



Laois and Offaly
Education and Training Board

Excellence through Education and Training

Annual Report 2022

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Chairperson's Foreword

It is with great pleasure that I welcome the 2022 Annual Report on behalf of Laois and Offaly Education and Training Board (LOETB). The work of LOETB as a statutory organisation is wide-ranging with responsibility for post-primary schools, further education and training, youth services, performance music education, and administration across Laois and Offaly.

This report charts the organisation's success in developing our recognised role within the community as a provider of quality, locally based, accessible education and training opportunities for all age groups. The needs of our students have always been central to the service provided by LOETB and it is this focus that will enable us to meet the changing education and training needs of the region as we move forward.

Following on previous years, this report continues to demonstrate the innovation and foresight displayed by LOETB in the expansion of all areas of education and training opportunities offered and delivered to all throughout the region. Since its inception LOETB has been to the forefront in developing and piloting new areas in education and training and has been a standard bearer for others in this field. We as a Board are proud to support these endeavours now and, in the future.

I would like to sincerely thank our Chief Executive, Joe Cunningham, his management team, and all the staff at LOETB for their continued commitment and dedication to excellence through education and training. While the impact of Covid-19 receded, particularly during the second half of 2022, it continued to have an effect on the teaching, learning and support services of LOETB and I would like to sincerely thank the management and staff for their tremendous efforts to ensure continuity of operations despite all the challenges still presented by the pandemic.

Finally, I would like to acknowledge the work of my fellow Board members who give so diligently and selflessly of their time in their contribution to the governance of LOETB.



Evelyn Dunne
Chairperson

Chief Executive's Introduction

It gives me great pleasure to present the 2022 Annual Report which marks the final year of the implementation of our five-year Strategy Statement (2018-2022) and represents an important step in the development of LOETB as the statutory provider of education and training in the region. This report provides an opportunity to reflect on the actions completed in pursuance of the goals and priorities of the strategy statement as well as our Service Plan for 2022. The report also sets out the summary financial position, and relevant human resources and corporate services information during this period. In 2022, the focus of the organisation has remained constant as we strive to provide the highest quality lifelong education and training opportunities for all communities across Laois and Offaly.

As we emerge as a society from the significant impact of Covid-19 and the associated changes it brought to bear on the education and training sector, I am extremely proud of the tremendous response by the management and staff at LOETB to ensure continuity of our services in the face of these difficulties. Different challenges have been faced across the organisation, but the dedication and commitment of staff has remained steadfast and true to our values. Indeed, the professionalism, innovation, and creativity of staff in ensuring the best possible experience and outcome for our students and services in the face of the adversity and uncertainty of Covid-19 has been inspiring. I also want to thank the three Directors for the leadership shown during this challenging time. The increasing number of students attending our Schools and Further Education and Training Centres is testament to the ongoing success of our work.


I wish to convey my thanks and appreciation to:

The Chairperson and Board members for their active co-operation in promoting the business of LOETB in so many ways in 2022;

The members of Boards of Management and committees of LOETB who give so generously of their time in promoting the work of the Board;

The management and staff of our schools, centres, services, and administrative offices for their continued commitment, dedication, and loyalty.

Finally, I wish to acknowledge the retirements of long-serving members of staff and wish them health and happiness for the future. LOETB is indebted to them for their professional and dedicated service to the organisation.



Joe Cunningham
Chief Executive

Board Membership

Board Member

Cllr Robert McDermott (Chairperson)
Cllr Neil Feighery
Cllr Willie Aird
Cllr Caroline Dwane-Stanley
Cllr Catherine Fitzgerald (Deputy Chairperson)
Cllr Pdraig Fleming
Cllr John King
Cllr Barry Walsh (replaced Cllr Mary Sweeney)
Cllr John Carroll
Cllr Clare Claffey
Cllr Eddie Fitzpatrick
Cllr Frank Moran
Ms Evelyn Dunne
Mr Shane Flesk
Ms Mary Cotter-Bracken
Mr Dave Cullen
Ms Maura Brophy
Ms Molly Buckley
Mr John Mollin
Ms Frank Smith
Mr Niall Tully
Mr Jim Cashen (replaced John Mollin)

Nominating Body

Elected by Offaly County Council
Elected by Offaly County Council
Elected by Laois County Council
Elected by Laois County Council
Elected by Laois County Council
Elected by Laois County Council
Elected by Laois County Council
Elected by Laois County Council
Elected by Offaly County Council
Elected by Offaly County Council
Elected by Offaly County Council
Elected by Offaly County Council
Staff Representative
Staff Representative
Parents' Representative
Parents' Representative
Bodies specified by the Minister
Bodies specified by the Minister
Bodies specified by the Minister
Bodies specified by the Minister
Bodies specified by the Minister

Attendance at Board meetings

Board Member	Date of Meetings in 2022							Total
	24 January	28 February	29 March	24 May	26 July	27 September	29 November	
Cllr Caroline Dwane-Stanley	✓	x	✓	✓	✓	✓	✓	6/7
Cllr Catherine Fitzgerald	✓	x	✓	✓	x	✓	✓	5/7
Cllr Clare Claffey	✓	✓	✓	x	✓	✓	✓	6/7
Cllr Eddie Fitzpatrick	✓	x	✓	✓	✓	✓	✓	6/7
Cllr Frank Moran	✓	✓	x	x	x	x	x	2/7
Cllr John Carroll	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr John King	x	x	x	✓	x	x	✓	2/7
Cllr Barry Walsh*	x	x	✓	✓	✓	✓	x	4/7
Cllr Neil Feighery	x	x	x	x	✓	✓	✓	3/7
Cllr Pdraig Fleming	✓	x	✓	✓	✓	✓	✓	6/7
Cllr Robert McDermott	x	✓	✓	✓	✓	x	✓	5/7
Cllr Willie Aird	✓	x	✓	✓	x	✓	✓	5/7
Mr Dave Cullen	x	✓	✓	✓	x	✓	✓	5/7
Mr John Mollin**	✓	✓	✓	x	x	x	x	3/7
Mr Jim Cashen	x	x	x	x	✓	✓	✓	3/7
Mr Niall Tully	✓	✓	✓	✓	✓	✓	✓	7/7
Mr Shane Flesk	✓	✓	x	✓	✓	✓	x	5/7
Ms Evelyn Dunne	✓	✓	x	✓	✓	✓	✓	6/7
Mr Frank Smith	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Mary Cotter-Bracken	✓	✓	✓	✓	✓	x	✓	6/7
Ms Maura Brophy	✓	✓	x	x	x	x	✓	3/7
Ms Molly Buckley	✓	✓	x	✓	✓	✓	✓	6/7

* Cllr Barry Walsh replaced Cllr Mary Sweeney on 11 March 2022

** Jim Cashen replaced John Mollin on 24 May 2022

Confirmation of Compliance

LOETB operates in compliance with the ETB Act 2013, the Code of Practice for the Governance of ETBs 2019, and relevant Circulars from the Dept. of Education. The Board is responsible for the reserved function as set out in the ETB Act 2013 and all other functions are the responsibility of the Executive.

The Board considers that the Annual Financial Statements (AFS) properly present the income and expenditure of the Board and the state of affairs of the Board. The AFS were approved by the Board at its meeting on 28 March 2023 on the recommendation of the Finance Committee. The AFS are subject to audit by the Office of the Comptroller and Auditor General (C&AG). LOETB will publish the AFS within one month of receipt of the audited accounts from C&AG.

The 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 manages the risk for the organisation through a structured risk management programme and it is assisted in its risk function by the Audit and Risk Committee. The Board relies on the Internal Audit Unit – Education and Training Boards (IAU-ETB) and its reports, the C&AG annual audit, and any external audits such as those carried out on behalf of the European Social Fund. Risk Management is a standing item at all Board meetings, and the Board considers reports from the Audit and Risk Committee, changes in risk ratings, and the Risk Register. The risks are aligned with the strategic goals of LOETB and there are controls in place to mitigate the risks.

The Board reviewed internal control procedures and the effectiveness of the system of internal control in operation at LOETB. The Board approved the Statement of Internal Control (SIC) on the recommendation of the Audit and Risk Committee. The SIC which is subject to change until the C&AG audit is concluded, has been included at Page 4 of the AFS and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

The Chairperson affirms that LOETB is adhering to the relevant aspects of the Public Spending Code.

The Chairperson affirms that LOETB complies with all obligations under tax law.

The Chairperson affirms LOETB's commitment to adhering to its Procurement Policy and Procedures along with EU and national procurement regulations and guidelines. LOETB updated and implemented the Corporate Procurement Plan in 2022.

In line with the requirement of the ETB Act 2013 to publish details of any gift received that exceed the amount specified by the Minister of Public Expenditure and Reform, I confirm that no such gifts were received in 2022.

The Chairperson of LOETB submitted a confidential Comprehensive Report to the Minister for Education in accordance with Section 6.8 of the Code of Practice for the Governance of ETBs. It includes items such as affirmation that Government policy is being complied with, significant post balance sheet events, a statement on the system of internal control and an outline of all commercially significant developments affecting LOETB in the preceding year.

Audit and Risk Committee Membership and Meeting Dates

The Audit and Risk Committee met five times during 2022:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		28 February	25 March	8 July	16 September	9 December	
Mr Martin Byrne (Chairperson)	External	✓	✓	✓	×	✓	4/5
Mr Oliver McCormack	External	✓	✓	✓	✓	✓	5/5
Ms Anne O’Keeffe	External	✓	✓	✓	✓	✓	5/5
Mr Hughie Egan	External	✓	×	✓	×	×	2/5
Mr Declan Kirrane	External	✓	✓	✓	✓	✓	5/5
Cllr Pdraig Fleming	LOETB	×	×	✓	×	✓	2/5
Mr Frank Smith	LOETB	✓	×	×	✓	×	2/5
Cllr John Carroll	LOETB	×	✓	✓	✓	✓	4/5

Finance Committee Membership and Meeting Dates

The Finance Committee met five times in 2022:

Finance Committee Membership		Attendance at Meetings					Total
		28 February	29 March	8 July	16 September	9 December	
Mr Peter Scully (Chairperson)	External	✓	✓	✓	✓	×	5/5
Ms Molly Buckley	LOETB	✓	×	✓	×	×	2/5
Cllr Caroline Dwane-Stanley	LOETB	×	✓	✓	×	×	2/5
Mr John Mollin*	LOETB	✓	✓	×	×	×	2/5
Mr Jim Cashen	LOETB	×	×	×	✓	✓	2/5
Cllr Clare Claffey	LOETB	✓	×	×	✓	×	2/5
Cllr Eddie Fitzpatrick	LOETB	✓	✓	×	×	✓	3/5
Cllr Barry Walsh	LOETB	×	×	✓	×	✓	2/5

* John Mollin resigned on 29 March 2022

Organisation Profile

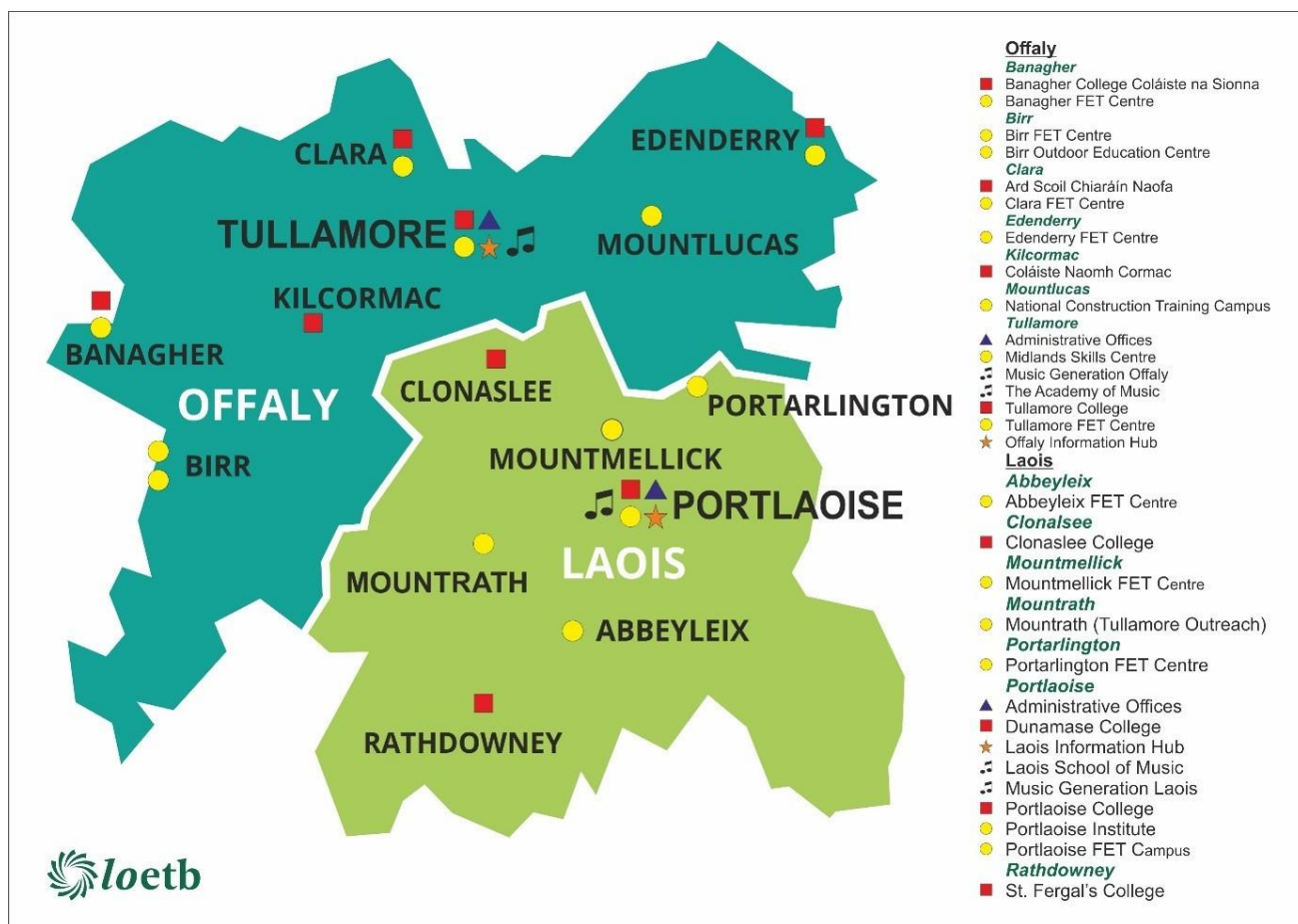
LOETB is the statutory provider of education and training services for Laois and Offaly. The overall aim of LOETB is to enable our students reach their potential. We strive to offer learning experiences that respond to the needs of students of all ages and abilities. We make guidance and supports available to our students to help them attain their learning goals and qualifications. We include transfer and progression options for our students to maximise their chances of pursuing further education and training and securing employment.

We acknowledge the importance of suitable premises and resources for our students in our commitment to inclusive education. We are mindful of our responsibilities in relation to human rights and equality, both as a service provider and employer. We understand the importance of technology as a means of enhancing learning, collaboration and communication among our students and stakeholders. To this end, we are working to ensure our digital systems are accessible, reliable, and protected.

We aspire to continue to grow as a learning organisation and we ensure that our staff have access to continuing professional development opportunities. This includes enabling staff to become reflective practitioners, enhance their skills, and collaborate with colleagues. We recognise that professional development can be facilitated in a variety of ways, from accredited programmes to workshops and professional learning networks.

We appreciate that much of the work of our organisation is made possible by the support and administrative staff in our schools, centres, and services and by the key support functions at Head Office. We place a very high value on the contribution made by the various committees which support LOETB at organisational level and in our schools and centres. We also work in partnership with key organisations and agencies at local and national level in pursuit of a quality service for our students.

Map of Services



Location of Services

Administrative Offices

Ridge Road, Portlaoise

Castle Buildings, Tullamore

Schools

Ard Scoil Chiaráin Naofa, Clara

Banagher College

Coláiste Naomh Cormac, Kilcormac

Oaklands Community College, Edenderry

Tullamore College

Clonaslee College

Dunamase College, Portlaoise

Portlaoise College

St Fergal's College, Rathdowney

Further Education and Training

Tullamore FET Centre

Clara FET Centre

Edenderry FET Centre

Banagher FET Centre

Birr Outdoor Education and Training Centre

Birr FET Centre

Portarlington FET Centre

Portlaoise FET Centre

Portlaoise Institute

Midlands Skills Centre

National Construction Training Centre, Mount Lucas

Portlaoise Prison Education Centre

Midlands Prison Education Centre

Performance Music Education

Laois School of Music, Laois Music Centre, Portlaoise

Music Generation Laois, Laois Music Centre, Portlaoise

Academy of Music, Tullamore

Staff Breakdown

Category	Total
Post Primary Teachers	541
FET Teachers/Tutors/Instructors	343
Administrative Staff	153
Co-ordinators/Centre Managers	15
Resource Workers	27
Maintenance Staff	46
Support Staff (including SNAs)	245
Total	1370

Senior Management Team

Joe Cunningham	Chief Executive
Marie Bracken	Director of Organisation Support and Development
Tony Dalton	Director of Further Education and Training
Linda Tynan	Director of Schools

Scéim Teanga

The Language Scheme 2020-23, under the Official Languages Act 2003, came into effect in 2022. All mandatory requirements are in place and commitments for the second year of the scheme were implemented.

Financial Statements 2022

LOETB'S Annual Financial Statement for the year ended 31 December 2022 is subject to Audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of LOETB's 2022 Annual Report LOETB'S AFS 2022 had not been audited. LOETB's financial statements for 2022 will be available on the website, www.loetb.ie once they have been audited.

The following will be included in the financial statements;

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees;
- 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 costs) for the reporting period fell between €0 and €59,999 and within each pay

band of €10,000 from €60,000 upwards and an overall figure for total employer pension contributions will also be included in the financial statements.

Vision, Mission, Values and Strategic Goals

In 2018 LOETB developed a 'Strategy Statement 2018-2022' as required under Section 27 of the 2013 ETB Act. This Strategy Statement sets out the direction of our organisation over the next five years to enable us to continue to provide a high-quality education and training experience to the communities of Laois and Offaly. The LOETB Statement of Strategy sets high-level objectives for the organisation under four Strategic Goals. Each goal has its own set of strategic priorities which will be met through a series of supporting actions. These goals and priorities have been designed to assist LOETB to avail of the opportunities that will arise and meet the challenges it faces over the next five years.

Vision

To actively lead the provision of high-quality education and training in Laois and Offaly.

Mission

Excellence through education and training.

Values

Equality, Collaboration, Professionalism, Integrity, and Innovation

OUR STRATEGIC GOALS 2018-2022

Goal 1 Excellent Education and Training

The provision of quality-assured excellent teaching, learning, and assessment for all with high levels of achievement and accreditation by students.

Goal 2 Excellent Experience for Students

The provision of positive learning experiences and environments with suitable resources and facilities for students.

Goal 3 Organisation Transformation

The promotion of a culture of innovation and improvement within the organisation.

Goal 4 Staff Development

To recruit and retain a highly qualified and motivated workforce and to provide staff support and opportunities for continuing personal and professional career development.

Service Plan Report

Goal	Priority	Action	Performance Indicator	Target	Commentary
Goal 1 Excellent Education and Training	Provide a positive learning experience for all students/learners, including learners from marginalised groups.	Schools and Centres to continue to provide and further develop inclusive, quality teaching, learning, and assessment experiences for all students and learners.	Ongoing review and culture of continuous improvement in all schools and centres.	Q1 - Q4	Individual school support for staff, student, and parents.
Goal 2 Excellent experience for students	Promote a student /learner voice approach in identifying areas that are working well and areas in need of improvement.	Enhance feedback opportunities to and from students and parents.	Regular feedback from students and parents.	Q1 - Q4	Ongoing feedback from students and parents received on a regular basis.
		LOETB will implement Emergency Remote Teaching and Learning as a mode of delivery for disadvantaged learners	Continue to provide training and collaborative opportunities for staff and learners in Remote Teaching and Learning.	Q1 - Q4	Continued to provide training and collaborative opportunities for staff and learners in Remote Teaching and Learning.
		Facilitate learner participation in QQI Inaugural Review.	Learner participation in QQI Review Panel meetings.	Q2	Learner Feedback forms a key part of the QQI Self Evaluation process.
		Encourage learner participation in AONTAS Learner Forum in 2022.	Increased learner participation in AONTAS Learner Forum 2022.	Q4	Increased number of participants in AONTAS Learner Forum.
		Expand the FET Centre model of integrated provision of programmes and services on single sites.	FET Centre model available to learners in all FET Centres	Q2	FET Centres offering full and part time learning options.

	Provide a broad-based curriculum reflective of student and learner needs and interests.	Establish relationships with other awarding bodies to better respond to local and national labour market and learner demands.	Relationships with awarding bodies including SETU and TUS.	Q3	Relationships established.
		Support schools with SSE and continue to implement standards within LAOS framework.	Implementation of WSE-MLL and School Inspection Recommendations.	Q1 - Q4	Recommendations implemented.
		LOETB will continue to provide high quality learning, teaching, and assessment in schools Introduce new subjects & programmes.	Student enrolment will be maintained and increased in areas where there are opportunities for growth.	Q1 - Q4	New Admissions Policies in place in all schools.
	Implement Quality Assurance Systems.	Commence development and review of QA Policies to consider new and evolving methods of delivery.	Development of Hybrid Learning Policy. Implementation of Inaugural Review Recommendations.	Q4	Policy introduced and commenced. Priority recommendations identified and delivered.
	Support students/learners at risk of educational disadvantage in line with current national policy.	Develop inclusion supports across FET Service.	Place Inclusion Officers in FET Centres.	Q4	All FET Centres have Inclusion Officers appointed.
		Adopt a UDL approach to FET provision.	Increased numbers with Digital Badge in UDL and incorporate a UDL ethos into FET delivery.	Q4	Community of practice developed.
		Address emerging digital divide in disadvantaged cohorts.	Continued delivery of basic digital programmes, digital skills integrated into existing programmes, and support for MAED funding recipients.	Q3	Basic digital programmes, digital skills integrated into existing programmes, and support for MAED funding recipients introduced.

		Introduce programmes for specific disadvantaged groups.	Continue to deliver new LTI programmes targeting youth unemployed and members of Travelling Community. Whole FET Approach to supporting Just Transition communities	Q4 Q4	New LTI programmes targeting youth unemployed and members of the Travelling Community. New Access Programmes delivered in JT Communities.
		Continue to prioritise positive supports and interventions for all students at risk of educational disadvantage.	Continue to support DEIS targets and review in schools. Further develop Inclusion supports for schools and develop Inclusion Community of Practice	Q1 - Q4	Support to DEIS targets review in schools ongoing.
Provide guidance and counselling services.	Schools to continue to provide excellent guidance and counselling for students. Further integrate guidance model across FET Service. Establish Guidance Information and Support Hubs in the region.	All schools have access to guidance and counselling. Increased number of teachers qualified as Guidance Counsellors. Guidance input on all FET programmes. Hubs established in Portlaoise and Tullamore. Development of FET wide Integrated Guidance Service.	Q3	Increased number of teachers qualified as Guidance Counsellors. Tullamore Hub opened in 2022. FET Guidance Service expanded.	
Provide high quality learning/training facilities and ensure that an appropriate infrastructure is	Pursue approval for further capital projects which may be identified in 2022. Ensure that new school/centre building projects, extensions, and	Additional accommodation for growing schools and plans for the refurbishment of existing school and centres. Projects delivered on time.	Q1 - Q4	All projects managed in line with the Technical Guidance documents.	

	developed to make the best use of resources.	refurbishments are completed as the earliest possible dates.			Projects completed within budget and on time.
	Promote and develop outdoor education.	Continue to support local schools, groups, and organisations by providing opportunities for physical activities. Continue to develop activities to ensure the centre has productivity on a year-round basis.	Provide the opportunity for outdoor physical and recreational activity to students in Navigation Skills, Hillwalking, Mountain Biking, and Cycling. Commence use of newly constructed obstacle course through a 'fittest school' initiative.	Q4	Schools encouraged and facilitated to take part in outdoor physical and recreational activities.
	Plan for changing demographics.	Support local businesses to understand their future skills requirements and provide appropriate upskilling and reskilling opportunities. Monitor and review local demographics.	Provision of a series of 'Future Proof Your Business' webinars. New programmes developed in response to changing demographic needs.	Q1 - Q4	Continued to increase enrolments in schools.
	Engage effectively with employers.	Provide relevant FET Courses and upskilling/reskilling opportunities that meet local business requirements into the future.	Further development of Digital Skills and Sustainability programmes.	Q1 - Q4	Increases in programmes.
		To provide up-skilling, professional, and management development support required by existing employees in local enterprises.	Development of networks of local employers sharing skills needs and development of programmes to meet those needs.	Q4	Networks developed.
	Provide and develop traineeship and apprenticeship programmes.	Continuation to provide Traineeship programmes that meet current skills needs of local, regional, and national enterprise. Establish Ireland's first Scaffolding Apprenticeship Programme.	Traineeship Provision in 2022 in Construction, Agriculture, Healthcare, Engineering, Utilities, and Hospitality. Apprenticeship programme commenced (four groups in 2022).	Q1 – Q4	Increased Traineeship provision and participation. Apprenticeship programme ongoing.

				Increased numbers within the Apprenticeship programmes.
	Continue to develop Future Skills Traineeship Provision to promote Green and Digital Skills that supports the Midlands transition to a Low Carbon Region.	New Traineeships in 2022 in Remote Working, ICT, Peatland Rehabilitation and Sustainable Agriculture Traineeships. New provision in Renewable Energies and Green Skills. Lunch & Learn, Sustainability Awareness Series rolled out for staff.	Q1 - Q4	Continued to promote new Traineeships. Developed and expanded Renewable Energies and Green skills provision.
Child Protection Procedures for Primary and Post-Primary Schools 2017.	Ensure all necessary child safeguarding measures are in place. Regular Support and training for DLPs. BOM training incorporating CPOR.	Schools meet the requirements in relation to CPSI. Child Protection training completed for all School Boards of Management and all new staff. Ongoing Child Protection training for relevant FET staff.	Q1 - Q4	Continued to ensure that all schools meet the necessary requirements in relation to CPSI.
Prioritise STEM/STEAM in schools.	Continue to engage with and prioritise STEM implementation plan and policy. Promote and prioritise the use of technology to enhance teaching, learning and assessment in schools.	Continue to improve and review performance in STEM/STEAM subjects. All students have access to STEAM subjects. Teachers participate in CPD in these areas. Explore Computer Science CPD opportunities for schools	Q1 - Q4	Improved performance in STEM/STEAM subjects. Ongoing participation by teachers in these areas.

	Provide high quality ICT learning supports in schools/centres.	Provide high quality ICT equipment and facilities. Promote continuous professional development for staff.	Continue to develop and implement digital learning plans in all schools. Provide and increase participation in collaborative opportunities for staff. Appoint of Schools' Support Digital Coordinator	Q1 - Q4	Digital learning plans implemented throughout all schools. Training provided for all staff in ICT.
	Equality and active social inclusion.	Promote ethos of Inclusion as a responsibility for all. Continue to respond to the needs of young people, particularly those who are disadvantaged, at risk, vulnerable and marginalised.	Development of Inclusion Support Network Community of Practice and hosting of FET Inclusion Week. Enhance existing, and develop new partnerships with relevant stakeholders to meet the education, training, artistic and youth work need in Laois and Offaly Continue to develop and provide programmes through Music Generation and the Local Creative Youth Partnership.	Q3 Q1 - Q4	The development of Inclusion Support is ongoing. Increased access and retention of FET learners. Continued to develop and provide programmes through Music Generation and the Local Creative Youth Partnership.
	Protection Programmes.	Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Continue collaboration with interagency working groups and support workers to ensure refugees' educational needs are being met.	Q1 - Q4	Continued collaboration with interagency working groups and support workers to ensure refugees' educational needs are being met.
Goal 3 Organisation Transformation	Continue to develop and enhance structures across the organisation	LOETB will review structures to ensure that services are delivered in a cost	Staff of Corporate Governance section attended regular meetings of the IPA Governance Forum.	Q1 - Q4	

	in line with the Code of Practice.	efficient, effective, and compliant manner. LOETB is a member of the IPA Governance Forum and a member of IBEC. Actively engage with ESBS on the roll out the Financial Services System. Ensure adherence with report submission to the DE.	The Chairperson of the Board attended meetings organised by the IPA Governance Forum. Regular meetings with IBEC. New financial system processes monitored to ensure best practice. Reporting deadlines adhered to ensure compliance with DE requests. Corporate Procurement Plan 2022 developed. Expenditure monitored to identify procurement opportunities to ensure value for money across the organisation.		All statutory reports submitted on time.
	Be a leading provider and inculcate a culture of innovation and improvement actions.	Embed our core values and ensure that these are at the heart of all our work within the organisation.	A review of the impact of our core values on operations Appointment of Ethos Coordinator and provision of core values CPD. Appointment of Ethos Leadership Team in each School	Q4	Ethos Coordinator appointed and working with schools.
Goal 3 Organisation Transformation	Promote ethical governance to ensure accountability and value for money.	Review and evaluate policies, procedures, and systems to improve our services.	On going review and updating of Policies and Procedures. Sign-off by schools/centres/admin on internal control documents. Continued roll-out of CPP 2022 Completed SIPO documents for Board, ARC, FC, and all designated positions of employment including all staff in the Procurement Department.	Q1 - Q4	SIPO documents completed on time.
	Implement a Risk Management Framework to meet Strategic Objectives	Maintenance of active Risk Registers. The board of LOETB will ensure that there is an ongoing process designed to identify and address significant risks	Risks monitored and reviewed. Risk Register updated and reported to the ARC at each meeting.	Q1 - Q4	Risk Appetite Statement developed.

		including those posed by Covid-19 in achieving the entity's outcomes. The ARC will support the board in this role.			
	Internal Controls.	LOETB will ensure that it provides the ARC and Board with adequate assurance that specified controls are operating as intended. A review of recommendations made by C&AG and IAU will take place.	A review completed of compliance reports from schools, centres, and administration. A review of the controls in place presented to the ARC. A report on audit recommendations made to ARC and Audit recommendations implemented.	Q1	Additional internal controls added. Controls aligned with C&AG and IAU recommendations.
	Board Self-Assessments.	All boards will carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.	All board members completed the self-assessment questionnaire and feedback provided.	Q1, Q4	All questionnaires returned by board members and feedback provided
	Financial expertise on audit and finance committees.	Appointments to ARC and Finance committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role.	Audit and financial skills experience included in the competencies for the appointment of ARC members.	Q4	Appointed members of the ARC are highly skilled in relevant competencies.
	Self-Assessment by FC and ARC.	The chairs of both the ARC and FC will ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs.	All board members completed the self-assessment questionnaire and feedback provided.	Q1	Self-assessment questionnaire returned, and feedback provided to all members.
		The chair of each board should ensure that board members are provided with written reports on the work carried out by FC and ARC as required under the Code of Practice for Governance of ETBs.	Minutes of meetings and Annual Report provided by ARC and FC to the Board of LOETB.	Q1	All minutes and reports brought to the Board.

	Attendance at board meetings.	Individual boards will re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs.	Chairpersons reminded Board members of the requirement of full attendance at all meetings.	Q1, Q4	Board Members understood the requirement for full attendance at all meetings.
	Communicate effectively.	<p>Develop a comprehensive Communications Strategy.</p> <p>Appoint a Communications Officer. Deliver on commitments in Scéim Teanga.</p> <p>Continue to promote the use of the Irish Language.</p> <p>Proactively use social media for the promotion of LOETB and its services.</p>	<p>Communications Strategy developed.</p> <p>Communications Officer appointed. Training in the use of Irish Language provided for reception staff in all Schools/Centres/Admin Offices.</p> <p>Appropriate social media channels in place to promote services.</p>	<p>Q4</p> <p>Q1</p> <p>Q2</p> <p>Q3 - Q4</p>	<p>Communications Strategy was developed.</p> <p>Communications Officer appointed. Training commenced and ongoing.</p> <p>Social media channels streamlined for brand consistency, new channels added, video shorts developed.</p>
	Develop Service Level Agreements with external stakeholders.	Promote LOETB as a proponent of partnerships. Establish MOU with Community and Voluntary FET Providers under LOETB's QA Agreement with QQI.	Service Level Agreements in place with relevant stakeholders. FET continued active engagement with local and community development structures. MOU agreed with Providers.	Q1 - Q4	First MOU will be signed Q2 2022.
	Ensure effective data protection.	The DPO will continue to monitor data protection to ensure compliance.	Strategies developed by DPO and Compliance Officer to ensure staff were aware of their data protection obligations. All new staff trained on data protection.	<p>Q2</p> <p>Q3</p>	All staff trained on Data Protection.

	Engage effectively with stakeholders and develop partnerships.	Ensure that LOETB is represented on relevant Boards/Fora related to the provision of Education and Training.	Staff of LOETB nominated to relevant IBEC Networks, OLDC and Forums.	Q1	Staff participated in relevant forums and networks.
	Ensure compliance with statutory and regulatory requirements.	Continue to develop and monitor our processes to ensure compliance with statutory and regulatory requirements.	The Health and Safety Manual and Risk Assessments rolled out to all schools/centres/admin offices.	Q3 - Q4	Advice provided by Corporate Services
	Recruitment and retention of staff.	LOETB will continue to review and develop recruitment processes. LOETB will develop appropriate responses to address supply skills deficits in particular subject areas.	Recruitment for LOETB substitute panels continuous throughout the academic year. Targeted recruitment campaigns developed with particular emphasis where skills deficits have been identified.	Q1 - Q4	Targeted recruitment campaigns ongoing.
Goal 4 Staff development	Support staff in ongoing professional development.	Foster a culture of professional development and support for all staff. Develop and implement training and development plans	Ensured collaboration and sharing of best practice using SharePoint. Staff training and development plans operating across the functions in LOETB	Q1 - Q4	Materials provided for all staff on SharePoint.
	Support and develop high quality leadership at LOETB.	Establish Communities of Practice in specific subject areas including Ethos, Inclusion and Digital Technology	Prioritised COPs established.	Q3	Established COPs in IT and Business.
		Equip administrative staff with remote working skills and competences.	Provision of appropriate Remote Working training programme for admin staff across the ETB.	Q2	Remote Working training programme available to all ETB administrative staff.
		Develop an active leadership programme for staff, to include middle and senior leaders. Provide professional development opportunities in leadership and priority areas for development including Ethos, Inclusion and Digital Technology	Training on Leading Remote Teams rolled out for line managers across the organisation.	Q1	All line managers attended required training for Leading Remote Teams.

	Ensure that all staff have access to the EAP.	We will continue to promote the service particularly to raise awareness amongst non-teaching staff.	Information on EAP available to all staff on SharePoint.	Q1	Promotion of EAP on-going.
	Provide a positive, supportive, and safe work environment and support staff wellbeing.	Target specific initiatives to promote staff wellbeing and encourage staff engagement.	Regular communications issued by our Communications Officer on EAP and Staff Wellbeing.	Q1 - Q4	

Glossary

AEO	Adult Education Organiser
AFL/AOL	Assessment for Learning/Assessment of Learning
AFS	Annual Financial Statements
AONTAS	National Adult Learning Organisation
ARC	Audit and Risk Committee
BOM	Board of Management
C&AG	Comptroller & Auditor General
CIF	Construction Industry Federation
CIT	Cork Institute of Technology
Cllr	Councillor
COP	Community of Practice
CPD	Continuing Professional Development
CPOR	Child Protection Oversight Report
CPP	Corporate Procurement Plan
CPSI	Child Protection Safeguarding Inspection
DCU	Dublin City University
DEASP	Dept. of Employment Affairs and Social Protection
DEIS	Delivering Equality of Opportunity in Schools
DE	Dept. of Education
DLP	Designated Liaison Person
DPO	Data protection Officer
EAP	Employee Assistance Programme
ESBS	Education Shared Business Services
ETBI	Education and Training Boards Ireland
FC	Finance Committee
FET	Further Education and Training
FMT	FET Management Team
FOI	Freedom of Information
GAA	Gaelic Athletic Association
GDPR	General Data Protection Regulations
HR	Human Resources

IAU	Internal Audit Unit
IBEC	Irish Business and Employers Confederation
ICT	Information Communications Technology
IPA	Institute of Public Administration
LAOS	Looking At Our Schools
LCDC	Local Community Development Committee
LOETB	Laois and Offaly Education and Training Board
LTI	Local Training Initiative
MA	Master of Arts
MAED	Mitigating Against Educational Disadvantage
MAPP	Multi Annual Procurement Plan
MGL	Music Generation Laois
MOU	Memorandum of Understanding
NZEB	Nearly Zero Energy Building Standard
OSD	Organisation Support and Development
PD	Professional Development
QA	Quality Assurance
QQI	Quality and Qualifications Ireland
SEN	Special Education Needs
SETU	South East Technological University
SIC	Statement of Internal Control
SIPO	Standards in Public Office Commission
SMT	Senior Management Team
SNA	Special Needs Assistant
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna (FET Authority)
SSE	School Self-Evaluation
STEM	Science Technology Engineering Maths
STEAM	Science Technology Engineering Arts and Maths
TEL	Technology Enhanced Learning
TUS	Technological University of the Shannon
UDL	Universal Design for Learning
WSE-MLL	Whole School Evaluation - Management, Leadership, Learning