



Annual Report 2024

Excellence through Education and Training

Laois and Offaly Education and Training Board

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Chairperson's Foreword

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

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

I would like to sincerely thank our Chief Executive, Joe Cunningham, his management team, and all the staff at LOETB for their continued commitment and dedication to excellence through education and training. Finally, I would like to acknowledge the work of my fellow Board members who give so diligently and selflessly of their time in their contribution to the governance of LOETB.

A handwritten signature in black ink, appearing to read 'Neil Feighery'.

Neil Feighery
Chairperson

Chief Executive's Introduction

The 2024 Annual Report marks the second 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 line with the goals and priorities of the Strategy Statement and Service Plan for 2024. The report also sets out the summary financial position, as well as the relevant human resources and corporate services information for this period. In 2024, 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:

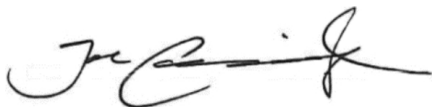
The Chairperson and Board members for their active co-operation in promoting the business of LOETB in so many ways in 2024;

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 staff and wish them the very best for the future. LOETB is indebted to them for their professional and dedicated service to the organisation.

A handwritten signature in black ink, appearing to read 'Joe Cunningham', is positioned above the printed name.

Joe Cunningham
Chief Executive

Board and Committees of Laois and Offaly Education and Training Board

Board Membership

A new Board was established post the local elections in June 2024 pursuant to section 31 of the Education and Training Boards Act 2013.

The outgoing Board met four times in 2024: 23 January, 27 February, 26 March, and 28 May.

Outgoing Board Membership 2019 - 2024	Nominating Body
Cllr. Willie Aird	Laois County Council
Ms. Maura Brophy	Body specified by Minister - NALA
Ms. Molly Buckley	Body specified by Minister – Disability Federation of Ireland
Cllr. John Carroll	Offaly County Council
Mr. Jim Cashen	Irish Professional Auctioneers and Valuers – IPAV
Cllr. Clare Claffey	Offaly County Council
Mr. Dave Cullen	ETB’s National Parents Association Representatives
Ms. Orla Doyle	ETB’s National Parents Association Representatives
Ms. Evelyn Dunne	LOETB Staff Member
Cllr. Caroline Dwane-Stanley	Laois County Council
Cllr. Neil Feighery	Offaly County Council
Cllr. Catherine Fitzgerald	Laois County Council
Cllr. Eddie Fitzpatrick	Offaly County Council
Cllr. Pdraig Fleming	Laois County Council
Mr. Shane Flesk	LOETB Staff Member
Cllr. John King	Laois County Council
Cllr. Robert McDermott	Offaly County Council
Cllr. Frank Moran	Offaly County Council
Mr. Frank Smith	Body specified by Minister – JMB-NAPD-ACCS
Mr. Niall Tully	Body specified by Minister – Horse Racing Ireland
Cllr. Barry Walsh	Laois County Council

Board Membership 2024-2029	Nominating Body
Cllr. Catherine Fitzgerald (Deputy Chairperson)	Elected by Laois County Council
Cllr. Vivienne Phelan	Elected by Laois County Council
Cllr. Caroline Dwane Stanley	Elected by Laois County Council
Cllr. Tommy Mulligan	Elected by Laois County Council
Cllr. Ollie Clooney	Elected by Laois County Council
Cllr. John King	Elected by Laois County Council
Cllr. Claire Murray Smale	Elected by Offaly County Council
Cllr. Claire Murray	Elected by Offaly County Council
Cllr. Aoife Masterson	Elected by Offaly County Council
Cllr. Hugh Egan	Elected by Offaly County Council
Cllr. Neil Feighery (Chairperson)	Elected by Offaly County Council
Cllr. Eddie Fitzpatrick	Elected by Offaly County Council
Ms. Myra Kennedy	Staff Representative
Mr. William Flanagan	Staff Representative
Mr. Gareth Stanley	Parents' Representative
Ms. Serena Fitzpatrick	Parents' Representative
Mr. Jim Cashen***	Institute of Professional Auctioneers and Valuers (IPAV)
Ms. Valerie O Connell	Irish Hospitality Institute
Ms. Tara Carty	Technological Higher Education Association
Mr. Clive Davis	Youth Work Ireland
Mr. Seamus Bennett	NAPD/JMB/ ACGS

****Board Member resigned from the Board on 26 November 2024

The Board of LOETB is compliant with the 40% gender balance requirement, as female representation stands at 48%, exceeding the minimum threshold.

Board Register of Attendance (2019-2024)					
Name	23/01/2024	27/02/2024	26/03/2024	28/05/2024	Attendance
Cllr. Willie Aird	x	✓	✓	x	2 out of 4
Ms. Maura Brophy	x	x	x	x	0 out of 4
Ms. Molly Buckley	✓	✓	✓	✓	4 out of 4
Cllr John Carroll	✓	✓	✓	✓	4 out of 4
Mr. Jim Cashen	✓	✓	✓	✓	4 out of 4
Cllr. Clare Claffey	✓	x	✓	x	2 out of 4
Mr. Dave Cullen	✓	✓	✓	✓	4 out of 4
Ms Orla Doyle	x	✓	✓	x	2 out of 4
Ms. Evelyn Dunne	✓	✓	✓	✓	4 out of 4
Cllr. Caroline Dwane-Stanley	✓	x	x	✓	2 out of 4
Cllr. Neil Feighery	✓	✓	✓	✓	4 out of 4
Cllr. Catherine Fitzgerald	x	✓	x	x	1 out of 4
Cllr. Eddie Fitzpatrick	x	✓	✓	✓	3 out of 4
Cllr. Pdraig Fleming	✓	✓	✓	✓	4 out of 4
Mr. Shane Flesk	✓	x	✓	✓	3 out of 4
Cllr. John King	x	✓	x	x	1 out of 4
Cllr Robert McDermott	✓	✓	x	x	2 out of 4
Cllr. Frank Moran	x	x	x	x	0 out of 4
Mr. Frank Smith	✓	x	✓	✓	3 out of 4
Mr. Niall Tully	✓	✓	✓	✓	4 out of 4
Cllr. Barry Walsh	✓	✓	✓	✓	4 out of 4

Board Register of Attendance (2024-2029)						
Name	Meeting 1 20/08/2024	Meeting 2 20/08/2024	24/09/2024	22/10/2024	26/11/2024	Attendance
Cllr. Neil Feighery	✓	✓	✓	×	✓	4 out of 5
Cllr. Catherine Fitzgerald	✓	✓	✓	✓	×	4 out of 5
Mr. Seamus Bennett		*	✓	×	✓	2 out of 3
Ms. Tara Carty		*	✓	×	✓	2 out of 3
Mr. Jim Cashen		*	✓	×	×	1 out of 3
Cllr. Ollie Clooney	×	×	✓	×	✓	2 out of 5
Mr. Clive Davis		*	✓	✓	✓	3 out of 3
Cllr. Caroline Dwane-Stanley	✓	✓	✓	✓	×	4 out of 5
Cllr. Hugh Egan	✓	✓	✓	✓	✓	5 out of 5
Cllr. Eddie Fitzpatrick	✓	✓	✓	✓	×	4 out of 5
Ms. Serena Fitzpatrick	*	✓	✓	✓	✓	4 out of 4
Mr. William Flanagan	✓	✓	✓	✓	✓	5 out of 5
Ms. Myra Kennedy	✓	✓	✓	✓	×	4 out of 5
Cllr. John King	✓	✓	✓	✓	✓	5 out of 5
Cllr. Aoife Masterson	✓	✓	×	×	×	2 out of 5
Cllr. Tommy Mulligan	✓	✓	✓	✓	×	4 out of 5
Cllr. Claire Murray	✓	✓	✓	✓	×	4 out of 5
Cllr. Claire Murray Smale	✓	✓	✓	×	×	3 out of 5
Ms. Valerie O'Connell		*	✓	✓	✓	3 out of 3
Cllr. Vivienne Phelan	✓	✓	✓	✓	✓	5 out of 5
Mr. Gareth Stanley	*	✓	✓	✓	✓	4 out of 4

Mr Jim Cashen (resigned on 26/11/2024)

Confirmation of Compliance

LOETB operates in compliance with the ETB Act 2013, the Code of Practice for the Governance of ETBs 2024 CL 0083/2024, 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 25 March 2025 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 2024. 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 2024.

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, it is confirmed that no such gifts were received in 2024. 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

A new Audit and Risk Committee was established on 28 November 2024 (post the establishment of the new Board) pursuant to section 45 of the Education and Training Boards Act 2013. The Audit and Risk Committee met four times during 2024; 26 February, 21 March, 11 July and 26 November.

Outgoing Audit and Risk Committee Membership 2019-2024		Attendance at Meetings		
		26 February 2024	21 March 2024	11 July 2024
Mr. Martin Byrne (Chairperson)	External Member	✓	✓	✓
Mr. Hugh Egan	External Member	✓	✓	✓
Mr. Declan Kirrane	External Member	✓	✓	✓
Mr. Oliver McCormack	External Member	✓	✓	✓
Ms. Anne O’Keefe	External Member	✓	✓	✓
Mr. John Carroll	LOETB Member	✓	✓	✓
Mr. Pdraig Fleming	LOETB Member	×	×	×
Mr. Frank Smith	LOETB Member	✓	✓	✓

New Audit and Risk Committee Membership 2024-2029		Attendance at Meetings
		28 November 2024
Mr. Declan Kirrane (Chairperson)	External Member	✓
Mr. Robert McDermott	External Member	✓
Ms. Áine Mulligan	External Member	✓
Mr. Brian Phelan	External Member	✓
Mr. Peter Scully	External Member	✓
Ms. Tara Carty	LOETB Member	✓
Cllr. Caroline Dwane-Stanley	LOETB Member	×
Cllr. Hugh Egan	LOETB Member	×

Finance Committee

Membership and Meeting Dates

A new Finance Committee was established on 28 November 2024 (post the establishment of the new Board) pursuant to section 45 of the Education and Training Boards Act 2013.

The Finance Committee met four times in 2024; 27 February, 25 March, 11 July, and 28 November.

Outgoing Finance Committee Membership 2019-2024		Attendance at Meetings		
		27 February 2024	25 March 2024	11 July 2024
Mr. Peter Scully (Chairperson)	External Member	✓	✓	✓
Mr. Barry Walsh	LOETB Member	✓	×	×
Ms. Molly Buckley	LOETB Member	✓	×	✓
Ms. Clare Claffey	LOETB Member	×	✓	×
Mr. Jim Cashen	LOETB Member	✓	✓	✓
Mr. Eddie Fitzpatrick	LOETB Member	✓	✓	✓
Cllr. Caroline Dwane-Stanley	LOETB Member	×	×	✓

New Finance Committee Membership 2024-2029		Attendance at Meetings
		28 November 2024
Mr. Martin Byrne (Chairperson)	External Member	✓
Mr. PJ Lawlor	External Member	✓
Mr. Oliver McCormack	External Member	✓
Mr. John Carroll	External Member	✓
Ms. Valerie O'Connell	LOETB Member	✓
Cllr. Claire Murray	LOETB Member	×
Cllr. Vivienne Phelan	LOETB Member	×

Laois and Offaly Education and Training Board

Organisation Profile

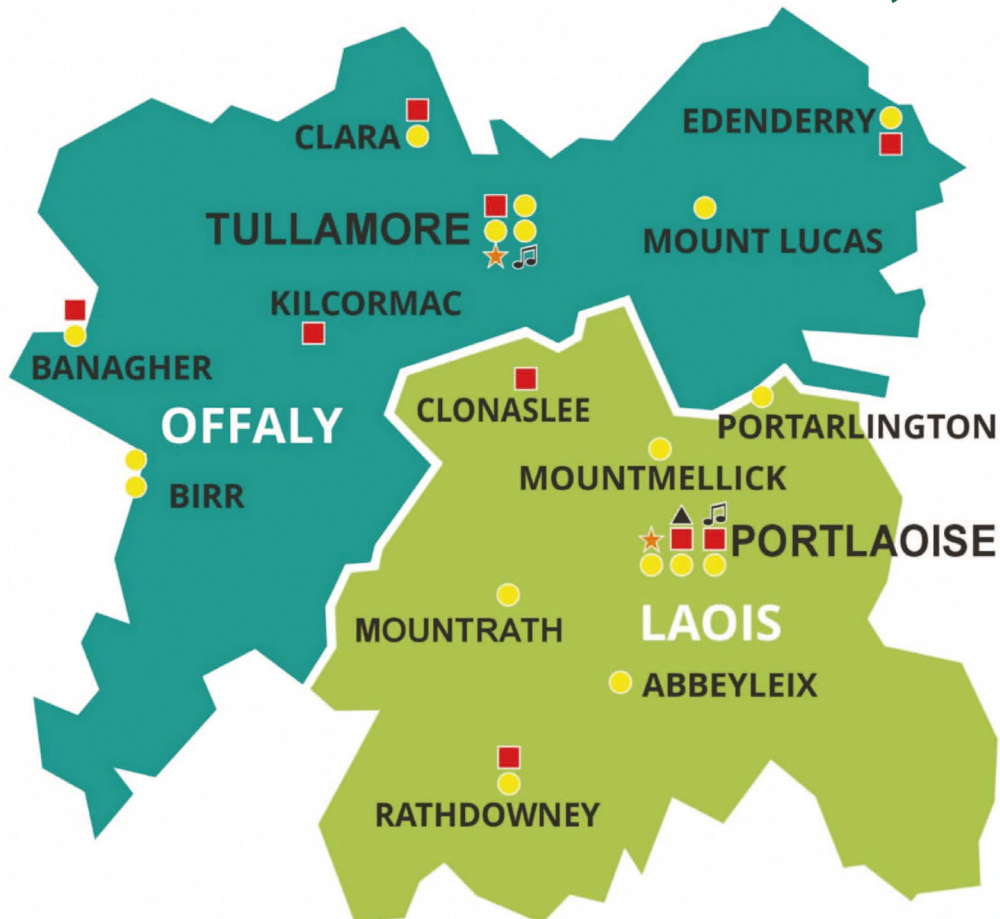
LOETB was established on 1 July 2013 and is the statutory provider of education and training services for Laois and Offaly. The overall aim of LOETB is to enable our students to reach their potential. We strive to offer learning experiences that respond to the needs of students of all ages and abilities.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

Map of Services



Laois

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

Offaly

- Banagher**
- Banagher College
- 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
- Mount Lucas**
- National Construction Training Campus
- Tullamore**
- Kilcruttin (Midlands Skills Outreach)
- Midlands Skills Centre
- 🎵 Music Generation Offaly
- 🎵 The Academy of Music
- Tullamore College
- Tullamore FET Centre
- ★ Offaly Information Hub

Location of Services

Administrative Offices

Mountrath 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

Performance Music Education

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

Abbeyleix FET Centre
Banagher FET Centre
Birr FET Centre
Birr Outdoor Education and Training Centre
Clara FET Centre
Edenderry FET Centre
Mountmellick FET Centre
Portarlinton FET Centre
Portlaoise FET Centre
Portlaoise Institute
Learning Hub, Park Villas, Portlaoise
Tullamore FET Centre
Rathdowney FET Centre
Midlands Skills Centre
Mountrath METAC (Midlands Skills Outreach)
Kilcruttin (Midlands Skills Outreach)
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	610
FET Teachers/Tutors/Instructors	398
Administrative Staff	126
Co-ordinators/Centre Managers	30
Resource Workers	20
Maintenance Staff	47
Support Staff (including SNAs)	319
Total	1550

Senior Management Team

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

**Pam Nolan appointed in June 2024 on the retirement of Marie Bracken*

Protected Disclosures

No protected disclosures were received in 2024.

Human Rights and Equality Commission Act 2014

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places a positive duty on public sector bodies to have regard to the need to eliminate discrimination, promote equality, and protect human rights in their daily work.

We will always endeavour to:

- Eliminate discrimination,
- Promote equality of opportunity and treatment of staff and all persons to whom we provide services, and protect the human rights of our members, staff, and all persons to whom we provide services.
- A Public Sector Duty Implementation Team was established in 2024 and work commenced in 2024 in relation to the following areas:
- Development of an Equality and Human Rights Values Statement,
- Undertaking an evidence-based assessment of equality and human rights issue relevant to the functions of the organisation,
- And development of an Implementation Plan for the Duty. The Assessment Report and Implementation Plan for the Duty will be finalised in 2025.

Climate Action

The Climate Action Plan 2023 (CAP23) envisages the public sector leading by example on climate action to reach the target of reducing Ireland's greenhouse gas emissions by 51% by 2030 and becoming climate neutral no later than 2050. The Climate Action and Low Carbon Development (Amendment) Act 2021 gives legal underpinning to climate action by the public sector. It requires all public bodies to perform their functions in a manner consistent with national climate ambitions. Education and Training Boards Ireland (ETBI) is collaborating with Sustainable Energy Authority Ireland (SEAI) on behalf of the Sector to provide a comprehensive and coordinated energy management initiative.

LOETB will work with our SEAI Partnership Support Manager in addressing our gap to 2030 targets, and other initiatives such as, energy projects, energy management, training courses, site visits, and support for ETB management, staff, principals, teachers, and caretakers. In 2024 LOETB has established an ETB Climate Action Committee consisting of OSD, Schools and Further Education and Training staff to coordinate LOETBs response in planning and actioning our obligations under the Climate Action Plan. LOETB has submitted its Climate Action Roadmap which details how LOETB aims to achieve its Climate Action targets. Training has been undertaken in Green Public Procurement, Monitoring and Reporting and communication is ongoing with staff regarding Climate Action. LOETB is complying with its responsibilities regarding the SEAI Monitoring & Reporting System which calculates information in relation to overall energy performance and greenhouse gas emissions.

Financial Statements 2024

LOETB's Annual Financial Statement (AFS) for the year ended 31 December 2024 is subject to Audit by the Office of the Comptroller and Auditor General (C&AG). At the time of publication of the 2024 Annual Report, the AFS for 2024 had not been audited. The AFS for 2024 will be available on the LOETB 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

LOETB developed a ‘Strategy Statement 2023-2027’ as required under Section 27 of the ETB Act 2013. 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 and Values

Our vision is 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 sustainable 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 2024

Leading Learning				
No.	Priority	Action	Performance Indicator	Commentary
1	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.	Ongoing programme of support for school leaders and teachers.	Continued collaboration and sharing of professional practice in Inclusion (EAL Teach Meet, SENCO forum and Special Class Co-ordinator Forum).	LOETB Schools provided continuous collaborative support to school leaders and teachers through a range of Community of Practice Groups.
		Provide FET Staff with opportunity for MA in Leadership (modularised) at SETU.	Provision of MA modules in 2024.	37 participants on SETU MA programme to date.
		Continued adherence to FET Admissions Policy with use of appropriate assessments.	Increased retention and progression by supporting learners identifying most suitable courses.	Subgroup formed to draft new FET Admissions Policy.
2	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 continue to support the provision for student support teams in our schools.	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>Various education workshops and programmes in schools provided support to staff enhancing learner experiences in schools.</p> <p>Process of supporting schools to link school policy and frameworks was commenced.</p> <p>There was ongoing collaboration with TY students accessing FET courses and transition taster options.</p>

Leading Learning				
No.	Priority	Action	Performance Indicator	Commentary
2	Support schools and centres in managing all resources necessary to continue to provide high quality education and training.		Enhanced learner experiences arising from learning from targeted teacher professional development.	Targeted PD completed amongst teaching staff in schools.
			Increased digital capacity and engagement of members of the school community.	Members of the Digital Community of Practice attended BETT to further enhance digital capacity in schools. Staff members engaged in digital specific PD.
			Policy Development Subgroup formed.	Attendance Policy and Behaviour Policy drafted.
			Initiation of a bespoke programme for LOETB schools in STEAM.	LOETB STEAM programme is providing bespoke supports to LOETB students in four specific strands: First Lego League, Minecraft, Podcasting and Vex Robotics.
3	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 initiatives organised by School Ethos Leadership Teams.	Continued embedding of ETB core values. School engagement with piloting the Patrons' Curriculum (IMBV Education) and the SSE of Ethos.	Ethos workshops and training days were held to support our Core Values and link Ethos with staff and student wellbeing and practice.

Leading Learning				
No.	Priority	Action	Performance Indicator	Commentary
4	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.	Achieved in 2024 through upskilling: + Dyslexia Screening + Assistive Technology + LENS training This has led to the development of a network of expertise across the FET Service leading to consistency.
		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.	Annual SNA & CPI Training have been provided for SNAs.
		Continue to support Communities of Practices in the priority areas of Ethos and Core Values, Digital Technologies, and Inclusion. 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.	Piloting of the IMBV workshops/ short course/other units of learning are available for LOETB schools.
		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.	Provided supports for use of European SELFIE including around data analysis and action planning. TEL/AI Policy & Training.

Leading Learning				
No.	Priority	Action	Performance Indicator	Commentary
4		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.	The FET Guidance and Information CoP met four times in 2024.
		Continued promotion of the Inclusion Support Network.	Increased awareness of learner supports, UDL and participation in LOETB wide Inclusion Week.	Development of Learner Support Network and promotion of UDLO practices. Establishment of Consistent Learner Framework.
		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 in 2024. Initial focus on sharing best practice and identifying training needs.
5	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 Policy & Review Groups established. Presentation and implementation of findings.	FET Quality Forum established, with responsibility for recommendation of newly developed and reviewed FET QA policies. Policies approved in 2024: 1. Examinations Policy 2. Learner Behaviour Policy 3. Reasonable Accommodation in Assessment Policy
		Continue to provide monthly PD schedule for all FET staff.	Delivery of PD schedule.	PD calendar published monthly. Intensive PD calendar for 3 weeks at start of new academic year, with 678 participants across 40+ PD events.
		Conduct annual survey of FET Staff PD needs.	Survey results presented to FMT.	Staff surveyed, which informed the content of PD calendar in 2024.

Leading Learning				
No.	Priority	Action	Performance Indicator	Commentary
6	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.	All DCEDIY Grant Schemes were awarded and administered on time and in line with relevant agreements.
		Engagement of this cohort in a formal training setting through LTIs (Local Training Initiative) with relevant agencies.	Continuation of Local Creative Youth Partnership programmes. Continued support of LTIs specifically targeting young people.	Local Creative Youth Partnership programmes were awarded and administered in line with relevant agreements. LTIs and CTC/Youthreach supported throughout 2024.
7	Establish LOETB as an employer of choice.	Attract and retain a high quality and skilled staff.	Maintain staffing levels in schools and centres.	Use of social media to attract high quality & skilled staff to apply for jobs. Roll out of Dignity in Work Training.
		Early Recruitment and staff induction programme.		Recruitment commenced as soon as needs identified. Comprehensive Staff Induction resource developed, available to all staff.
		Hybrid working and alternative workplace attendance introduced.	Manage Hybrid Working and alternative workplace attendance arrangements in line with Government guidelines.	Remote Working Policy working well.

Leading Learning				
No.	Priority	Action	Performance Indicator	Commentary
8	Ensure the health and safety of all students/learners and staff. Compliance Officer and OSD Staff to continue to support, and work with school Health & Safety teams.	Compliance Officer and OSD Staff to continue to support, and work with school Health & Safety teams.	25% of facility stock visited, checked, and assisted with compliance.	Approximately 25% of facility stock visited, with compliance checks undertaken, and advice and support provided as required
		Assist facilities with centralised Health & Safety services.	Develop 2 centralised services to support facilities meet with Health & Safety requirements.	Centralised PAT Testing for 2 services.
9	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.	Annual Child Protection Training provided for all DLP/DDLPs, Teachers, Admin and Ancillary staff.
			All centres compliant with Child Protection and Safeguarding Vulnerable Adult procedures	All Centres compliant.
10	Support students/learners at risk of educational disadvantage in line with current national policy.	Continue to support CoP in the priority area of Ethos, Core Values, Digital Technologies, and Inclusion.	Removal of barriers to entry and progression for our learners.	Continuation of specific school based, and CoP supports provided for students and learners.
		Continued support of learners to access, complete and progress from all FET Programmes.	Ongoing identification of gaps/needs and development of initiatives to address same	Consistent approach to ensuring learners receive support to FET access and progression supported by Access Officer.

Building Sustainability				
No.	Priority	Action	Performance Indicator	Commentary
1	<p>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</p> <p>Continue to embed and integrate sustainable principles and best practice across the organisation.</p>	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.	<p>Building stock plan complete.</p> <p>Climate Action Plan finalised and submitted.</p> <p>Climate action team established.</p>
2	<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>Completed Photovoltaic Panels for all Post Primary Schools in Offaly.</p> <p>Talks progressed with Bord Na Mona with a view to NCTC, Mount Lucas transitioning to renewable energy in 2025.</p>
	Ensure climate action plans 2021 and 2030 are embedded in our practices.	Continue to grow Green Skills and Climate Action provision across FET.	Pathfinder Programme to be completed at Coláiste Naomh Cormac, Kilcormac, Q3 2024.	Pathfinder Programme commenced in Q2.
	Psychosocial risks and dealing with same.	Continue to embed and integrate sustainable principles and best practice across all FET provision e.g., LEAN.	Development of FET Estates Strategy in 2024.	Completion of the FET Estate Strategy in Q3. Identification of FET Building Retrofit Strategy.

Building Sustainability				
No.	Priority	Action	Performance Indicator	Commentary
2	Actively promotes and commits to sustainability through our education programmes, processes, and policies			As per SPA, upskilling delivered in Green and Digital economy to this in employment. Continued to work with schools on Construction and Agri TY/Senior Cycle programmes.
3	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. Where possible adapt administration processes to a paperless office environment.	Increased participation in initiatives in schools which actively promote sustainability. At least 2 specific administration functions moved to paperless office.	All Apprenticeship Theory Examinations for Electrical and Scaffolding moved to online, resulting in huge savings in paper, printing, posting. Paper Personnel Files Scanned & FOI/ GDPR records stored electronically.
4	Ensure climate action plans to 2030 are embedded in our practices	Work in partnership to further refine and develop Climate Action Plan. Continue to grow Green Skills and Climate Action provision across FET.	LOETB Climate Action Plan updated for June 2024. Growth in Green Skills beneficiaries across FET provision.	Climate Action Plan Completed in Q3 2024.
5	Psychosocial risks and dealing with same	Psychosocial policy and procedures developed and implemented.	Policy and procedure in place.	Dignity at work training commenced for all staff. Employee Assistance Programme extended. New induction programme for all staff circulated.

Building Sustainability				
No.	Priority	Action	Performance Indicator	Commentary
6	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. Encourage student engagement with sustainability through school supported community-based design initiatives. Policy to purchase eco-friendly cleaning and toilet products only in Laois Music Centre.	NZEB Training provided for Construction and Engineering teachers.
	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.		Continued development of Construction Pathway. New MMC programmes rolled out. 'Intro to Ag' launched in 2024. Launch of new Construction, Agri and Green Skills programmes.
7	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.	LOETB post-primary schools have engaged in a selection of ESD related activities and initiatives.
8	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.	Green Skill programmes delivered in communities across Laois and Offaly. Mobile Training Rig delivered programmes and raised awareness in collaboration with local authorities.

Building Sustainability				
No.	Priority	Action	Performance Indicator	Commentary
9	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.	Upskilling delivered in the Green and Digital economy across QQI Levels 3 to 6 in 2024.
10	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.	Upskilling delivered in the Green and Digital economy to those in employment.
11	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	Deliver future (MMC) Digital Construction pathway	New MMC (Traineeship and Apprenticeship) programme development commenced in 2024.
			Deliver sectoral Pilot on Biodiversity (sustainable agriculture).	Sustainable Agriculture Pilot delivered in 2024.
			Delivery of sustainable agriculture provision to meet both local and national needs.	Achieved 2024.
			Continued growth in construction related provision in line with national targets and expansion of the range of programmes available.	3000 NZEB/Retrofit Learners in 2024. Site Supervisor programme developed with CIF/UE piloted in December 2024.

Building Sustainability

No.	Priority	Action	Performance Indicator	Commentary
12	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.	3000 NZEB/Retrofit Learners in 2024. Site Supervisor programme developed with CIF/UE piloted in December 2024.
			Continuation of Local Creative Youth Partnership programmes.	All DCEDIY Grant Schemes were awarded and administered on time and in line with relevant agreements.

Working In Partnership

No.	Priority	Action	Performance Indicator	Commentary
1	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.	Attended and presented REALT Report at all meetings at Laois and Offaly Integration Fora and FET represented also.
2	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 around inclusion, leadership, and SNA CPD. ETB Junior Maths Competition established through an inter-ETB partnership.	LOETB collaborated with Laois Education Centre to host various workshops/training and meetings.

Working In Partnership				
No.	Priority	Action	Performance Indicator	Commentary
2		Continue to work closely with local agencies/ groups to support disadvantaged learners.	Partnership with Laois and Offaly local authorities to develop a S.T.E.A.M. (Science/Technology/Engineering/Arts/Maths) Programme to develop 21st century skills among school learners.	STEAM Programme, successfully implemented with 250 students engaging with the different strands of the programme, with continuous collaboration with Laois and Offaly County Councils.
		Engagement of learners in a formal training setting through specific skills training with relevant partners.	Increase engagement with priority cohorts and meeting SPA targets (Transversal Skills, Widening Participation and ALL).	Collaboratively worked with relevant agencies to provide access to FET by disadvantaged cohorts. Accessed additional funding through C&I and ALL office for pilot programmes with agencies.
		Continue to with work enterprises to upskill low skilled workers and vulnerable employees.	Increase engagement through SST, targeting those at risk of education disadvantage. (St. Andrews).	1000 SST Beneficiaries in 2024. Introduction of trade skills programme to support exploration of apprenticeship as pathway.
		Delivery of ALL Innovation and Collaboration pilots.	Partnering with A.T.U. (Atlantic Technological University) and local authorities to provide a training programme in computer Science teaching for current LOETB teachers.	Partnership with ATU/OCC/ LCC - over 40 digital technology modules successfully completed by LOETB teachers. Four new teachers fully qualified to teach Computer Science.
		Continue to Lead Cross ETB Construction Oversight Group.	Growth in the number of enterprises engaging.	Collective PD, cross-ETB QA agreement and sharing of new programmes with members of Construction Oversight Group.

Working In Partnership				
No.	Priority	Action	Performance Indicator	Commentary
2		Continue to act as Contracted Authority and Project Lead for the establishment of National Demonstration Park for MMC.	Successful completion and roll out of these and further pilots (ALL SPA targets met). Delivery of single sector/cross ETB skills responses to Construction skills needs. Delivery of Phase One of National Demo Park for MMC.	MMC Oversight group established with TUD to explore Apprenticeship/Traineeship options. Occupational Skills profile commenced, and key rolls identified from SOLAS research. Engagement with MMC group and members.
		Continue to lead agriculture provision in collaboration with Teagasc and other partners.	Delivery of sustainable agriculture provision to meet the needs of the sector.	'Intro to Ag', launch of Agricultural suite of programmes in LOETB Schools 2024.
		Work closely with government bodies/state agencies to create a culture of Entrepreneurship in the region.	Delivery of Entrepreneurship programme to support and promote business start-up	BnM 'New Beginnings' programme developed and delivered
3	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.	Reach funding provided to 24 Community Groups
		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.	Successful roll out of first Retrofit Prison programme in Midlands and Wheatfield prison. Building Bridges project continued in 2024 with additional funding accessed.

Working In Partnership				
No.	Priority	Action	Performance Indicator	Commentary
4	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.	<p>Tullamore FET Centre was successful in its application for funding for a project involving learner exchange with European partners. eight learners travelled to Finland and the Netherlands, and Tullamore hosted eight students.</p> <p>Erasmus Digiblend project completed. Erasmus application submitted for full FET Accreditation for five years.</p> <p>ETB Office staff partaking in ETBI Fora and Working Groups. Enhanced development of informal inter-ETB support groups.</p>
5	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.	New role, Data Information Management Officer established.
6	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.	Launch and provide all FET Staff with access to internal Communication App.	FET Staff Newsletter (digital) was established. Staff App launched.
		Continue to develop media and branding strategy for all FET provision and initiatives.	Continued growth of media reach including social media use etc.	Media Day and Open Days held across FET Service. Social media following and reach grew significantly.

Working In Partnership				
No.	Priority	Action	Performance Indicator	Commentary
7	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.	National Construction Training Campus, Mount Lucas hosted Site visit from England, Wales, Iceland and America, showcasing NZEB/ Retrofit course provision, site layout and employer engagement.
8	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.	Achieved 2024. To continue in 2025.
9	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.	SSE/DEIS forum successfully scaffolded schools' current SSE cycle. Further development of school supports which has provided teachers and students with additional learning opportunities and experiences e.g. LOETB All-stars/STEAM/Provision Mapping.
10	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.	Continue to lead MRTT working group and provide programmes to meet the need of former BNM employees, families and communities.

Working In Partnership				
No.	Priority	Action	Performance Indicator	Commentary
11	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.	In partnership with SETU an additional Tertiary degree offering in place in 24/25, a total of 3 LOETB SETU Tertiary degrees now being delivered.
12	Utilising the partnership approach to establish sustainable pathways for learners.	Continue to build on links established with our Construction partners across Apprenticeship (Scaffolding Apprenticeship – CIF, HSA, SIPTU), Traineeship (Civil Engineering Contractors Association, CIF, and Uisce Eireann).	Delivery of new MMC provision and apprenticeship.	Successful Graduation of first 4 classes of Scaffolding Apprentices. Roll out of RPL Process for existing Scaffolders. Successful revalidation of Scaffolding Apprenticeship for five years. Pilot Site Supervisor programme in partnership with UÉ and CIF.
		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, and CIF.	Delivery of new ZEB programmes in The National Construction Training Campus in Mount Lucas.	LOETB were successful in their QQI Validation application for Level 4 award in Retrofit Assistant Skills.

Working In Partnership				
No.	Priority	Action	Performance Indicator	Commentary
12		Development of regional clusters. Whole ETB pathway approach with multiple entry and exit points, offering visible pathways for learners.	Development of internal progression pathways for learners with centre/ service managers.	FET Cluster Meetings held in 2024. Focus on pathway enhancement for LOETB FET learners.
		FET pathways from school programmes.	Expansion of the number of programmes available to TY students across FET Centres. Construction Programme for second level schools.	Programmes delivered to LOETB schools – Agri Aware, clean room operations, NZEB information, Barista training.
13	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.	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.	Youth Development Officer attended LCDC, LAG, Comhairle na nÓg Meetings. Ongoing collaboration between Youth Services and other external stakeholders.
		Youth Services representation (advocating and promoting the interest of young people) on various external network and forums.		

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
1	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 10(a) 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 Coimisinéir Teanga guidelines.	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.	Compliance report submitted to An Coimisinéir Teanga. Increased use of Irish language in terms of advertising through all media platforms.
2	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.	Review of OSD structure to ensuring that there is greater collaboration and clear communication between the different departments. This also involved having all OSD admin Staff Working based in the one location.
3	Further develop ICT infrastructure to support business strategic objectives, 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.	ISMS stage 1 developed, implemented and audited in 2024.

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
4	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.	ETBI to commence tender in 2025.
5	Ensure the highest standards of financial and risk management to supports schools and centres to operate within funding and corporate governance requirements.	Establishment of CSOC 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 CSOC supported by the ARC.	CSOC established. 5 meetings held.
6	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.	Continued to review and improve structures and processes to enhance effectiveness. Remote working successfully embedded across OSD function.
7	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 APOs OSD in Q 1 2024. Training to include Grade VI and VIIs in 2024.	Improved Workplace Management Practices implemented completion of Lean Management training by the Directors and APOs of ODS. Grade VII to Grade V also completed Lean training in Q4 of 2024.

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
8	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.	Focused campaigns across all social media channels to included consistency of brand guidelines across platforms. Increased focus on meeting Irish language commitments and reporting in advertising and marketing campaigns.
9	Develop organisational wellbeing to ensure staff are supported in their work.	Recognition of wellbeing as a key element of PD provision. Continue to develop and improve staff welfare opportunities, using all relevant support services.	Employee Assistance Service in place for all staff including 24/7 phone service and wellbeing app. Training on Dignity at Work will be rolled out across the Scheme in 2024.	Dignity at work training commenced for all staff. Employee Assistance Programme extended to include family member of staff, and it was promoted to all staff. New induction programme for all staff circulated.
10	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.	Director of OSD & APOs trained in Lean Management in Q1 2024. Grade VII-V trained in Q4 2024.
11	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.	Assessment of our responsibilities under the Public Sector duty completed. Equality of access to inclusive range of education and training programmes.	Working group assembled with representation from across the organisation, meetings held, assessment ongoing.

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
12	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>	<p>Co-Teaching Workshops for various COP groups.</p> <p>Collaboration Atlantic Technological University supported LOETB teachers with upskilling in digital technologies and Computer Science.</p> <p>New Programmes have been introduced to students in LOETB schools (Maths Comp/Agri Aware/All Stars).</p>
13	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'	<p>Website to go live in Q2 2025.</p> <p>Focused campaigns across all social media channels to included consistency of brand guidelines across platforms. Increased focus on meeting Irish language commitments and reporting in advertising and marketing campaigns.</p>
14	Develop a five-year Youth Work Plan that is informed by young people and key stakeholders.	Develop Youth Work Plan 2023- 2027.	Implement Youth Work Plan 2023-2027.	Youth Work Plan 2023-2027 implementation ongoing.

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
15	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.	Area Profile Needs Analysis completed for 2024.
16	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>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>	Review of controls in place carried out in Q1 2024 and reported to ARC and Board.	Review of controls in place carried out in Q1 2024 and reported to ARC and Board.

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
17	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.	Boards were reminded of their responsibility and attendance requirements. New board taken through induction which covered meeting attendance.
18	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 are completed in December each year.	Boards were reminded of their responsibility and attendance requirements. New board taken through induction which covered meeting attendance.
19	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.	All appointments made by the Board was in consultation with Committee Chairs. Biographies were received for all nominees to the committee's outlining expertise prior to appointment.
20	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.	Reports from outgoing committee sent to outgoing board. Incoming committee reports proved to incoming board.

Enhancing Systems				
No.	Priority	Action	Performance Indicator	Commentary
21	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.	With new boards and committees in place, effect of self-assessment would be negligible, with focus on induction and training for members.
22	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.	A member of staff was appointed to oversee the training programme. Governance overview training provided by IPA.
23	Departmental returns and reporting deadlines.	Returns must be accurate and reporting deadlines set by the Department should be met.	Returns will be completed accurately, and reporting deadlines will be met.	Returns to Department were all completed on time.

Glossary

AI	Artificial Intelligence
ALL	Adult Literacy for Life
ARC	Audit and Risk Committee
ATU	Atlantic Technological University
BnM	Bord Na Mona
CoP	Communities of Practice
CIF	Construction Industry Federation
CPI	Crisis Prevention Institute
CSOC	Critical Systems Oversight Committee
CTC	Community Training Centre
CTI	Community Training Initiative
CYPSC	Children and Young People's Services Committees
C&I	Collaboration and Innovation
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
DLP	Designated Liaison Person
DDLDP	Deputy Designated Liaison Person
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
ESOL	English for Speakers of Other Languages
FET	Further Education & Training
FMT	FET Management Team
FOI	Freedom of Information
GDPR	General Data Protection Regulation
HSA	Health and Safety Authority
ICT	Information and Communication Technologies
IMBV	Identity Multi-Belief and Values
IPA	Irish Parent's Association
IPS	Irish Prison Service
ISMS	Information Security Management System

LAG	Local Action Group
LCC	Laois County Council
LENS	Learning Empowerment Networking Skills
LCDC	Local Community Development Committees
LOETB	Laois and Offaly Education & Training Board
LTI	Local Training Initiative
MA	Master of Arts
MIC	Mary Immaculate College
MMC	Modern Methods of Construction
MRTT	Midland Region Transition Team
NCTC	National Construction Training Campus
NRRP	National Recovery and Resilience Facility
NSAI	National Standards Authority of Ireland
NZEB	Nearly-Zero Energy Buildings
OCC	Offaly County Council
OSD	Organisation Support & Development
PAT	Portable Appliance Testing
PD	Professional Development
PLC	Post-Leaving Certificate
PLSS	Programme Learner Support System
PPE	Personal Protective Equipment
QA	Quality Assurance
QQI	Quality and Qualifications Ireland
REALT	Regional Education and Language Teams
RFT	Request for Tender
SENCO	Special Educational Needs Coordinator
SETU	South East Technological University
SICAP	Social Inclusion and Community Activation Programme
SIPTU	Services Industrial Professional and Technical Union
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
SSE	School Self Evaluation
SST	Specific Skills Training
TEL	Technology Enhanced Learning
TY	Transition Year
UCD	University College of Dublin
UDL	Universal Design for Learning
UÉ	Uisce Éireann
VTOS	Vocational Training Opportunities Scheme



**Laois and Offaly Education
and Training Board**

