

Ms Margaret Falsey
Committee Secretariat
Committee of Public Accounts
Leinster House
Dublin 2



An Bord Oideachais agus Oiliúna Chathair Bhaile Átha Cliath
City of Dublin Education and Training Board

07 December 2017

Dear Margaret,

I refer to your letter dated 28 November 2017 and attach the information, as requested:

1. **A breakdown of Fees and Travel Expenses**
(see attached spreadsheets)
2. **A Note on the key performance indicators in place, how they are managed and how long they have been in place**

General

Some parts of CDET B lend themselves to measurement in the form of key performance indicators (KPIs) better than others so KPIs they are applied in some sections of the organisation in a strict sense and in a less formal manner in other sections. The setting of targets and their measurement takes place across the ETB whether or not strict KPIs are in place. Targets are set in both our Corporate Plan and the FET plan and there is detailed reporting to both the DES and SOLAS. The ETB has targets for programmes delivered and numbers of students and the very nature of the education system and the academic year means that targets have always been set for the following year well in advance and then measured to see if those targets have been met. The education system has always operated to plans and has measured performance. Recruiting new students and assessing current students is a priority so measurement has always been an integral part of our operations. School Planning is ongoing in all of our schools and colleges and while the exercise might not be expressed strictly in KPIs that is, in reality, what is in place.

SUSI

SUSI is one of the areas in CDET B that lends itself to measurement in the form of KPIs and, under a management framework agreement between DES and CDET B governing the administration of student grants, SUSI is subject to a range of 24 performance indicators which are measured weekly, monthly and annually as appropriate.

These indicators are expressed as metrics of SUSI system availability, timeliness and quality of SUSI service, SUSI resource optimisation and SUSI reporting effectiveness.

Key among these indicators are those which relate to the performance of SUSI in processing grant applications to finality and in making grant payments to students. These indicators are expressed as service target volume outputs in each month from September to December of each academic year.

Other indicators relate to the time taken to assess grant applications, the timeliness of communications issuing to students, minimising follow-up document requests to students and reducing the average annual operating cost per application processed and per grant awarded.

These indicators have been in place since 2013. They are reported to DES in line with their frequency of measurement and they are reviewed at senior management level by a DES-

Priomhtheidhmeannach / Chief Executive: Carol Hanney BA, H Dip Ed, M Ed.

CDETB Operations Review Group meeting quarterly and by a DES-CDETB Business Strategy Review Group meeting twice annually.

3. A Note on the training provided to HEO grades and upwards and school principals in relation to corporate governance

Corporate Governance training is ongoing in CDETB and takes place both as specific training in certain areas and also during the regular monthly meetings held with Principals and other senior staff. The following areas have been specifically addressed:

- a) **Freedom of Information** – training was provided prior to CDETB becoming subject to FOI. The training included the roles and responsibilities of management as Decision Makers and Internal Reviewers.
- b) **Risk Management** – training was provided to management (including Principals and administrative staff) around the development and maintenance of Risk Registers.
- c) **Critical Incident Management Programme (CIMP)** – CIMP training was provided to management and staff across the scheme as part of CDETB's Health & Safety strategy
- d) **Data Protection** – training was provided to management and staff around Data Protection as part of CDETB's endeavours to raise awareness about our obligations under Data Protection legislation.

Within SUSI, the role of **Governance and Compliance Manager** (APO level) is a senior management position reporting to the Head of SUSI and with a cross-functional remit in relation to all SUSI operations and providing guidance, training and advice for SUSI staff and management on all relevant subjects. Having specific management responsibility for governance, compliance audit, fraud and risk management within SUSI, the current incumbent in the role is a chartered company secretary, has legal and accounting qualifications and participates in ongoing learning and professional development in a range of relevant subjects relevant to the work of SUSI, including data protection.

The **SUSI Compliance Officer** (HEO level) reports to the Governance and Compliance Manager and is also legally qualified and has received specific training in corporate governance, risk management and fraud management and is undertaking study leading to a formal qualification in data protection.

In relation to financial governance and control, the role of **Financial Controller** (APO level) is a senior management position reporting to the Head of SUSI and with responsibility for the administration of student grant funding and corporate funding of SUSI operations. The **Student Finance Officer** (HEO level) reports to the Financial Controller. The current incumbents in both SUSI financial roles are qualified accountants and participate in ongoing learning and professional development.

The **Head of SUSI** (PO level) was, in a previous role, an officer of a state body having senior management lead responsibility for board- and CEO-level administration including governance and internal audit and received relevant training in relation to this role.

The SUSI management team also includes a **Project Manager** (APO level) role and three further members of the management team have also received training in project management.

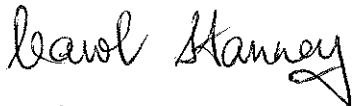
The SUSI management team (at PO/APO level) has received training in risk management, business continuity planning and critical incident management.

New and existing junior staff receive annual training/re-training regarding their work and **all SUSI staff** re- acknowledge annually the contents of a SUSI staff handbook containing information and governance-related guidance in relation to their general and ethical workplace conduct including the declaration of interests, whistleblowing, protected disclosures and the reporting of fraud.

On the basis of the above, specific training in relation to corporate governance has not otherwise been provided to date for general HEO Grades and upwards in SUSI. However all staff in these grades are made aware of their responsibility for ensuring that appropriate controls and activity reporting, including as regards reporting irregularities, are implemented within their areas of operations.

If I can be of any further assistance please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, reading "Carol Hanney". The signature is written in a cursive, flowing style.

Carol Hanney
Chief Executive, CDETb