

EXCELLENCE THROUGH
EDUCATION AND TRAINING

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

ANNUAL REPORT 2023

www.loetb.ie



CONTENTS

Chairperson’s Foreword	4
Chief Executive’s Introduction	5
Board and Committees of Laois and Offaly Education and Training Board	6
Board Membership and Attendance	6
Confirmation of Compliance	8
Committee Membership and Meeting Dates	9
Laois and Offaly Education and Training Board	11
Organisation Profile	11
Map of Services	12
Location of Services	13
Staff Breakdown	14
Senior Management Team	14
Scéim Teanga	14
Financial Statements	15
Vision, Mission, Values, and Strategic Goals	16
Service Plan Report	17
Glossary	30

CHAIRPERSON'S FOREWORD

The 2023 Annual Report of Laois and Offaly Education and Training Board (LOETB) is welcomed with pride and enthusiasm by all who are involved in LOETB. It displays the range and versatility of the organisation in supporting all members of the communities it serves. The LOETB is the statutory body with responsibility for post-primary schools, further education and training, youth services, music education, apprenticeships/traineeships, and administration to support all these activities across Laois and Offaly.

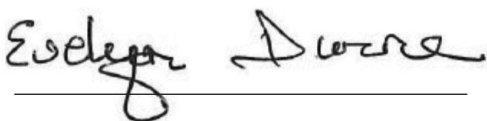
The organisation's success in developing our recognised role within the community as a provider of quality, locally based, accessible education and training opportunities is charted in this report. The needs of our students have always been central to the service provided by LOETB and it is this focus that will enable us to meet the changing education and training needs of the region into the future. It is this ethos that allows communities to flourish and prosper within our catchment area.

This report demonstrates the innovation and foresight displayed by LOETB in the expansion of all areas of education and training opportunities offered and delivered throughout the region. This is reflected in the increased numbers attending at all levels across the two counties and is a validation of the work that we do. This year has seen the expansion of the apprenticeship/traineeship offerings in both counties, not just the traditional ones we all think of but new areas including agriculture, sustainability, retail & hospitality to name a few. The introduction of the Tertiary programme is welcome and our connections with Technological Universities will led to a wider range of courses for our students in the years ahead. We have also connected with employers and businesses this year to help us identify their needs and what they require in future employees.

I would sincerely like to thank our Chief Executive, Joe Cunningham, his management team, and all the staff of LOETB for their continue commitment and dedication to excellence through education and training.

I would also 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.

From the beginning 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 arena. We as a Board are proud to support these endeavours now and, in the future.



Evelyn Dunne
Chairperson

CHIEF EXECUTIVE'S INTRODUCTION

It gives me great pleasure to present the 2023 Annual Report which marks the first year of the implementation of our five-year Strategy Statement (2023-2027) and represents an important step in the continued 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 2023. The report also sets out the summary financial position, and relevant human resources and corporate services information for this period. In 2023, 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.

The dedication and commitment of staff has remained steadfast and true to our core values. Indeed, the professionalism, innovation, and creativity of staff in ensuring the best possible experience and outcome for all our students continues to drive us forward. The growing number of students attending our schools and centres, and the increasing breadth and range of programmes and services on offer is testament to the ongoing success of our work.

I wish to convey my thanks and appreciation to:

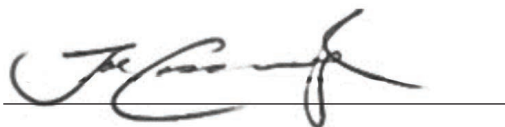
The Chairperson and Board members for their active co-operation in promoting the business of LOETB in so many ways in 2023;

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 Directors of Further Education and Training, Schools, and Organisation Support and Development for their leadership;

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	Nominating Body
Ms Evelyn Dunne (Chairperson)	Staff Representative
Cllr Willie Aird	Laois County Council
Cllr Caroline Dwane-Stanley	Laois County Council
Cllr Catherine Fitzgerald (Deputy Chairperson)	Laois County Council
Cllr Pdraig Fleming	Laois County Council
Cllr John King	Laois County Council
Cllr Barry Walsh	Laois County Council
Cllr Robert McDermott	Offaly County Council
Cllr Clare Claffey	Offaly County Council
Cllr Neil Feighery	Offaly County Council
Cllr John Carroll	Offaly County Council
Cllr Eddie Fitzpatrick	Offaly County Council
Cllr Frank Moran	Offaly County Council
Mr Shane Flesk	Staff Representative
Ms Mary Cotter-Bracken	Parents' Representative
Mr Dave Cullen	Parents' Representative
Ms Maura Brophy	AONTAS
Ms Molly Buckley	Disability Federation Ireland
Ms Frank Smith	Education Management Bodies
Mr Niall Tully	Horse Racing Ireland
Mr Jim Cashen	IPAV

ATTENDANCE AT BOARD MEETINGS

Board Member	Date of Meetings in 2023							Total
	24 JAN	28 FEB	28 MAR	23 MAY	25 JUL	26 SEP	28 NOV	
Cllr Caroline Dwane-Stanley	✓	✓	✓	✓	✓	✗	✓	6/7
Cllr Catherine Fitzgerald	✓	✗	✓	✗	✓	✗	✓	4/7
Cllr Clare Claffey	✓	✓	✗	✗	✗	✗	✗	2/7
Cllr Eddie Fitzpatrick	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Frank Moran	✗	✓	✗	✗	✗	✓	✗	2/7
Cllr John Carroll	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr John King	✓	✓	✓	✓	✗	✗	✓	5/7
Cllr Barry Walsh	✓	✓	✓	✗	✓	✓	✓	6/7
Cllr Neil Feighery	✗	✗	✓	✓	✓	✗	✗	3/7
Cllr Pdraig Fleming	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Robert McDermott	✓	✓	✓	✓	✗	✓	✓	6/7
Cllr Willie Aird	✓	✓	✓	✗	✓	✗	✓	5/7
Mr Dave Cullen	✓	✗	✓	✓	✓	✓	✓	6/7
Mr Jim Cashen	✓	✓	✗	✗	✓	✓	✗	4/7
Mr Niall Tully	✓	✓	✓	✓	✓	✓	✓	7/7
Mr Shane Flesk	✗	✗	✓	✓	✗	✓	✗	3/7
Ms Evelyn Dunne	✓	✓	✓	✓	✓	✓	✓	7/7
Mr Frank Smith	✓	✓	✓	✓	✓	✗	✓	6/7
Ms Mary Cotter-Bracken	✓	✓	✓	✓	✓	*	*	5/7
Ms Maura Brophy	✗	✗	✓	✗	✓	✗	✓	3/7
Ms Molly Buckley	✗	✓	✓	✓	✗	✓	✓	5/7

** Mary Cotter-Bracken resigned from the Board on 25 July 2023

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 26 March 2024 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 2023.

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 2023. 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 2023:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		07 Feb	23 Mar	14 Jul	08 Sep	08 Dec	
Mr Martin Byrne (Chairperson)	External Member	✓	✓	✓	✓	✗	4/5
Mr Oliver McCormack	External Member	✓	✓	✓	✓	✓	5/5
Ms Anne O’Keeffe	External Member	✓	✓	✓	✗	✓	4/5
Mr Hughie Egan	External Member	✓	✗	✗	✓	✓	3/5
Mr Declan Kirrane	External Member	✓	✓	✓	✓	✓	5/5
Cllr Pdraig Fleming	LOETB Member	✓	✓	✓	✓	✓	5/5
Mr Frank Smith	LOETB Member	✓	✓	✗	✓	✓	4/5
Cllr John Carroll	LOETB Member	✓	✓	✓	✓	✓	5/5

FINANCE COMMITTEE MEMBERSHIP AND MEETING DATES

The Finance Committee met five times in 2023:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		23 Feb	23 Mar	14 Jul	08 Sep	08 Dec	
Mr Peter Scully (Chairperson)	External Member	✓	✓	✓	✓	✓	5/5
Ms Molly Buckley	LOETB Member	✓	✓	✓	✓	✓	5/5
Cllr Caroline Dwane-Stanley	LOETB Member	✗	✓	✗	✗	✓	2/5
Mr Jim Cashen	LOETB Member	✗	✗	✓	✓	✓	3/5
Cllr Clare Claffey	LOETB Member	✗	✗	✗	✗	✗	0/5
Cllr Eddie Fitzpatrick	LOETB Member	✓	✓	✗	✗	✗	2/5
Cllr Barry Walsh	LOETB Member	✗	✗	✓	✓	✓	3/5

ORGANISATION PROFILE

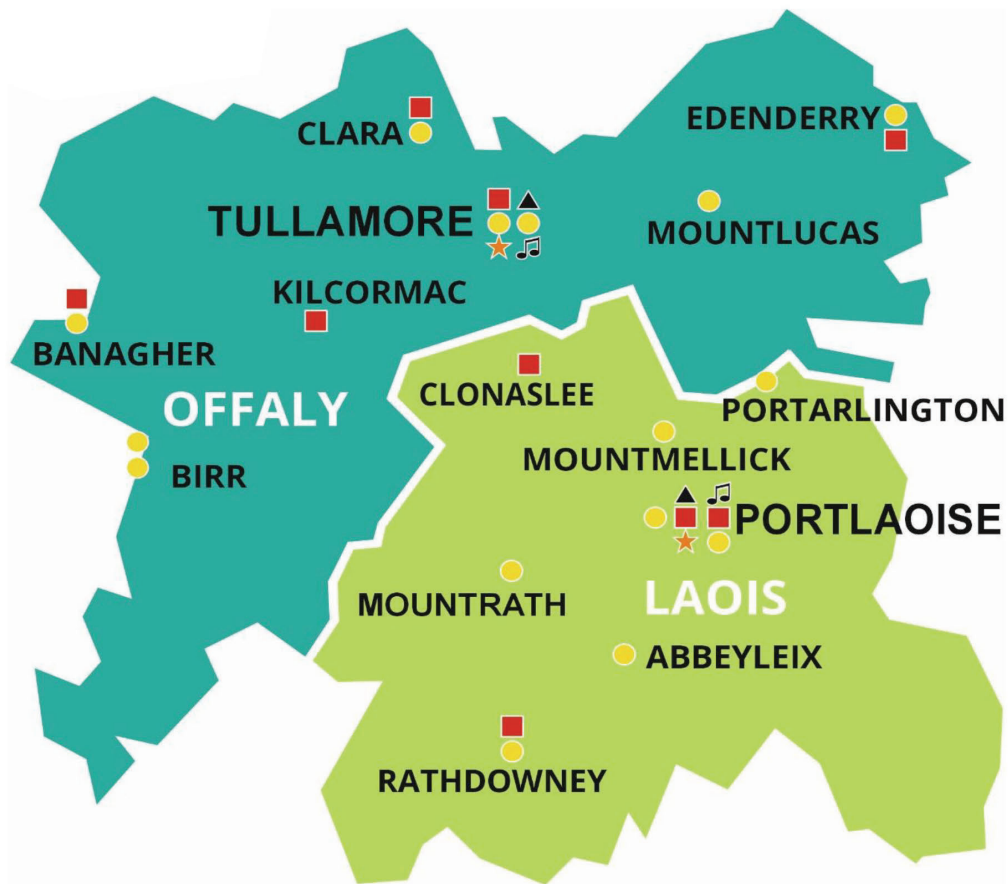
LOETB was established on 1 July 2013 and is the statutory provider of education and training services for Laois and Offaly. The overall aim of LOETB is to enable our students reach their potential. We strive to offer learning experiences that respond to the needs of students of all ages and abilities. 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



Laois

- Abbeyleix**
- Abbeyleix FET Centre
- Clonastee**
- Clonastee Community College
- Mountmellick**
- Mountmellick FET Centre
- Mountrath**
- Mountrath METAC (Midlands Skills Outreach)
- Portlaoise**
- Portlaoise FET Centre
- Portlaoise**
- ▲ Administrative Offices
- Dunamase College
- ★ Laois Information Hub
- 🎵 Laois School of Music
- 🎵 Music Generation Laois
- Portlaoise College
- Portlaoise Institute
- Portlaoise FET Centre
- Rathdowney**
- St. Fergal's College
- Rathdowney FET Centre

Offaly

- Banagher**
- Banagher College Coláiste na Sionna
- Banagher FET Centre
- Birr**
- Birr FET Centre
- Birr Outdoor Education Centre
- Clara**
- Ard Scoil Chiaráin Naofa
- Clara FET Centre
- Edenderry**
- Edenderry FET Centre
- Oaklands Community College
- Kilcormac**
- Coláiste Naomh Cormac
- Mountlucas**
- National Construction Training Campus
- Tullamore**
- ▲ Administrative Offices
- Midlands Skills Centre
- 🎵 Music Generation Offaly
- 🎵 The Academy of Music
- Tullamore College
- Tullamore FET Centre
- ★ Offaly Information Hub

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

Arts

Laois School of Music,
Laois Music Centre, Portlaoise

Music Generation Laois,
Laois Music Centre, Portlaoise

Music Generation Offaly, Tullamore

Academy of Music, Tullamore

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

Portarlinton FET Centre

Portlaoise FET Centre

Portlaoise Institute

Midlands Skills Centre

National Construction Training Centre, Mount Lucas

Portlaoise Prison Education Centre

Midlands Prison Education Centre

Information Hub (Laois), Portlaoise

Information Hub (Offaly), Tullamore

STAFF BREAKDOWN

Category	Total
Post Primary Teachers	559
FET Teachers/Tutors/Instructors	379
Administrative Staff	116
Co-ordinators/Centre Managers	31
Resource Workers	16
Maintenance Staff	48
Support Staff (including SNAs)	315
TOTAL	1464

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 LOETB Language Scheme 2020-2023, under the Official Languages Act 2003 concluded in 2023. All mandatory requirements are in place and commitments for the final year of the scheme were implemented.

PROTECTED DISCLOSURES

No protected disclosures were received during the period 01/01/2023 to 31/12/2023.

FINANCIAL STATEMENTS 2023

LOETB's Annual Financial Statement (AFS) for the year ended 31 December 2023 is subject to Audit by the Office of the Comptroller and Auditor General (C&AG). At the time of publication of the 2023 Annual Report, the AFS for 2023 had not been audited. The AFS for 2023 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 AFS.

VISION, MISSION, VALUES AND STRATEGIC GOALS

In 2022 LOETB developed a ‘Strategy Statement 2023-2027’ 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

Excellence in Education, Care, Equality, Community, Respect

Our Strategic Goals 2023 - 2027

Goal 1	Leading Learning The provision of quality-assured excellent teaching, learning, and assessment for all with high levels of achievement and accreditation by students.
Goal 2	Building Sustainability The provision of positive learning experiences and environments with suitable resources and facilities for students.
Goal 3	Working in Partnership The promotion of a culture of innovation and improvement within the organisation.
Goal 4	Enhancing Systems 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 1 LEADING LEARNING			
PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
1. Create a positive and supportive work environment that supports the wellbeing of staff in our schools/centres and offices.	ETB Core Values funding for school-based staff initiatives organised by School Ethos Leadership Teams.	Continued embedding of ETB core values.	Ongoing support for schools to implement ETB Schools' core values.
2. Attract and retain a high quality and skilled staff.	Develop an internal mobility framework to enhance staff capacity and staff retention.	Continue to conduct staff skills audits, define, and circulate framework to staff.	Ongoing development of an overarching professional development strategy, integrating management, teaching, admin., and ancillary staff.
	Establish LOETB as an employer of choice Early Recruitment and staff induction programme.	Maintain staffing levels in schools and centres	Recruitments prioritised, staff induction under review.
3. Ensure the health and safety of all students/learners and staff.	Appointment of Health and Safety as Consultants.	Site visits to all schools and centres completed. Review of Safety Statements and Risk Assessments completed.	Visits undertaken, Health & Safety Review completed Q2
4. Compliance with regulations and guidelines.	Support schools and centres in complying with all requirements relating to child safeguarding.	All schools fully compliant with Child Protection Procedures for Post-Primary Schools 2017. All centres compliant with Child Protection guidelines.	Compliance officer review undertaken. Training provided for Principals and Deputy Principals in updated Child Protection Procedures for Post-Primary Schools 2023
5. Ensure that excellence in education continues to be delivered through prioritising the highest standards of learning, teaching, and assessment across all our schools and centres.	Ongoing programme of support for school leaders and teachers	Continued collaboration and sharing of professional practice.	New MA modules commenced (26 participants)
	Provide FET Staff with opportunity for MA in Leadership (modularised) at SETU.	Provision of MA modules in 2023.	
	Continued adherence to FET Admissions Policy with use of appropriate assessments.	Increased retention and progression by supporting learners identifying most suitable courses.	Increased FET Beneficiaries and increased rates of certification

GOAL 1 LEADING LEARNING

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
6. Ensure that all schools and centres provide education programmes which enhance learning experiences to meet the needs of all students.	Support the provision of new subjects and programmes in schools	Effectively plan for and respond to changes in education through collaboration with others	Ongoing and newly developed collaborative opportunities for school staff
	Continue to support the provision for student support teams in our schools.	Enhanced learner experience arising from learning from targeted teacher professional development. Increased digital capacity and engagement of members of the school community.	Ongoing CPD support for teachers
7. Support students/learners at risk of educational disadvantage in line with current national policy.	Establish FET wide Guidance Support Service.	Increased Guidance provision across all FET Services.	Tullamore and Portlaoise Info hubs opened. Increased Guidance participants
	Establish CoPs for specific subject areas.	CoP established.	CoPs in Healthcare, Guidance, Business and IT
	Conduct an evaluation of FET provision in specific subject areas.	Subject review and evaluation initiated.	Ongoing support for teacher collaboration
	Continue to promote a UDL approach to programme delivery.	Increase number of staff with Digital Badge with whole Centre/Service commitment to UDL approach.	50 UDL Staff Badges awarded
8. Provide appropriate fora supporting staff to share best practice in all our schools and centres.	Continued promotion of FET Learner Supports.	Removal of barriers to entry and progression for our learners and development of enhanced signposting through the LOETB website.	Learner Support Workers assigned in all FET Centre
	Develop and provide a programme of professional learning for SNAs.	Continued collaboration and sharing of professional practice.	Targeted CPD ongoing for SNAs.

GOAL 1 LEADING LEARNING

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
8. Provide appropriate fora supporting staff to share best practice in all our schools and centres.	Continued support for students engaged in the Power 2 Progress programme with UCD.	Enhanced preparation for the implementation of ETBI patron's framework and engagement with ETBI/MIC Provision Mapping Project.	Student engagement supports in place
	Continue to support Communities of Practices in the priority areas of Ethos and Core Values, Digital Technologies, and Inclusion (SENCO).		Ongoing support to schools in identified priority areas including further partnership and developmental opportunities
	Support for schools in Digital technology and partnership with Digital School Awards.	All schools participate in Digital Schools Awards Academy gaining additional support and mentor schools to further support digital planning.	Digital supports ongoing for schools through professional networks, CPD and ongoing partnership opportunities
	Continue to coordinate the FET Guidance and Learner Information CoP.	Continued facilitated sessions and dedicated time set aside for collaborative work within the Guidance and Information CoP.	Further integration of guidance service across FET and improved consistency of service
	Continued promotion of the Inclusion Support Network.	Increased awareness of learner supports, UDL and participation in LOETB wide Inclusion Week.	Inclusion week – 60 events & 3000 participants
	Establish new ESOL CoP.	Ensure support of this vulnerable group through sharing of best practice across this fast-growing service, including the response to the Ukrainian crisis.	ESOL CoP established. ESOL Co-ordinator assigned to manage increased workload.

GOAL 1 LEADING LEARNING

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
9. Ensure staff have access to the most up to date and relevant Professional Development opportunities (prioritising these with financial support for all staff).	Establish FET PD and Review groups across identified sectors.	FET PD & Review Groups established. Presentation and implementation of findings.	PD Groups established – Admissions.
	Continue to provide monthly PD schedule for all FET staff.	Delivery of PD schedule.	FET PD schedule, distributed quarterly via e-zine and monthly emails, saw 300 participants engaging in internal training and accessing financial support in 2023
	Conduct annual survey of FET Staff PD needs.	Survey results presented to FMT.	FET PD Surveys inform 2023 event schedule; planning for quarter two, 2024 underway to ensure continued staff engagement and development.
10. Support and promote a culture where Young People (in particular, those who are vulnerable, marginalised, and at risk) will have a voice in decision-making in youth service provision, training, education, and the wider formal and non-formal education systems.	Governance and oversight of 4 UBU Your Place Your Space Projects, working with young people who are most vulnerable, marginalised and at risk.	Grant funding and Schemes administered on time and in line with relevant agreements. Continuation of Local Creative Youth Partnership programmes.	Review undertaken by compliance officer. Publication of Youthwork Plan Ongoing delivery of programmes and enhanced partnership
	Engagement of this cohort in a formal training setting through LTIs with relevant agencies.	Continued support of LTIs specifically targeting young people.	LTI for specific target groups continued)

GOAL 2 BUILDING SUSTAINABILITY

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
11. Ensure current and proposed buildings are up to current and potential future sustainability requirements.	RFT for Energy Consultant and advisor. Continue to use Devolved Capital grant to improve the FET Centre Teaching and Learning environments.	All Energy Audits completed with a DEC in place for all facilities.	Desktop analysis undertaken with assistance from SEAI.
12. Increase environmental sustainability across the organisation through green procurement and paperless offices.	Deliver a series of sustainability initiatives in schools including the Green Schools and Take 1 Programme.	Increased participation in initiatives in schools which actively promote sustainability.	Schools are continue to actively engage and increase participation in green schools and sustainable initiatives, including participation in green digital projects
13. Ensure climate action plans 2021 and 2030 are embedded in our practices.	Continue to grow Green Skills and Climate Action provision across FET.	Growth in Green Skills beneficiaries across FET provision.	Green Skills provision increased to 4900 beneficiaries in 2023
14. Psychosocial risks and dealing with same.	Continue to embed and integrate sustainable principles and best practice across all FET provision e.g., LEAN.	LEAN/Circular economy principles delivered as part of a whole FET approach.	LEAN Management training provided to 30 FET Staff & OSD MMT
15. Actively promotes and commits to sustainability through our education programmes, processes, and policies	Enhance the range of professional learning supports provided by the Schools' Support team to complement existing provision CoPs, webinars, and leadership programmes.	Further develop and disseminate professional learning opportunities for schools.	New collaborative opportunities and necessary supports identified and initiated.
16. Provide professional learning opportunities to support all members of the school community in delivering the highest professional standards.	Create collaborative opportunities schools to support the implementation of the National Strategy on ESD.	Increase level of engagement and participation of schools in ESD-related activities and initiatives.	School Self Evaluation and DEIS Planning professional learning community established for all schools

GOAL 2 BUILDING SUSTAINABILITY

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
17. Provide staff, learners and communities with the awareness and skills to actively support sustainability in the region.	Reaching every community across Laois and Offaly to deliver Community Education programmes with sustainable themes.	Greater awareness of sustainability in communities across the region.	Community Education increased participation 3080 beneficiaries in 2023
18. Provide learners with the skills to attain meaningful employment in a thriving green economy.	Develop Green and Digital Skills pathways within the FET Service (Whole FET approach) in identified growth sectors in the Regional/National economy.	Delivery of Green Skills/Key Skills targets in LOETB/SOLAS Strategic Performance Agreement.	LOETB as Sectoral Lead in Construction (MMC) and Agri (Bio-Diversity).
19. Support employers to transition the Midlands to a Green and Digital regional economy.	Continue to develop LOETBs Enterprise Support strategy of Greening & Digitalising SMEs in the Region.	Continued growth in Skills to Advance beneficiaries across the Region.	STA Beneficiaries increased (3700 beneficiaries in 2023)
20. Lead the sector in developing Green skills for Life, Careers and Construction.	Continue to work with SOLAS to establish LOETB as National Sectoral Lead on current and future Construction and Green Skills provision.	Establishment of future (MMC) Digital Construction pathway. Establishment of sectoral Pilot on Biodiversity (sustainable agriculture).	LOETB – Lead in BUSI 2030. Commitment to development of ZEB provision and MMC Apprenticeship
21. Deliver Youth Work in line with Government strategy and community needs through the provision, coordination, administration, and assessment of youth services in Laois and Offaly.	Governance and oversight of DCEDIY, DoE and DTCAGSM, funding / schemes for universal / targeted in the youth service and the creative youth sector.	Grant funding and Schemes administered on time and in line with relevant agreements. Continuation of Local Creative Youth Partnership programmes.	All grant funding and scheme procedures and relevant timelines adhered to

GOAL 3 WORKING IN PARTNERSHIP

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
22. Actively contribute at national fora as required.	Ensure that the FET Service is represented on relevant national fora.	LOETB Membership of relevant national FET fora.	LOETB as sectoral lead: Agriculture, Construction & Green Skills
23. Collaborate with other ETBs, ETBI, Government bodies and statutory agencies in developing responses to the challenges in education and training.	Continue to develop partnerships with Laois Education Centre and ETBI to provide opportunity for schools to participate in programme which contribute to school development.	Ongoing collaborative engagement and opportunities.	Continue to provide CPD opportunities for schools in partnership with Laois Education Centre, Laois and Offaly County Councils. A new pilot school Maths project developed with two other ETBs
	Continue to work closely with local agencies/groups to support disadvantaged learners.	Increase engagement with priority cohorts and meeting SPA targets (Transversal Skills, Widening Participation and ALL).	2024 SPA Targets exceeded in 2023. Emphasis on ALL (ESOL)
	Delivery of ALL Innovation and Collaboration pilots.	Successful completion and roll out of these and further pilots (ALL SPA targets met).	Pilots mainstreamed into LOETB Inclusion provision.
	Continue to Lead Cross ETB Construction Oversight Group.	Delivery of single sector/cross ETB skills responses to Construction skills needs.	6 CoE's opened nationally. LOETB (ML) as lead in delivery and prog. development
	Continue to act as Contracted Authority and Project Lead for the establishment of National Demonstration Park for MMC.	Delivery of Phase One of National Demo Park for MMC.	National Demo Park for MMC planning application submitted.
24. Assist the DoE as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.	Promotion of Reach Fund with key community groups and agencies	Promotion and delivery of programmes to service users of groups/agencies who are educationally disadvantaged.	17 Community Groups were supported through Reach to purchase equipment or materials which enabled the delivery of programmes to 370 beneficiaries
	Continue to work closely with IPS to promote education and deliver the Building Bridges Project.	Administration and successful delivery of Building Bridges leading to successful outcomes for incarcerated learners.	Investment of €133k was made to the two Education Centres in Midlands and Portlaoise prison

GOAL 3 WORKING IN PARTNERSHIP

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
25. Support partnerships and effective communication among staff in ETB offices, schools, and centres, to build a strong team culture.	Continue to build relationships with transnational partners and schools through participation in the Erasmus+ programme.	Funding successfully granted for Erasmus+ programmes, and expansion of number and range of participants on such programmes.	Schools and Centres involved in transnational programmes
26. Deliver real-time data to managers (principals, centre managers) to support their decision making and compliance.	Utilise Tableau platform effectively to track progress and to plan for gaps in FET provision.	Quarterly updates on progress on targets circulated to relevant stakeholders.	Tableau and PLSS data used to inform FET provision and strategic direction
27. Improve internal and external communication with all stakeholders through a variety of media.	Launch internal FET Staff communication app increasing internal awareness of FET Service initiatives. Continue to develop media and branding strategy for all FET provision and initiatives.	Launch and provide all FET Staff with access to internal Communication App.	Continued Development of LOETB communications strategy to promote a shared identity and enhance awareness of our brand and services.
28. Developing education learning partnerships on an international basis.	Actively engage in Business 2030 providing a shared European approach to skills pathways in the Built Environment.	Business 2030 Report published, and examples of best practice shared. Continued growth of media reach including social media use etc.	BUSI Report published.
29. Actively prioritise building and maintaining relationships with our key internal and external stakeholders.	Continue to actively engage with key external stakeholders in future FET planning.	Continued membership of cross ETB/cross Department management groups.	Continued membership of cross ETB/cross Department management groups.

GOAL 3 WORKING IN PARTNERSHIP

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
30. Prioritise fostering and developing collaborative opportunities that support school development.	Continue to support schools in school improvement planning through ongoing programmes of leadership supports and collaborative approaches to planning.	Continued collaborative supports for senior and middle leaders and established targeted communities of practice.	Continue to support professional learning opportunities for teachers and school leaders, while continuing to respond to evolving education developments.
31. Continue to act as a lead proponent of partnership in our region.	Continue lead role in skills and community provision in the Just Transition process.	Continue to act as Lead in various Just Transition initiatives.	LOETB and BNM working group exploring Just Transition Climate Solutions.
32. Enhance our innovative and inclusive approach to sectoral programme development Utilising the partnership approach to establish sustainable pathways for learners.	Co-develop/Co-deliver new provision as part of the national Tertiary pilot providing learners with new internal and external progression pathways.	Delivery of New provision and pathways for September 2023.	Tertiary programmes expanded.
33. Develop networks which enable information sharing, collaboration between the non-formal education sector, family support services and youth services to bring about better use of existing resources, practices, and initiatives, to better support creativity for Young People in Laois and Offaly.	Regular collaboration internally between Youth Services and the Coordination Group on a broad portfolio of youth needs and affairs. Youth Services representation (advocating and promoting the interest of young people) on various external network and forums.	Record of regular attendance and engagement at relevant “youth interest” related meetings pertaining, ... (a) Internally to LOETB: by the members of the Coordination Group. (b) Externally to LOETB: by the Youth Development Officer.	Continue to collaborate internally and externally with stakeholders to support the provision of youth services with a particular focus on communications to support increased funding.

GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
34. Meet expected targets in the recruitment of staff with required levels of skills in the Irish language and languages of the local community. Continue to develop our capacity to use the Irish language across the organisation.	Provision of Gaelchultur Courses for all front-line staff.	Promote the use of the Irish language.	Course opportunities provided and availed of
35. Be change leaders and encourage an organisational culture where change is welcomed.	Ensure that our organisation structures are aligned to our Strategic priorities and empower staff to embrace change.	Promote a culture of innovation and change so that we can adapt quickly to the ever-changing needs of the organisation.	FET Governance restructured to reflect service growth and to promote LEAN approach Lean training undertaken Q4 2023. Ongoing review of existing structures throughout year.
36. Further develop ICT infrastructure to support shared services systems, data protection systems and business continuity.	Ensure that our ICT systems are appropriate to meet the growing needs of the organisation.	Review our systems to ensure that they are sufficient to meet changing needs such as Cyber Security threats.	IT systems enhanced, working with IAU on development of ISMS system.
37. Develop appropriate management information and reporting systems across the organisation.	RFT for provision of Governance, Risk, and Compliance Platform.	Workflow scoping completed, implementation and training completed.	IMS commissioned, training received, uploading/storage ongoing.
38. Risk Management Policy	Utilise PLSS and Tableau as a means of identifying trends and risks in relation to gaps in provision	Provision of quarterly reports from Tableau, and provision of timely and comprehensive PLSS Reporting training for relevant FET staff.	New data management group enhances reporting, identifies trends, and trains staff.
	LOETB will ensure that there is an on-going process to identify and address significant risks involved in achieving our goals.	Regular meetings of the Risk Management Team, supported by the ARC	CSOC initiated to identify and address significant risks involved in achieving goals

GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
39. Ensure the highest standards of financial and risk management to supports schools and centres to operate within funding and corporate governance requirements.	Continue to develop and enhance governance structures and Risk Management practice right across the organisation.	Ensure compliance with the Code of Practice for the Governance of ETBs and other legislative and regulatory requirements.	Compliant with Code of Practice for the governance of ETBS
40. Internal Controls	The Board of LOETB will ensure that it receives adequate assurance that specified controls are operating as intended.	Review of controls in place will be carried out and reported to ARC and Board	Controls reviewed prior to issue, results brought to ARC.
41. Introduce structures to meet evolving work patterns.	Continue to review and improve structures and processes to enhance effectiveness.	Resource planning and operational management at all levels to ensure effective structures.	Blended work continues, increase in virtual filing, strategic deployment tool for service plan devised.
42. Develop an excellence in Lean management principles to improve resources management.	Provision of targeted Lean Management Training to Admin, Caretakers and Service/ Centre Managers and teaching staff.	Improved workplace waste management practices and enhanced resource management including enhanced utilisation of human resources.	Lean training undertaken by OSD management team & FET Management and staff
43. Focus on delivering excellent customer service, streamline communications and response timelines.	Develop a coherent communication strategy.	Communication of our goals, structures, and decision-making process.	Continued development of communications strategy, new website in development.
44. Develop organisational wellbeing to ensure staff are supported in their work.	Continue to develop and improve staff welfare opportunities, using all relevant support services.	Continued promotion of EAP.	Ongoing promotion through mails, internal circulars, webinars

GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
45. Work with employees to develop and build staff competencies through a targeted guidance system for OSD staff.	Identify and address staff training and development requirements.	Training needs analysis completed, and commencement of relevant training and upskilling provided.	OSD survey undertaken Q4, subsequent training provided, continues into 2024.
46. Ensure equality and human rights is at the heart of everything we do.	Update our Recruitment Policy to ensure Equality and Human Rights are an integral part of same.	Embed Equality and Human Rights as a core element of our recruitment.	Review of initial documentation and work undertaken ongoing
47. Develop a five-year Youth Work Plan that is informed by young people and key stakeholders.	Develop LOETB Youth Work Plan 2023-2027.	Implement Youth Work Plan 2023-2027.	Youth Work plan developed.
48. Conduct an area profile needs analysis to identify emerging needs and gaps in youth service provision, to better support evidence-based applications for new and expanded youth service funding opportunities.	Conduct Area Profile Needs Analysis (for young People 10-24 years). Work on enabling collaborative (with relevant local statutory bodies and agencies) to commission evidence-based research initiative to identify emerging needs and gaps in youth service provision in Laois and Offaly.	Area Profile Needs Analysis (for young People 10-24 years). Engagement with relevant local statutory bodies and agencies in relation to commissioning evidence-based research.	Continuing analysis of area profile, census information and relevant data to target the needs of young people
49. Attendance rates at board meetings	Individual boards should re-emphasise the requirement for attendance at all Board meetings as per the Code of Practice for Governance of ETBs	Boards will be reminded of their responsibility and attendance requirements	Chairpersons of each Board remind members of their obligations
50. Board Self Assessments	All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required	Self-assessment questionnaires will be completed in December each year	Self-assessments completed Q4 2023

GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2023	PERFORMANCE INDICATOR 2023	COMMENTARY
51. Financial expertise on audit and finance committees	Appointments to audit 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	Any appointments will be made by the Board in consultation with Committee Chairs	In compliance
52. Board appraisal of work carried out by Finance and Audit & Risk Committees	The chair of each board should ensure that board members are provided with written reports on the work carried out by finance and audit & risk committees as required under the Code of Practice for Governance of ETBs.	The ARC and Finance Committees will provide written reports	Annual reports presented in Q1 on an annual basis
53. Self-Assessment by Finance and Audit & Risk Committees	The chairs of both the audit & risk committee and the finance committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs.	Self-assessments will be carried out each year	Undertaken Q4 2023
54. Staff Development*	The chief executive should ensure that; -a member of staff is appointed as the training manager -training needs analysis in financial management is carried out on an annual basis - a training programme on financial management is developed and implemented	A member of staff will be assigned to assist with the training needs and develop and implement a training plan	Training undertaken throughout the year
55. Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to.	Reporting deadlines will be adhered to	In compliance

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
CSOC	Critical Systems Oversight Committee
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
IMS	Integrated Management System
IPA	Institute of Public Administration
IPAV	Institute of Professional Auctioneers and Valuers
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
MMC	Modern Methods of Construction
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
RFT	Request For Tender
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)
SPA	Strategic Performance Agreement
SSE	School Self-Evaluation
STA	Skills To Advance
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

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Government of Ireland



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