

EXCELLENCE THROUGH
EDUCATION AND TRAINING

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

ANNUAL REPORT 2018

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Chairperson's Foreword

It is with great pleasure that I welcome the 2018 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, 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, with sincere thanks, the work of my fellow Board members who give so diligently and selflessly of their time in their contribution to the governance of LOETB.



Cllr. John Carroll
Cathaoirleach

Chief Executive's Introduction

It gives me great pleasure to present the 2018 Annual Report of LOETB. 2018 marked the first 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. The Strategy Statement sets out the direction for LOETB for the coming years and defines our mission, vision, and values as an organisation and what strategic goals we aim to achieve. This report provides an opportunity to reflect on the actions completed in pursuance of these goals across three main areas of work, namely, Schools (including Youth Services), Further Education and Training, and Organisation Support and Development.

This report also sets out the summary financial position and human resource information of the LOETB during this period. In 2018, 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 increasing number of students attending our Schools and Further Education and Training Centres is testament to the ongoing success of our work.

Overall 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 2018;
- 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 of Laois and Offaly Education and Training Board

BOARD MEMBERSHIP

Name	Nominating Body
Cllr. John Carroll	Elected by Offaly County Council
Cllr. Eamon Dooley	Elected by Offaly County Council
Cllr. Caroline Dwane-Stanley	Elected by Laois County Council
Cllr. Catherine Fitzgerald	Elected by Laois County Council
Cllr. Eddie Fitzpatrick	Elected by Offaly County Council
Cllr. John King	Elected by Laois County Council
Cllr. Jerry Lodge, RIP	Elected by Laois County Council
Cllr. Sean Maher	Elected by Offaly County Council
Cllr. Paschal McEvoy	Elected by Laois County Council
Cllr. Liam Quinn	Elected by Offaly County Council
Cllr. Mary Sweeney	Elected by Laois County Council
Cllr. Tony McCormack	Elected by Offaly County Council
Cllr. Pdraig Fleming	Elected by Laois County Council
Ms. Vivienne Keenan	Staff Representative
Mr. William Flanagan	Staff Representative
Ms. Mary Cotter-Bracken	Parents' Representative
Mr. Derek Scully	Parents' Representative
Ms. Molly Buckley	Bodies specified by the Minister
Ms. Anne Starling	Bodies specified by the Minister
Mr. Frank Smith	Bodies specified by the Minister
Ms. Maura Brophy	Bodies specified by the Minister
Mr. Joe Thompson	Bodies specified by the Minister

LOETB BOARD MEETING DATES 2018

29 January 2018

26 February 2018

27 March 2018

28 May 2018

12 July 2018

24 September 2018

5 November 2018

11 December 2018

Board Members' Expenses 2018

BOARD MEMBER	STATUTORY MEETINGS (€)	INTERVIEW BOARDS (€)	ATTENDANCE AT CONFERENCES / SEMINARS (€)	OTHER (€)	TOTAL (€)	NUMBER OF BOARD MEETINGS ATTENDED
John Carroll	389.36	688.92	163.72	0.00	1,242.00	8
Eamon Dooley	252.62	0.00	0.00	68.65	321.27	6
Caroline Dwane-Stanley	312.50	651.64	345.86	0.00	1,310.00	8
Catherine Fitzgerald	244.73	618.40	227.28	0.00	1,090.41	7
Eddie Fitzpatrick	262.03	297.66	0.00	42.10	601.79	7
John King	525.95	58.23	0.00	31.35	615.53	8
Jerry Lodge, RIP	29.56	0.00	0.00	0.00	29.56	1
Sean Maher	166.62	0.00	0.00	0.00	166.62	4
Paschal McEvoy	309.05	0.00	178.52	0.00	487.57	7
Liam Quinn	248.15	0.00	0.00	0.00	248.15	3
Mary Sweeney	329.25	0.00	217.03	0.00	546.28	6
Tony McCormack	118.24	0.00	0.00	0.00	118.24	2
Padraig Fleming	72.95	0.00	0.00	0.00	72.95	3
Vivienne Keenan	204.89	0.00	321.67	0.00	526.56	7
William Flanagan	218.58	0.00	0.00	0.00	218.58	7
Mary Cotter-Bracken	271.42	43.89	0.00	0.00	315.31	7
Derek Scully	227.52	0.00	89.58	0.00	317.10	6
Molly Buckley	194.37	30.46	329.27	43.57	597.67	6
Anne Starling	0.00	0.00	0.00	0.00	0.00	2
Frank Smith	336.83	115.56	0.00	17.02	469.41	7
Maura Brophy	108.96	0.00	0.00	0.00	108.96	4
Joe Thompson	65.39	89.47	0.00	0.00	154.86	3

Audit Committee Membership and Meeting Dates

AUDIT COMMITTEE MEMBERSHIP 2018

Oliver McCormack	External Member
Martin Byrne	External Member
Anne O'Keeffe	External Member
Mary Cotter-Bracken	LOETB Member
Padraig Fleming	LOETB Member
Frank Smith	LOETB Member

LOETB AUDIT COMMITTEE MEETINGS 2018

12 March 2018

2 July 2018

3 September 2018

1 October 2018

3 December 2018

Finance Committee Membership and Meeting Dates

FINANCE COMMITTEE MEMBERSHIP 2018

Peter Scully	External Member
Eamon Dooley	LOETB Member
Paschal McEvoy	LOETB Member
Molly Buckley	LOETB Member
Caroline Dwane-Stanley	LOETB Member

LOETB FINANCE COMMITTEE MEETINGS 2018

20 March 2018

25 June 2018

21 September 2018

27 November 2018

Profile of LOETB

LOETB provides education and training services to a population of 162,658 across the two counties. The organisation's head office is located in Portlaoise. The key facts and figures in relation to LOETB in 2018 are summarised below.

SERVICES	NO. OF LOCATIONS	NO. OF PARTICIPANTS
Post-primary students	9	3,666
Further Education and Training	26	11,809

Map of LOETB Services



Location of LOETB Services

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

YOUTHREACH PROGRAMMES

Youthreach Banagher
Youthreach Clara
Youthreach Edenderry
Youthreach Mountmellick
Youthreach Portlaoise

ADMINISTRATIVE OFFICES

LOETB Head Office, Portlaoise
LOETB Administrative Office, Tullamore

FURTHER EDUCATION AND TRAINING

Tullamore FET Centre
Clara FET Centre
Edenderry FET Centre
Banagher FET Centre
Birr Outdoor Education and Training Centre
Birr FET Centre
Tullamore FET Centre
National Construction Training Centre, Mount Lucas
Portlaoise Prison Education Centre
Midlands Prison Education Centre

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	Director of Schools

Staff Breakdown 2018

CATEGORY	TOTAL
Post Primary Teachers	450
FET Teachers/Tutors/Instructors	320
Administrative Staff	98
Co-ordinators/Centre Managers	15
Resource Workers	7
Maintenance Staff	29
Support Staff (including SNAs)	31
TOTAL	950

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 which will arise and meet the challenges it faces over the next five years.

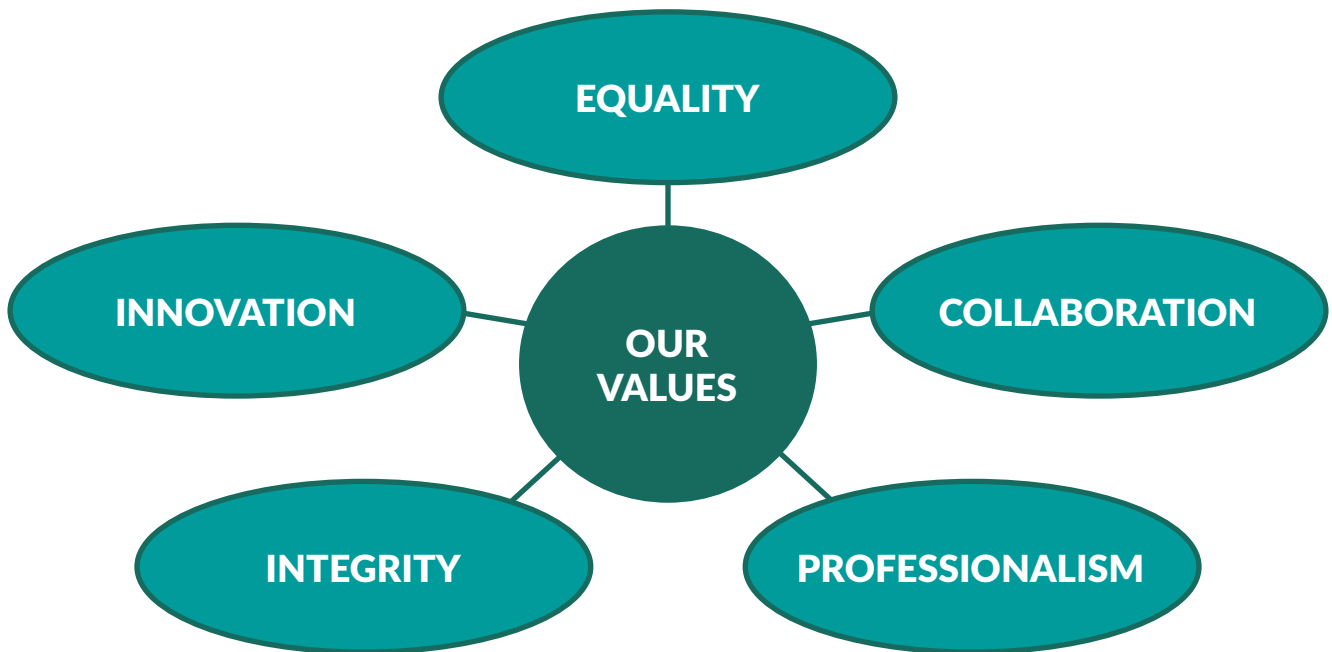
OUR MISSION

Our mission is excellence through education and training.

OUR VISION

Our vision is to actively lead the provision of high-quality education and training in Laois and Offaly.

O U R V A L U E S



O U R S T R A T E G I C G O A L S 2 0 1 8 - 2 0 2 2

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.

Statement of Strategy Report 2018

STRATEGIC PRIORITY 1: EXCELLENT EDUCATION AND TRAINING

1.1 *Excellent teaching, learning, and assessment for all:*

- Teaching and Learning Centre established, aimed at ensuring excellence of standards in all aspects of Teaching and Learning.
- LOETB teachers attended cluster meetings on JCT principles, specifications, wellbeing.
- Increase in FET Traineeship provision in line with LOETB/SOLAS Strategic Performance Agreement.
- New Electrical Apprenticeship Provision in Mountrath and Tullamore agreed with SOLAS.
- Development of the new Scaffolding Apprenticeship approved.

1.2 *Quality-assured provision with high levels of achievement and accreditation by students*

- LOETB/SOLAS Strategic Performance Agreement signed.
- FET Programme/Service 'Targets' agreed by FET SMT and Centre/Service Management.
- Initial Learner assessment tool introduced in all FET Centres and Services.
- Worked in partnership with JCT team members for the provision of specific SLAR/CBA training for Principals and key staff members.
- Oversight provided through the implementation of the DCYA National Quality Standards Framework, providing support and development for DCYA-funded projects in the youth work sector.

1.3 Evidence-based planning, coordination, and review

- New FET Programme Approval process implemented across all FET provision as part of revised FET Governance structure.
- Research, analysis, and submission of Youth Employability Initiative applications made to DCYA which targeted Young People between ages 16-24 years who are not currently in employment, education or training, in order for them to attain a level of confidence and agency to engage in currently available programmes or services.
- FET Employer Engagement Team established to work with employers to ensure relevant provision.
- Conducted comprehensive research through the application of the LOETB Area Profile, Needs Assessment and Service Requirement Tool to enable a systematic and quantified assessment of needs to inform judgements about priorities for service provision for Young People ages 10-24 living in Laois and Offaly.
- Local school autonomy encouraged regarding introduction of short Junior Cycle courses.
- Distribution of teacher allocation for 2018/19, based on student enrolment and educational needs.

1.4 Reflective practice to support programme improvement

- Engagement with Teaching Council on reflective practice options for teachers; LOETB to engage in pilot project.
- Promoted a culture of school self-evaluation leading to school improvement.
- Conducted a comprehensive research on LGBTI+ Mapping of Provision of Service for Young People in Laois and Offaly to further inform the development of the area profiling process that will be carried out as part of the implementation of the new targeted youth funding scheme.
- FET Healthcare Review Group established to identify, review, and share best practice.
- FET Literacy 'Sharing Best Practice' Conference held in November.
- QQI/LOETB Executive Self-Evaluation completed.
- QQI/LOETB Quality Improvement Plan implemented.

STRATEGIC PRIORITY 2: EXCELLENT EXPERIENCE FOR STUDENTS

2.1 Provide positive learning experiences and environments with suitable resources and premises

- DCYA funded three Voluntary Youth Organisations in Laois and Offaly to the sum of €43,737.64 under the Capital Funding Scheme 2018, which directly and indirectly supported formal and non-formal learning.
- A multiplex model of provision introduced at Tullamore, Abbeyleix, Portarlinton, and Portlaoise FET Centres.
- Single FET application form (PLSS) in use across all FET Centres/Services.
- Premises/Facilities/Resources Audit of all FET Centres carried out.
- Health and Safety Audit carried out in all FET Centres.
- Health and Safety Training opportunities provided for all caretakers and staff representatives.
- LOETB piloted Phase 1 of Feasibility Study on Health and Safety by Quadra in both Tullamore College and Portlaoise College.
- Provided student council training for all schools.

2.2 Commit to technology-enhanced learning to support independent and collaborative learning

- Implemented Phase 1 of the Digital Strategy in all schools and provided training on 'What is a Digital School?' programme.
- Developed a network of ICT coordinators across all schools using available technologies.
- Undertook a baseline survey of ICT skills and competencies.
- FET TEL Action Plan and Strategic actions agreed and base-line audit completed.
- FET Teaching and Learning pilots commenced.
- STEM in Youth Work: Tech Space funded and Youth Workers trained to develop a Tech Space Hub in Birr, Co. Offaly.
- Developed online support groups across varying subject areas using a small number of platforms on a test basis (e.g. Microsoft Sharepoint and Teams)
- Promoted collaboration among teachers and tutors through the use of ICT as part of an Aspiring Leaders' course.
- Produced an e-zine (two issues) for dissemination of information pertaining to schools and centre projects, initiatives, and undertakings. The e-zine was also used as a vehicle to share resources, leading practice, and positive student learning experiences.

2.3 Enhance feedback opportunities to and from students and parents

- Agreement that assessment feedback be provided to all FET learners within three weeks of assessment completion.
- Healthcare Assessment practice agreed across all FET provision.
- Promoted and encouraged greater use of formative assessment techniques leading to more qualitative engagements in schools.
- Supported Laois Comhairle na nÓg and Offaly Comhairle na nÓg to give children and young people 'a voice' and the opportunity to be involved in the development of local services and policies.
- JCT: Specific Training provided for school principals on formative and summative assessment.
- Junior Cycle revised assessment techniques currently embedding in schools and classrooms.

2.4 Equality and active social inclusion

- Supported Laois Comhairle na nÓg and Offaly Comhairle na nÓg to give children and young people the opportunity to be involved in the development of local services and policies.
- FET Resource Worker appointed with responsibility for access for learners with a disability.
- Developed an LTI model of provision accessing 'hardest to reach'.
- Training provided in differentiation methods employed in schools/ classrooms: focus on team teaching as a method.
- SEN allocation distributed to schools.

STRATEGIC PRIORITY 3: ORGANISATION TRANSFORMATION

3.1 Identify as a leading provider and inculcate a culture of innovation and improvement actions

- Realignment of administrative functions into five business units with effect from 1 January 2018 to implement the strategy and to respond to policy and legislative changes.
- Training provided on Governance for Boards of Management.
- Workshops provided to school management in June and November 2018 with a focus on core values and characteristic spirit of LOETB Schools.
- Promoted the embedding of core values to ensure that these are at the heart of all of our work within the organisation.
- Implemented the revised POR structure in all schools.
- Revised FET Governance structure agreed and implemented.
- FET Management/Staff Strategic Planning and review workshops held.

3.2 Promote ethical governance to ensure accountability and value for money

- Internal FET strategy developed.
- FET Sub-Groups established to review all FET policies, procedures, provision, and practice.
- The Board of LOETB carried out a self-evaluation process in December 2018
- A total of 33 administrative staff attended governance training in order to promote ethical governance and accountability across the administration function.
- A number of policies and procedures were reviewed and updated to ensure they complied with GDPR legislation and to respond to governance, legislative, and policy changes.
- Governance training was provided for all School Boards of Management

3.3 Enhance the LOETB brand

- A Technical Working Group developed the LOETB Social Media Policy to assist with enhancing the brand of LOETB.
- A social media policy was developed.
- Carried out a base-line survey of current social media platform usage in operation across schools and FET centres.
- Developed leading practice guidelines and procedures in relation to social media platform usage.
- Promoted Youth Service Unit function, Youth Work developments and funding opportunities across the youth work sector through committees, networks, LOETB website, talks, newsletters, contribution to national events and publications, local press, and social media.
- Consistent use of graphics applied in establishment of social media platforms.
- Developed branded images for use on internal documentation such as reporting formats and presentation backgrounds.
- LOETB sponsored the Laois GAA Centre of Excellence to raise awareness of the organisation and its programmes and services.
- LOETB sponsored the Community Walkway at Offaly GAA Faithful Fields to raise awareness of the organisation and its programmes and services.

3.4 Promote strategic networking and partnerships with key stakeholders

- Maintained links with external stakeholders including SOLAS, Offaly Local Development Company, Laois Partnership, Offaly County Council, Laois County Council, Regional Skills Forum and local and regional employers as well as national employer representatives.
- Worked with external organisations in the support and development of local, regional, and national programme initiatives
 - Local Creative Youth Partnership
 - DCCAE School Digital Champion
 - ICT Policy Unit – Schools Excellence Fund
 - Léargas – Erasmus+ Programme
- Promoted LOETB as a proponent of partnership: working with NCGE on pilot programme for guidance.
- Enhanced agreements in place with Athlone Institute of Technology and Institute of Technology Carlow.
- Developed links with St Patrick's, Mary Immaculate College (Thurles Campus).
- Youth Service: networking with the following: Laois LCDC, SICAP, LAG, Comhairle na nÓg, Garda Youth Diversion Projects, Laois Partnership, Offaly Local Development Company, Drugs Task Force, Erasmus+ Programme at Léargas, Tech Space, Creative Youth Partnership, and Institute of Technology Carlow.

STRATEGIC PRIORITY 4: STAFF DEVELOPMENT

4.1 Recruit and retain a highly qualified and motivated workforce

- Staff Induction for all new FET Staff provided by QA Department; briefings held in January and September.
- A half-day staff induction programme was devised and rolled out for all newly appointed management staff in Centres and Schools.
- Newly-appointed teaching staff participated in a Staff Induction session.

4.2 Ensure continuing personal, professional, and career development

- Developed training facilities in Tullamore Offices to expand training options
- Competency Based Interview training provided for aspiring leaders/POR positions
- SEN Training provided for school management.
- Developed an Active Leadership programme for middle and senior school leaders.
- CPD opportunities provided in TEL (Office 365), TEL (NCI), CIT, MA in Teaching & Learning, Change Management (NUIG).
- Competency based interview training provided to all administrative and training staff.
- 4 staff from the HR Department attended Employment Law Training.
- 93 staff attended a session on the benefits of physical activity provided by Prof. Niall Moyna in March.
- Wellbeing staff day took place in August.
- A staff member obtained a Masters' Certificate in Corporate Governance.
- A staff member obtained a Certificate in Data Protection.
- Training was provided for ancillary staff on Child Safeguarding, Health and Safety, GDPR, and Wellbeing.
- Training was provided for all SNA staff on Child Safeguarding, GDPR, Office 365, and Wellbeing
- Training was provided for school and centre administrative staff on Child Safeguarding, GDPR, HR, Finance, and Procurement
- The Director of OSD attended training on the role of FOI Internal Reviewer.

4.3 Develop capacity-building for active leadership

- MA in Teaching and Learning (CIT): Academic Leadership module delivered.
- Provided Critical Incident Planning session for all LOETB Schools in May.

4.4 Promote collaboration and sharing of knowledge

- The Director of OSD is a Board Member of Offaly Local Development Company Ltd.
- Developed internal Technical Working Groups on GDPR, Finance/HR, and Shared Services.
- Completed Phase 1 of our Operations Procedures Manual.

Glossary

CBA	Classroom Based Assessment	NCI	National College of Ireland
CIT	Cork Institute of Technology	NUIG	National University of Ireland Galway
CLLR	Councillor	OSD	Organisation Support and Development
CPD	Continuous Professional Development	PLSS	Programme Learner Support System
DCCA	Dept. of Communications, Climate Action, and Environment	POR	Post of Responsibility
DCYA	Dept. of Children and Youth Affairs	QQI	Quality and Qualifications Ireland
FET	Further Education and Training	SEN	Special Education Needs
FOI	Freedom of Information	SICAP	Social Inclusion and Community Activation Programme
GAA	Gaelic Athletic Association	SLAR	Subject Learning and Assessment Review
GDPR	General Data Protection Regulations	SMT	Senior Management Team
HR	Human Resources	SNA	Special Needs Assistant
ICT	Information Communications Technology	SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna (Further Education and Training Authority)
JCT	Junior Cycle for Teachers	SSE	School Self-Evaluation
LAG	Local Area Group	STEM	Science Technology Engineering Maths
LCDC	Local Community Development Committee	TEL	Technology Enhanced Learning
LOETB	Laois and Offaly Education and Training Board	WSE/MLL	Whole School Evaluation/ Management, Leadership, and Learning
LGBTI+	Lesbian Gay Bi-sexual Transgender Intersex		
LTI	Local Training Initiative		
MA	Master of Arts		
NCGE	National Centre for Guidance in Education		

Financial Statements 2018

Operating Statement for the Year Ended 31 December 2018

RECEIPTS	YR. ENDING 31/12/2018
Schools & Head Office	31,615,906
Further Education and Training	19,077,956
Student Support Services	0
Youth Services	238,517
Agencies & Self-Financing Projects	2,755,799
Capital	2,506,968
	56,195,146

PAYMENTS	YR. ENDING 31/12/2018
Schools & Head Office	31,124,952
Further Education and Training	18,514,103
Student Support Services	0
Youth Services	303,224
Agencies & Self-Financing Projects	2,685,173
Capital	2,733,973
	55,361,425

CASH SURPLUS/(DEFICIT) FOR PERIOD	833,721
MOVEMENT IN OTHER NET CURRENT ASSETS	(1,363,153)
ACCRUAL REVENUE SURPLUS/(DEFICIT) AT 1ST JANUARY	(529,432)
REVENUE SURPLUS/(DEFICIT) AT 1ST JANUARY	555,484
REVENUE SURPLUS/(DEFICIT) AT 31ST DECEMBER	26,052

Statement of Current Assets and Current Liabilities as at 31 December 2018

CURRENT ASSETS	YR. ENDING 31/12/2018
Recurrent State Grants	903,047
Capital State Grants	0
Other Recurrent Grants	5,693
Third Party Debtors	35,544
Bank Balance	3,671,534
	4,615,818
CURRENT LIABILITIES	YR. ENDING 31/12/2018
Recurrent State Grants	1,475,293
Capital State Grants	195,716
Other Recurrent Income	881,841
Pay & Expense Liabilities	2,036,916
	4,589,766
NET CURRENT ASSET/(LIABILITIES)	26,052
REPRESENTED BY REVENUE SURPLUS/(DEFICIT)	26,052

Analysis of Revenue Surplus/(Deficit)

PROGRAMME	YR. ENDING 31/12/2018
School & Head Office	23,179
Self-Financing Outdoor Education Centre	(9,666)
Youth Affairs	(48,051)
Agency & Self-Financing	60,590
	26,052

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