

EXCELLENCE THROUGH  
EDUCATION AND TRAINING

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

# ANNUAL REPORT 2020



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## CHAIRPERSON'S FOREWORD


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**I**t is with great pleasure that I welcome the 2020 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. Since March 2020, 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.



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Cllr. Robert McDermott

**Chairperson**

## CHIEF EXECUTIVE'S INTRODUCTION

It gives me great pleasure to present the 2020 Annual Report of LOETB. 2020 marked the third year of the implementation of our 5-year Strategy Statement (2018-2022) and represents an important step in the development of LOETB as the statutory provider of education and training in the region. 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 2020. The report also sets out the summary financial position, and relevant human resources and corporate services information during this period. In 2020, 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.

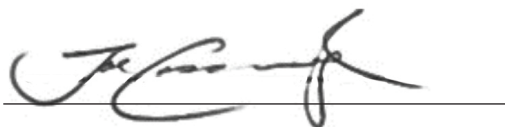
I wish to convey my thanks and appreciation to:

The Chairperson and Board members for their active co-operation in promoting the business of LOETB in so many ways in 2020;

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

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

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



Joe Cunningham

Chief Executive

## BOARD MEMBERSHIP

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### 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 Pdraig Fleming

Cllr John King

Cllr Mary Sweeney

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

Mr 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 2020							
	27 Jan	24 Feb	30 Mar	25 May	27 Jul	28 Sep	8 Dec	Total
Cllr Neil Feighery	X	✓	✓	✓	X	✓	X	4/7
Cllr Willie Aird	✓	X	✓	✓	✓	✓	✓	6/7
Cllr Caroline Dwane-Stanley	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Catherine Fitzgerald	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Pdraig Fleming	X	✓	✓	✓	✓	✓	✓	6/7
Cllr John King	✓	X	X	X	✓	X	✓	3/7
Cllr Mary Sweeney	✓	✓	✓	✓	X	✓	✓	6/7
Cllr John Carroll	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Clare Claffey	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Eddie Fitzpatrick	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Robert McDermott	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Frank Moran	X	X	X	X	X	X	X	0/7
Ms Evelyn Dunne	✓	✓	✓	✓	✓	✓	✓	7/7
Mr Shane Flesk	✓	✓	✓	X	X	✓	✓	5/7
Ms Mary Cotter-Bracken	✓	✓	✓	X	✓	✓	X	5/7
Mr Dave Cullen	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Maura Brophy	✓	✓	X	✓	X	✓	X	4/7
Ms Molly Buckley	✓	✓	✓	✓	X	✓	✓	6/7
Mr John Mollin	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Frank Smith	X	✓	✓	✓	✓	X	X	4/7
Mr Niall Tully	✓	✓	✓	✓	✓	✓	✓	7/7

## CONFIRMATION OF COMPLIANCE

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LOETB operates in compliance with the ETB Act 2013, the Code of Practice for the Governance of ETBs 2019, and relevant Circulars from the Dept. of Education. 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 2021 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 2020. 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.

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

LOETB complies with all obligations under tax law.

LOETB adheres to its Procurement Policy and Procedures along with EU and national procurement regulations and guidelines. LOETB updated and implemented the Corporate Procurement Plan in 2020.



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 2020.

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

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The Audit and Risk Committee met five times during 2020:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		20 Feb	27 Mar	13 Jul	7 Sep	7 Dec	
Mr Martin Byrne (Chairperson)	External Member	✓	✓	✓	✓	✓	<b>5/5</b>
Mr Oliver McCormack	External Member	✓	✓	✓	✓	✓	<b>5/5</b>
Ms Anne O’Keeffe	External Member	✗	✓	✓	✓	✓	<b>4/5</b>
Mr Hughie Egan	External Member	✓	✓	✓	✓	✓	<b>5/5</b>
Mr Declan Kirrane	External Member	✓	✓	✓	✓	✓	<b>5/5</b>
Cllr Pdraig Fleming	LOETB Member	✓	✓	✓	✓	✓	<b>5/5</b>
Mr Frank Smith	LOETB Member	✓	✓	✓	✓	✗	<b>4/5</b>
Cllr John Carroll	LOETB Member	✓	✓	✓	✓	✓	<b>5/5</b>

## FINANCE COMMITTEE MEMBERSHIP AND MEETING DATES

The Finance Committee met five times in 2020:

Audit and Risk Committee Membership		Attendance at Meetings					Total
		20 Feb	27 Mar	13 Jul	7 Sep	7 Dec	
Mr Peter Scully (Chairperson)	External Member	✓	✓	✓	✓	✓	5/5
Ms Molloy Buckley	LOETB Member	✓	✓	✓	✓	✗	4/5
Cllr Caroline Dwane-Stanley	LOETB Member	✗	✓	✓	✓	✗	3/5
Mr John Mollin	LOETB Member	✓	✓	✓	✓	✓	5/5
Cllr Neil Feighery	LOETB Member	✗	✓	✗	✗	✗	1/5
Cllr Mary Sweeney	LOETB Member	✓	✓	✓	✗	✓	4/5
Cllr Clare Claffey	LOETB Member	✓	✓	✗	✗	✗	2/5

## ORGANISATION PROFILE

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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

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### 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
<b>TOTAL</b>	<b>1057</b>

### Senior Management Team

Joe Cunningham	Chief Executive
Marie Bracken	Director of Organisation Support and Development
Tony Dalton	Director of Further Education and Training
Paul Fields (up to July 2020)	Director of Schools
Linda Tynan (from Aug 2020)	Director of Schools

## SCÉIM TEANGA

The Language Scheme 2020-22, under the Official Languages Act 2003, came into effect in 2020. 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

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

- a) Salaries and short term employee benefits;
- b) Post-employment benefits;
- c) Termination benefits;

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

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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

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

### MISSION

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*Excellence through education and training*

### VALUES

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*Equality, Collaboration, Professionalism, Integrity, and Innovation*



## Our Strategic Goals 2018 - 2022

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

## SERVICE PLAN REPORT

### GOAL: Optimise Student/Learner Experience

**Priority** Provide a positive learning experience for all students/ learners, including learners from marginalised groups

Action	Performance Indicator	Target	Comments
Expand the FET Centre model of integrated provision of programmes and services on single sites	FET Centre Model extended to Clara, Birr and Portlaoise Institute	Q3	<ul style="list-style-type: none"> <li>• New Birr FET Centre to open in Q2 2021</li> <li>• Other modes of provision commenced in Portlaoise Institute in Q3 2020</li> <li>• CPD for teachers to support online learning</li> <li>• CPD in ICT/online learning for teachers and specific support in these areas by schools responding to needs of students and parents</li> <li>• Individual school support for students and parents</li> </ul>

**Priority** Promote a student /learner voice approach in identifying areas that are working well and areas in need of improvement

Action	Performance Indicator	Target	Comments
Embed student/learner voice approach among schools and centres	Practice and policy will reflect student and learner voice input	Q3 - Q4	Learner Feedback forms a key part of the QQI Self Evaluation process.

**Priority** Provide a broad-based curriculum reflective of student and learner needs and interests

Action	Performance Indicator	Target	Comments
Provide quality programmes with high levels of learner retention, achievement, and progression	Achievement of Targets as per LOETB/SOLAS Strategic Performance Agreement	Q4	SPA Outcomes 2018- 2020: Beneficiaries: 32,612 Progress to FET/HE 13,031 Employed 3,254

**Priority** Provide a broad-based curriculum reflective of student and learner needs and interests

Action	Performance Indicator	Target	Comments
<p>Explore introduction of short courses for Junior Cycle</p> <p>Ensure summative and formative methods of feedback are implemented in schools</p> <p>Ensure AFL/AOL methodologies are employed within school settings</p>	<p>Short course discussion will take place at principals' meetings</p>	<p>Q4</p>	<ul style="list-style-type: none"> <li>Individual schools have commenced the introduction of short courses for Junior Cycle</li> <li>Supports in AFL/AOL methodologies ongoing within schools</li> </ul>

**Priority** Implement Quality Assurance Systems

Action	Performance Indicator	Target	Comments
<p>Review existing progression pathways and identify additional progression options for all students</p>	<p>New Third Level agreements being developed with AIT and ITCs</p>	<p>Q3</p>	<p>Agreements with IT Carlow and Athlone IT in place.</p>
<p>Develop an Access, Transfer, and Progression policy</p>	<p>Common Admissions process developed</p>	<p>Q3</p>	<p>Common FET Admissions process developed, approved and implemented.</p>
<p>Provide ongoing training model for SSE in schools</p>	<p>Common Enrolment policy to reflect Admissions to School Act will operate in all schools</p>	<p>Q1 - Q4</p>	<p>New Admissions Policies in place in all schools.</p>
<p>Provide DEIS Planning support for schools</p>	<p>DEIS and SSE embedded in schools and school policies</p>	<p>Q4</p>	<p>Support ongoing for SSE/DEIS planning. Further CPD to be provided when new circular Letter for next phase of SSE issued by DoE</p>
<p>Quality review on one chosen priority area of MGL in order to quality assure the service</p>	<p>Dissemination of MGL review to Head Office</p>	<p>Q4</p>	<p>Commenced and ongoing</p>

**Priority** Support students/learners at risk of educational disadvantage in line with current national policy

Action	Performance Indicator	Target	Comments
Create/develop Special Education Teams in all schools	Ongoing implementation of SEN /SET model in schools	Q3	<ul style="list-style-type: none"> <li>• SEN model implemented in Youthreach provision in Laois</li> <li>• Ongoing support for schools. New ETBI supported training in this area to commence in Q4 2021</li> </ul>

**Priority** Provide guidance and counselling services

Action	Performance Indicator	Target	Comments
Development of whole school approach to guidance planning in schools	New Integrated Guidance Model being developed	Q3	<ul style="list-style-type: none"> <li>• Integrated guidance model operational across all centres and services</li> </ul>
	Guidance Policies will reflect a whole school approach	Q4	<ul style="list-style-type: none"> <li>• Whole school approach to guidance in place</li> </ul>

**Priority** Provide high quality learning/training facilities

Action	Performance Indicator	Target	Comments
Identify priorities for improvements in buildings and seek funding from relevant sources	Identify new FET Centre facility in Birr and additional Training capacity in Tullamore	Q1	<ul style="list-style-type: none"> <li>• Facility at Townsend Street, Birr identified and currently undergoing renovations</li> </ul>
Undertake regular Health and Safety Audits of all our premises	Risk Assessment will be carried out in all Centres and Schools and Admin Offices	Q1 - Q2	<ul style="list-style-type: none"> <li>• Additional capacity sourced at a number of locations at Tullamore FET Centre, Tullamore Community Training Centre and Midlands Skills Centre</li> </ul>

**Priority** Promote and develop outdoor education

Action	Performance Indicator	Target	Comments
Continue to develop activities to ensure the centre has productivity on a year-round basis	Offaly Fittest School, Bog Walking, Slieve Bloom Bike Trail will be added to suite of activities	Q4	<ul style="list-style-type: none"> <li>• Slieve Bloom Bike Trail commenced Q4 2020</li> <li>• Fittest Schools obstacle course completed</li> </ul>
Work in collaboration with the Local Sports Partnership to increase participation in outdoor activities of people of all ages undertaking physical activity through outdoor activity and adventure sports under the national 'Outdoors Innovation Fund'	Working locally with partners e.g. Youth services, local schools/ community development groups/ disability groups/ organisations, outdoor hubs to provide adventure programmes that maximise physical activity and recreation amenities in the natural environment	Q2	Since the commencement of the 2020/2021 academic year, Birr OETC have supported the Post-Primary schools and FET Centres by providing outdoor physical and recreational activity to students. To the end of December, over 1300 students from 13 schools and centres participated in Navigation Skills, Hillwalking, Mountain Biking and the CycleRight Programme, which is a practical cycle safety and skills training programme to promote competent and confident cyclists

**Priority** Plan for changing demographics

Action	Performance Indicator	Target	Comments
Undertake a review of student numbers in primary feeder schools and the proportion of students attending LOETB schools	An analysis of the number of students in LOETB schools will be produced	Q3	Analysis of local demographics completed at individual school level
	Increased awareness of the existence and potential of Community National School	Q3	Increases awareness commenced in Q4 and will progress in 2021

**Priority Engage effectively with employers**

Action	Performance Indicator	Target	Comments
Continue to expand, integrate, and align provision to meet the needs of students, employers, and the local economy	FET Enterprise Support Service established	Q1	LOETB has initiated a single point of contact for each enterprise sector within the region  LOETB's Programme Approval Process has been developed with a focus on participation by employers in both the formal and informal exploration and implementation of Programme Development.
	The Enterprise Support and Development Team will develop a communications strategy based on a Client Relationship Management approach.	Q2	Enterprise Support Service is implementing the new communications strategy including regular 'Future Proof Your Business' webinars and continuous profiling of LOETB's services to enterprise on LinkedIn.

**Priority Provide and develop traineeship and apprenticeship programmes**

Action	Performance Indicator	Target	Comments
Continue to expand, integrate, and align provision to meet the needs of students, employers, and the local economy	Increase in Traineeship provision as per SPA	Q4	New Traineeships initiated in Peatland Rehabilitation, Sustainable Agriculture and Utility Industry Specialist. Remote Work Traineeship developed and rolled out as SSTs for managers and employees due to Covid-19 environment.
	Scaffolding Apprenticeship awaiting validation	Q2	Scaffolding Apprenticeship validated and instructor recruitment process initiated. First intake of Apprentices: Q2, 2021

**Priority** Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017

Action	Performance Indicator	Target	Comments
Provision of ongoing training opportunities for school management	Compliance visit to all schools	Q1	Compliance Officer visit to schools and centres suspended March 2020 but ongoing online All schools have implemented updated Child Safeguarding requirements

**Priority** Prioritise STEM/STEAM in schools

Action	Performance Indicator	Target	Comments
Organise Annual LOETB Arts night to promote the arts in schools	LOETB Arts Night in Dunamais Arts Centre	Q1 - Q4	Awards night held on 7 March 2020
Promote Sci-Fest participation among all schools	LOETB Arts in schools display in Head Office	Q1 - Q4	Ongoing
	Student participation in Sci-Fest events	Q1 - Q4	School participation encouraged, including online participation due to Covid-19

**Priority** Provide high quality ICT learning supports in schools/centres

Action	Performance Indicator	Target	Comments
Implement the Digital Strategy in all schools	Use of Microsoft SharePoint and Teams among teachers to increase sharing of materials and methodologies among subject departments	Q1 - Q4	In 2020 a wide variety of group training sessions have been provided on: <ul style="list-style-type: none"> <li>- the transition to blended and online learning. Approximately 333 people took part in such programmes</li> <li>- the use of Microsoft Office applications such as Teams, SharePoint. Approximately 258 people took part in these programmes</li> </ul>
Promote collaboration among teachers and tutors through the use and support of ICT	Workshops and PD events in Technology in Education, Active Teaching and Learning, Microsoft 365 provided to staff	Q1 - Q4	50 staff registered with eCollege  School staff registered and participating in Wriggle Connect CPD, 200 overall in LOETB between schools and FET

**Priority** Enhance feedback opportunities to and from students and parents  
Equality and active social inclusion

Action	Performance Indicator	Target	Comments
Continue to promote and develop the ethos of active and social inclusion	New FET Structure implemented in order to prioritise the growth of LOETB's Inclusion Remit	Q1	New organisational structure and governance structure implemented to include 'Inclusion Manager' role. The structure provides a platform for strategic planning and the continuous formal review of provision
	FET Governance structure to include Inclusion Manager (AEO Grade)	Q3	Inclusion Manager appointed
Provide opportunities for the Student Voice (SV) to inform policy and practice within schools and centres	Learner Council (pilot) commenced in Tullamore FET Centre	Q1	Continue to incorporate the Voice of Young People in Youth Services delivery  Student Council convened with 10 learners from all programmes and met on 4 occasions.
		Q4	Development of Voice of Young People Guidance Document to be completed in 2021  Area Profile Needs Assessment completed
Research, identify and prioritise the needs of young people in Laois and Offaly	Policy and practice are influenced by research and national strategy		Preliminary Youth Work Plan 2022 -2024 to be developed in 2021
Develop a five-year Youth Work Plan			
Introduce UBU Your Place Your Space. (Targeted Youth Funding Scheme)	UBU Your Place Your Space is embedded as a funding mechanism for youth services	Q4	UBU Your Place Your Space Performance Reviews with all UBU Funded Organisations complete



**Priority** Excellent teaching, learning, and assessment for all

Action	Performance Indicator	Target	Comments
Develop innovative responses through Traineeships/ Apprenticeships to meet the needs of the local economy	Traineeship Provision as per SPA 2020 Target: 261	Q4	Starters under Contract Training in 2020; Traineeship 291/ SST 216/ IP&C 112 <i>Innovative responses through to meet the needs of economy</i> ; Peatland Rehabilitation/ Sustainable Agriculture/ Utilities Specialist/ Remote Work Ready Under STA - Leading Remote Teams/ Retrofit – Thermal Insulation/ NZEB Fundamentals/ Frontline Lean Management
Establish a forum for staff to facilitate collaboration and sharing of knowledge, skills, and resources	FET Childcare provision Review	Q1 - Q4	Delayed due to the national project for the development of new Level 5 and 6 awards in Early Learning and Care. Instead, LOETB have seconded a member of teaching staff to work on this project nationally.
	FET Healthcare provision Community of Practice established	Q1 - Q4	Healthcare community of practice established in 2020.
	TEL Community of Practice established	Q1 - Q4	TEL Sub Group met twice in 2020. Establishment of community of practice postponed to 2021

**GOAL: Staff Support**
**Priority Recruitment and retention of staff**

Action	Performance Indicator	Target	Comments
Review and update our Recruitment and HR policies and procedures to ensure that they reflect best practice	Selection Board Training on Competency Based Interviews	Q2	Competency Based Interview Training held for Selection Board March 2020  Adobe signature introduced for Selection Boards including Conflict of Interest Forms
	Update HR Policy and procedures	Q2	Recruitment and Selection Procedures updated 27 March 2020
	Staff recruitment to be moved to SharePoint	Q4	Staff Recruitment moved to SharePoint
	Participation on the Human Rights Peer Support Network	Q4	Continued participation of the Human Rights Peer Support Network
	Pension Service to be updated on Core	Q2	Pension Service continually being updated on Core System

**Priority Support staff in ongoing professional development**

Action	Performance Indicator	Target	Comments
Provide high quality and relevant Professional Development opportunities for all staff	Training Matrix to be developed for all OSD Staff	Q3	Training Matrix for Staff postponed to 2021
	Training provided for OSD staff in schools/centres	Q1 - Q4	Staff attended the following training: Training on Core and HR Employment Law
	Training on Core system and Employment Law		Other Training: Procurement Training for the Public Sector SharePoint Training Child Protection & Wellbeing Seminar MS Teams for meetings Relevant Contracts Tax Professional Services With-holding Tax Public Access to Information Training FOI Decision Maker Training Lead Worker Rep Covid-19 Purchase to Pay (P2P) Finance Training Compliance Officer Training The Future of eInvoicing Brexit & Customs Conference 2020

**Priority** Support staff in ongoing professional development

Action	Performance Indicator	Target	Comments
Provide high quality and relevant Professional Development opportunities for all staff	Leadership training for aspiring and current leaders in schools	Q1 - Q4	Leadership mentoring for newly appointed principals
	Training in assessment methods for all schools		Training in assessment methods deferred to 2021
	Engagement with Léargas on leadership, ICT, subject teacher initiatives		Léargas- deferred to 2021 Teaching Council – deferred to 2021
	Engage with Teaching Council on teacher reflection		Postponed due to Covid-19
	MGL (Music Generation Laois) specific training day		Postponed due to Covid-19

**Priority** Support and develop high quality leadership at LOETB

Action	Performance Indicator	Target	Comments
Develop an active leadership programme for staff, to include middle and senior leaders	Leadership Training for Middle-Management in OSD	Q1	Developing your Leadership Skills for OSD staff approximately 23 staff participated in these courses
	LOETB and ETBI training for school management	Q4	Secretary and Chairperson of the Board Training
Provide professional development opportunities for aspiring leaders	MA in Teaching and Learning (Academic Leadership) FET	Q2	TEL and Teaching and Learning modules completed (27 FET participants)
	Leadership and Change Management Training – FET Management	Q4	Change Management delivered for FET Management

**Priority** Promote awareness of health and safety

Action	Performance Indicator	Target	Comments
Embed health and safety into policy and practice	Health and Safety Statements developed for all schools/centres to be rolled out together with training	Q3	Health and Safety Statements developed for all schools/centres to be rolled out. Training postponed due to Covid-19. A Covid-19 Response Plan issued to all schools and centres
	Use of Choose Safety Programme in Schools and Centres	Q1 - Q4	Postponed due to Covid19

**Priority** Provide a positive and supportive work environment

Action	Performance Indicator	Target	Comments
Embed health and safety into policy and practice	Annual staff and family wellbeing event	Q2	Staff Wellbeing Online Training with Shane Martin

**Priority** Support staff wellbeing

Action	Performance Indicator	Target	Comments
Promote our Wellbeing programme for all staff	EAP system on SharePoint for access by all staff	Q1 - Q4	Developed SharePoint site for staff to access EAP system
	Staff wellbeing programme provided to ancillary staff in schools and centres	Q1	Wellbeing Seminar for ancillary staff in schools and centres held in February 2020
	Implementation of the public sector equality and human rights duty, using a values led approach	Q1 - Q4	Implementation of the public sector equality and human rights duty, using a values led approach, delayed due to Covid19, due to recommence in 2021

**Priority** Support staff wellbeing

Action	Performance Indicator	Target	Comments
Promote our Wellbeing programme for all staff	Staff Gathering event March	Q1	The following Wellbeing events were held for staff: - How to thrive in a world full of busy - John Doran
	Promote staff wellbeing	Q2, Q3	- Building Resilience & Stress Management - Neil O'Brien (April) - Managing Anxiety & Wellbeing - Stella O'Malley (September)

**Priority** Promote collaboration and sharing of knowledge

Action	Performance Indicator	Target	Comments
Develop a succession planning strategy to ensure continuity of service	Continue development of operations manual and update all procedures documents	Q1 - Q4	The following procedures documents adopted by ARC:  Operational Document for the Multi Supplier Framework Agreement for Contracted Training Services Digital Communications Process for ETB lease Outwards Process for ETB lease Inwards Force Majeure Procedure Jury Service Procedure Marriage Leave (Paid) Procedure Marriage Leave (Unpaid) Procedure Compassionate Leave Procedure Recording Sick Leave Procedure Unpaid Leave Procedure Deduction Payments Procedure Setting up a new employee Procedures Recruitment and Selection Procedure Staff Exit Procedure
	Continued development of internal technical working groups to capture best practice and share knowledge	Q1 - Q4	Technical Working Groups used for projects throughout 2020 e.g. Covid19 Working Group

## GOAL: Governance

**Priority** Develop organisational structures and systems to meet the changing needs of the organisation

Action	Performance Indicator	Target	Comments
Review of POR structure, statements of responsibility for all schools	POR Statements updated annually	Q2	POR statements deferred by DoE to 2021
Review of Partnership between Laois School of Music and LOETB	Review conducted with Laois county Council	Q3	Review of partnership completed and programme transferred to LOETB
	New FET Management Structure implemented	Q1	Structure implemented and in operation in order to ensure a greater focus on a number of key themes identified in the National FET Strategy 2020-2024. Each of the 4 FET Managers have distinct responsibilities in line with the Strategy – Skills, Pathways, Inclusion and Quality Assurance

**Priority** Effectively manage finances and risk

Action	Performance Indicator	Target	Comments
	Monthly review of income and expenditure	Q1 - Q4	Income and Expenditure reviewed monthly
	Online payment system to be introduced in Tullamore FET, Mount Lucas and Birr OEC	Q2 - Q3	Operational in Mount Lucas and Birr OEC. Tullamore FET Centre operational: Q3 2021
	Quarterly Review and update of Risk Register	Q1 - Q4	Risk Register reviewed quarterly by ARC. Risk Committee in place  Covid19 Response Plan in place in schools and centres
	Regular meetings between OSD staff and Directors in relation to finances, staff allocation etc.	Q1 - Q4	Regular meetings with OSD staff and relevant directorates

**Priority** Effectively use resources

Action	Performance Indicator	Target	Comments
	To continue roll out of Corporate Procurement Plan	Q4	Corporate Procurement Plan rolled out. New frameworks in place for Metalwork/Woodwork class materials. Continuous monitoring of expenditure to ensure procurement compliance
	Provision of all Agendas, documentation, reports etc. for access by Board and sub-committee members on SharePoint	Q1	All documentation for Board meetings, ARC and Finance on SharePoint
	Provision of all Policies/Circular Letters on SharePoint for Staff	Q1 - Q4	All policies and circular letters for staff available on SharePoint
	Digitalise files for new Employees 2020/21	Q3 - Q4	All newly appointed staff in 2020 have digital files and process ongoing to digitalise employee files

**Priority** Communicate effectively

Action	Performance Indicator	Target	Comments
Embed our LOETB core values and ensure that these are at the heart of all our work within the organisation	Agreed core values of LOETB are at the heart of revised policies on Admissions/ Enrolment. Other policies will reflect this in due course	Q2	Agreed ETB School Core Values included in all School Admission Policies
Develop the LOETB brand and implement a marketing strategy across the organisation	‘This is FET’ local/regional PR campaign	Q3	Advertising campaign conducted during summer months over a number of platforms, including Radio, Newspaper and Social Media
Improve provision of information to the public	Information Centre to be established in Portlaoise	Q1 - Q4	FET Information Centre currently under construction, projected to be completed in Q2 2021.
Develop a Customer Service Action Plan		Q3	Customer Service Charter Developed

**Priority** Develop Service Level Agreements with external stakeholders

Action	Performance Indicator	Target	Comments
	Review of all Service Level Agreements in place	Q2	Review of SLAs carried out in 2020 by Compliance Officer
	Develop new Service Level Agreements as required	Q1 - Q4	New SLAs developed as required

**Priority** Ensure effective data protection

Action	Performance Indicator	Target	Comments
	Update the GDPR Data Protection Policy	Q1 - Q4	Policies updated
	GDPR Training for Board Members	Q2	Postponed due to Covid-19 and will be held in Q3 2021
	All new teachers and staff to complete GDPR online training	Q1 - Q4	All new staff requested to complete the GDPR on line training

**Priority** Engage effectively with stakeholders and develop partnerships

Action	Performance Indicator	Target	Comments
Promote LOETB as a proponent of partnerships	FMT actively participate in local and community development structures e.g. LCDC, Partnership companies)	Q1 - Q4	LOETB are represented on, and actively participate in a number of stakeholder forums within the region, including the Local Community Development Committees, Partnership Companies, DEASP Local Area Liaison Groups, Tusla ASC, Regional Skills Forum, Refugee Resettlement Working Group, Midland Regional Transition Team, Interagency Brexit Response Group, Midland Network of Co-working Facilities



**Priority** Engage effectively with stakeholders and develop partnerships

Action	Performance Indicator	Target	Comments
Promote LOETB as a proponent of partnerships	Schools engage with local communities, sporting organisations and partnerships on various career, sporting or community-based programmes	Q1 - Q4	Covid19 has impacted, this will be resumed as regulations allow  Sports Capital Applications made in Q1 for St. Fergal's College, Rathdowney in conjunction with St. Brigid's Camogie Club and Rathdowney GAA and by Dunamase College in conjunction with Abbeyleix Hockey Club and Portlaoise Ladies Hockey Club

**Priority** Follow best practice in procurement

Action	Performance Indicator	Target	Comments
	To continue to roll out the Corporate Procurement Plan	Q4	Corporate Procurement Plan rolled out
	Provision of training for staff involved in procurement at Head Office, Schools and Centres	Q1-Q3	Staff training provided. Staff participate in Procurement Network Meetings
	Contract Management Meetings with suppliers and procurement staff	Q1-Q4	Contract Management meetings held with suppliers and procurement staff
	Continue to work with OGP and EPS	Q1-Q4	Updates issued to Schools and Centres regularly

**Priority** Ensure compliance with statutory and regulatory requirements

Action	Performance Indicator	Target	Comments
Ensure timely completion of Service Plan, Annual Report & Financial Statements	To continue to ensure completion of Service Plan, Annual Report and Financial Statements in a timely manner	Q1	Completed on time

**Priority** Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017

Action	Performance Indicator	Target	Comments
Child Protection training provided annually for school management and for teachers through an online training programme	Child protection oversight report on every BOM agenda in schools	Q1 - Q4	Child Protection & Working with Vulnerable Adults training provided for all FET Management, Teachers and Support Staff.
	Child safeguarding statement is visible in each school	Q2	Training for BOM chairpersons and secretaries completed. Training for all board members in 2021 on Child Safeguarding
Develop an overarching Child Protection Statement for LOETB	Compliance visit to school on an annual basis	Q2	Postponed due to Covid19
	Overarching Child Protection Statement for LOETB in place	Q2	Completed and adopted by the Board on 28/09/2020

**Priority** Identity as a leading provider and inculcate a culture of innovation and improvement actions

Action	Performance Indicator	Target	Comments
Embed our core values and ensure that these are at the heart of all our work within the organisation	Code of Governance Training for Finance Committee and Audit and Risk Committee	Q4	LOETB are members of IBEC and the IPA Governance Forum – participation in training events organised by IBEC and IPA
	Training for Board Members on S29, Competency Based Interview Training	Q1	Training in school core values commenced and to be completed in 2021



**Priority** Promote ethical governance to ensure accountability and value for money

Action	Performance Indicator	Target	Comments
Review and evaluate policies, procedures, and systems to improve our services	Review of Policies and Procedures	Q1 - Q4	<p>The following policies reviewed and updated:</p> <ul style="list-style-type: none"> <li>Customer Service Charter</li> <li>Corporate Procurement Plan and Final Mapp 2020</li> <li>Digital Communication Policy</li> <li>Child Protection Policy for LOETB staff</li> <li>Communications Policy</li> <li>Standing Orders</li> <li>Recruitment and Selection Policy</li> <li>Email Policy Technology Acceptable Use Policy</li> <li>Password Policy</li> <li>Internet Acceptable Use Policy</li> <li>Volunteering and Work Experience</li> <li>Educational Tours and Field Trips</li> <li>Bring Your Own Device</li> <li>Protected Disclosures</li> <li>Safety Statement</li> <li>Transfer Policy</li> <li>Professional Development Policy for Employees</li> <li>Secondment Policy</li> </ul>
	Sign-off by schools/centres/admin on Internal Control documents		Internal Control documents completed by Schools/Centres/OSD Staff
	To continue roll out of CPP (Corporate Procurement Plan)		Corporate Procurement Plan rolled out
	Code of Governance Training for all staff		Code of Governance Training postponed to recommence in 2021
	Completion of SIPO documents for Board, Audit and Risk Committee, Finance Committee and all designated positions of employment including all staff in the Procurement Department		SIPO documents completed by all relevant board and staff members

**GOAL: Protection Programmes**

**Priority** Assist the DoE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants

<b>Action</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Comments</b>
Continue to collaborate with the interagency working groups and support workers to ensure the refugees' educational needs are being met	All learners assessed using the European Framework and placed on an appropriate programme	Q1 - Q4	All ESOL Learners, including those presenting from the Refugee Resettlement Programme, are assessed using the European framework before being placed on the appropriate programme

## GLOSSARY

<b>AEO</b>	Adult Education Organiser
<b>AFL/AOL</b>	Assessment for Learning/Assessment of Learning
<b>ARC</b>	Audit and Risk Committee
<b>BOM</b>	Board of Management
<b>CIF</b>	Construction Industry Federation
<b>CIT</b>	Cork Institute of Technology
<b>Cllr</b>	Councillor
<b>CPD</b>	Continuing Professional Development
<b>CPP</b>	Corporate Procurement Plan
<b>DCU</b>	Dublin City University
<b>DEASP</b>	Dept. Of Employment Affairs and Social Protection
<b>DEIS</b>	Delivering Equality of Opportunity in Schools
<b>DoE</b>	Dept. Of Education
<b>ETBI</b>	Education and Training Boards Ireland
<b>FET</b>	Further Education and Training
<b>FMT</b>	FET Management Team
<b>FOI</b>	Freedom of Information
<b>GAA</b>	Gaelic Athletic Association
<b>GDPR</b>	General Data Protection Regulations
<b>HR</b>	Human Resources
<b>IBEC</b>	Irish Business and Employers Confederation
<b>ICT</b>	Information Communications Technology
<b>IPA</b>	Institute of Public Administration
<b>LGDC</b>	Local Community Development Committee
<b>LOETB</b>	Laois and Offaly Education and Training Board
<b>LTI</b>	Local Training Initiative
<b>MA</b>	Master of Arts
<b>MAPP</b>	Multi Annual Procurement Plan
<b>MGL</b>	Music Generation Laois
<b>NZEB</b>	Nearly Zero Energy Building Standard

<b>OSD</b>	Organisation Support and Development
<b>PD</b>	Professional Development
<b>QA</b>	Quality Assurance
<b>QQI</b>	Quality and Qualifications Ireland
<b>SEN</b>	Special Education Needs
<b>SIPO</b>	The Standards in Public Office Commission
<b>SMT</b>	Senior Management Team
<b>SNA</b>	Special Needs Assistant
<b>SOLAS</b>	An tSeirbhís Oideachais Leanúnaigh agus Scileanna (FET Authority)
<b>SSE</b>	School Self-Evaluation
<b>STEM</b>	Science Technology Engineering Maths
<b>STEAM</b>	Science Technology Engineering Arts and Maths
<b>TEL</b>	Technology Enhanced Learning

## NOTES

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# ANNUAL REPORT 2020



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