style="list-style-type: none"> – <i>Data Protection</i> – <i>Procurement Policy</i> – <i>Safe Driving Policy</i> – <i>Staff Travel Policy</i> – <i>CCTV Policy</i> – <i>ICT Firewall Policy</i> – <i>ICT Cookie Policy</i> – <i>Conflict of Interest</i> – <i>Phishing Awareness and Training Policy</i> – <i>ICT Framework Policy</i> – <i>ICT Backup and Restore Policy</i> – <i>Retention Schedule Personal Data Policy</i> – <i>ICT Access Control Policy</i>

Communications	<ul style="list-style-type: none"> • Maintenance of a bi-lingual and fully accessible website for the organisation with up-to-date news section • Maintenance of an effective press office function in KCETB • Introduction of pro-active and on-going media relations around KCETB news and events • Maintenance of KCETB social media channels and organisational FB and LinkedIn platforms • Introduction of new external signage at all schools and centres that are compliant with Irish language obligations • An ongoing calendar of events including; Student of the Year Awards; graduations; learner events; retirement celebrations; exhibitions, National ETB Week Events.
Human Resources	<ul style="list-style-type: none"> • Support for KCETB staff with the running of wellness at work online seminars in 2023 • Management and leadership training for staff • Public Sector Equality and Human Rights Working Group progressed Equality and Human Rights Values Statement, Assessment and Implementation Plan. • On-going staff wellbeing programmes • On-going work in the following areas: <ul style="list-style-type: none"> – <i>recruitment, selection and appointment of all staff</i> – <i>CPD and induction programme</i> – <i>Employment contracts</i> – <i>Staff allocations and utilisation</i> – <i>Leave management</i> – <i>Personnel policies and procedures</i> – <i>Garda vetting</i> – <i>Pensions</i> – <i>HR Payroll</i> – <i>Ongoing HR compliance in line with relevant legislation and best practice</i>
Procurement	<ul style="list-style-type: none"> • Introduction of revised KCETB Corporate Procurement Plan.
Collaboration with DoE, ETBI and other ETBs	<ul style="list-style-type: none"> • On-going sharing of knowledge, policies and procedures to facilitate best practice across the sector







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