# Annual Report 2022





ANNUAL REPORT 2022



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Clir. Fergal Browne Chairperson



**Eileen Curtis** Chief Executive

### Foreword

Kilkenny and Carlow Education and Training Board (KCETB) is pleased to present its 2022 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 2022. Together, the board and executive team have worked effectively to guide the developments that have taken place during 2022 in schools, further education and training, and in organisational support.

Early 2022 saw us emerge, tentatively at first, from the challenges of the previous Covid years with the full return to on-site learning for schools, centres and services. While the return was not without its challenges, it was extremely important for students to reconnect with face-to-face learning and for enhanced collaboration within our staff teams. The FET students were able to undertake their examinations and assessments in a more usual format and it was a great relief to all our school communities when the Leaving Certificate examinations could be undertaken in the normal way, albeit with assessment modifications. Two of our schools also facilitated a second sitting of the Leaving Certificate for students who needed it. In line with the changes, our Business Continuity Planning Committee met regularly to plan for the continuity of our services across the organisation.

Planning for the reopening of schools and centres was such that it again enabled our senior management team to refocus on the leadership of learning and teaching and prompted the welcome return of the full range of extra-curricular activities which contribute so much to the educational life of our schools and centres. We are indebted to all our staff for their extraordinary work in meeting the dayto-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 a variety of blended methods to deliver on our statutory requirements in relation to our Service Plan, Annual Financial Statement and Annual Report. The 2021 accounts were signed off during 2022 while the C&AG audit for 2022 commenced in September.

As part of the Shared Services Project for ETBs, we transitioned to the SUN financial system and the DCS P2P system in January, with this continuing to be embedded throughout the year. A significant milestone during the year was the receipt of planning permission for the two new schools on the Kilkenny Schools Campus. Work continued to progress on significant extension and refurbishment projects in schools and centres. Receipt of sanction for a FET College for Kilkenny was warmly welcomed and will provide key facilities in meeting the skills needs of the region in the years ahead.

Following extensive consultation, our *KCETB Strategy Statement 2022-2026* was published and launched and sets out a roadmap for the development of our services over the next fiveyear period. The publication of our statutory QQI Inaugural Review Report was also welcomed for both its commendations and its identification of recommendations for future quality improvements to meet the needs of our students in the years ahead. A Regional Education and Language Team (REALT) was established and schools and centres welcomed displaced students from Ukraine with generosity and care during the year.

At board level our chairperson, Peter Cleere, and our vice-chairperson, Mary Hilda Cavanagh, finished their term of office and we warmly thank them for their contribution and support. We welcomed Fergal Browne and Andrea Dalton as our new chairperson and vice-chairperson, respectively and we appreciate their commitment and dedication to the work of KCETB. 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

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**











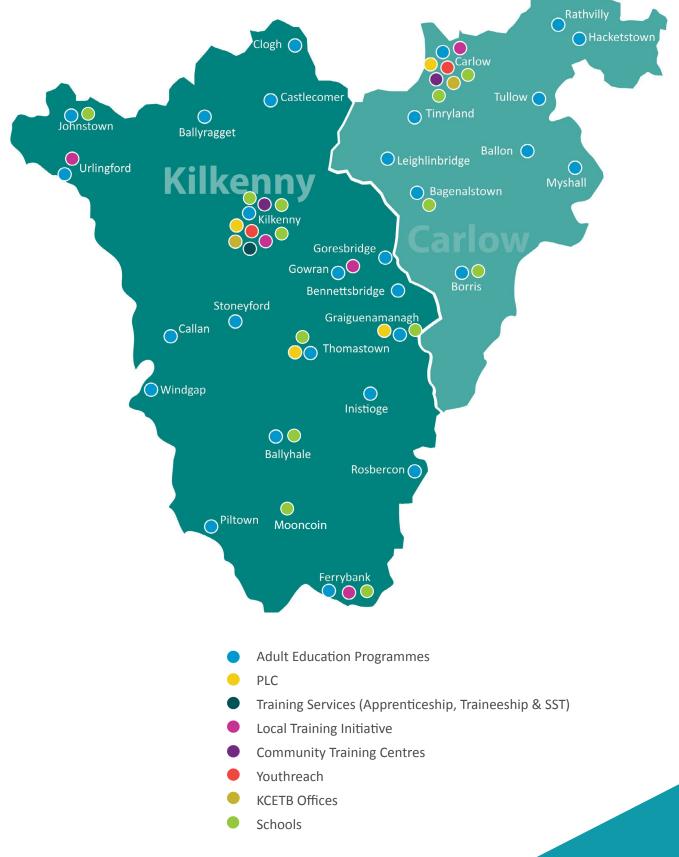








## Geographical Map of Kilkenny and Carlow ETB



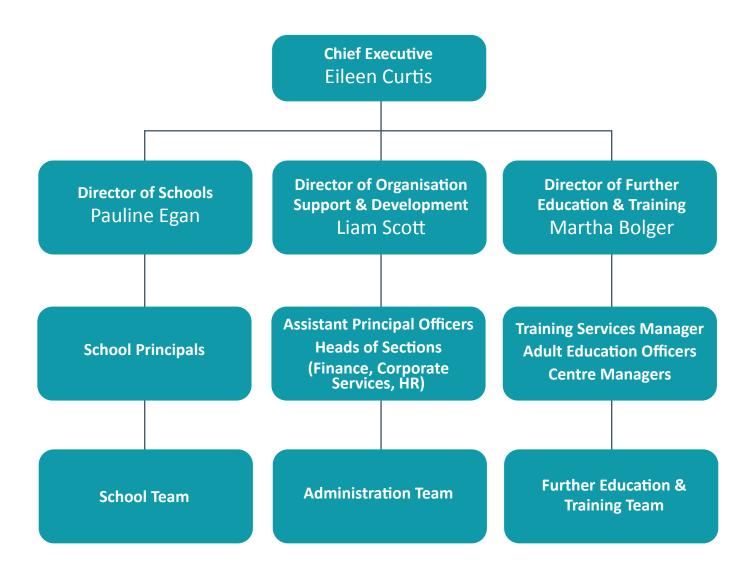
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# **Organisational Structure**

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 32 teachers attended
- Review of examination results in schools and FET centres
- Teach Meet took place on 6 October 231 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**

- Expansion of provision of special units and classes across schools
- Continued CPD and support for special education needs provision
- Participation of three schools in the ETBI/ETB SEN mapping project supporting a whole-school approach to inclusion
- Additional supports provided for learners requiring assisted technology
- Additional literacy and numeracy support for apprentices
- 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 new digital strategy for schools supported
- A Teach Nimble programme was delivered to support 32 teachers to embed digital technologies
- Ongoing CPD for schools and centres to support the embedding of digital skills
- Upgrading of design suites in technology, DCG, engineering and construction

#### **Self-Evaluation and Quality Assurance**

- Junior Cycle cluster days completed
- Quality Improvement Plan 2022 agreed and progressed
- SSE process supported in schools/centres
- Inspection recommendations implemented
- Strategic Performance Agreement 2022-2024 agreed with SOLAS
- Schools/Centres supported to review curricular provision annually

#### **Promotion of Well-Being**

- Return of awards and showcase events in schools and centres
- 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 through a variety of school events and activities, including ethos showcase, creative and schools' excellence clusters
- Continued support to build the capacity of pastoral care systems to promote well-being
- Further roll-out of the Certificate in Restorative Practice for 24 school leaders and teachers

#### **Data Analytics**

- Ongoing analysis of data through PLSS, QBS and other MIS systems
- Introduction of Tableau to support data monitoring and analysis
- Structured engagement with industry partners

#### **Profile and Branding**

- The *KCETB Strategy Statement 2022-2026* was launched in September
- The Customer Service Charter and Action Plan was completed
- A Communications Working Group was established and met regularly to enhance KCETB's approach to promotion and external communication
- A staff member was recruited with skills in the area of communication
- The KCETB website was upgraded
- A KCETB FET Explore App was created
  - New promotional material and signage was rolled out
- Work commenced on the KCETB Communications Strategy

#### **Marketing and Promotion**

- A schedule of promotional activities for schools and FET was rolled out during the year
- The Student of the Year Awards 2022 took place in Carlow on 9 September
- KCETB hosted the Regional National Apprenticeship Awards for 362 graduates across 21 different trades on 17 October

Building Influence, Driving Impact

#### **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 45 teachers attending
- A series of nine workshops were provided to support staff wellbeing

#### **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, FET senior staff and co-ordinators

#### Governance

- Core corporate and FET structure was realigned to support service delivery with additional posts sanctioned
- A series of planning sessions took place to develop an enhanced FET structure
- A Working Group on the Public Sector and Human Rights Duty was formed and a series of information sessions held. Preparation for an Action Plan is ongoing
- Timely submission of all KCETB statutory requirements, including Service Plan, Annual Financial Statements and Annual Report
- Financial and procurement training undertaken for school and FET management

#### **Organisational Development**

- Move to SUN Financial and P2P system across KCETB
  - Further embedding of the CORE HR Payroll Shared Services
- A new telephone system was installed
- A new central ICT support contract was put in place for schools and centres
- A Cloud Print Management Service was piloted
- Cyber Security and Phishing testing commenced

4 Our Organisation

#### **Capital and Building Development**

- Planning permission received for Kilkenny Campus
- Extension to Grennan College completed and officially opened
  - Advance of major extension projects in Coláiste Mhuire, Borris Vocational School, and Gaelcholáiste Cheatharlach
  - Business case for new headquarters submitted to DES
  - FET College of the Future application successful
  - Delivery of a series of capital/refurbishment summer and emergency works projects
- Enhancements and upgrades to support ICT security

#### Partnership and Collaboration

- Student Council training provided for 145 students across all schools
- Learner Forum event held to promote student voice
- New youth service opened in Bagenalstown by Carlow Regional Youth Service
- Statement of Youth Work 2022- 2024 prepared and launched
- Music Generation programmes and events extended

#### **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
- Commenced additional Phase 2 electrical apprenticeship groups as emergency response
- Skills to Advance programme expanded to include leadership and management in hospitality and a Comp TIA cybersecurity programme

#### **Strategic Innovation**

- Work commenced on the development of FET College model with Action Plan progressed
- Initial work on learning pathways and learner support framework commenced
- Blended learning approach being piloted in FET
- Engagement with SETU, South East Regional Skills Forum, DSP and other industry partners ongoing
- Regional Education and Learning Team (REALT) established and educational provision facilitated for 264 primary and 169 post primary students and English language provision for 846 adult students

# Partnership and Innovation

# Corporate Governance

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#### **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. 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

#### **Risk Management**

The KCETB Board maintains active oversight of risk management and confirms that it has carried out



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 KCTB Board of the effectiveness of the system of internal control

KCETB paid specific attention to the revised control environment resulting from the COVID-I9 pandemic and adhered to guidance from the C&AG in this regard.

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 99.93% in KCETB in 2022. Total non-compliant expenditure amounted to only €9,674.26.

#### 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 15 November 2022 in accordance with S4 of the Code.

#### **Board Meeting Schedule, Attendance and Expenses**

The KCETB Board met on the following dates in 2022:

- 18 January 5 July
- 15 February 4 October
  - 22 March 15 November
- 17 May

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First Name	Surname	18 Jan	15 Feb	22 Mar	17 May	05 July	04 Oct	15 Nov	Total
	Sumanie					July			Total
Carmel	Boyle								5/7
Tomás	Breathnach								7/7
Fergal	Browne								7/7
Mary Hilda	Cavanagh								7/7
Peter	Cleere								6/7
Laura	Conheady								7/7
Deirdre	Cullen								6/7
Andrea	Dalton								5/7
Michael	Delaney								4/7
Eamonn	Doheny								7/7
Fidelis	Doherty								5/7
Ger	Frisby								7/7
John	Hurley								7/7
Matthew	Kenny								3/7
Thomas	Kinsella								7/7
Caitlín	Mhic Cárthaigh								5/7
Patrick	O'Neill								5/7
Jenny	O 'Regan Byrne								7/7
Noel	Phelan								3/7
Clare	Ryan								6/7
Adrienne	Wallace								5/7

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



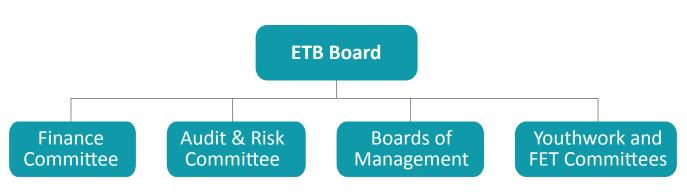
# Governance training for board and committee members

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 2022: 1 February; 21 March; 21 September; 22 November; and 20 December via MS Teams. During the year, the Audit and Risk Committee met on five occasions, with details of attendance outlined in the table below.

Name	1 Feb	21 Mar	21 Sept	22 Nov	20 Dec	Total
Mary Brennan – External member						5/5
Andrea Dalton – Board member						5/5
Michael Delaney – Board member						3/5
PJ Leonard – External member						3/5
Gerard Mulvey (Chairperson) — External member						4/5
Patrick O'Neill – Board member						5/5

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 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 2022: 14 February; 22 March; 26 October and 14 December. During the year, the Finance Committee met on four occasions, with details of attendance outlined in the table below.

Members	14 Feb	22 Mar	26 Oct	14 Dec	Total
Sadie Aherne – External member					3/4
Mary Brennan – External member					4/4
Mary Hilda Cavanagh – Board member					2/4
Peter Cleere – Board member					3/4
Deirdre Cullen – Board member					3/4
Edward Holohan (Chairperson) - External member					4/4



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As part of its work programme in 2022, 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 2022 and report on matters which it considers prudent.

The KCETB Board considers the AFS 2022 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 2022.

It should be noted that the KCETB AFS for the year ending 31 December 2022 is subject to audit by the C&AG at the time of publication of the KCETB Annual Report for 2022. 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 2022, KCETB received 13 requests for information under the Act.

#### **Protected Disclosure**

In 2022, 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.

#### 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 36.7% (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.

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#### **Staffing Profile**

The following table depicts the whole-time equivalent staffing profile of KCETB during 2022

	2022
Chief Executive	1.00
Directors	3.00
Administration & Support Staff Administration staff (wte) Ancillary (wte)	75.03 24.42
School Staff Principals Deputy Principals Teaching staff (wte) Special Needs Assistants (wte)	1300 15.00 431.65 45.50
Further Education & Training Staff Training Services Manager Adult Education Officers (including 1 Assistant Training Services Manager)	1.00 4.00
Co-ordinators/Facilitators Guidance Counsellors Youth Officers	14.00 5.00 2.00
Music Generation Development Officers Resource Tutors	2.00 2.00 10.00
Part-time Tutors (paid and voluntary) Teachers/Tutors (wte)	100.00 75.00 2.00
Information Officer Instructors Authorised Officers	3.00 2.00
Project Officers Principals	4.00 1.00
Deputy Principals Teaching Staff (wte)	3.00 63.44
Total (whole time equivalent)	900.04

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# Directorate Reports

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#### **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, coeducational, 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	ΤY	LC	LCCA	LCVP	PLC
Abbey Community College, Ferrybank	V		V	V	V	V	
Borris Vocational School	V		V	V		V	
Coláiste Aindriú, Muine Bheag	V	٧	V	V	V		
Coláiste Cois Siúire, Mooncoin	V		V	V		V	
Coláiste Eoin, Hacketstown	V		V	V		V	
Coláiste Mhuire, Johnstown	V	V	V	V	V	V	
Coláiste Pobail Osraí, Kilkenny	V		V	V			
Duiske College, Graiguenamanagh		٧	V	V		V	
Gaelcholáiste Cheatharlach	V		V	V		V	
Grennan College, Thomastown	V		V	V		V	
Kilkenny City Vocational School		V	V	V	V		V
Scoil Aireagail, Ballyhale	V		V	V			
Tyndall College, Carlow		V	V	V		V	

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

School	2022/2023
Abbey Community College, Ferrybank	988
Borris Vocational School	542
Coláiste Aindriú, Muine Bheag	122
Coláiste Cois Siúire, Mooncoin	167
Coláiste Eoin, Hacketstown	313
Coláiste Mhuire, Johnstown	632
Coláiste Pobail Osraí, Kilkenny	229
Duiske College, Graiguenamanagh	153
Gaelcholáiste Cheatharlach	352
Grennan College, Thomastown	316
Kilkenny City Vocational School	314
Scoil Aireagail, Ballyhale	185
Tyndall College, Carlow	950
Total	5,263

#### **School Achievements in 2022**

ETB schools in Kilkenny and Carlow continued to grow and develop during 2022 with an increase in enrolment in a number of schools.

With the welcome easing of pandemic restrictions, we were delighted to return to a full suite of cocurricular and extra-curricular activities and to inperson school graduations and awards ceremonies after a two-year, Covid-enforced absence.

2022 was a year like no other where our schools welcomed students from war-torn Ukraine and, in line with the national response to the crisis, our school communities wore blue and yellow to stand in solidarity with all those affected and displaced. Many schools fundraised for the Irish Red Cross Ukraine Appeal whilst endeavouring to provide a trauma response approach to welcoming and including Ukrainian students to our schools.

A **Regional Education and Language Team (REALT) Co-ordinator** was appointed and a REALT team for Kilkenny and Carlow was established.

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 families in securing school places. The REALT coordinator 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 2022. A series of teaching and learning workshops for teachers (*Magenta Principles*) to enhance teaching and learning in our schools continued during the academic year 2022/2023. Thirty-two 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 6 October, 2022. The keynote speaker was Dr Gavin Murphy (Trinity College) who presented *High-Leverage Practices - Refining and Reflecting Teacher Practices for Real World Contexts.* We also had enlightening workshops from our teaching colleagues. 231 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 2022. 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, selfdirected 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?

32 teachers completed the programme in 2022.

#### • Junior Cycle and Leaving Certificate State Examinations 2022

Schools should be commended for the significant efforts they made to ensure the Junior Certificate and Leaving Certificate 2022 ran smoothly for our students. Tyndall College in Carlow and Kilkenny City Vocational School facilitated the State Examinations Commission with a second sitting of the state exams in July for all those who, through contracting COVID or through bereavement, were unable to sit any original scheduled examination papers.

#### Recognising Achievement

KCETB students excelled in their academic, sporting and extra-curricular achievements in 2022, representing our ETB to the highest level at local and national events. Coláiste Mhuire excelled in hurling and camogie with the junior camogie team capturing Leinster glory while their senior, junior and second-year hurlers all captured Leinster B College titles. Grennan College won two Leinster titles this year, securing the U14 and U16 Leinster Hurling titles. Coláiste Eoin's Senior Boys' Gaelic Football team won the South Leinster Schools Final whilst the school also won the All-Ireland final of the Generation Apprenticeship Competition. Duiske College won the U-14 Hurling GAA 'Larry Doyle' Tournament, whilst Kilkenny City Vocational School was awarded its seventh Green Flag. Transition Year student Mary Cassen, from Coláiste Mhuire, won the UNESCO Young Environmentalist for Biodiversity, while Laura Malone, 5th Year student in Grennan College, was awarded a scholarship to attend the United World College of East Africa to study for the International Baccalaureate.

Coláiste Pobail Osraí excelled in music with their senior band, Salann Mín, winning the All-Ireland Final of the Scléip music competition, while Transition Year student Lily-Mae Ní Bhraonáin was invited to display her incredible project at the Science for Development showcase as a result of her participation in the BT Young Scientist and Technology Exhibition 2022.

• The Student of the Year Awards 2022 took place on 9 September 2022. A student from each school was nominated for an award for their achievements and overall contribution to school life.

# School Governance and Management

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

#### Incidental Inspections:

- Grennan College on 16 February 2022
- Tyndall College on 17 February 2022 Special Education Needs Incidental
- Coláiste Mhuire on 15 March 2022- Special Education Needs Incidental

#### Other Inspections:

- Subject Inspection in Business in Coláiste
   Mhuire 12 October 2022
- Subject Inspection in Geography in Duiske College – 12 & 14 October 2022
- Evaluation of provision for students with additional and special educational needs in Coláiste Aindriú – 13, 17, 18 October 2022
- 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 2022. This programme, delivered by Dr Joe O' Connell, aimed to build middleleadership 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, GRPR and Building Positive Relationships in School Community
  - Aspiring School Leaders Certificate in Restorative Practice collaboration with SETU Carlow – 24 teachers completed the programme in 2022
- 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:

- Pop-Up Meeting for Principals start of new term briefing and Save the Dates - 17 August
- Pop-Up Briefing for Principals and Deputies RE: COVID Leave and Substitution Arrangements - 25 August
- PDST workshop on New Digital Strategy for Principals and Deputy Principals -9 September
- Pop-Up Briefing for Principals RE: Unannounced Health and Safety Authority (HSA) School Visit - 12 September
- Briefing for Principals "Managing an SEN Inspection" - November 2022
- Pop up Briefing for Principals Re: Updates to Admissions and Consultation Process - 2 December
- 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 second special class for students with Autism Spectrum Disorder was opened in Borris Vocational School, providing a high quality teaching and learning environments for students with additional needs
- Engagement in the ETBI/MIC SEN Provision Mapping Pilot Programme. Three KCETB schools engaged in the ETBI/MIC pilot on
  - Special Education Needs (SEN) Mapping:
  - Coláiste Mhuire, Johnstown
  - Duiske College, Graiguenamanagh
  - Kilkenny City Vocational School

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. Two inclusion coaches from KCETB are engaging in training as part of this project.

- 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.
- Continued upgrades to school buildings -Grennan College had the official opening of its extension which comprises four classrooms, a new home economics and music room and an additional science laboratory. Emergency Works with respect to replacement prefabs

was completed in Duiske College while the Kilkenny Schools Campus (Coláiste Pobail Osraí and Kilkenny City Vocational School) progressed to the submission of planning permission for the project.

Additional accommodation was sanctioned for Coláiste Mhuire, Johnstown, Gaelcholáiste Cheatharlach and additional modular accommodation was sanctioned for Scoil Aireagail, Ballyhale.

#### School Governance

Admissions to Schools- Amendment 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* regarding admissions, all school boards of management confirmed to the patron that they had updated their respective admissions policies 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.





# Ongoing Supports in the area of Health and Safety-

*Health and Safety programmes as follows:* Three-day training programme for all Safety Representatives in Schools - October 2022

- Two-day training programme for principals as Safety Officers in their schools -December 2022
- MAPA Training for SNAs June 2022

#### Partnerships with the wider community

In 2022, 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 promoting positivity, justice, inclusivity, truth and empathy. Schools ran anti-bullying weeks with themes like *"Change Starts with Us – One Kind Word"* and ran initiatives that built awareness and understanding around LGBTI+ e.g. Stand Up Awareness Week. Another popular theme with students in schools in 2022 was promoting global citizenship with many schools addressing the green agenda. For example, Tyndall College explored bio-diversity and fast fashion by creating a striking display entitled How Much *Water Are We Wearing?*, whilst Abbey Community College participated in the ETBI Sustainable Development Goals Take 1 programme. Both Coláiste Mhuire and Duiske College improved their schools' biodiversity with the addition of polytunnels and the sowing of wildflowers, fresh herbs and salad crops in planter beds. Other projects to enhance the school environment for students were the addition of student benches in Coláiste Eoin and the opening of an outdoor classroom in Kilkenny City Vocational School.

Fundraising was another endeavour that student bodies were committed to in 2022. The Irish Children's Arthritis Network (ICAN), St Vincent de Paul, Laura Lynn, Ireland's Children's Hospice, Down Syndrome Ireland, Bali's Children's Project, Carlow Regional Youth Service and the Irish Red Cross Ukraine Appeal were just some of the worthy charities that students donated to.



#### Student Voice

- 0 Inaugural Schools Ethos Showcase - On 10 May 2022, Borris Vocational School hosted the first KCETB ethos showcase. Energetic and enthusiastic students represented KCETB schools to present the culmination of their year's work on their school ethos. On the day, schools came together to demonstrate an array of dynamic and innovative presentations of song, artwork, Wordle displays, artefacts and demonstrations. The showcase provided an opportunity for attendees to experience the KCETB ethos brought to life through the unique experiences and expressions of students. Each school had a representation of the core values, which they portraved in a unique and relevant way within the setting of their own school. Every showcase told the unique story about how individual schools have created a vision and a language that is consistent with our shared ethos. Each showcase provided a snapshot of the transformative and unique learning experiences that have enriched the lives of students. The ethos showcase served as a reminder that being part of the KCETB community is what binds our schools together.
- Student Councils Training for Student Councils on promoting and supporting student voice and leadership took place on 20 and 26 October. 145 students together with their link teachers attended; 67 students attended in Carlow and 78 attended in Kilkenny respectively.

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 Digital-STEM Cluster with five local primary schools under the School Excellence Fund (SEF). Term 1 was spent on-line and involved the completion of the Bebras Challenge in November. This computational thinking challenge is part of their school's Numeracy Plan that promotes and improves problem solving and critical thinking skills.
- Schools Creative Clusters Borris Vocational School, in collaboration with CBS Carlow and St. Leo's College Carlow, was successful in its application for a Creative Cluster grant. This has led to the co-ordination of interschool's competitions such as poetry and essay writing competitions with language departments across all three schools. A mural was also developed by students and plans are in place to create an outdoor classroom.
- 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.

Emerging from the shadows of Covid-19, we have had an extraordinary year, created by and with ordinary people. Staff and students worked together to develop activities for teaching, learning and wellbeing that allowed us to continue working academically while also progressing socially.

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 2022 and beyond. 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 the labour market and works with local, regional and national stakeholders to respond to this need across Kilkenny and Carlow. During 2022, the number of learners commencing a FET programme with KCETB increased, with 13,092 individual learners attending a FET course/ programme - a significant recovery from the COVID-19 years. Across Kilkenny and Carlow, the breakdown of learners was evenly distributed; however, large cohorts of learners opted for part-time provision.

A new Strategic Performance Agreement 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.

#### FET 2022 Highlights

Apprenticeships continued to grow during 2022.

Apprenticeship Registration Area	New Registrations Craft	New Registrations 2016+	Employers who registered new apprentices	Active employers
Carlow	87	19	72	148
Kilkenny	156	26	104	212
Total:	243	45	176	360

KCETB hosted the National Apprenticeship Awards for the South East on 17 October. 362 apprentices across Carlow, Kilkenny, Tipperary, Waterford, and Wexford graduated at the ceremony, which was held at Lyrath Estate Hotel, Kilkenny.

The 362 graduates marked the completion of 21 different apprenticeships from five industry sectors: engineering; electrical; motor; construction; hospitality and food. The ceremony was the first to include commis chef apprenticeship graduates, following its introduction by KCETB in 2016. The graduate chefs were from businesses across the south east and Eugene Callaghan, the executive head chef at Kelly's Hotel, was a guest speaker at the awards ceremony in recognition of the milestone.

The National Apprenticeship Awards 2022 also recognised the first Phase 2 electrical apprentices from the south-east region who commenced training in 2018 in the first Kilkenny-based course. Three female apprentices graduated at the ceremony.

In 2022, staff from Training Services successfully participated in the national roll-out of Leadership and Management programmes for the hospitality sector. This resulted in the delivery of a City & Guilds Level 5 Leadership programme and a QQI Level 6 Hospitality and Tourism Supervisory Management programme. Training Services are continuing to offer upskilling in leadership and management to the sector but have changed the delivery to modular-based, parttime, blended courses in areas such as supervisory management, human resources management, and conflict management.

Upskilling is also offered to the sector through the delivery of the following courses:

- Pastry Baking and Desserts
- Menu Planning and Applied Nutrition
- Patisserie and Confectionary Skills
- Barista Skills
- Commis Chef Apprenticeship
- Fifty Shades Greener

The **Adult Literacy Service** saw overall growth in Starters (PLSS) during 2022 (2,897 - a 45% increase on 2021) and growth in certification.

### Direct literacy provision and support across FET provision

Where required, the Literacy Service provides literacy support to learners in other FET centres eg. support to apprentices. The Service works closely with a range of external agencies including disability organisations, local primary schools, family resource centres, public library services, CE supervisors, community development partnerships, traveller community groups, DSP, HSE, etc.

#### Adult Literacy for Life Strategy

An adult literacy organiser with responsibility for the *Adult Literacy for Life Strategy* was appointed in September 2022 and a plan developed with a focus on the following areas:

- ✓ Growing the family learning programme with expansion to new schools.
- ✓ Strengthening links and provision with learner cohorts identified in the Strategy, including the traveller community. Literacy input was organised in November/December 2022 for new groups within the traveller community.
- ✓ Identifying and organising a number of key events/activities under the LGMA/ETBI Protocol, including a Literacy Awareness Programme (a partnership between KCETB, Library and NALA), guest speaker events in the library with a focus on literacy.
- Mapping local and regional services and stakeholders with a role to play in addressing unmet literacy needs.
- ✓ Adult Literacy Tutor Professional Development Review to identify key areas for further professional development.

KCETB developed its **ESOL provision for Ukrainian learners** living in Carlow and Kilkenny during 2022. Provision increased as a result of a direct mail campaign in three languages, and by organising events for Ukrainian learners with a focus on integration and Irish culture. In December 2022, Ukrainian learners attending English language classes through the Adult Learning Service in Kilkenny compiled a booklet entitled *Two Countries: Ukraine to Ireland*. As part of their English language classes, the learners shared stories, artwork and photographs of their experiences of moving from Ukraine to Kilkenny.

Members of the **DEIS to FET Network** organised two key events in 2022. A FET fair for guidance counsellors focused on apprenticeships/traineeships/progression routes for second-level students. Separately, a FET fair for second-level students provided students and guidance counsellors with the opportunity to meet with tutors and co-ordinators from the different centres and acquire information on the range of courses and supports available.

#### Arts & Culture Community Grant:

Over 50 community and voluntary groups were successful in receiving funding for arts and culture projects in their local community in 2022. Separately, the **Reach Fund** granted €222,408.50 to 24 local groups to assist those experiencing educational disadvantage.



#### Programme Validation:

The following programmes were developed and submitted for validation in 2022:

Programme Title	Level	Award Type	Status
Family learning	3	Special purpose	QQI pending approval
Digital Assisted Eco driving	5	Special purpose	Approved
Environmental Sustainability Awareness	4	Special purpose	Approved
Lean for Green: Lean skills for sustainable business	5	Special purpose	QQI pending approval
Environmental Sustainability in the Workplace	5	Special purpose	Approved
Resource Efficiency in the Workplace	5	Special purpose	Ready for Jan 2023
Building Digital Business Skills	5	Special purpose	Approved

**Erasmus:** Seven commis chef apprentices benefitted from an ERASMUS+ experience in Lyon in May 2022. 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.

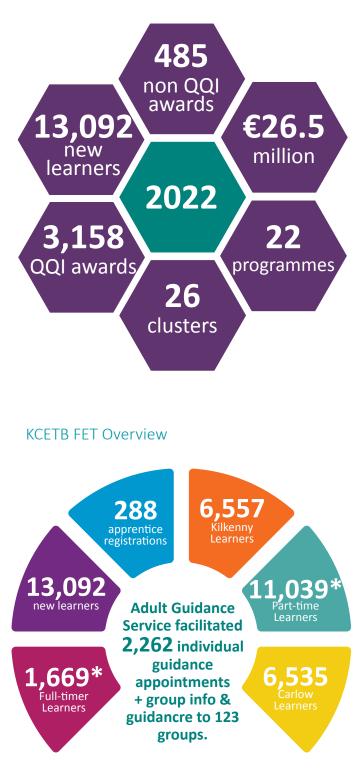
Every apprentice secured work placement in Brasserie Bocuse restaurants around Lyon. The Bocuse name is synonymous with haute cuisine in France and around the world. Two days were assigned to orientation and familiarisation with the city of Lyon. Work placements started on 9 May and the apprentices worked split shifts from 9:30am to 3pm and from 7pm to 10pm (and often later). The apprentices had to integrate quickly into the kitchen culture in the various Bocuse restaurants.

Additional ERASMUS experiences took place through Ormonde College with a visit to Spain and staff from Carlow Institute of Further Education and Training participated in a visit to the University of Education in Freiburg, Germany. Here, they developed tools and techniques to embed reflective practice into teaching and learning at Carlow Institute.

Skills for Work: KCETB's new employment engagement co-ordinator was appointed in 2022 and worked closely with all centres, focusing on *Explore, Skills for Work, Skills to Advance and Apprenticeships.* This new undertaking has strengthened KCETB's approach and provision, and is assisting the organisation in building its profile with employers, developing wider networks and further understanding of the needs of employers in Carlow and Kilkenny.

During 2022, *10 Skills for Work* courses took place across Carlow and Kilkenny and an additional two Explore programmes were delivered. *Skills for Work* programmes engaged more than 80 learners over the period through direct engagement with the employer. Participating employers were from the hospitality, finance, engineering, manufacturing, and retail sectors. The key skill needs targeted were English language and digital skills in office settings. Over 50% of learners engaged with English Language training through ESOL.

#### FET 2022 in numbers:



\*The total number of learners in 2022 was 13,092, with 12,708 learners on part-time and full-time courses and a further cohort availing of the Adult Guidance Service.



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 in the chart on this page.

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 cooperation with the chief executive, is responsible for the co-ordination of risk management, governance, compliance and internal control across the organisation.





Finance	<ul> <li>Implementation of the SUN financial and DCS P2P systems, providing an enhanced capacity for financial management and compliance across KCETB</li> <li>Ongoing work in the following areas:         <ul> <li>Treasury services</li> <li>Budgeting and financial allocations for schools and centres across KCETB</li> <li>Accounts Payable</li> <li>Learner and apprenticeship payments</li> <li>Travel and subsistence payments</li> <li>Departmental and SOLAS financial returns</li> <li>Other departmental financial returns</li> </ul> </li> </ul>	
Support Systems for Schools and Centres	<ul> <li>Head office support to schools and centres in the areas of HR, finance, ICT and corporate services</li> </ul>	
ICT	<ul> <li>Provision of ICT systems, equipment and training to facilitate virtual services</li> <li>Developed infrastructure to provide upgraded ICT capacity for virtual services and off-site working</li> <li>Staff training</li> <li>Introduction of a new phone system</li> <li>Streamlined common IT procurement through the creation of purchasing catalogues</li> <li>Developed a central IT support contract for the ETB</li> <li>Piloted Cloud print management service</li> <li>Implemented new ICT policies developed by ETBI</li> <li>Provision of Cyber Security training to all staff</li> <li>Undertook Phishing vulnerability tests within the organisation</li> </ul>	
Corporate Governance	<ul> <li>The OSD team oversaw the following in 2022:</li> <li>Governance and System of Internal Control</li> <li>Risk Management</li> <li>Risk Registers – Covid 19, Corporate, OSD, FET and Schools</li> <li>Audit Registers</li> <li>Assurance Declarations</li> <li>Compliance Report</li> <li>Governance and risk management briefings for staff</li> <li>Audit and Risk Committee</li> <li>Finance Committee</li> <li>Policy Management Framework</li> <li>Internal and external auditor engagement and facilitation</li> <li>Review of internal control mechanisms</li> <li>Board and committee training</li> <li>Business Continuity Planning</li> </ul>	

Data Protection and Freedom of Information	• KCETB carried out 13 FOI requests in 2022 and continued best practice data management across the organisation
Capital and Building Services	<ul> <li>KCETB sought and received approval for a dedicated €40 million Kilkenny FET College</li> <li>KCETB sought and received sanction for €1.3 million funding for improvements to Grennan Equestrian Centre</li> <li>Planning permission secured on the Kilkenny Schools Campus. This €40m+ project will build two post-primary schools on a green-field site as part of the development of the Bregagh Valley.</li> <li>Completion and opening of the new €1.4 million, seven-classroom extension at Grennan College, Thomastown.</li> <li>Commencement of substantial additional and replacement accommodation projects at Borris Vocational School, Gaelcholáiste Cheatharlach, and Coláiste Mhuire, Johnstown.</li> <li>The ongoing maintenance and management of KCETB owned and leased property was reviewed to ensure efficient and effective use of public funds</li> <li>Planning for Energy Management and Disability Access Building Programmes began in 2022 and will continue in 2023</li> <li>A business case for a new headquarters facility in Carlow was submitted to the Department of Education</li> <li>Review of SOLAS buildings condition reports and refurbishment plan for FET facilities</li> </ul>
Climate Action	• KCETB commenced the development of a Climate Action Plan in 2022 that will continue in 2023
Policy Development	<ul> <li>Corporate Services drafted and introduced a Social Media Policy</li> <li>Introduction of a new Customer Service Charter</li> <li>Introduction of a new Customer Service Action Plan</li> </ul>
Communications	<ul> <li>Drafting and publication of the KCETB Statement of Strategy 2022-2026</li> <li>Design and completion of a new bi-lingual and fully accessible website for the organisation with up-to-date news section</li> <li>Introduction of an effective press office function in KCETB</li> <li>Introduction of pro-active and on-going media relations around KCETB news and events</li> <li>Audit and realignment of KCETB social media channels and introduction of new external signage at all schools and centres that are compliant with Irish language obligations</li> <li>Reintroduction of in-person events e.g. Student of the Year Awards; graduations; learner events; retirement celebrations; exhibitions and a 12-month calendar of events</li> </ul>

Human Resources	<ul> <li>Support for KCETB staff with the running of wellness at work online seminars in 2022</li> <li>Management and leadership training for staff</li> <li>Established Public Sector Equality and Human Rights working group to progress an Equality and Human Rights Values Statement, Assessment and Implementation Plan.</li> <li>On-going staff wellbeing programmes</li> <li>On-going work in the following areas:         <ul> <li>recruitment, selection and appointment of all staff</li> <li>CPD and induction programme</li> <li>Employment contracts</li> <li>Staff allocations and utilisation</li> <li>Leave management</li> <li>Personnel policies and procedures</li> <li>Garda vetting</li> <li>Pensions</li> <li>HR Payroll</li> <li>Ongoing HR compliance in line with relevant legislation and best practice</li> </ul> </li> </ul>	
Procurement	Introduction of KCETB's Corporate Procurement Plan.	
Collaboration with DE, ETBI and other ETBs	On-going sharing of knowledge, policies and procedures to facilitate best practice across the sector	







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