

EXCELLENCE THROUGH  
EDUCATION AND TRAINING

Bord Oideachais agus Oiliúna  
Laoise agus Uíbh Fhailí  
*Laois and Offaly  
Education and Training Board*

# ANNUAL REPORT 2019



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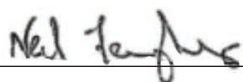
## CHAIRPERSON'S FOREWORD

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**I**t is with great pleasure that I welcome the 2019 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, arts in 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.

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



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Cllr. Neil Feighery

**Chairperson**

## CHIEF EXECUTIVE'S INTRODUCTION

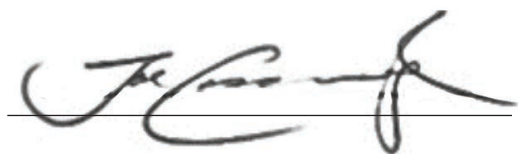
It gives me great pleasure to present the 2019 Annual Report of LOETB. 2019 marked the second year of the implementation of our 5-year Strategy Statement (2018-2022) and represents an important step in the development of LOETB as the statutory provider of education and training in the region. The Strategy Statement sets out the direction for LOETB for the coming years and defines our mission, vision, and values as an organisation and what strategic goals we aim to achieve. This report provides an opportunity to reflect on the actions completed in pursuance of these goals across the main areas of work, namely, Schools, Further Education and Training, Youth Services, Arts in Education, and Organisation Support and Development.

This report also sets out the summary financial position and human resource information of the LOETB during this period. In 2019, 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. 2019 also saw LOETB assume responsibility for Laois School of Music and Music Generation Laois along with the establishment of an Arts Committee. 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 2019;
- 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

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A new Board was established post the local elections pursuant to section 31 of the Education and Training Boards Act 2013.

The outgoing Board met four times in 2019: 28 January, 28 February, 26 March and 15 May.

### Outgoing Board Membership

Cllr John Carroll (Chairperson)  
Cllr Caroline Dwane-Stanley  
Cllr Catherine Fitzgerald  
Cllr Pdraig Fleming  
Cllr John King  
Cllr Paschal McEvoy  
Cllr Mary Sweeney  
Cllr Eamon Dooley (Deputy Chairperson)  
Cllr Eddie Fitzpatrick  
Cllr Sean Maher  
Cllr Tony McCormack  
Cllr Liam Quinn  
Ms Vivienne Keenan  
Mr William Flanagan  
Ms Mary Cotter-Bracken  
Mr Derek Scully  
Ms Maura Brophy  
Ms Molly Buckley  
Ms Frank Smith  
Mr Anne Starling  
Mr Clive Davis

### Nominating Body

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  
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 (appointed 28.01.19)

Register of Attendance					
Member Name	28/01/2019	28/02/2019	28/03/2019	13/05/2019	Attendance
Maura Brophy	×	×	×	✓	1 out of 4
Molly Buckley	✓	✓	✓	×	3 out of 4
John Carroll	✓	✓	✓	✓	4 out of 4
Mary Cotter-Bracken	×	×	✓	✓	2 out of 4
Eamon Dooley	×	×	✓	×	1 out of 4
Caroline Dwane-Stanley	✓	✓	✓	✓	4 out of 4
Catherine Fitzgerald	✓	×	×	×	1 out of 4
Eddie Fitzpatrick	✓	×	✓	×	2 out of 4
William Flanagan	✓	×	✓	✓	3 out of 4
Padraig Fleming	✓	✓	✓	✓	4 out of 4
Vivienne Keenan	✓	✓	✓	✓	4 out of 4
John King	✓	×	✓	×	2 out of 4
Sean Maher	✓	✓	✓	✓	4 out of 4
Tony McCormack	×	✓	×	×	1 out of 4
Pascal McEvoy	×	✓	×	✓	2 out of 4
Liam Quinn	✓	×	✓	×	2 out of 4
Derek Scully	×	✓	×	✓	2 out of 4
Frank Smith	×	✓	×	×	1 out of 4
Anne Starling	×	✓	×	×	1 out of 4
Mary Sweeney	✓	×	✓	✓	3 out of 4
Clive Davis	<i>Appointed 28 Jan</i>	✓	✓	✓	3 out of 3

## BOARD MEMBERSHIP

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### **New Board Membership**

Cllr Neil Feighery (Chairperson)  
Cllr. Willie Aird  
Cllr Caroline Dwane-Stanley  
Cllr Catherine Fitzgerald (Deputy Chairperson)  
Cllr Pdraig Fleming  
Cllr John King  
Cllr Mary Sweeney  
Cllr John Carroll  
Cllr Clare Claffey  
Cllr Pippa Hackett  
Cllr Eddie Fitzpatrick  
Cllr Robert McDermott  
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

### **Nominating Body**

Elected by Offaly County Council  
Elected by Laois County Council  
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Elected by Offaly County Council  
Elected by Offaly County Council  
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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



Register of Attendance							
Member Name	22/08/2019	27/08/2019	Meeting 1 27/08/2019	Meeting 2 07/10/2019	25/11/2019	0/12/2019	Attendance
Eveyn Dunne	✓	✓	✓	✓	✓	✓	6 out of 6
Shane Flesk	✓	✓	✓	✓	✓	✗	5 out of 6
Mary Cotter Bracken		*	✓	✓	✓	✓	4 out of 4
Dave Cullen		*	✓	✓	✓	✓	4 out of 4
John Carroll	✓	✓	✓	✓	✓	✓	6 out of 6
Clare Claffey	✓	✓	✓	✓	✓	✓	6 out of 6
Neil Feighery	✗	✓	✓	✓	✓	✓	5 out of 6
Robert McDermott	✓	✓	✓	✓	✗	✓	5 out of 6
Frank Moran	✗	✗	✓	✓	✗	✗	2 out of 6
Willie Aird	✓	✓	✓	✓	✓	✓	6 out of 6
Caroline Dwane-Stanley	✓	✓	✓	✓	✓	✓	6 out of 6
Catherine Fitzgerald	✓	✓	✓	✓	✓	✗	5 out of 6
Padraig Fleming	✓	✓	✓	✓	✓	✓	6 out of 6
John King	✗	✓	✓	✓	✓	✓	5 out of 6
Mary Sweeney	✓	✓	✓	✓	✓	✗	5 out of 6
Maura Brophy			*	✗	✓	✓	2 out of 3
Molly Buckley			*	✓	✓	✓	3 out of 3
John Mollin				*	✓	✓	2 out of 2
Frank Smith			*	✓	✓	✓	3 out of 3
Niall Tully			*	✓	✓	✗	2 out of 3
Eddie Fitzpatrick (replaced Pippa Hackett)				**	✓	✓	2 out of 2
Pippa Hackett	✓	✓	✗	✗			2 out of 4

Pippa Hackett (resigned on 1 Nov 2019 upon her appointment to Seanad Éireann)

\* Appointed at this meeting

\*\* Appointed by Offaly County Council to replace Cllr. Pippa Hackett

## CONFIRMATION OF COMPLIANCE

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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 and Skills. The Board is responsible for the reserve 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 30 March 2020 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 2019. The Board manages the risk for the organisation through a structured risk management programme and is assisted in its risk function by the Audit and Risk Committee. The Board relies on the Internal Audit Unit 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 to 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.

LOETB confirms that it is adhering to the relevant aspects of the Public Spending Code.

LOETB complies with all obligations under tax law.

LOETB adheres to its Procurement Policies and Procedures along with EU and national procurement regulations and guidelines. In 2019 LOETB developed a Corporate Procurement Plan.

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, LOETB confirms that Clonaslee College received a photocopier (estimated value €15,000) in December 2019 from an anonymous donor.

The Chairperson of LOETB submitted a confidential Comprehensive Report to the Minister for Education & Skills 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 the ETB in the preceding year.

## AUDIT AND RISK COMMITTEE MEMBERSHIP AND MEETING DATES

A new Audit and Risk Committee was established on 25 November 2019 (post the local elections and in line with the establishment of the new Board) pursuant to section 45 of the Education and Training Boards Act 2013. The Audit and Risk Committee met four times during 2019; 4 March, 1 May, 1 July and 13 December.

Outgoing Audit and Risk Committee Membership 2019		Attendance at Meetings		
		4 March 2019	1 May 2019	1 July 2019
Mr Oliver McCormack (Chairperson)	External Member	✓	✓	✓
Mr Martin Byrne	External Member	✓	✓	✗
Ms Anne O'Keeffe	External Member	✓	✓	✓
Ms Mary Cotter-Bracken	LOETB Member	✗	✓	✓
Cllr Pdraig Fleming	LOETB Member	✓	✓	✓
Mr Frank Smith	LOETB Member	✓	✗	✗

New Audit and Risk Committee Membership 2019		Attendance at Meetings
		13 December 2019
Mr Martin Byrne (Chairperson)	External Member	✓
Mr Oliver McCormack	External Member	✓
Ms Anne O'Keeffe	External Member	✓
Mr Hughie Egan	External Member	✓
Mr Declan Kirrane	External Member	✓
Mr. John Carroll	LOETB Member	✗
Cllr Pdraig Fleming	LOETB Member	✓
Mr Frank Smith	LOETB Member	✓

## FINANCE COMMITTEE MEMBERSHIP AND MEETING DATES

A new Finance Committee was established on 25 November 2019 (post the local elections and in line with the establishment of the new Board) pursuant to section 45 of the Education and Training Boards Act 2013. The Finance Committee met four times in 2019; 28 February, 26 March, 27 May and 13 December.

Outgoing Finance Committee Membership 2019		Attendance at Meetings		
		28 Feb 2019	26 March 2019	27 May 2019
Mr Peter Scully (Chairperson)	External Member	✓	✓	✓
Cllr Eamon Dooley	LOETB Member	✗	✓	✓
Ms Molly Buckley	LOETB Member	✓	✓	✓
Cllr Caroline Dwane-Stanley	LOETB Member	✓	✓	✗
Cllr Paschal McEvoy	LOETB Member	✓	✗	✗

New Finance Committee Membership 2019		Attendance at Meetings
		13 December 2019
Mr Peter Scully (Chairperson)	External Member	✓
Cllr Mary Sweeney	LOETB Member	✗
Ms Molly Buckley	LOETB Member	✓
Ms Clare Claffey	LOETB Member	✓
Mr John Mollin	LOETB Member	✓
Cllr Neil Feighery	LOETB Member	✗
Cllr Caroline Dwane-Stanley	LOETB Member	✓

## ORGANISATION PROFILE

LOETB provides education and training services to a population of 162,658 across the two counties. The organisation's head office is in Portlaoise. The key facts and figures in relation to LOETB in 2019 are summarised below.

Services	No. of Locations	No. of Participants/ Beneficiaries
Post-primary Schools	9	3,918
Further Education and Training	17	12,373

## MAP OF SERVICES



## LOCATION OF LOETB 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

### Arts

Laois School of Music,  
Laois Music Centre, Portlaoise

Music Generation Laois,  
Laois Music Centre, Portlaoise

### 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



## STAFF BREAKDOWN

Category	Total
Post Primary Teachers	460
FET Teachers/Tutors/Instructors	360
Administrative Staff	94
Co-ordinators/Centre Managers	15
Resource Workers	14
Maintenance Staff	36
Support Staff (including SNAs)	40
<b>TOTAL</b>	<b>1019</b>

### Senior Management Team

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

## SCÉIM TEANGA

The Language Scheme 2016-2019, under the Official Languages Act 2003, came to completion in 2019. All mandatory requirements are in place and commitments for the final year of the scheme were implemented. The Scéim Teanga is available on our website.

## FINANCIAL STATEMENTS

The Board will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

## 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 which 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	
<b>Goal 1</b>	<b>Excellent Education and Training</b> The provision of quality-assured excellent teaching, learning, and assessment for all with high levels of achievement and accreditation by students.
<b>Goal 2</b>	<b>Excellent Experience for Students</b> The provision of positive learning experiences and environments with suitable resources and facilities for students.
<b>Goal 3</b>	<b>Organisation Transformation</b> The promotion of a culture of innovation and improvement within the organisation.
<b>Goal 4</b>	<b>Staff Development</b> To recruit & retain a highly qualified and motivated workforce and to provide staff support and opportunities for continuing personal and professional career development.



# STATEMENT OF STRATEGY REPORT

## Strategic Priority 1: Excellent Education and Training

### 1.1 Excellent teaching, learning, and assessment for all

- Teaching and Learning Centre fully operational, aimed at ensuring excellence of standards in all aspects of Teaching and Learning.
- LOETB teachers attended whole school cluster meetings on JCT principles, specifications, and Wellbeing.
- Developed a two-year Assessment, Feedback, and Reporting Programme to include key partnership with JCT, DCU, and the Teaching Council.
- Increase in FET Traineeship provision in line with LOETB/SOLAS Strategic Performance Agreement; 262 starters in 2019.
- 28 Apprentices completed Phase 2 Electrical in Midlands Skills Centre.
- 56 Apprentices completed Phase 2 Electrical in Mountrath.
- Scaffolding Apprenticeship submitted to QQI for validation.
- Started recruitment earlier in 2019 to ensure highest quality of staff recruited.
- Commenced issuing Employment Contracts prior to staff starting to ensure compliance with legislation.

### 1.2 Quality-assured provision with high levels of achievement and accreditation by students

- Worked in partnership with JCT team members for the provision of specific SLAR/CBA training for Principals and key staff members.
- Assessment, Feedback, and Reporting programme developed to enhance the assessment process.
- Oversight provided through the implementation of the DCYA National Quality Standards Framework, providing support and development for DCYA-funded projects in the youth work sector.
- New Third Level Progression Agreements with IT Carlow and Athlone IT based on 'mapping' provision and advanced entry; working groups established, mapping process ongoing, particularly in the area of STEM.

### **1.3 Evidence-based planning, coordination, and review**

- Promoted a culture of SSE leading to school improvement: Looking At Our School, particularly on the leadership Domains.
- Research, analysis, and submission of Youth Employability Initiative applications made to DCYA which targeted Young People between ages 16-24 years who are not currently in employment, education or training.
- Short courses for JCT emerging at school level to reflect local interest and demand.
- Implemented a series of three MLL workshops for principals and key staff on S.29 and Whole School Guidance.
- Distribution of teacher allocation for 2019/20, based on student enrolment and educational needs.

### **1.4 Reflective practice to support programme improvement**

- Engagement with Teaching Council on critical reflective practice options for teachers; LOETB to engage in pilot project.
- Promoted a culture of school self-evaluation leading to school improvement.
- Conducted a comprehensive research on LGBTI+ Mapping of Provision of Service for Young People in Laois and Offaly to further inform the development of the area profiling process.
- FET Healthcare Review Group Report completed.
- Identification of sites for FET Healthcare Skills Assessment rooms (Tullamore and Portarlinton).
- A Community of Practice established for Healthcare education practitioners, supported by a dedicated Moodle Site.
- Progress Report on Implementation of QIP 2018 and QIP 2019 completed.

## Strategic Priority 2: Excellent Experience for Students

### 2.1 Provide positive learning experiences and environments with suitable resources and premises

- The FET multiplex model of provision expanded to FET Centres in Edenderry, Mountmellick, and Banagher.
- 70 learners commenced Traineeships in one of the newly integrated FET Centres.
- A common FET application form (PLSS) now in use across all FET Centres/Services.
- A common Learner Induction Pilot programme for selected FET programmes was introduced by the FET Communications and Learner Information sub-group.
- LOETB funded Youth Work Ireland Midlands, Youth Work Ireland Laois, and Offaly Traveller Movement under the DCYA Capital Grant Scheme.
- Supported young people 16-24 years (with a focus on 16-18) through the Youth Employability Initiative.
- Supported 27 youth clubs/groups through the Local Youth Club Grant Scheme.
- As lead partner, established the Laois and Offaly Local Creative Youth Partnership (LCYP). 720 young people participated in 23 creative programmes across Laois and Offaly.
- Supported three youth services through the Targeted Youth Funding Scheme.
- Student council training provided to all schools.
- Engaged with DCU in focusing on student voice as a key component of the Assessment, Feedback and Reporting programme.
- Completed refurbishment and upgrade works to schools and centres.
- Completed the fit-out of Midlands Skills Centre in Axis Business Park, Tullamore.

### 2.2 Commit to technology-enhanced learning to support independent and collaborative learning

- FET TEL Action Plan and Strategy agreed, and actions implemented.
- TEL sub-group established (with representation from FET administrators and teachers); quarterly meetings to drive action plan and strategy.
- SharePoint sites created for each FET centre and service to promote collaboration and sharing of best practice in teaching with technology.
- Launch of 'Lunch & Learn' series; "Technology in Education" to promote new technologies in the classroom.
- Promoted collaboration and professional engagement opportunities among teachers and tutors through the use of ICT as part of an Aspiring Leaders' course.
- Produced an e-zine (two issues) for dissemination of information pertaining to schools and centre projects, initiatives, and undertakings. The e-zine was also used as a vehicle to share resources, leading practice, and positive student learning experiences.
- Support (technical and pedagogic) provided to schools involved in the Schools Excellence Fund (Digital) project.
- Support provided to schools involved in Schools Digital Champion programme.

### 2.3 Enhance feedback opportunities to and from students and parents

- A Learner Council in Tullamore FET Centre was established comprising 10 members elected by class representatives.
- Common Healthcare Award Assessor pack developed including guidelines on learner feedback.
- Promoted and encouraged greater use of formative assessment techniques leading to more qualitative engagements in schools.
- Assessment, Feedback, and Reporting programme developed and commenced.

### 2.4 Equality and active social inclusion

- 6 LTIs completed. 83 learners started, 40 completed. 36 learners achieved Major Awards and 18 achieved Minor Awards. 32 progressed to employment and 10 to FET.
- Active Inclusion Subgroup established to work on progression pathways in community education, literacy, community training, prison services, and Youthreach.
- SEN Community of Practice established in conjunction with the NCSE.
- SEN included as a key component of the Active & Aspiring Leaders' Programme
- SEN resources reviewed annually in FET and allocated to dedicated FET Centres as appropriate.
- Supported Laois Comhairle na nÓg and Offaly Comhairle na nÓg to give children and young people the opportunity to be involved in the development of local services and policies.
- The DCYA allocated €5,000 to LOETB for the LGBTI+ Youth Service Grant Scheme. (Youth Work Ireland Laois was the successful applicant under this scheme).
- Commissioned a youth service to carry out a Mapping of Services for LGBTI+ young people in Laois and Offaly.
- Completed an Area Profile, Needs analysis and Service Requirement for Laois and Offaly in advance of the new youth funding scheme UBU Your Place Your Space.

## Strategic Priority 3: Organisation Transformation

### 3.1 Identify as a leading provider and inculcate a culture of innovation and improvement

- Principal and Deputy Principal meetings had a focus on core values and characteristic spirit of LOETB Schools. Emerging areas include school excellence, inclusion, and community.
- Promoted the embedding of core values to ensure that these are at the heart of all our work within the organisation; this will be part of new Admissions Policies in all our LOETB schools.
- Implemented the revised POR structure in all schools and began a process of short-term review of management needs within schools.
- FET Management Strategic Planning workshops held quarterly.
- Quarterly meetings with all FET internal stakeholders: responding to identified needs and monitoring progress of the LOETB/SOLAS strategic performance agreement.
- Payroll Shared Services Project successfully completed.
- Accounts, petty cash, and bank reconciliation training provided to school and centre administrative staff.
- Online payment systems rolled out in all schools.
- Centralised email account introduced for learner payments.
- Financial monitoring visits to grantees were carried out in line with Service Level Agreements.
- Successful transition of Finance function to Portlaoise office.
- Established the Procurement and Buildings Unit.
- Introduced measures for greater protection of our data through enhanced cloud computing.

### 3.2 Promote ethical governance to ensure accountability and value for money

- New Board established in 2019 after the local elections pursuant to section 31 of the Education and Training Boards Act 2013.
- Training provided to Board Members on the Code of Practice for the Governance of ETBs.
- A Compliance Officer was appointed.
- GDPR mandatory online training rolled out to all staff.
- A new compliance process for BOM governance assurance was developed and adopted by school BOMs.

### 3.3 Enhance the LOETB brand

- Promoted Youth Service Unit function, Youth Work developments and funding opportunities across the youth work sector through committees, networks, LOETB website, talks, newsletters, contribution to national events and publications, local press, and social media.
- Used social media channels to promote our FET provision and school activities as well as for learner and staff recruitment.
- Redesigned the LOETB logo to improve brand recognition.
- Updated signage at FET Centres and Offices to reflect the new LOETB logo.

### 3.4 Promote strategic networking and partnerships with key stakeholders

- LOETB revised Co-operation agreements with Athlone IT and IT Carlow to better reflect the National Plan for Equity of Access to Higher Education.
- Links with external stakeholders including SOLAS, OLDC & Laois Partnership, Offaly & Laois County Councils, Regional Skills Forum and Local, Regional and National Employers incl. CIF, SISK, HSE etc.
- LOETB met with DEASP, local and regional enterprise as well as community and partnership groups to strategically plan course provision in line with global, national, regional, and local labour market needs.
- LOETB worked as part of a multi-agency task group to engage those in unemployment blackspots; Portarlington, Birr, Mountrath, and Rathdowney.
- LOETB played a lead role in the Midland Regional Transition Team, which was set up as a response to Bord Na Mona's accelerated transition to a lower carbon business model.
- Continued development of partnership with Laois GAA, providing additional education supports through Easter Revision Programmes and specifically focused workshops.
- The Youth Service networked with Túsla, Child and Family Support Networks, Laois LCDC, SICAP, LAG, Comhairle na nÓg, Garda Youth Diversion Projects, Laois Partnership, Offaly Local Development Company, Drugs Task Force, Erasmus+ Programme at Léargas, Tech Space, Creative Youth Partnership, and Institute of Technology Carlow.
- Successfully completed the transfer to ESBS for payroll services in November. The project involved the migration of data from existing payroll systems to one common standardised payroll system to be operated by ESBS.
- LOETB developed and implemented a CPP and a MAPP in conjunction with ETBI and EPS.
- FET Enterprise Support Service established to develop bespoke provision in response to local enterprise needs.
- 534 employees participated in Skills to Advance courses in 2019.
- FET SMT actively participated in local community and economic development structures (e.g. LCDC, local development companies).
- Reviewed WSE/MLL reports to examine noted areas for improvement with a key focus on integrating SEN teams within teaching staff.



## Strategic Priority 4: Staff Development

### 4.1 Recruit and retain a highly qualified and motivated workforce

- Staff Induction for all new FET Staff provided by QA Department; briefings held in January and September.
- Staff induction provided for all new staff members.
- New staff member appointed to the ICT function.
- Pension increases were completed for all pensioners.
- Benefit statements were issued for all staff on full time hours.

### 4.2 Ensure continuing personal, professional, and career development

- Developed training facilities in Tullamore Offices to expand training options.
- Provided training to staff who transferred to LOETB on the Laois School of Music and Music Generation Laois programmes.
- SEN Training provided for school management.
- Active & Aspiring Leader programme for middle and senior school leaders extended.
- Training provided for school and centre administrative staff on Child Safeguarding, GDPR, HR, Finance, and Procurement.
- WSE/MLL Clinics provided for school management.
- Training workshops provided for AP1 & AP2 middle management.
- CBA Training module provided.
- SNA training modules provided.
- VSware training provided to school management.
- CPR4 Schools training provided.
- SEN Teachers' Community of Practice established.
- Music Teachers' Community of Practice established.
- Application submitted and funding received from Léargas for continuing PD.
- PD policies and procedures reviewed and approved by Board.
- MS Office 365 training for all FET staff in line with PD and TEL strategy included SharePoint, OneDrive, and Teams.
- Literacy Awareness training for learners with SEN including dyslexia; using assistive technology to support these learners in the classroom.
- A staff development day was held for FET practitioners addressing 4 key themes – active inclusion, empowering learner participation, supporting learner progression, and meeting skills gaps.
- Focused practitioner teaching and learning training supported by QA department and national support services including Moodle for teaching, academic writing, and referencing.
- On-going support sessions from QA department for new and existing staff in using PLSS, BKSB Learner, programme updates and awards, assessor packs, and general QA briefings.
- SOLAS Pilot programmes for staff (Levels 6-8) in the areas Technology Enhanced Learning and Change Management.

- Continuation of modules with IT Carlow on the MA in Teaching and Learning to include Technology Enhanced Learning.
- The launch of our 'Lunch & Learn' series "Technology in Education" to promote new technologies in the classroom.
- 250 attendees attended our staff well-being day participating in a 5k/10k walk/run at Mount Lucas.
- Soft skills training in the area of effective communication, using social media.
- Guideline training for centre and service staff in areas of health & safety, procurement, and finance procedures.
- 8 staff attended a Finance and Governance Seminar.
- LOETB Staff Well-Being Initiative launched.
- Staff attended a wellbeing talk by Dr Eddie Murphy.
- Staff wellbeing card introduced and sent to all staff members.
- Wellbeing newsletter for staff published.
- A staff member achieved a Certificate in Governance.
- Procurement Staff attended workshops and training on SEAI Climate Change, SEAI Grant Support Energy, the Performance Officers Forum in ETBI, and the Performance Through Data Conference at Dublin Castle.
- An Energy Officer was appointed.

#### **4.3 Develop capacity-building for active leadership**

- A 5-part Leadership Development programme for FET centre and service managers was delivered.
- Continued improvements and extension to Active and Aspiring Leaders' programme for school sector.

#### **4.4 Promote collaboration and sharing of knowledge**

- SharePoint site established for Board members, Audit and Risk, and Finance Committee members.
- Continued development of communal resource building across school management structures to enhance standards and streamline efficiencies.
- Deputy Principal meetings took place on a term basis, with a focus on addressing current issues and developing a culture of support for each other.



## GLOSSARY

<b>AP1</b>	Assistant Principal 1	<b>LGBTI+</b>	Lesbian Gay Bi-sexual Transgender Intersex
<b>AP2</b>	Assistant Principal 2	<b>LTI</b>	Local Training Initiative
<b>BOM</b>	Board of Management	<b>MA</b>	Master of Arts
<b>BKSB</b>	Initial Student Assessment programme	<b>MAPP</b>	Multi Annual Procurement Plan
<b>CBA</b>	Classroom Based Assessment	<b>NCSE</b>	National Council for Special Education
<b>CIF</b>	Construction Industry Federation	<b>NCI</b>	National College of Ireland
<b>CIT</b>	Cork Institute of Technology	<b>NUIG</b>	National University of Ireland Galway
<b>Cllr</b>	Councillor	<b>OLDC</b>	Offaly Local Development Company
<b>CPP</b>	Corporate Procurement Plan	<b>OSD</b>	Organisation Support and Development
<b>CPR4</b>	Cardiopulmonary Resuscitation programme for schools	<b>PD</b>	Professional Development
<b>DCCAE</b>	Dept. of Communications, Climate Action, and Environment	<b>PLSS</b>	Programme Learner Support System
<b>DCU</b>	Dublin City University	<b>POR</b>	Post of Responsibility
<b>DCYA</b>	Dept. of Children and Youth Affairs	<b>QA</b>	Quality Assurance
<b>DEASP</b>	Dept. Of Employment Affairs and Social Protection	<b>QIP</b>	Quality Improvement Plan
<b>DES</b>	Dept. Of Education and Skills	<b>QQI</b>	Quality and Qualifications Ireland
<b>EPS</b>	Education Procurement Services	<b>SEAI</b>	Sustainable Energy Authority of Ireland
<b>ESBS</b>	Education Share Business Service	<b>SEN</b>	Special Education Needs
<b>ETBI</b>	Education and Training Boards Ireland	<b>SICAP</b>	Social Inclusion and Community Activation Programme
<b>FET</b>	Further Education and Training	<b>SISK</b>	Construction Employer
<b>FOI</b>	Freedom of Information	<b>SLAR</b>	Subject Learning and Assessment Review
<b>GAA</b>	Gaelic Athletic Association	<b>SMT</b>	Senior Management Team
<b>GDPR</b>	General Data Protection Regulations	<b>SNA</b>	Special Needs Assistant
<b>HR</b>	Human Resources	<b>SOLAS</b>	An tSeirbhís Oideachais Leanúnaigh agus Scileanna (FET Authority)
<b>HSE</b>	Health Service Executive	<b>SSE</b>	School Self-Evaluation
<b>ICT</b>	Information Communications Technology	<b>STEM</b>	Science Technology Engineering Maths
<b>JCT</b>	Junior Cycle for Teachers	<b>TEL</b>	Technology Enhanced Learning
<b>LAG</b>	Local Area Group	<b>WSE/MLL</b>	Whole School Evaluation/Management, Leadership, and Learning
<b>LCDC</b>	Local Community Development Committee		
<b>LOETB</b>	Laois and Offaly Education and Training Board		

## NOTES

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