

EXCELLENCE THROUGH
EDUCATION AND TRAINING

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

ANNUAL REPORT 2021

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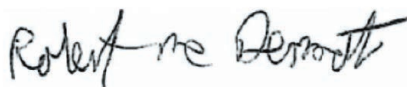
CHAIRPERSON'S FOREWORD

It is with great pleasure that I welcome the 2021 Annual Report on behalf of Laois and Offaly Education and Training Board (LOETB). The work of LOETB as a statutory organisation is wide-ranging with responsibility for post-primary schools, further education and training, youth services, arts in education, and administration across Laois and Offaly.

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

I would like to sincerely thank our Chief Executive, Joe Cunningham, his management team, and all the staff at LOETB for their continued commitment and dedication to excellence through education and training. Covid-19 has had a significant impact on the teaching, learning, and support services at LOETB and I would like to sincerely thank the management and staff for their tremendous efforts to ensure continuity of operations despite all the challenges presented by the pandemic.

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



Cllr. Robert McDermott
Chairperson

CHIEF EXECUTIVE'S INTRODUCTION

It gives me great pleasure to present the 2021 Annual Report of LOETB. 2021 marked the fourth year of the implementation of our five-year Strategy Statement (2018-2022) and represents an important step in the development of LOETB as the statutory provider of education and training in the region. This report provides an opportunity to reflect on the actions completed in pursuance of the goals and priorities of the strategy statement as well as our Service Plan for 2021. The report also sets out the summary financial position, and relevant human resources and corporate services information during this period. In 2021, 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.

Since March 2020, Covid-19 has had a significant impact on Irish society, impacting every facet of our lives. The associated changes brought to bear on the education and training sector have been both disruptive and challenging. The closure of education and training facilities led to major changes in teaching and learning as well as our support services. I am extremely proud of the tremendous response by the management and staff at LOETB to ensure continuity of our services in the face of these difficulties. Different challenges have been faced across the organisation, but the dedication and commitment of staff has remained steadfast and true to our values. Indeed, the professionalism, innovation, and creativity of staff in ensuring the best possible experience and outcome for our students and services in the face of the adversity and uncertainty of Covid-19 has been inspiring. I also want to thank the three Directors for the leadership shown during this challenging time. The increasing number of students attending our Schools and Further Education and Training Centres is testament to the ongoing success of our work.

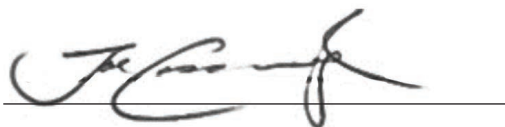
I wish to convey my thanks and appreciation to:

The Chairperson and Board members for their active co-operation in promoting the business of LOETB in so many ways in 2021;

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

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

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



Joe Cunningham
Chief Executive

BOARD MEMBERSHIP

Board Member

Cllr Neil Feighery
(Chairperson, resigned as Chairperson
on 24 November 2020)

Cllr Robert McDermott
(appointed as Chairperson on 8 December 2020)

Cllr Willie Aird

Cllr Caroline Dwane-Stanley

Cllr Catherine Fitzgerald (Deputy Chairperson)

Cllr Padraig Fleming

Cllr John King

Cllr Mary Sweeney (retired 31 December 2021)

Cllr John Carroll

Cllr Clare Claffey

Cllr Eddie Fitzpatrick

Cllr Frank Moran

Ms Evelyn Dunne

Mr Shane Flesk

Ms Mary Cotter-Bracken

Mr Dave Cullen

Ms Maura Brophy

Ms Molly Buckley

Mr John Mollin

Ms Frank Smith

Mr Niall Tully

Nominating Body

Elected by Offaly County Council

Elected by Offaly County Council

Elected by Laois County Council

Elected by Laois County Council

Elected by Laois County Council

Elected by Laois County Council

Elected by Laois County Council

Elected by Laois County Council

Elected by Offaly County Council

Elected by Offaly County Council

Elected by Offaly County Council

Elected by Offaly County Council

Staff Representative

Staff Representative

Parents' Representative

Parents' Representative

Bodies specified by the Minister

Bodies specified by the Minister

Bodies specified by the Minister

Bodies specified by the Minister

Bodies specified by the Minister

ATTENDANCE AT BOARD MEETINGS

Board Member	Date of Meetings in 2021						Total
	22 FEB	29 MAR	24 MAY	26 JUL	27 SEP	22 NOV	
Cllr Caroline Dwane-Stanley	✓	✓	X	✓	✓	✓	5/6
Cllr Catherine Fitzgerald	X	✓	✓	X	X	X	2/6
Cllr Clare Claffey	X	✓	✓	✓	X	✓	4/6
Cllr Eddie Fitzpatrick	✓	✓	✓	✓	✓	X	5/6
Cllr Frank Moran	X	X	X	✓	X	✓	2/6
Cllr John Carroll	✓	✓	✓	✓	✓	✓	6/6
Cllr John King	X	X	X	X	✓	X	1/6
Cllr Mary Sweeney	X	✓	✓	X	X	X	2/6
Cllr Neil Feighery	X	X	X	X	✓	X	1/6
Cllr Padraig Fleming	✓	✓	✓	✓	✓	✓	6/6
Cllr Robert McDermott	✓	✓	✓	✓	✓	✓	6/6
Cllr Willie Aird	✓	X	X	✓	✓	✓	4/6
Mr Dave Cullen	✓	✓	✓	✓	✓	✓	6/6
Mr John Mollin	✓	✓	✓	X	X	✓	4/6
Mr Niall Tully	✓	✓	✓	✓	✓	✓	6/6
Mr Shane Flesk	✓	✓	✓	✓	X	✓	5/6
Ms Evelyn Dunne	✓	✓	✓	✓	✓	✓	6/6
Mr Frank Smith	✓	✓	✓	X	✓	✓	5/6
Ms Mary Cotter-Bracken	X	✓	✓	✓	✓	✓	5/6
Ms Maura Brophy	X	X	X	✓	✓	X	2/6
Ms Molly Buckley	✓	✓	✓	✓	✓	✓	6/6

CONFIRMATION OF COMPLIANCE

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

The Board considers that the Annual Financial Statements (AFS) properly present the income and expenditure of the Board and the state of affairs of the Board. The AFS were approved by the Board at its meeting on 29 March 2022 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 2021. 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 2021.

In line with the requirement of the ETB Act 2013 to publish details of any gift received that exceed the amount specified by the Minister of Public Expenditure and Reform, I confirm that no such gifts were received in 2021. The Chairperson of LOETB submitted a confidential Comprehensive Report to the Minister for Education in accordance with Section 6.8 of the Code of Practice for the Governance of ETBs. It includes items such as affirmation that Government policy is being complied with, significant post balance sheet events, a statement on the system of internal control and an outline of all commercially significant developments affecting LOETB in the preceding year.

AUDIT AND RISK COMMITTEE MEMBERSHIP AND MEETING DATES

The Audit and Risk Committee met five times during 2021:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		18 Feb	26 Mar	09 Jul	10 Sep	10 Dec	
Mr Martin Byrne (Chairperson)	External Member	✓	✓	✓	✗	✓	4/5
Mr Oliver McCormack	External Member	✓	✓	✓	✓	✓	5/5
Ms Anne O’Keeffe	External Member	✗	✓	✓	✓	✓	4/5
Mr Hughie Egan	External Member	✓	✓	✗	✗	✓	3/5
Mr Declan Kirrane	External Member	✓	✓	✓	✓	✓	5/5
Cllr Pdraig Fleming	LOETB Member	✓	✓	✗	✓	✓	4/5
Mr Frank Smith	LOETB Member	✓	✓	✓	✓	✓	5/5
Cllr John Carroll	LOETB Member	✓	✓	✓	✗	✗	3/5

FINANCE COMMITTEE MEMBERSHIP AND MEETING DATES

The Finance Committee met five times in 2021:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		18 Feb	26 Mar	09 Jul	10 Sep	10 Dec	
Mr Peter Scully (Chairperson)	External Member	✓	✓	✓	✓	✓	5/5
Ms Molly Buckley	LOETB Member	✗	✗	✓	✗	✓	2/5
Cllr Caroline Dwane-Stanley	LOETB Member	✓	✓	✓	✓	✗	4/5
Mr John Mollin	LOETB Member	✓	✓	✓	✓	✓	5/5
Cllr Neil Feighery*	LOETB Member	✗	✗	✗	✗	✗	0/5
Cllr Mary Sweeney	LOETB Member	✗	✓	✓	✗	✗	2/5
Cllr Clare Claffey	LOETB Member	✓	✓	✓	✗	✗	3/5
Cllr Eddie Fitzpatrick	LOETB Member	✗	✗	✓	✗	✓	2/5

* Please note that Cllr Neil Feighery resigned from his position on the Finance Committee on the 26 March 2022 and was replaced by Cllr Eddie Fitzpatrick.

ORGANISATION PROFILE

LOETB was established on 1 July 2013 and is the statutory provider of education and training services for Laois and Offaly. The overall aim of LOETB is to enable our students reach their potential. We strive to offer learning experiences that respond to the needs of students of all ages and abilities. We make guidance and supports available to our students to help them attain their learning goals and qualifications. We include transfer and progression options for our students to maximise their chances of pursuing further education and training and securing employment.

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

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

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

MAP OF SERVICES



LOCATION OF SERVICES

Administrative Offices

Ridge Road, Portlaoise

Castle Buildings, Tullamore

Schools

Ard Scoil Chiaráin Naofa, Clara

Banagher College

Coláiste Naomh Cormac, Kilcormac

Oaklands Community College, Edenderry

Tullamore College

Clonaslee College

Dunamase College, Portlaoise

Portlaoise College

St Fergal's College, Rathdowney

Arts

Laois School of Music,
Laois Music Centre, Portlaoise

Music Generation Laois,
Laois Music Centre, Portlaoise

Further Education and Training

Tullamore FET Centre

Clara FET Centre

Edenderry FET Centre

Banagher FET Centre

Birr Outdoor Education and Training Centre

Birr FET Centre

Portarlinton FET Centre

Portlaoise FET Centre

Portlaoise Institute

Midlands Skills Centre

National Construction Training Centre, Mount Lucas

Portlaoise Prison Education Centre

Midlands Prison Education Centre

STAFF BREAKDOWN

Category	Total
Post Primary Teachers	431
FET Teachers/Tutors/Instructors	277
Administrative Staff	139
Co-ordinators/Centre Managers	16
Resource Workers	13
Maintenance Staff	42
Support Staff (including SNAs)	139
TOTAL	1057

Senior Management Team

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

SCÉIM TEANGA

The Language Scheme 2020-22, under the Official Languages Act 2003, came into effect in 2022. All mandatory requirements are in place and commitments for the first year of the scheme were implemented. The Scéim Teanga is available on our website.

FINANCIAL STATEMENTS 2021

LOETB'S Annual Financial Statement for the year ended the 31st December 2021 is subject to Audit by the Office of the Comptroller and Auditor General (C& AG) at the time of publication of LOETB's 2021 Annual Report. LOETB's financial statements 2021 will be available on the website, www.loetb.ie once they have been audited.

The following will be included in the financial statements;

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees;
- Salaries and short term employee benefits;
- Post-employment benefits;
- Termination benefits;
- Key management compensation if any;

Details of the number of employees whose total employee benefits (excluding employer pension costs) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 from €60,000 upwards and an overall figure for total employer pension contributions will also be included in the financial statements.

VISION, MISSION, VALUES AND STRATEGIC GOALS

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

VISION

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

MISSION

Excellence through education and training

VALUES

Equality, Collaboration, Professionalism, Integrity, and Innovation

Our Strategic Goals 2018 - 2022	
Goal 1	Excellent Education and Training The provision of quality-assured excellent teaching, learning, and assessment for all with high levels of achievement and accreditation by students.
Goal 2	Excellent Experience for Students The provision of positive learning experiences and environments with suitable resources and facilities for students.
Goal 3	Organisation Transformation The promotion of a culture of innovation and improvement within the organisation.
Goal 4	Staff Development To recruit & retain a highly qualified and motivated workforce and to provide staff support and opportunities for continuing personal and professional career development.

SERVICE PLAN REPORT

GOAL 1 EXCELLENT EDUCATION AND TRAINING

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Provide a positive learning experience for all students/learners, including learners from marginalised groups.	Schools and Centres to continue to provide and further develop inclusive, quality teaching, learning, and assessment experiences for all students and learners.	Ongoing review and culture of continuous improvement in all schools and centres.	Q1 - Q4	Individual school support for student and parents.
	Enhance feedback opportunities to and from students and parents.	Regular feedback from students and parents.	Q1 - Q4	Ongoing feedback from students and parents received on a regular basis.

GOAL 2 EXCELLENT EXPERIENCE FOR STUDENTS

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Promote a student /learner voice approach in identifying areas that are working well and areas in need of improvement.	Enhance feedback opportunities to and from students and parents.	Regular feedback from students and parents.	Q1 - Q4	Ongoing feedback from students and parents received on a regular basis.
	In the context of Covid-19, LOETB will implement Emergency Remote Teaching and Learning as required.	Continue to provide training and collaborative opportunities for staff in Remote Teaching and Learning.	Q1 - Q4	Continued to provide training and collaborative opportunities for staff in Remote Teaching and Learning.
	Facilitate learner participation in QQI Inaugural Review.	Learner participation in QQI Review Panel meetings.	Q2	Learner Feedback forms a key part of the QQI Self Evaluation process.
	Encourage learner participation in AONTAS Learner Forum in 2021.	Increased learner participation in AONTAS Learner Forum 2021.	Q4	Increased number of participants in AONTAS Learner Forum.
	Expand the FET Centre model of integrated provision of programmes and services on single sites.	New FET Centre to open in Birr.	Q2	FET Centre opened in Birr.

GOAL 2 EXCELLENT EXPERIENCE FOR STUDENTS

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Provide a broad-based curriculum reflective of student and learner needs and interests.	Establish relationships with other awarding bodies to better respond to local and national labour market and learner demands.	Relationships with awarding bodies (e.g., CABWI and VTCT) established.	Q3	Relationships established.
	Support schools with SSE and continue to implement standards within LAOS framework.	Implementation of WSE-MLL and School Inspection Recommendations.	Q1 - Q4	Recommendations implemented.
	LOETB will continue to provide high quality learning, teaching, and assessment in schools Introduce new subjects & programmes.	Student enrolment will be maintained and increased in areas where there are opportunities for growth.	Q1 - Q4	New Admissions Policies in place in all schools.
Implement Quality Assurance Systems.	Commence development and review of QA Policies to consider new and evolving methods of delivery.	Development of Blended Learning Policy commenced. Existing policies reviewed to take account of online exams and submission processes.	Q4 Q2	Blended Learning Policy introduced and commenced. Required policies identified and amended.
		Place Inclusion Officers in FET Centres.	Q4	5 Inclusion Officers appointed remainder to be appointed in 2022.
Support students/learners at risk of educational disadvantage in line with current national policy.	Develop inclusion supports across FET Service.	Place Inclusion Officers in FET Centres.	Q4	5 Inclusion Officers appointed remainder to be appointed in 2022.
	Adopt a UDL approach to FET provision.	Increased numbers with Digital Badge in UDL and incorporate a UDL ethos into FET delivery.	Q4	Community of practice developed.
	Address emerging digital divide in disadvantaged cohorts.	Introduction of basic digital programmes, digital skills integrated into existing programmes, and support for MAED funding recipients.	Q3	Basic digital programmes, digital skills integrated into existing programmes, and support for MAED funding recipients introduced.

GOAL 2 EXCELLENT EXPERIENCE FOR STUDENTS

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Support students/learners at risk of educational disadvantage in line with current national policy.	Introduce programmes for specific disadvantaged groups.	Commencement of two new LTI programmes targeting youth unemployed and members of Travelling Community.	Q1 - Q2	Two new LTI programmes targeting youth unemployed and members of Travelling Community commenced.
	Continue to prioritise positive supports and interventions for all students at risk of educational disadvantage.	Continue to support DEIS targets and review in schools.	Q1 - Q4	Support to DEIS targets review in schools ongoing.
Provide guidance and counselling services.	Schools to continue to provide excellent guidance and counselling for students.	All schools have access to guidance and counselling. Increased number of teachers qualified as Guidance Counsellors. Guidance input on all FET programmes.	Q3	Increased number of teachers qualified as Guidance Counsellors. Tullamore Hub to open in Q2 2022.
	Further integrate guidance model across FET Service. Establish Guidance Information and Support Hubs in the region.			
Provide high quality learning/training facilities and ensure that an appropriate infrastructure is developed to make the best use of resources.	Pursue approval for further capital projects which may be identified in 2021. Ensure that new school/centre building projects, extensions, and refurbishments are completed as the earliest possible dates.	Additional accommodation for growing schools and plans for the refurbishment of existing school and centres. Projects delivered on time.	Q1 - Q4	All projects managed in line with the Technical Guidance documents. Projects completed within budget and on time.
Promote and develop outdoor education.	Continue to support local schools, groups and organisations by providing opportunities for physical activities. Continue to develop activities to ensure the centre has productivity on a year-round basis.	Provide the opportunity for outdoor physical and recreational activity to students in Navigation Skills, Hillwalking, Mountain Biking, and Cycling. Commence use of newly constructed obstacle course through a 'fittest school' initiative.	Q4	Schools encouraged and facilitated to take part in outdoor physical and recreational activities.

GOAL 2 EXCELLENT EXPERIENCE FOR STUDENTS

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Plan for changing demographics.	Support local businesses to understand their future skills requirements and provide appropriate upskilling and reskilling opportunities. Monitor and review local demographics.	Provision of a series of 'Future Proof Your Business' webinars. New programmes developed in response to changing demographic needs.	Q1 - Q4	Continued to increase enrolments in schools.
Engage effectively with employers.	Provide relevant FET Courses and upskilling/reskilling opportunities that meet local business requirements into the future.	Further development of ICT and Renewable Energies programmes.	Q1 - Q4	Increases in programmes.
	To provide up-skilling, professional, and management development support required by existing employees in local enterprises.	Development of networks of local employers sharing skills needs and development of programmes to meet those needs.	Q4	Networks developed.
Provide and develop traineeship and apprenticeship programmes.	Continuation to provide Traineeship programmes that meet current skills needs of local, regional and national enterprise. Establish Ireland's first Scaffolding Apprenticeship Programme.	Traineeship Provision in 2021 in Healthcare, Engineering, Utilities, and Hospitality. Apprenticeship programme commenced (four groups in 2021).	Q1 - Q4	Apprenticeship programme ongoing. Increased numbers within the Apprenticeship programmes.
	Continue to develop Future Skills Traineeship Provision to promote Green and Digital Skills that supports the Midlands transition to a Low Carbon Region.	New Traineeships in 2021 in Bicycle Mechanic, Remote Working, ICT, Peatland Rehabilitation and Sustainable Agriculture Traineeships.	Q1 - Q4	Continued to promote new Traineeships. Developed and expanded Green & Digital skills.

GOAL 2 EXCELLENT EXPERIENCE FOR STUDENTS

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Child Protection Procedures for Primary and Post-Primary Schools 2017.	Ensure all necessary child safeguarding measures are in place. Regular Support and training for DLPs. BOM training incorporating CPOR.	Schools meet the requirements in relation to CPSI. Child Protection training completed for all School Boards of Management and all new staff. Ongoing Child Protection training for relevant FET staff.	Q1 - Q4	Continued to ensure that all schools meet the necessary requirements in relation to CPSI.
Prioritise STEM/STEAM in schools.	Continue to engage with and prioritise STEM implementation plan and policy. Promote and prioritise the use of technology to enhance teaching, learning and assessment in schools.	Continue to improve and review performance in STEM/STEAM subjects. All students have access to STEAM subjects. Teachers participate in CPD in these areas.	Q1 - Q4	Improved performance in STEM/STEAM subjects. Ongoing participation by teachers in these areas.
Provide high quality ICT learning supports in schools/centres.	Provide high quality ICT equipment and facilities. Promote continuous professional development for staff.	Continue to develop and implement digital learning plans in all schools. Provide and increase participation in collaborative opportunities for staff.	Q1 - Q4	Digital learning plans implemented throughout all schools. Training provided for all staff in ICT.
Equality and active social inclusion.	Promote ethos of Inclusion as a responsibility for all. Continue to respond to the needs of young people, particularly those who are disadvantaged, at risk, vulnerable and marginalised.	Development of Inclusion Support Network Community of Practice and hosting of FET Inclusion Week. Enhance existing, and develop new partnerships with relevant stakeholders to meet the education, training, artistic and youth work need in Laois and Offaly Continue to develop and provide programmes through Music Generation and the Local Creative Youth Partnership.	Q3 Q1 - Q4	The development of Inclusion Support is ongoing. Increased access and retention of FET learners. Continued to develop and provide programmes through Music Generation and the Local Creative Youth Partnership.

GOAL 2 EXCELLENT EXPERIENCE FOR STUDENTS

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Protection Programmes.	Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Continue collaboration with interagency working groups and support workers to ensure refugees' educational needs are being met.	Q1 - Q4	Continued collaboration with interagency working groups and support workers to ensure refugees' educational needs are being met.

GOAL 3 ORGANISATION TRANSFORMATION

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Continue to develop and enhance structures across the organisation in line with the Code of Practice.	<p>LOETB will review structures to ensure that services are delivered in a cost efficient, effective and compliant manner.</p> <p>LOETB is a member of the IPA Governance Forum and a member of IBEC.</p> <p>Actively engage with ESBS on the roll out the Financial Services System.</p> <p>Ensure adherence with report submission to the DE.</p>	<p>Staff of Corporate Governance section attended regular meetings of the IPA Governance Forum.</p> <p>The Chairperson of the Board attended meetings organised by the IPA Governance Forum.</p> <p>New financial system processes monitored to ensure best practice.</p> <p>Reporting deadlines adhered to ensure compliance with DE requests.</p> <p>Procurement Policy and Procedures updated and implemented; communicated and monitored across the organisation.</p> <p>Expenditure monitored to identify procurement opportunities to ensure value for money across the organisation.</p>	Q1 - Q	All statutory reports submitted on time.

GOAL 3 ORGANISATION TRANSFORMATION

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Be a leading provider and inculcate a culture of innovation and improvement actions.	Embed our core values and ensure that these are at the heart of all our work within the organisation.	A review of the impact of our core values on operations Appointment of Ethos Coordinator and provision of core values CPD.	Q4	Ethos Coordinator appointed and working with schools.
Promote ethical governance to ensure accountability and value for money.	Review and evaluate policies, procedures, and systems to improve our services.	Review of Policies and Procedures. Sign-off by schools/centres/admin on internal control documents. Continued roll-out of CPP. Code of Practice training for staff. Completed SIPO documents for Board, ARC, FC and all designated positions of employment including all staff in the Procurement Department.	Q1 - Q4	SIPO documents completed on time.
Implement a Risk Management Framework to meet Strategic Objectives.	Maintenance of active Risk Registers. The board of LOETB will ensure that there is an ongoing process designed to identify and address significant risks including those posed by Covid-19 in achieving the entity's outcomes. The ARC will support the board in this role.	Realignment of the Risk Register with the Statement of Strategy and the Service Plan 2021. Risks monitored and reviewed. Risk Register updated and reported quarterly to the ARC.	Q1 - Q4	Risk Appetite Statement in development.

GOAL 3 ORGANISATION TRANSFORMATION

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

GOAL 3 ORGANISATION TRANSFORMATION

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

GOAL 3 ORGANISATION TRANSFORMATION

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Engage effectively with stakeholders and develop partnerships.	Ensure that LOETB is represented on relevant Boards/Fora related to the provision of Education and Training.	Staff of LOETB nominated to relevant IBEC Networks and Forums.	Q1	Staff participated in relevant forums and networks.
Ensure compliance with statutory and regulatory requirements.	Continue to develop and monitor our processes to ensure compliance with statutory and regulatory requirements.	The Health and Safety Manual and Risk Assessments rolled out to all schools/centres/admin offices. Training for Safety Officers and relevant staff provided.	Q3 - Q4	Training interrupted by Covid, planned for Q1 & Q2 2022.
Recruitment and retention of staff.	LOETB will continue to review and develop recruitment processes. LOETB will develop appropriate responses to address supply skills deficits in particular subject areas.	Selection Board members trained on WebEx. Recruitment for LOETB substitute panels continuous throughout the academic year. Targeted recruitment campaigns developed with particular emphasis where skills deficits have been identified.	Q1 - Q4	Targeted recruitment campaigns ongoing.

GOAL 4 STAFF DEVELOPMENT

PRIORITY	ACTION	PERFORMANCE INDICATOR	TARGET	COMMENTARY
Support staff in ongoing professional development.	Foster a culture of professional development and support for all staff. Develop and implement training and development plans.	Ensured collaboration and sharing of best practice using SharePoint. Staff training plan operating in each OSD Unit under the direction of a Senior Manager.	Q1 - Q4	Materials provided for all staff on SharePoint.
Support and develop high quality leadership at LOETB.	Establish Communities of Practice in specific subject areas.	Prioritised COPs established.	Q3	Established COPs in IT and Business.
	Equip administrative staff with remote working skills and competences.	Provision of appropriate Remote Working training programme for admin staff across the ETB.	Q2	Remote Working training programme available to all ETB administrative staff.
	Develop an active leadership programme for staff, to include middle and senior leaders. Provide professional development opportunities in leadership.	Training on Leading Remote Teams rolled out for line managers across the organisation.	Q1	All line managers attended required training for Leading Remote Teams.
Ensure that all staff have access to the EAP.	We will continue to promote the service particularly to raise awareness amongst non-teaching staff.	Information on EAP available to all staff on SharePoint.	Q1	Promotion of EAP on-going.
Provide a positive, supportive and safe work environment and support staff wellbeing.	Target specific initiatives to promote staff wellbeing and encourage staff engagement.	A wellbeing programme delivered in all schools, centres and administrative offices.	Q1 - Q4	The wellbeing programme delivered in all schools, centres and administrative offices.

GLOSSARY

AEO	Adult Education Organiser
AFL/AOL	Assessment for Learning/Assessment of Learning
ARC	Audit and Risk Committee
BOM	Board of Management
CIF	Construction Industry Federation
CIT	Cork Institute of Technology
Cllr	Councillor
CPD	Continuing Professional Development
CPP	Corporate Procurement Plan
DCU	Dublin City University
DEASP	Dept. Of Employment Affairs and Social Protection
DEIS	Delivering Equality of Opportunity in Schools
DoE	Dept. Of Education
ETBI	Education and Training Boards Ireland
FET	Further Education and Training
FMT	FET Management Team
FOI	Freedom of Information
GAA	Gaelic Athletic Association
GDPR	General Data Protection Regulations
HR	Human Resources
IBEC	Irish Business and Employers Confederation
ICT	Information Communications Technology
IPA	Institute of Public Administration
LCDC	Local Community Development Committee
LOETB	Laois and Offaly Education and Training Board
LTI	Local Training Initiative
MA	Master of Arts
MAPP	Multi Annual Procurement Plan
MGL	Music Generation Laois
NZEB	Nearly Zero Energy Building Standard
OSD	Organisation Support and Development
PD	Professional Development
QA	Quality Assurance
QQI	Quality and Qualifications Ireland
SEN	Special Education Needs
SIPO	The Standards in Public Office Commission
SMT	Senior Management Team
SNA	Special Needs Assistant
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna (FET Authority)
SSE	School Self-Evaluation
STEM	Science Technology Engineering Maths
STEAM	Science Technology Engineering Arts and Maths
TEL	Technology Enhanced Learning

NOTES

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Rialtas na hÉireann
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