

EXCELLENCE THROUGH
EDUCATION AND TRAINING

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

SERVICE PLAN 2024

www.loetb.ie



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MESSAGE FROM THE CATHAOIRLEACH OF LAOIS AND OFFALY EDUCATION AND TRAINING BOARD

It is with great pleasure that I welcome the 2024 Service Plan on behalf of Laois and Offaly Education and Training Board (LOETB). The work of LOETB as a statutory body is wide-ranging with responsibility for post-primary schools, further education and training provision and services, performance music education, youth services and community programmes and apprenticeships across Laois and Offaly.

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 continue to meet the changing education and training needs of the region into the future. I particularly welcome the expansion of the Tertiary programmes this year and the benefits that will bring to the students taking on these courses. We will also expand our connections with other Technological Universities to ensure a wide choice of courses are available to all. Also the expansion of apprenticeships and our collaboration with the ESB in this area will be of great benefit to not only the region but nationally as well.

The extra funding recently received for Further Education and Training (FET) is a vote of confidence in the work being carried out by LOETB by the two Government Departments now involved in Education. Indeed LOETB is often earmarked for pilot projects in all areas under our remit which is a reflection of the standard of work we do.

The Service Plan sets out the comprehensive range of activities to be undertaken by the Schools, FET and Organisation Support and Development Directorates in 2024. It also sets out the related financial information as well as Key Performance Indicators to help monitor and evaluate its implementation. In 2024 the focus of the organisation remains constant as we strive to provide the highest quality lifelong education and training opportunities for all communities across Laois and Offaly.

I would like to thank our Chief Executive, Joe Cunningham, his management team and all teachers, tutors, support staff and the administration staff 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.



Evelyn Dunne
Chairperson

FOREWORD BY THE CHIEF EXECUTIVE

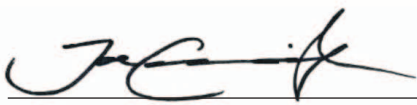
The Service Plan has been developed to support the implementation of our Strategy Statement 2023–2027. The Strategy Statement sets out our goals and priorities over a 5-year period, and the annual Service Plan is the guide to support and manage the actions required to mark their achievement. In developing the Service Plan, a consultation process was undertaken with senior management across all areas of provision to ensure that the actions set out for delivery during 2024 are appropriate and commensurate with the overall priorities and aims set out in our Strategy Statement. The consultation process also ensures that the expected outcomes are achievable and the responsibility of senior management in their respective areas of service provision.

The increasing number of students attending our schools and FET centres is testament to the ongoing success of our work and therefore careful consideration and prudent financial planning is required to ensure that the necessary resources are in place to successfully deliver the planned activity for 2024 in an effective and efficient manner.

I wish to convey my thanks and appreciation to:

- The Chairperson and members of the Finance Committee for their recommendation of the plan,
- The Chairperson and Board members of LOETB for their consideration and approval of the plan,
- The Chairpersons and members of committees of LOETB who give so generously of their time in promoting the work of the Board.

Finally, I wish to thank the management and staff of our schools, centres, services, and administrative offices for their continued commitment and dedication to LOETB and I look forward to working with them to ensure the implementation of the plan.



Joe Cunningham
Chief Executive

ORGANISATION PROFILE

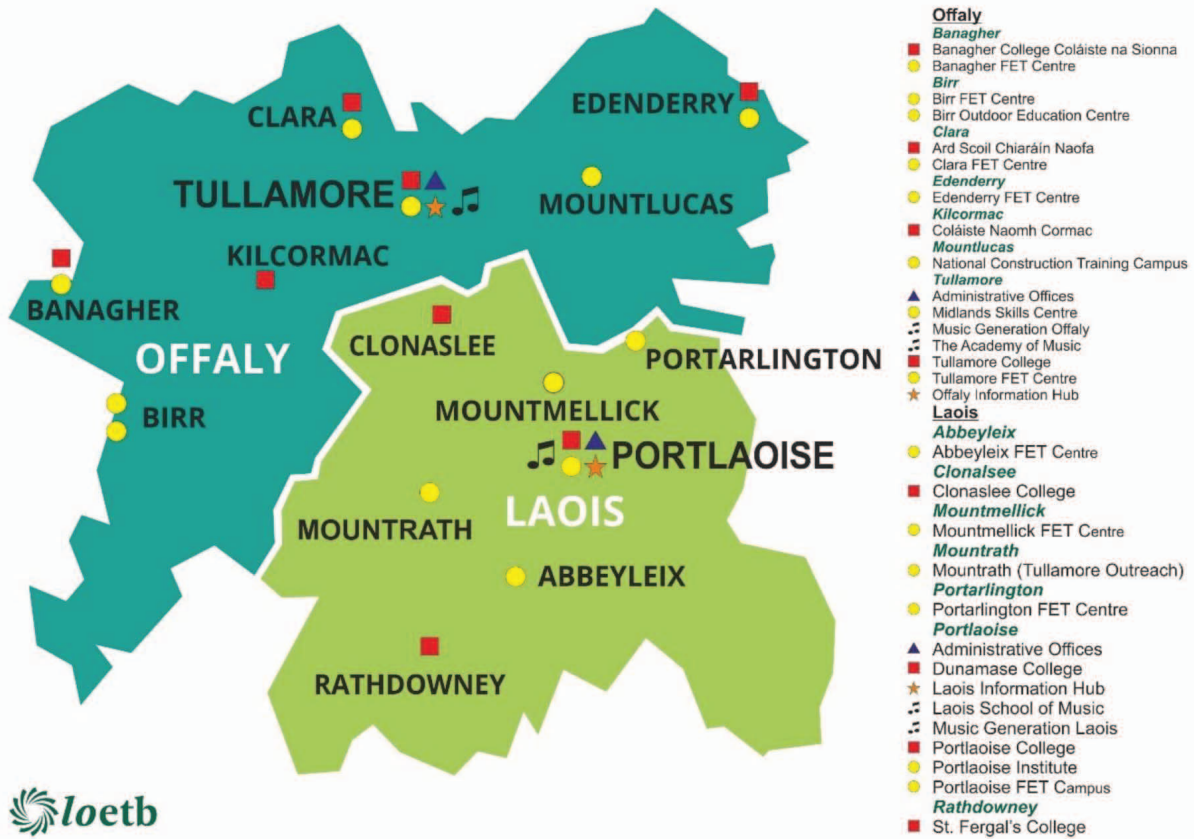
LOETB was established on 1 July 2013 and is the statutory provider of education and training services for Laois and Offaly. The overall aim of LOETB is to enable our students to reach their potential. We strive to offer learning experiences that respond to the needs of students of all ages and abilities. 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 facilities 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 to enhance 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 growing as a learning organisation and ensure our staff have access to 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 an extremely 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.

GEOGRAPHICAL MAP OF LOETB LOCATIONS



STRATEGY STATEMENT

Our vision is to actively lead the provision of high-quality education and training in Laois and Offaly. Our mission is excellence through education and training. We put learning at the heart of everything we do through the provision of a wide range of education and training programmes, services, and supports to young people and adults across the LOETB region.

We believe that lifelong learning is key to personal development and wellbeing, social inclusion, and economic prosperity. Our core values as a service provider are as follows:

Care

In LOETB, care is about the welfare, wellbeing, and safety of all members of the learning community. It is exemplified in meaningful relationships, connectedness, and empathy, alongside support and solidarity.

Community

In LOETB, community encompasses students, learners, staff, parents, and the local community. It is about having shared vision, values and purpose, a sense of belonging, and a voice that is listened to. It is exemplified in productive collaboration, positive contributions, and effective communication across all members of the learning community.

Equality

In LOETB, equality is about treating all members of the learning community equally and recognising and celebrating the diversity of these members. It is exemplified in targeting resources on those who have need and prioritising a culture of inclusion.

Excellence in Education

The LOETB ethos establishes that excellence in education is underpinned by the core values of care, respect, community, and equality.

Respect

In LOETB, respect is about upholding the dignity, rights, and recognition of the identity and background of each member of the learning community. It is exemplified in relationships between all members of the learning community, and decision-making that impacts positively on the rights, feelings, and aspirations of the diversity of people within the school community.

The Statement of Strategy sets high-level objectives under four Strategic Goals

1. Leading learning

2. Building sustainability

3. Working in partnership

4. Enhancing systems

Each goal has its own set of strategic priorities which will be met through a series of supporting actions. These goals and priorities were designed to help LOETB avail of the opportunities which will arise and meet the challenges it faces over the next five years.

GOAL 1: LEADING LEARNING

LOETB has a long history of excellence in education, with our foundations providing decades of quality education to our wider community. Reflecting on this history, LOETB wishes to position itself as a leader in education provision on a local, regional, and national basis.

Whilst best practice suggests a pinnacle has been reached, leading learning suggests that LOETB has its finger on the pulse of the many aspects of education capabilities and organisational infrastructure required to lead educational provision as a service provider. In leading learning, LOETB also seeks to develop new, innovative, dynamic, agile programmes, practices, and provision that highlight and utilise innovative aspects in the delivery of education and training.

GOAL 2: BUILDING SUSTAINABILITY

LOETB recognises that while our organisation is continually improving how we operate, there is also a requirement on us to undertake our business ethically without negatively impacting the environment, community, or society. To improve how we operate as a sustainable business, LOETB is planning a series of initiatives to minimise the effect our business has on the environment and on the community. Sustainability provides us with an opportunity to reflect, research, react and realign the when, why, where, and how we conduct our business. It provides a valuable springboard for improvement in operations while concomitantly providing new opportunities in teaching and learning in the migration from a fossil fuel past.

GOAL 3: WORKING IN PARTNERSHIP

There are many proven benefits from working in partnership, and one of the key partnerships that LOETB can be justifiably proud of is the learning partnership that occurs between each individual student, learner and/or trainee that participate in the many programmes that we offer. It is our intention to enhance these learning partnerships through the continued development and building of relationships to achieve mutually expected outcomes for the learner.

Additionally, our experience has shown us that organisational partnership provide many rich opportunities for research, efficiencies, business transformation, staff development, and organisational transformation. Through key stakeholder engagement, LOETB wishes to leverage the power of partnership to transform the organisation, building sustainable working relationships and partnerships which enhances the organisations capabilities to meet and exceed expected outcomes in service delivery.

GOAL 4: ENHANCING SYSTEMS

LOETB will lead high-quality education and training by being innovative, dynamic, progressive, and providing best practice support systems in finance, human resources, corporate services, administration, and governance. A robust culture of integrity and ethics will be supported through effective administrative structures, a strong corporate identity and compliance, built around our core values. A governance and support framework which will assist with the efficient and effective delivery of LOETB's education and training services is key to our organisational development.

STATEMENT OF SERVICES

GOAL 1 LEADING LEARNING		
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
<p>Ensure that excellence in education continues to be delivered through prioritising the highest standards of learning, teaching, and assessment across all our schools, centres, and programmes.</p>	<p>Ongoing programme of support for school leaders and teachers</p> <p>Provide FET Staff with opportunity for MA in Leadership (modularised) at SETU.</p> <p>Continued adherence to FET Admissions Policy with use of appropriate assessments.</p>	<p>Continued collaboration and sharing of professional practice in Inclusion (EAL Teach Meet, SENCO forum and Special Class Co- Ordinator Forum)</p> <p>Provision of MA modules in 2024.</p> <p>Increased retention and progression by supporting learners identifying most suitable courses.</p>
<p>Ensure that all schools and centres provide education programmes which enhance learning experiences to meet the needs of all students.</p> <p>Support schools and centres in managing all resources necessary to continue to provide high quality education and training.</p>	<p>Support the provision of new subjects and programmes in schools continue to support the provision for student support teams in our schools.</p>	<p>Effectively plan for and respond to changes in education through collaboration with others Enhanced learner experience arising from learning from targeted teacher professional development (teacher workshops incorporating School Improvement Planning into Subject Dept Planning)</p> <p>Enhanced learner experience arising from learning from targeted teacher professional development</p> <p>Increased digital capacity and engagement of members of the school community.</p> <p>Initiation of a bespoke programme for LOETB schools in the area of S.T.E.A.M.</p>
<p>Create a positive and supportive work environment that supports the wellbeing of staff in our schools/centres and offices.</p>	<p>ETB Core Values funding for school- based staff initiatives organised by School Ethos Leadership Teams.</p>	<p>Continued embedding of ETB core values. School engagement with piloting the Patrons' Curriculum (IMBV Education) and the SSE of Ethos.</p>



GOAL 1 LEADING LEARNING		
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Provide appropriate fora supporting staff to share best practice in all our schools and centres.	Appointment of a FET Access Officer to develop strategic approach to provision of learner supports	Consistency of access to learner supports across the FET Scheme. Provision of appropriate PD to staff to support accurate assessment of learner need
	Develop and provide a programme of professional learning for SNAs	Continued collaboration and sharing of professional practice with Community of Practice groups for Inclusion and School Planning.
	Continue to support Communities of Practices in the priority areas of Ethos and Core Values, Digital Technologies, and Inclusion (SENCO). Special Class Co-Ordinators, DEIS Co-Ordinators, SSE Co-ordinators.	Enhanced preparation for the implementation of ETBI patron's framework (with the piloting of the IMBV Education short course) and engagement with ETBI/MIC Provision Mapping Project.
	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.
	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.
	Continued promotion of the Inclusion Support Network.	Increased awareness of learner supports, UDL and participation in LOETB wide Inclusion Week.
	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.

GOAL 1 LEADING LEARNING		
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Ensure staff have access to the most up to date and relevant Professional Development opportunities (prioritising these with financial support for all staff).	<p>Establish FET PD and Review groups across identified sectors.</p> <p>Continue to provide monthly PD schedule for all FET staff.</p> <p>Conduct annual survey of FET Staff PD needs.</p>	<p>FET Policy & Review Groups established. Presentation and implementation of findings.</p> <p>Delivery of PD schedule.</p> <p>Survey results presented to FMT.</p>
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.	<p>Governance and oversight of 4 UBU Your Place Your Space Projects, working with young people who are most vulnerable, marginalised and at risk.</p> <p>Engagement of this cohort in a formal training setting through LTIs (Local Training Initiative) (Local Training Initiative) with relevant agencies.</p>	<p>Grant funding and Schemes administered on time and in line with relevant agreements.</p> <p>Continuation of Local Creative Youth Partnership programmes.</p> <p>Continued support of LTIs (Local Training Initiative) specifically targeting young people.</p>
Establish LOETB as an employer of choice.	<p>Attract and retain a high quality and skilled staff.</p> <p>Early Recruitment and staff induction programme.</p> <p>Hybrid working and alternative workplace attendance introduced.</p>	<p>Maintain staffing levels in schools and centres.</p> <p>Manage Hybrid Working and alternative workplace attendance arrangements in line with Government guidelines.</p>
Ensure the health and safety of all students/learners and staff.	<p>Compliance Officer and OSD Staff to continue to support, and work with school Health & Safety teams.</p> <p>Assist facilities with centralised Health & Safety services.</p>	<p>25% of facility stock visited, checked, and assisted with compliance.</p> <p>Develop 2 centralised services to support facilities meet with Health & Safety requirements.</p>



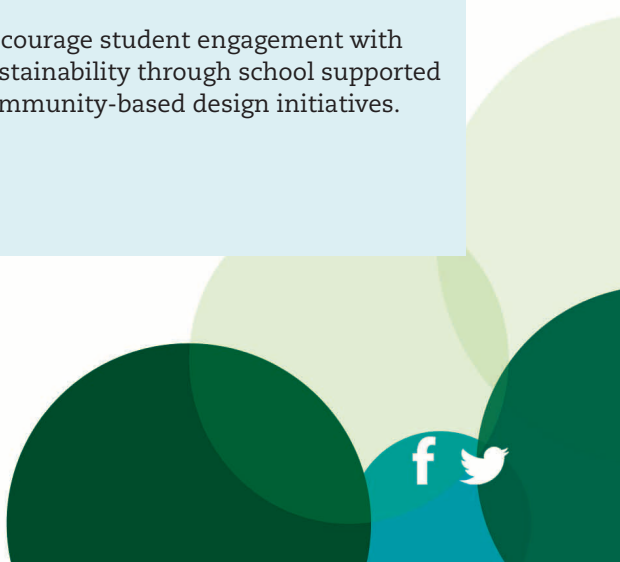
GOAL 1 LEADING LEARNING

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
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 2023. All centres compliant with Child Protection and Safeguarding Vulnerable Adult procedures.
Support students/learners at risk of educational disadvantage in line with current national policy	Continue to support Communities of Practice in the priority area of Ethos, Core Values, Digital Technologies, and Inclusion. Continued support of learners to access, complete and progress from all FET Programmes.	Removal of barriers to entry and progression for our learners. Ongoing identification of gaps/needs and development of initiatives to address same.

GOAL 2 BUILDING SUSTAINABILITY

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Develop a sustainability forum with representation from each facility that introduced measures to reduce the costs associated with resource usage such as energy, water, and waste, and to reduce and better manage the institution's GHG footprint	Continue to embed and integrate sustainable principles and best practice across the organisation.	Building Stock plan completed and identification of top 5 Energy Users. Commence building remediation pathway to meet 2030 targets.

GOAL 2 BUILDING SUSTAINABILITY		
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
<p>Ensure current and proposed buildings are up to current and potential future sustainability requirements.</p> <p>Continue to improve infrastructure and use the most modern methods of delivery to enhance the teaching and learning environment.</p>	<p>Continue to use Devolved Capital grant to improve the FET Centre Teaching and Learning environments.</p> <p>LOETB are working closely with Bord na Mona to develop a fully sustainable and renewable powered energy park in The National Construction Training Campus.</p>	<p>Photovoltaic panels for 3 LOETB schools in 2024</p> <p>Pathfinder Programme to be completed at CNC, Kilcormac, Q 3 2024 Personnel files will be transferred from hard- copy to soft-copy Q1 2024</p> <p>Development of FET Estates Strategy in 2024</p> <p>Mount Lucas to transition to use of renewable energy.</p>
<p>Increase environmental sustainability across the organisation through green procurement and paperless offices.</p>	<p>Deliver a series of sustainability initiatives in schools including the Green Schools and Take 1 Programme. Where possible adapt administration processes to a paperless office environment.</p>	<p>Increased participation in initiatives in schools which actively promote sustainability. At least 2 specific administration functions moved to paperless office.</p>
<p>Ensure climate action plans to 2030 are embedded in our practices</p>	<p>Work in partnership to further refine and develop Climate Action Plan. Continue to grow Green Skills and Climate Action provision across FET.</p>	<p>LOETB Climate Action Plan updated for June 2024. Growth in Green Skills beneficiaries across FET provision.</p>
<p>Psychosocial risks and dealing with same</p>	<p>Psychosocial policy and procedures developed and implemented.</p>	<p>Policy and procedure in place.</p>
<p>Actively promotes and commits to sustainability through our education programmes, processes, and policies.</p>	<p>Enhance the range of professional learning supports provided by the Schools' Support team to complement existing provision CoPs, webinars, and leadership programmes.</p>	<p>Further develop and disseminate professional learning opportunities for schools.</p> <p>Encourage student engagement with sustainability through school supported community-based design initiatives.</p>



GOAL 2 BUILDING SUSTAINABILITY

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
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.
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.
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.
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.
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.	<p>Deliver future (MMC) Digital Construction pathway</p> <p>Deliver sectoral Pilot on Biodiversity (sustainable agriculture).</p> <p>Delivery of sustainable agriculture provision to meet both local and national needs.</p> <p>Continued growth in construction related provision in line with national targets and expansion of the range of programmes available.</p>
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.	<p>Grant funding and Schemes administered on time and in line with relevant agreements.</p> <p>Continuation of Local Creative Youth Partnership programmes.</p>

GOAL 3 WORKING IN PARTNERSHIP

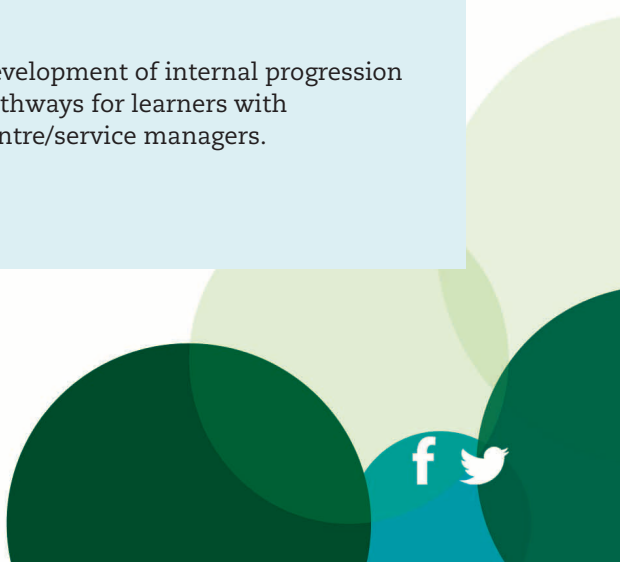
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Actively contribute at national fora as required.	Ensure that the organisation is represented on relevant local, regional, and national fora.	LOETB Membership of relevant local, regional, and national fora.
Collaborate with other ETBs, ETBI, Government bodies and statutory agencies in developing responses to the challenges in education and training.	<p>Continue to develop partnerships with Laois Education Centre and ETBI to provide opportunity for schools to participate in programme which contribute to school development.</p> <p>Continue to work closely with local agencies/groups to support disadvantaged learners.</p> <p>Engagement of learners in a formal training setting through specific skills training with relevant partners.</p> <p>Continue to work enterprises to upskill low skilled workers and vulnerable employees.</p> <p>Delivery of ALL Innovation and Collaboration pilots.</p> <p>Continue to Lead Cross ETB Construction Oversight Group.</p> <p>Continue to act as Contracted Authority and Project Lead for the establishment of National Demonstration Park for MMC.</p> <p>Continue to lead agriculture provision in collaboration with Teagasc and other partners.</p> <p>Work closely with government bodies/state agencies to create a culture of Entrepreneurship in the region.</p>	<p>Ongoing collaborative engagement and opportunities around inclusion, leadership, and SNA CPD. ETB Junior Maths Competition established through an inter-ETB partnership.</p> <p>Partnership with Laois and Offaly local authorities to develop a S.T.E.A.M. Programme to develop 21st century skills among school learners.</p> <p>Increase engagement with priority cohorts and meeting SPA targets (Transversal Skills, Widening Participation and ALL).</p> <p>Increase engagement through SST, targeting those at risk of education disadvantage. (St. Andrews)</p> <p>Partnering with A.T.U. and local authorities to provide a training programme in computer Science teaching for current LOETB teachers.</p> <p>Growth in the number of enterprises engaging.</p> <p>Successful completion and roll out of these and further pilots (ALL SPA targets met).</p> <p>Delivery of single sector/cross ETB skills responses to Construction skills needs.</p> <p>Delivery of Phase One of National Demo Park for MMC.</p> <p>Delivery of sustainable agriculture provision to meet the needs of the sector.</p> <p>Delivery of Entrepreneurship programme to support and promote business start-up.</p>



GOAL 3 WORKING IN PARTNERSHIP

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Assist the DoE as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.	<p>Promotion of Reach Fund with key community groups and agencies.</p> <p>Continue to work closely with IPS to promote education and deliver the Building Bridges Project.</p>	<p>Promotion and delivery of programmes to service users of groups/agencies who are educationally disadvantaged.</p> <p>Administration and successful delivery of Building Bridges leading to successful outcomes for incarcerated learners.</p>
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.
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.
Improve internal and external communication with all stakeholders through a variety of media.	<p>Launch internal FET Staff communication app increasing internal awareness of FET Service initiatives.</p> <p>Continue to develop media and branding strategy for all FET provision and initiatives.</p>	<p>Launch and provide all FET Staff with access to internal Communication App.</p> <p>Continued growth of media reach including social media use etc.</p>
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.
Actively prioritise building and maintaining relationships with our key internal and external stakeholders.	Continue to actively engage with key internal and external stakeholders in future FET planning.	Continued membership of cross ETB/cross Department management groups.

GOAL 3 WORKING IN PARTNERSHIP		
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Prioritise fostering and developing collaborative opportunities that support school development.	Continue to Provide collaborative learning opportunities for teachers to further support school development.	School Improvement planning Community of Practice groups for DEIS and SSE Co- Ordinators. Community of Practice for Provision Mapping supports school improvement planning for inclusive and special education. Digital Community of practice for school digital leaders facilitates collaborative planning and sharing of best practice.
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.
Enhance our innovative and inclusive approach to sectoral programme development.	Continue to develop positive relationships with local HEIs in the development and delivery of Tertiary programmes, which eliminate barriers for learners in the Laois/Offaly region.	Positive retention and progression rates on existing tertiary programmes, and expansion of range of programmes available.
Utilising the partnership approach to establish sustainable pathways for learners.	<p>Continue to build on links established with our Construction partners across Apprenticeship (Scaffolding Apprenticeship – CIF, HAS, SIPTU), Traineeship (Civil Engineering Contractors Association CIF and Uisce Eireann)</p> <p>NZEB & Retrofit – Continue to engage with the relevant stakeholders as we begin to transition from NZEB to ZEB consortium to reconvene to develop new courses including SEAI, NSAI, Dept of Housing & CIF.</p> <p>Development of regional clusters. Whole ETB pathway approach with multiple entry and exit points, offering visible pathways for learners.</p>	<p>Delivery of new MMC provision and apprenticeship.</p> <p>Delivery of new ZEB programmes in The National Construction Training Campus in Mount Lucas.</p> <p>Development of internal progression pathways for learners with centre/service managers.</p>



GOAL 3 WORKING IN PARTNERSHIP

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
	FET pathways from school programmes.	Expansion of the number of programmes available to TY students across FET Centres. Construction Programme for second level schools.
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.

GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Continue to develop our capacity to use the Irish language across the organisation. Meet expected targets in the recruitment of staff with required levels of skills in the Irish language and languages of the local community.	Provision of Gaelchultúr Courses for all front-line staff. Compliance with Section 10A of the 2021 Act Continue to adhere to public guidelines around use of the Irish language in terms of marketing and advertising as per An Coimisineir Teanga gudelines	Continue to promote the use of the Irish language, particularly with frontline staff. Compliance report will be submitted to An Coimisinéir Teanga by Q1 2024 for all 2023. Supports for the services are in place to ensure the targets are met.

GOAL 4 ENHANCING SYSTEMS		
PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
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.
Further develop ICT infrastructure to support shared services systems, data protection systems and business continuity.	Improve IT infrastructure (physical and governance) to meet necessary standards.	Develop a comprehensive Information Security Management System in partnership with IAU and ETBI.
Develop appropriate management information and reporting systems across the organisation.	RFT for provision of Governance, and Compliance Platform.	Workflow scoping completed, training planned and executed.
Ensure the highest standards of financial and risk management to supports schools and centres to operate within funding and corporate governance requirements.	Establishment of the Critical Systems Oversight Committee to continue developing and enhancing governance structures and Risk Management practices right across the organisation.	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 CSO Committee supported by the ARC.
Introduce structures to meet evolving work patterns.	Continue to review and improve structures and processes to enhance effectiveness. Hybrid working and alternative workplace attendance introduced.	Resource planning and operational management at all levels to ensure effective structures. Manage Hybrid Working and alternative workplace attendance arrangements in line with Government guidelines.
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 Management Training completed by Director and APO's OSD in Q 1 2024. Training to include Grade VI and VIIs in 2024.
Focus on delivering excellent customer service, streamline communications and response timelines.	Communicate effectively with all stakeholders. Continue to implement the digital marketing efforts to grow our online audiences and presence across all social media channels.	Development of a comprehensive Communications Strategy.



GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
Develop organisational wellbeing to ensure staff are supported in their work.	<p>Recognition of wellbeing as a key element of CPD provision.</p> <p>Continue to develop and improve staff welfare opportunities, using all relevant support services.</p>	<p>Employee Assistance Service in place for all staff including 24/7 phone service and wellbeing app.</p> <p>Training on Dignity at Work will be rolled out across the Scheme in 2024</p>
Work with employees to develop and build staff competencies through a targeted guidance system for OSD staff.	Continue to identify and address staff training and development requirements.	IT Training Q1 2024, Lean Training Q2 2024, in-service training Q1 – Q4.
Ensure equality and human rights is at the heart of everything we do.	In planning and implementation of programmes and initiatives consideration will be given to equality, diversity, and inclusion issues.	<p>Assessment of our responsibilities under the Public Sector duty completed.</p> <p>Equality of access to inclusive range of education and training programmes.</p>
Respond to changes and developments in education to ensure that innovative systems are in place which support the delivery of high-quality education experiences for all students in our schools and centres.	Continue to develop innovative supports for teaching learning and assessment in schools.	<p>Community of Practice group for Inclusion (SENCOS, Special Class Co-ordinators and Provision Mapping).</p> <p>Ongoing upskilling opportunities for teachers in the evolving digital space through updated online and in-person CPD, third level collaboration and international engagement.</p> <p>Provision of new engaging programmes for learners which respond to changing workplaces and societies.</p>
Continue to build LOETB brand awareness and improve internal and external communication.	Consolidate social media presence, explore new methods for delivery of organisation message.	New corporate website launch Q2 2024. Meet requirements for advertising as Gaeilge.
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.

GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>Identify opportunities to streamline governance, administrative and related processes to optimise efficiencies and continue to comply with Code of Practice for the Governance of ETB's.</p>	<p>The Board of LOETB will ensure that it receives adequate assurance that specified controls are operating as intended.</p> <p>Priorities the work of implementing robust governance across the scheme to ensure transparency and accountability and to meet all audit and reporting requirements</p> <p>Continue to review and improve structures and processes to enhance effectiveness.</p>	<p>Review of controls in place carried out in Q1 2024 and reported to ARC and Board.</p>
<p>Attendance rates at board meetings.</p>	<p>Individual boards should re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs.</p>	<p>Boards will be reminded of their responsibility and attendance requirements.</p>
<p>Board Self Assessments.</p>	<p>All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.</p>	<p>Self-assessment questionnaires are completed in December each year.</p>
<p>Financial expertise on audit and finance committees.</p>	<p>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.</p>	<p>Any appointments will be made by the Board in consultation with Committee Chairs.</p>



GOAL 4 ENHANCING SYSTEMS

PRIORITY	ACTION 2024	PERFORMANCE INDICATOR 2024
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 continue to provide written reports to the Chair of the Board.
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 are carried out in December each year.
Staff Development*.	The chief executive should ensure that; <ul style="list-style-type: none"> - 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 for 2024.
Departmental returns and reporting deadlines.	Returns must be accurate and reporting deadlines set by the Department should be adhered to.	Returns will be completed accurately, and Reporting deadlines will be adhered to.

OVERVIEW OF SERVICES

LOETB is one of the main employers in the midlands with over 1,400 staff providing education for more than 4,700 students at post-primary level and over 19,000 beneficiaries on FET programmes and services. LOETB manages nine post-primary schools and is also joint patron of five Community Schools located in Mountmellick, Ballinakill, Mountrath, Birr, and Fermoy. LOETB's Further Education and Training Section operates thirteen multi-programme FET Centres, including the National Construction Training Campus at Mount Lucas, two Learner Information Hubs strategically located in Portlaoise and Tullamore, and Centres at Midlands and Portlaoise Prisons.

LOETB also has an extensive programme of performance music education available through Music Generation Laois, Laois School of Music, Music Generation Offaly, and the Academy of Music, Tullamore. Under the Education & Training Board Act 2013, LOETB has a responsibility to support the provision, coordination, administration, and assessment of youth work services in its functional area and, through co-operation with other institutions, provide support to a wide variety of programmes and agencies to deliver education and training programmes that cannot be met by mainstream educational services in counties Laois and Offaly.

LOETB has a long history of working in partnership with various statutory, community and voluntary groups. Management and staff of LOETB are represented on various boards and committees across the two counties of Laois and Offaly. This partnership approach provides opportunities for the various groups and organisations to share information about services and to work together to identify gaps in provision locally and provide additional services where necessary.

OVERVIEW MAJOR CAPITAL PROJECTS

In 2024 the following major Capital Projects will continue:

Oaklands Community College, Edenderry

The Design Team completed Stage 2 (a) in 2023 and this was approved by the DoE. Stage 2 (b) progressed in 2023 and all statutory approvals have been sought, the DT will also prepare a set of fully detailed Tender documents and prepare an accurate pre-tender cost plan.

Ard Scoil Chiaráin Naofa Clara

Agreement in principle has been received from DoE and a site assessment and valuation of the proposed Green Field site for a new 350 pupil school was completed. The Stage 1 (a) report will issue to DoE in Q1 2024. Work will get underway to complete the design, planning, and tender stages of the project during 2024.

Dunamase College

The Design Team completed Stage 2 (a) and a meeting was held with DoE in October 2023. Stage 2 (b) will be progressed in 2024. The Stage 2(b) includes obtaining all statutory approvals, preparing a set of fully detailed Tender documents, and preparing an accurate pre- tender cost plan.

Portlaoise College and Portlaoise Institute

A major extension was approved by DoE at Portlaoise College and Portlaoise Institute. Stage 1(a) has been approved by DoE and the DT has commenced the next Stage of the process for submission to DoE. Stage 2a includes development of the design, and accurate cost plans, the options agreed with the Client, to a stage where the project is fully cost planned and can be prepared to lodge for statutory approvals.

Stage 2(b) includes obtaining all statutory approvals, preparing a set of fully detailed Tender documents, and preparing an accurate pre-tender cost plan.

PROJECTED RECEIPTS AND EXPENDITURE 2024

Laois and Offaly Education and Training Board

Projected Receipts & Expenditures

RECEIPTS

	Year ended 31/12/2024 €	Year ended 31/12/2023 €
Post Primary Schools & Head Office Grants	38,624,296	38,590,759
Further Education and Training Grants	47,279,000	48,384,361
Youth Services Grants	881,304	862,358
Agencies & Self-Financing Projects	4,129,499	4,176,470
Capital	11,935,000	5,809,936
	102,849,099	97,823,884

PAYMENTS

Post Primary Schools & Head Office Grants	38,624,296	38,778,228
Further Education and Training	47,279,000	47,235,817
Youth Services	881,304	849,518
Agencies & Self-Financing Projects	4,129,499	4,602,192
Capital	11,935,000	11,566,230
	102,849,099	103,031,985

Cash Surplus / (Deficit) For Period	-	(5,208,101)
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Note: The 2023 outturn is subject to audit.

Laois and Offaly Education and Training Board

Projected Expenditures – Schools & Head Office

PAY

Instruction	31,636,371	31,300,484
Administration	3,034,166	2,748,146
Maintenance	793,244	766,467
	35,463,781	34,815,097

NON-PAY

ASSOCIATED PROGRAMMES

School Services Support	458,865	466,815
Covid 19 - Captitation Grant	-	337,051
Book Grant	66,930	230,437
DEIS Grant	157,000	213,469
Transport Escort	99,380	95,558
Transition Year	51,300	51,848
Other - 15 in number	52,974	291,168
	886,449	1,686,346
	38,624,296	38,778,228

Note: Breakdown of 2023 spend of any project with a spend in excess of €50,000. The remainder are represented under the heading “Other”.

Laois and Offaly Education and Training Board

Projected Expenditures – Further Education & Training

Further Education Programmes

	Year ended 31/12/2024 €	Year ended 31/12/2023 €
FET Operational Costs	6,692,509	6,184,931
FET Payroll	6,278,319	5,544,332
Co-Operation Hours	4,922,229	4,901,134
Apprenticeships	6,610,263	3,686,725
Traineeships Contracted	1,209,496	3,474,813
Back to Education Initiative	3,369,603	3,268,666
Green Skills, NZEB, Retrofitting	3,288,416	2,466,724
VTOS	2,112,400	2,276,354
Skills Training Contracted	605,590	2,386,636
PLC	2,658,900	2,195,493
Youthreach	1,893,250	2,067,895
Specialist Training Providers	1,745,947	1,953,023
FET Provision Support	1,342,433	1,599,277
Community Training Centres	1,618,073	1,527,079
Skills To Advance	954,123	1,171,861
Other - 6 in Number	1,977,449	2,530,874
TOTAL	47,279,000	47,235,817
	85,903,296	86,014,045

Note: Breakdown of 2023 spend are projects totalling 95% of total spend in 2023. The remainder are represented under the heading "Other".

GLOSSARY

CoP	Communities of Practice
CYPSC	Children and Young People's Services Committees
DCEDIY	Department of Children, Equality, Disability, Integration and Youth
DEC	Digital Energy Cert
DEIS	Delivering Equality of opportunity In Schools
DETE	Department of Enterprise, Trade and Employment
DFHERIS	Department of Further and Higher Education, Research, Innovation and Science
DHLGH	Department of Local Government and Heritage
DoE	Department of Education
DTCAGSM	Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media
EAP	Employee Assistance Programme
ESD	Education for Sustainable Development
ESOL	English for Speakers of Other Languages
ETB	Education Training Board
ETBI	Education Training Board of Ireland
FET	Further Education & Training
FMT	FET Management Team
ICT	Information and Communication Technologies
IPS	Irish Prison Service
LAG	Local Action Group
LCDC	Local Community Development Committees
LOETB	Laois and Offaly Education & Training Board
LTI	Long Term Incentives
MA	Master of Arts
MIC	Mary Immaculate College
MMC	Modern Methods of Construction
NRRP	National Recovery and Resilience Facility
PD	Professional Development
PLC	Post-Leaving Certificate
PLSS	Programme Learner Support System
PPE	Personal Protective Equipment
RFT	Request For Tender
SETU	South East Technological University
SICAP	Social Inclusion and Community Activation Programme
SME	Small and Medium sized Enterprises
SNA	Special Needs Assistant
SOLAS	Seirbhís Oideachais Leanúnaigh agus Scileanna (Further Education and Training Authority)
SPA	Strategic Performance Agreements
UCD	University College of Dublin
UDL	Universal Design for Learning
VTOS	Vocational Training Opportunities Scheme

SERVICE PLAN 2024



Rialtas na hÉireann
Government of Ireland



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