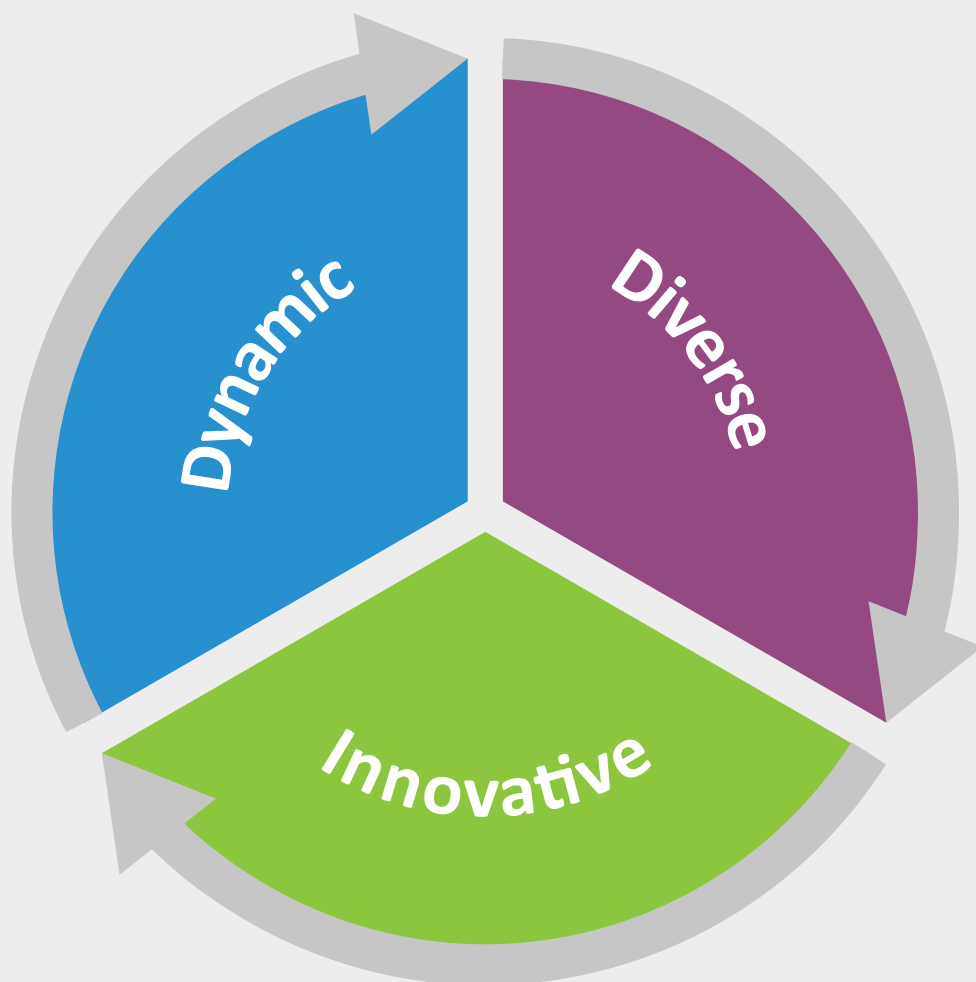




**lwethb**

*Bord Oideachais agus Oiliúna  
an Longfoirt agus na hIarmhí*  
Longford and Westmeath  
Education and Training Board



Longford and Westmeath  
Education and Training Board

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Annual Report  
**2017**



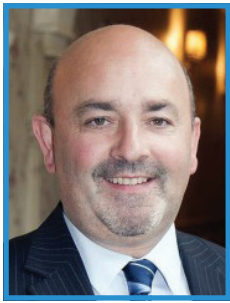


# Annual Report 2017

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## Chief Executive's Foreword

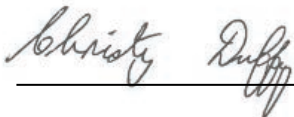


### **Dr Christy Duffy, Chief Executive LWETB**

2017 marks the year in which LWETB developed our first ever 5-year Strategy Statement (2017-2022) and represents an important step in the evolution of LWETB as a new statutory organisation with responsibility for education and training in the region. This pivotal document sets out a direction for LWETB over the coming five years and defines our mission, vision and values as an organisation and also outlines what strategic goals we will pursue. The three key words from our mission statement are Dynamic, Diverse and Innovative and these drive how we go about our work and clearly articulate for others what sort of an education and training organisation we are.

2017 was the first time that LWETB had a clearly developed management and organisational structure with the establishment of three areas namely, school, further education and training and organisational support and development. Each of these three pillars is now led by a Director of Services. These directors along with the Chief Executive comprise the newly established Senior Management team for LWETB.

The number of students attending our LWETB schools continue to grow steadily and this growth is supported by some significant extensions to our existing school buildings. As the profile of our FET learners begins to change so does the range of courses being offered change to reflect this new environment. We have also begun to considerably enhance our engagement with industry and employers to ensure that our training meets the real needs of today's marketplace. Our Youth Services continue to grow and develop as we lead the co-ordination of youth service provision across both counties with growing engagement with a number of local and regional groups serving the needs of young people.

A handwritten signature in dark ink, appearing to read 'Christy Duffy', written over a horizontal line.

**Christy Duffy**  
Chief Executive LWETB

## Board of Longford and Westmeath Education and Training Board



### Chairperson's Address

It was a great honour for me to be elected Chairman of the Longford and Westmeath Education and Training Board (LWETB) during 2017. I wish to acknowledge with thanks the role played by my predecessor, former county councillor Ms. Avril Whitney.

The brief of the LWETB as a statutory organisation is wide ranging with responsibility for second level schooling, youth services and also Further Education and Training (FET) services in the counties of both Longford and Westmeath. A sample of the scope of this work is clearly outlined in this annual plan. As a Board it is so important for us to have all relevant policies, procedures, strategies, plans and facilities in place to provide the best opportunities for our student populations within both our schools and training centres and indeed the necessity to provide good working conditions for our staff.

I would like to sincerely thank our Chief Executive, Dr. Christy Duffy, his full management team and both the administrative and teaching staff of the entire LWETB structure for their continued commitment and dedication to education and training. Finally, I would like to acknowledge with sincere thanks the work put in by my fellow Board members who work so diligently and selflessly with endless energy to provide the best possible educational opportunities for all the students within our LWETB structure.

A handwritten signature in black ink that reads "Cllr. Frankie Keena". The signature is written in a cursive style and is positioned above a horizontal line.

**Cllr. Frankie Keena,**  
Chairman of LWETB

## LWETB Board Membership and Meeting Dates

### Nominating Body

Elected by Longford County Council  
 Elected by Westmeath County Council  
 Bodies specified by the Minister  
 Elected by Westmeath County Council  
 Parents Representative  
 Elected by Westmeath County Council  
 Elected by Westmeath County Council  
 Staff Representative  
 Elected by Westmeath County Council  
 Bodies specified by the Minister  
 Elected by Westmeath County Council  
 Bodies specified by the Minister  
 Elected by Westmeath County Council  
 Parents Representative  
 Elected by Longford County Council  
 Bodies specified by the Minister  
 Bodies specified by the Minister  
 Elected by Longford County Council  
 Elected by Longford County Council  
 Staff Representative

### Name

Cllr. Seamus Butler  
 Cllr. Sorca Clarke  
 Fr. Paul Connell  
 Cllr. Una D'Arcy  
 Willie Dennigan  
 Cllr. Michael Dollard  
 Cllr. Tom Farrell  
 Declan Flanagan  
 Cllr. Ken Glynn  
 Celine Kearney Medforth  
 Cllr. Frankie Kenna (Chair)  
 Laura Leonard  
 Cllr. Liam McDaniel  
 Helen Macken  
 Cllr Peggy Nolan  
 James O'Keefe  
 Pat O'Rourke  
 Cllr. Pat O'Toole  
 Cllr. Mae Sexton  
 Denise Watkins

### LWETB Board Meeting Dates 2017

31st January 2017

28th February 2017

28th March 2017

16th May 2017

20th June 2017

12th September 2017

24th October 2017

18th December 2017

## LWETB Board Members' Expenses 2017

Board Member	Statutory Meetings €	Interview Boards €	Attendance at Conferences/ Seminars €	Other €	Total €	No. Board Meetings Attended in 2017
Seamus Butler	273	0	0	107	380	6/9
Sorca Clarke	224	759	365	0	1,348	5/9
Fr. Paul Connell	222	0	0	0	222	6/9
Una D'Arcy	22	0	0	0	22	4/9
Willie Dennigan	283	183	0	0	466	6/9
Michael Dollard	428	2,978	343	40	3,789	9/9
Tom Farrell	469	2,534	0	0	3,003	9/9
Declan Flanagan	385	0	0	0	385	9/9
Ken Glynn	261	0	0	0	261	7/9
Celine Kearney Medforth	137	103	0	0	240	3/9
Frankie Keena	859	0	194	224	1277	9/9
Laura Leonard	168	186	382	90	826	4/9
Liam McDaniel	0	0	0	0	0	6/9
Helen Macken	535	0	0	569	1,104	8/9
Peggy Nolan	219	0	0	39	258	4/9
James O'Keeffe	402	347	211	502	1,462	9/9
Patrick O'Rourke	663	708	0	702	2,073	7/9
Pat O'Toole	256	308	0	97	661	9/9
Mae Sexton	368	214	513	125	1,220	7/9
Denise Watkins	932	0	0	0	932	9/9
Emily Wallace	0	0	0	0	0	2/9
Avril Whitney	94	0	0	0	94	4/9
<b>Total</b>	<b>7,200</b>	<b>8,320</b>	<b>2,008</b>	<b>2,495</b>	<b>20,023</b>	

## Audit Committee Membership and Meeting Dates

**Under s45.1 of the Education and Training Boards Act 2013, LWETB is obliged to establish:**

(a) a committee to examine and report to that board on financial matters relating to the board (in this Act referred to as a "finance committee"), and (b) a committee to assist the board in discharging its internal audit functions (in this Act referred to as "audit committee").

Audit Committee Membership 2017	
Mr. Gerard Quirke (Chairperson)	External Member
Cllr. Sorca Clarke	LWETB Member
Mr. Stephen Kerr	External Member
Mr. Thomas McDermott	External Member
Mr. James O'Keeffe	LWETB Member
Mr. Pat O'Rourke	LWETB Member

LWETB Audit Committee Meetings 2017
9th February 2017
6th April 2017
15th June 2017
7th September 2017
26th October 2017

## Finance Committee Membership and Meeting Dates

Finance Committee Membership 2017	
Cllr. Michael Dollard (Chairperson)	LWETB Member
Mr. Hugh Farrell	External Member
Ms. Laura Leonard	LWETB Member
Ms. Ann Nugent	External Member
Cllr. Pat O'Toole	LWETB Member

LWETB Finance Committee Meetings 2017
25th January 2017
26th April 2017
6th July 2017
11th September 2017
6th November 2017

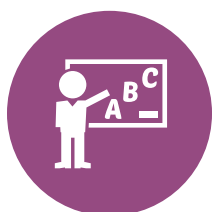


## Longford and Westmeath Education and Training Board

### Profile of LWETB

Longford and Westmeath Education and Training Services (LWETB) provides education and training services to a population of 129,643 across the two counties. The organisation's headquarters are located in Mullingar. The key facts and figures in relation to LWETB in 2017 are summarized below.

#### Schools



Services	No. of Primary locations	No. of Participants
Post-primary students	8	3,062
Post Leaving Certificate students	6	387
Self-Financing Night Courses	1	723
<b>Total</b>		<b>4,172</b>

#### Further Education and Training



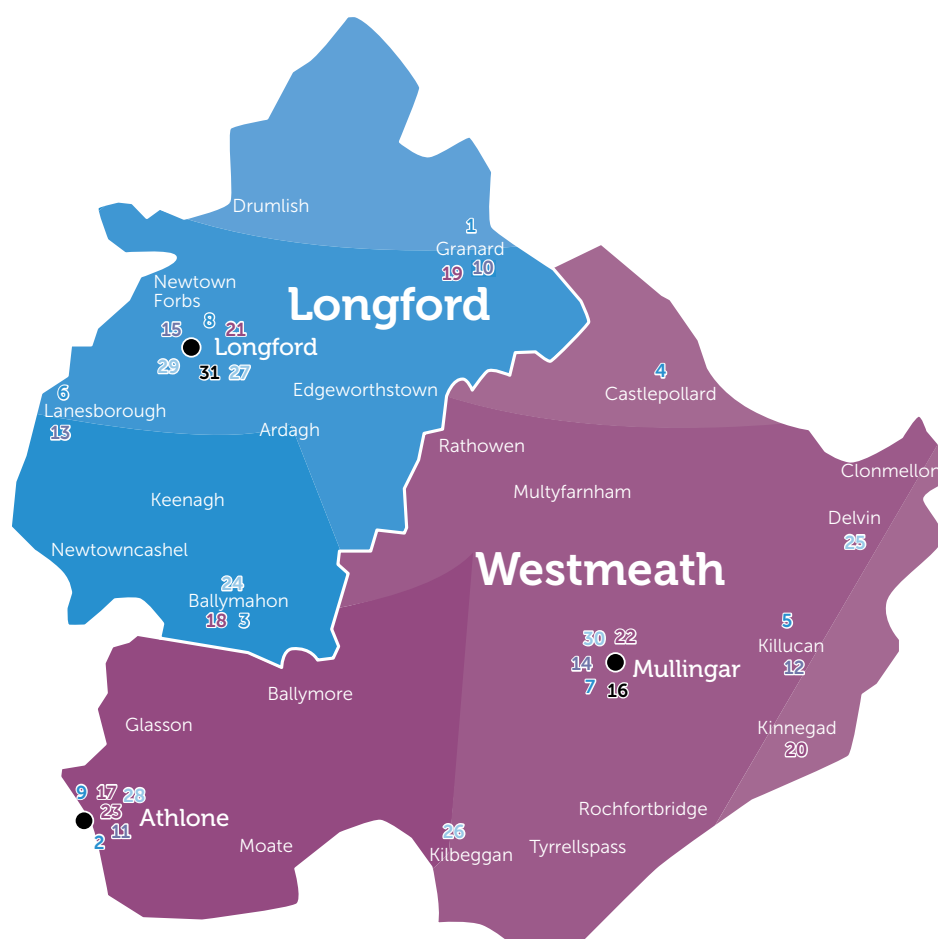
Services	No. of Primary locations	No. of Beneficiaries
Further Education and Training	10	7,500
Adult Guidance Service	3	3,243
<b>Total</b>		<b>10,743</b>

#### Youth Services



Services	No. of Primary locations	No. of Participants
Voluntary Youth Groups and Clubs	35+	1,500 (approx.)
Staff – led (professional) services	6	3,466
<b>Total</b>	<b>41</b>	<b>4,966</b>

## Location of LWETB Services



### Schools

- 1 Ardscoil Phádraig, Granard
- 2 Athlone Community College
- 3 Ballymahon Vocational School
- 4 Castlepollard Community College
- 5 Columba College, Killucan
- 6 Lanesboro Community College
- 7 Mullingar Community College
- 8 Templemichael Community College
- 9 St. Anthony's JEC

### PLC Provision

- 10 Ardscoil Phádraig, Granard
- 11 Athlone Community College
- 12 Columba College, Killucan
- 13 Lanesboro Community College
- 14 Mullingar Community College
- 15 Templemichael College, Longford

### Further Education and Training

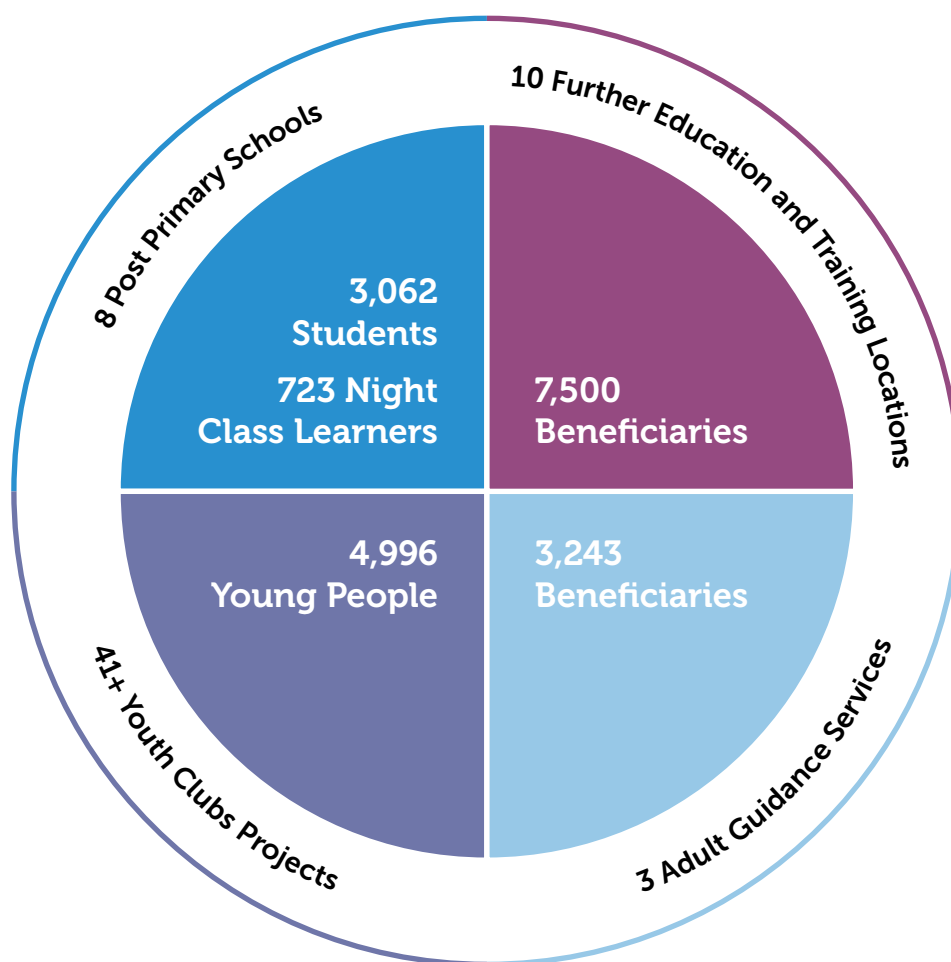
- 17 Athlone FET Centre
- 18 Ballymahon FET Centre
- 19 Granard FET Centre
- 20 Midland Arts, Kinnegad
- 21 Longford FET Centre
- 22 Mullingar FET Centre
- 23 Athlone Training Centre

### Youthreach and VTOS

- 24 Ballymahon Youthreach
- 25 Delvin Youthreach
- 26 Kilbeggan Youthreach
- 27 Longford Youthreach
- 28 Athlone VTOS
- 29 Longford VTOS
- 30 Mullingar VTOS

- 31 Longford Office

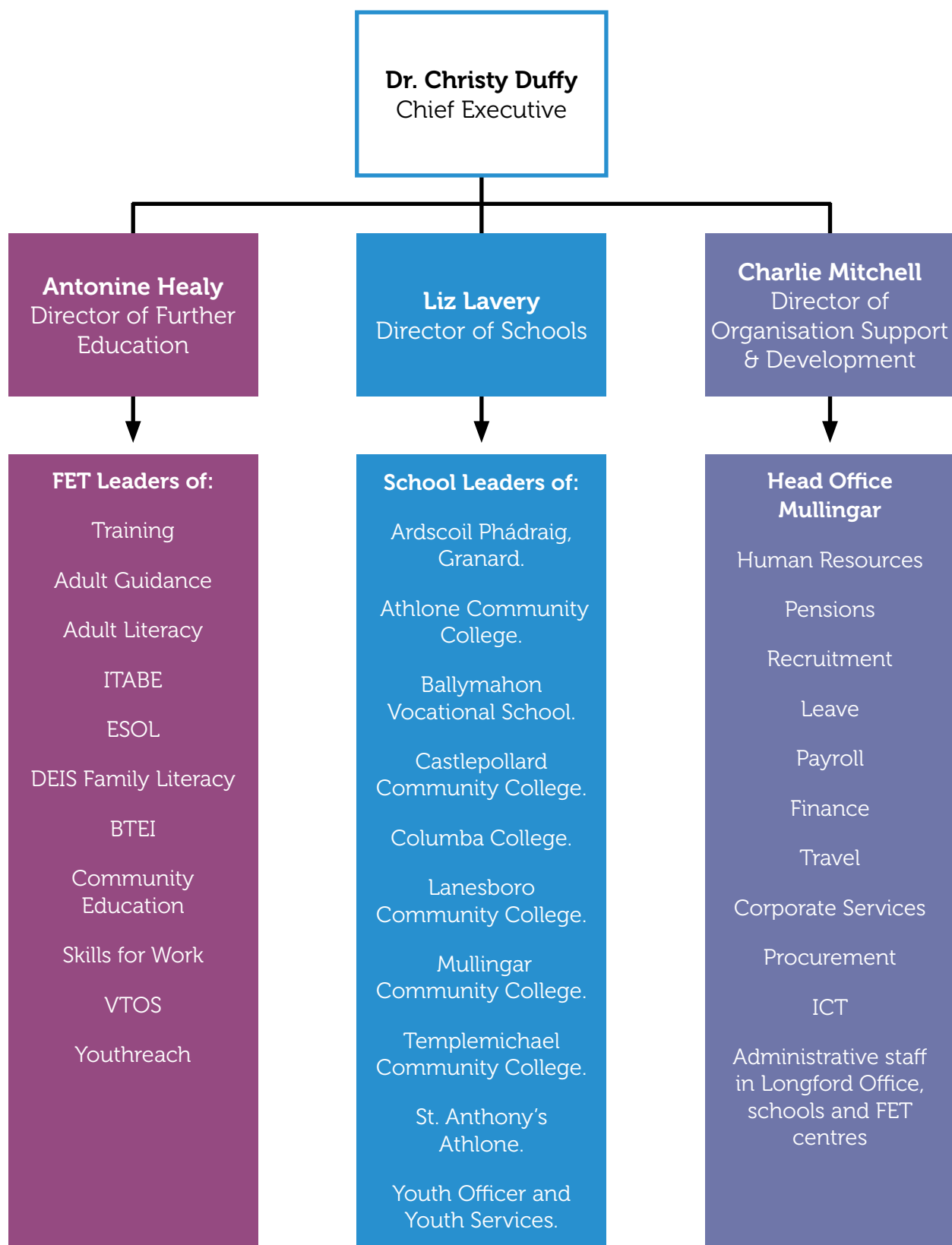
- 16 LWETB Head Office Mullingar



## LWETB Staff Breakdown 2017

Category	Total
Post Primary Teachers	340
FET Teachers/Tutors/Instructors	154
Administration Staff	82
Co-ordinators/ Centre Heads	27
Resource Workers	10
Maintenance Staff	33
Support Staff (SNA)	41
<b>Total</b>	<b>687</b>

## LWETB Organisational Chart



## LWETB Vision, Mission, Values and Strategic Goals

In 2017 LWETB have developed a 'Strategy Statement 2017 – 2022' as required under Section 27 of the 2013 ETB Act. This Strategy Statement sets out the high level goals and objectives for Longford and Westmeath ETB for the next five years. The Strategy Statement is the appropriate basis and background for reviewing the achievements of LWETB during 2017 and provides the framework in this annual report for each of the four areas that follow namely schools, youth services, FET and OSD.

### OUR MISSION

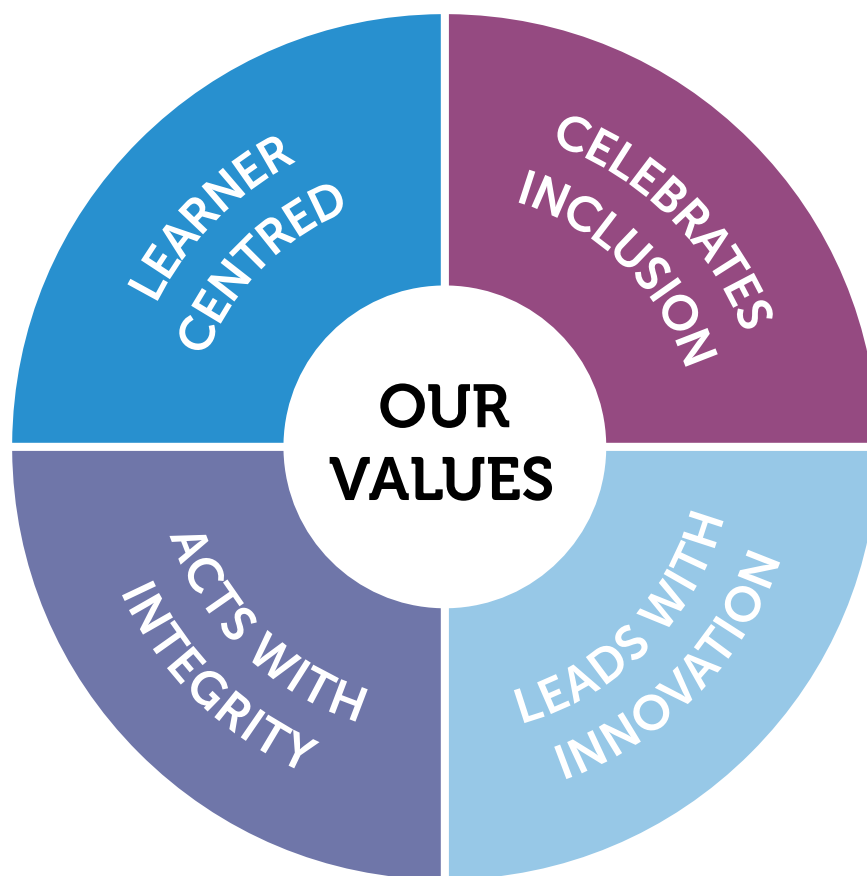
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**To provide dynamic,  
diverse and  
innovative education  
and training services**

### OUR VISION

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**To develop and  
deliver nationally  
and internationally  
recognised, high  
quality, professional,  
vibrant education and  
training services**



## OUR STRATEGIC GOALS 2017-2022

- Goal 1** Deliver professional, high quality, learner-centred education and training services
- Goal 2** Enhance the learning experiences and outcomes for learners
- Goal 3** Foster effective communication, collaboration and partnerships
- Goal 4** Progress the development of effective organisational structures
- Goal 5** Support a culture of continuous development with staff

## Report 2017 Schools

### Goal 1: Deliver professional high quality, learner-centred education and training services

#### 1.3 Planning and coordination of programmes

**New Junior Cycle:** LWETB schools continued the roll out of new subject areas in the Junior Cycle programme with particular emphasis on Wellbeing and mental health. Preparation for short courses due to be implemented in 2018 commenced as part of the school planning process.

**Post-leaving Certificate:** 5 LWETB schools provide PLC programmes for adult learners wishing to return to education. In line with current local and national employment needs, schools conduct on-going reviews of PLC programmes to ensure curriculum provided to learners meet the needs of emerging labour markets and/or relevant progression options for students

**School Culture Programme:** LWETB schools provide opportunities for students to participate in overseas trips. Cities visited in 2017 included London, Trafford, Barcelona and Old Trafford. A total of approximately 150 students availed of overseas trips in 2017. Other trips during the school year included the National Ploughing Championship.

**The Arts:** Castlepollard Community College achieved Best Newcomer in the Briery Gap for Drama in 2017. Mullingar Community College and Athlone Community College presented their stage shows to rapturous applause.

**BT Young Scientist 2017:** Prize Winners include two students from Athlone Community College who came second in the Intermediate Chemical and Mathematical and Physical Sciences Section. A further two teams also participated in the competition and represented their school with pride. Castlepollard Community College and Lanesboro Community College also represented their schools at the competition with Lanesboro Community College achieving Highly Commended and 2nd in Individual Social and Behavioural Category. Three students from Ballymahon Vocational School also

represented their school with their project "Suicide Awareness"

**SciFest:** Lanesboro Community College were proud to host SciFest for LWETB schools with their own projects Highly Commended. Three students from Athlone Community College were the overall winners of SciFest held in AIT Athlone. Other Awards included prize winner in the Maths and Science section, in the Environmental section and Social Media.

#### 1.5 Identify innovative responses to current and future needs

A number of school inspections took place across LWETB schools in 2017. The schools inspected were:

- Columbia College, Killucan – DEIS Evaluation – March 2017
- Lanesboro Community College – DEIS Evaluation – March 2017
- Ardscoil Phádraig – History – Subject Inspection
- Columba College, Killucan – Incidental Inspection

Following each inspection, a full review of the reports was presented at school leader meetings to affirm best practice and review all recommendations for implementation in all LWETB schools.

All schools engage in local and national events. Events included – Midlands Regional National Irish Safety Organisation Quiz Finals - Athlone Community College school took 1st Place. Other Initiatives Including Young Social Innovators, Gaisce, Debating, Bank of Ireland Junk KOUTURE and Charity appeals were hosted throughout a number of Schools.

Staff representatives from all schools commenced engagement with cross-school learning committees. These groups were established to enable staff from various subject areas share good practice and develop innovative ideas to promote teaching and learning in classrooms.

All schools hosted Open Days in October and November 2017 inviting potential students and their families to visit the schools and meet the staff. PLC providers had 4 Open Events and participated in 3 FET promotion events during 2017. All Post Primary Schools were visited to promote PLC Programmes.

To ensure consistency in awarding of qualifications, PLC Colleges have commenced re-engagement with QQI and attended 2 meetings in relation to this. LWETB PLC providers also participated in development of LWETB Executive Self Evaluation and Quality Improvement Plan.

## Goal 2: Enhance the learning experiences and outcomes for learners

### 2.2 ICT-Enhanced Learning

Initiated implementation of the Digital Strategy for Schools. Procured training specialist to develop comprehensive training programme for schools focussing on the use of Office365 for all teaching staff and administrative staff in all schools.

Presented outline of proposed schedule of roll-out of new initiative at school leaders meeting.

### 2.3 Tracking and Reporting on Outputs

**Attendance Strategies:** A number of schools have initiated and developed attendance strategies to encourage student attendance in schools.

**Retention:** 7 LWETB schools have DEIS status and provide school support programmes for students and their families to help and enable them remain in mainstream education. These supports include Home School Community Liaison personnel, School Completion Programmes, school meals, breakfast clubs, dinner clubs and after school study. PLC retention rates are monitored on a monthly basis to ensure adult students are supported if attendance becomes an issue.

**Attainment:** To monitor attainment LWETB introduced a new academic tracking system to record student attainment at both junior and senior level in all schools.

**Annual LWETB Academic Excellence Awards:** 16 Leaving Certificate students were honoured by LWETB for achieving the highest academic results in their respective schools. The awards ceremony was held in Bloomfield House Hotel, Mullingar in September 2017 where each student received an engraved crystal bowl marking their achievement by the Chief Executive.

### 2.4 Improving Facilities and Resources

An Taoiseach Mr Enda Kenny officially opened Athlone Community College in October 2017. This special day was covered by both local and national media and was a very important day for students, staff and LWETB.

#### Major works:

- 4 additional accommodation units and relevant equipment were installed in Castlepollard Community College.
- Furniture and equipment procured for Science Labs in Ardscoil Phádraig Granard and Templemichael College.
- Funding secured for summer works project for Ballymahon Vocational School for works to commence in 2018.
- Lanesboro Community College commenced work on a major extension to the school to include science room, classrooms, toilets and entrance space.

#### Minor works:

- Mullingar Community College - Changing room facilities and new entrance porch, lighting upgrade, corridor upgrade and new classroom furniture.
- Ardscoil Phádraig - Staff room upgrade and Home Economics room upgrade.
- Staff room upgrade in Lanesboro Community College. New classroom furniture.
- Columba College Killucan - Painting and decorating, new furniture.



- St Anthony's Junior School - considerable refurbishment including reconfiguration of classrooms, painting, new computer room and furniture upgrade.

## 2.5 Staff CPD/Mentoring

### Orientation Day for Newly Appointed Teaching Staff:

All teaching staff commencing employment with LWETB are requested to attend Orientation training before commencing into the academic year. Orientation Day 2017 took place on Tuesday 22nd August in The Park Hotel, Mullingar. 36 staff attended this event.

**TeachMeet 2017:** LWETB hosted its second TeachMeet on Saturday 18th November 2017. 25 staff attended this event and included Mr Declan Coyle presenting a workshop on The Green Platform. Other workshops included use of ICT in the classroom, mental health training and Data Protection.

**PDST:** All schools engaged with PDST during 2017 with particular focus on implementation of new Junior Cycle Programme.

## Goal 3: Foster effective communication, collaboration and partnerships

### 3.3 Create Collaborative teams

**Learning Communities:** LWETB established four learning communities including teams from SEN, Guidance, Languages and English. Their first meeting was held on Wednesday 22nd November with 15 teaching staff attending.

**School Leader Meetings:** 7 meetings were held for school leaders in 2017.

**National, regional and local forums:** 17 Principals and Deputy Principals attended ETB National Conference held in February 2017. One Principal represented LWETB on National Principals Forum.

## Goal 4: Progress the development of effective organisational structures

### 4.3 Embed good governance across LWETB

**Risk Management:** All schools attended on-going briefings on legislative requirements and commenced Risk Register reporting to LWETB. Risk Register established and Risk Management Returns submitted quarterly.

**Boards of Management:** Director of Schools provided training to newly appointed school leaders at ETBI Induction Day for Newly Appointed Principals and Deputy Principals in September 2017.

## Goal 5: Support a culture of continuous development with staff

### 5.1 CPD Strategy for LWETB

**School Leaders:** LWETB provide on-going support to school leaders through one to one support and leaders meetings. Other external supports accessed by school leaders include:

**Mentoring:** 2 school principals engaged with Centre for School Leadership mentoring and coaching programmes.

**CPD:** 3 newly appointed school leaders attended ETBI Induction Programme for Newly Appointed Principals and Deputy Principal.

**Staff:** School Meetings, PDST, LWETB Learning Communities, TeachMeet.

## Report 2017 Youth Services

### Goal 1: Deliver professional high quality, learner-centred education and training services

#### 1.3 Planning and coordination of programmes

- Development of a 5 year Youth Work Plan commenced with adoption of national template to ensure a coordinated approach across ETB's.
- 2017 Youth Work Service Plan implemented.
- 2017 Annual Progress Report submitted to DCYA.

#### 1.4 Quality assurance provision

- Implementation of National Quality Standards Framework (NQS) for all DCYA funded projects continued in 2017.
- Annual Reports submitted to DCYA

#### 1.5 Identify innovative responses to current and future needs

- Additional and specific Youth Work needs identified across County Longford.
- Increased funding secured for targeted youth services in Longford town and County.
- Process for the development of expanded and new services underway in 2018.
- In association with the Midland Regional Drug and Alcohol Task Force (MRDATF) and the HSE a new Department of Health (DoH) funded community based under 18 Drug and Alcohol Prevention and Treatment Support Service for Longford and Westmeath (Extern MYDAS Project) became operational during 2017. The service was officially launched by Minister of State with responsibility for Health Promotion and the National Drugs Strategy, Catherine Byrne TD in Athlone on 13th October 2017.

### Goal 2: Enhance the learning experiences and outcomes for learners

#### 2.4 Improving facilities and resources

- €122,222 in equipment grants was awarded to 33 voluntary youth clubs and groups benefitting 1,439 young people and supporting 349 adult leaders.
- €48,911 was allocated to Foróige towards essential repairs and the upgrade of facilities in the Gateway Project, St. Mary's Hall, Athlone.

### Goal 3: Foster effective communication, collaboration and partnerships

#### 3.4 Enhance partnerships and alliances with external stakeholders and bodies

- The Youth Officer represents LWETB on the following groups and committees:
  1. Westmeath Local Community Development Committee (LCDC).
  2. Longford and Westmeath Children and Young Peoples Services Committee (CYPSC).
  3. Comhairle na nÓg Steering groups, Longford and Westmeath.
  4. Midland Regional Drug and Alcohol Task Force (MRDATF) & Finance Sub Committee.
- The Youth Services Unit works on a collaborative basis with colleagues across the ETB sector, e.g. NQS where services operate across ETB's.
- Visit of Minister for Children and Youth Affairs, Dr Katherine Zappone TD to Youth Work Irelands Midlands and the Gateway Youth Project, Athlone on 4th September 2017.

## **Goal 4: Progress the development of effective organisational structures**

### **4.3 Embed good governance across LWETB**

- The Youth Services Unit administered €567,346 in grant aid in 2017, carrying out all necessary monitoring and oversight on behalf of the DCYA and the DoH.

### **4.4 Participate in national initiatives and fora**

- The Youth Officer is Vice Chair of the Irish Youth Officers Association and in this capacity regularly attends ETBI / DCYA Forum meetings.
- Following a successful application for additional funding in 2017, LWETB is participating in the trialing of DCYA's proposed new targeted youth funding scheme in 2018. This involves considerable and detailed engagement with the DCYA and funded bodies.

## Report 2017 Further Education and Training (FET)

### Goal 1: Deliver professional high quality, learner-centred education and training services

#### 1.1 Create a Learner Charter for LWETB

As part of the process of continuous improvement in QA and in compliance with QQI statutory guidelines an Executive Self-Evaluation Report (ESER) was completed in 2017. A Quality Improvement Plan to 2022 (QIP) will be activated with identified actions and milestones during 2018. The development of a new QA system is now underway and the learner charter will be developed as part of this process.

#### 1.2 Develop a LWETB Teaching and Learning Strategy

**1.2.1** Research has commenced on developing a Teaching and Learning Strategy with our 4 Youthreach centres who are devising a CPD plan for their service.

LWETB has also worked with SOLAS towards developing a national CPD plan for FET of which teaching and learning is a part.

**1.2.2** The development of an ICT Strategy for LWETB commenced in 2017 whereby a LWETB ICT team was established. A number of ICT projects were identified for 2017 which included the onboarding of Athlone Training Centre to the LWETB network and the upgrading of ICT facilities and equipment across the FET provision.

#### 1.3 Planning and coordination of programmes

**1.3.1** A 2017 Service Plan was developed for FET and timelines were updated and amended as necessary.

**1.3.2** The 2017 Service Plan and FET funding request was completed and submitted to SOLAS. A baseline FET funding allocation was secured and agreed with SOLAS based on the 2017 submission.

**1.3.3** The development of a three-year Strategic Performance Agreement with SOLAS commenced in 2017. It is expected that this agreement will be finalised by LWETB in 2018.

#### 1.4 Quality assurance provision

**1.4.1** A Quality Assurance team was established in 2017 to ensure quality provision and results. It is expected that the role of this team will be expanded in 2018. LWETB also successfully undertook and completed a re-engagement process with QQI in 2017.

**1.4.2** An Implementation Plan for the New QQI Standard for FET in LWETB was commenced in 2017.

#### 1.5 Identify innovative responses to current and future needs

**1.5.1** An Enterprise Engagement team was established in 2017 to develop the relationship between FET and enterprise/employers.

A group of LWETB staff participated in a focus group with SOLAS with the purpose of:

- Understanding the current Enterprise Engagement which is happening
- Considering areas for Development
- Identifying how those Gaps can be addressed.

**1.5.2** A Recognition of Prior Learning (RPL) project with an identified target group of learners commenced in 2017.

**1.5.3** The development of a new Traineeship was explored. Research was completed on a possible Engineering Career Traineeship in partnership with SOLAS.

## Goal 2: Enhance the learning experiences and outcomes for learners

### 2.1 Feedback from learners and parents

- 2.1.1** Mechanisms to establish learner feedback that inform and support delivery of quality education in FET services is being explored.

Feedback is currently being collected using a paper based system, other methods of collection are currently being reviewed with the QA team and FET management team.

- 2.1.2** Tools/surveys for students and parents to provide/receive feedback on student progress in Youthreach Centres have been established. These include Parents Surveys, Parent/Guardian days in centres and Parent/Guardian meetings.

### 2.2 ICT-Enhanced Learning

- 2.2.1** A benchmarking exercise to commence the development of and implement a Technology Enhanced Learning (TEL) Action Plan was completed in 2017.
- 2.2.2** LWETB received an update from SOLAS regarding online resources which can be used for learners. ATC began developing new online resources for selected modules.

### 2.3 Tracking and Reporting on outputs

The use of PLSS and FARR to input data which will provide statistics on FET learner outputs for LWETB, SOLAS, DES and ESF purposes was commenced in 2017 across a range of FET services.

### 2.4 Improving facilities and resources

A review of the physical environment was completed and centres for improvement were identified as a priority. A number of projects across FET were completed in 2017 these included a number of FET centres in Longford and Westmeath. Additional projects were planned but required capital investment which was not approved by SOLAS for 2017 – however LWETB continues to pursue this.

### 2.5 Staff CPD/Mentoring

The development of a FET CPD Plan for LWETB staff was commenced in conjunction with SOLAS during 2017.

## Goal 3: Foster effective communication, collaboration and partnerships

### 3.1 ICT Strategy including structure re use of systems and programmes

The ICT/procurement team completed the following ICT projects for 2017. The outcome has been enhanced communication, information sharing and networking internally and externally:

- Switches
- SRFT for On-Site Support Technician(s) for LWETB
- Agile tender
- Hardware Audit
- On-boarding of Athlone Training Centre
- Tenders for the procurement of ICT equipment.

### 3.3 Create Collaborative teams

- 3.3.1** The establishment of subject specific learning communities using ICT within LWETB FET Services was researched in 2017. It is anticipated that these will be commenced in 2018.
- 3.3.2** A new structure of FET manager and leaders' meetings was established in 2017 to support collaborative management in LWETB.

### 3.4 Enhance partnerships and alliances with external stakeholders and bodies

- 3.4.1** FET has responded to requests from other organisations and has participated and represented LWETB on national, regional and local forums.
- 3.4.2** LWETB has engaged with stakeholders and agencies to enhance educational and FET services.

## **Goal 4: Progress the development of effective organisational structures**

### **4.2 Develop an approach that builds capacity for change management**

LWETB engaged with the SOLAS leadership CPD programme which will help to provide support and professional development for staff with leadership roles across the organisation. LWETB contributed to the process at a national level and will nominate participants during 2018 for pilot programmes.

### **4.3 Embed good governance across LWETB**

**4.3.1** FET management has worked with the DOSD forum to develop appropriate Health and Safety policies and procedures in 2017.

**4.3.2** FET Management, Leaders and staff meetings were held regularly throughout 2017 and were regularly updated regarding corporate governance requirements and responsibilities.

### **4.4 Participate in national initiatives and fora**

**4.4.1** FET management staff attended FET conferences and SOLAS information days and briefings as related to FET to ensure a LWETB presence at such networks.

**4.4.2** LWETB is a member of all relevant local and national bodies, agencies and stakeholder and participated in a range of events where LWETB was invited to attend during 2017.

## **Goal 5: Support a culture of continuous development with staff**

### **5.1 CPD Strategy for LWETB**

**5.1.1** Work has commenced on a review of staff skillset as a basis for developing a FET staff CPD Plan in conjunction with SOLAS and in agreement with the SOLAS Professional Development Strategy 2017-2019.

**5.1.2** LWETB provides on-going support to leaders through targeted mentoring and CPD.

**5.1.3** Initial work commenced on developing an annual plan for CPD which identifies specific priority areas of development.

### **5.2 Develop cross functional teams to promote a culture of innovation**

LWETB made an apprenticeship submission to the apprenticeship council for the development of a new robotics apprenticeship and will collaborate with other ETBs on this initiative as required.

## Report 2017 Organisational Support and Development (OSD)

Organisational Support and Development supports the work of Longford and Westmeath ETB by providing front line staff in the form of school secretaries, administrative staff within FET centres and from the established administrative offices in Athlone, Longford and the Head Office in Mullingar. The administrative staff in these offices are aligned to various functions in Finance, Human Resources, Corporate Governance and Services, ICT Management, Procurement, Payroll, Leave Management and other areas as required. All these staff have seen very significant changes over 2017.

The 2013 ETB Act made significant changes to the potential remit of ETBs. This Act requires "greater strategic planning and transparency", "the restructuring and professionalization of the administrative structures", and "greater engagement with stakeholders". This is part of the Governments wider reform of the public service.

### Goal 3: Foster effective communication, collaboration and partnerships

#### 3.1 ICT Strategy including structure re use of systems and programmes

An enhanced ICT infrastructure was developed that will result in all schools, centres and offices being on the one domain and operating to one set of rules.

The rollout of this infrastructure commenced in 2017 with the structuring of an LWETB SharePoint framework and the training of staff in a structured programme that is currently ongoing.

Significant steps towards achieving the "One ETB One System" have commenced with the merging of the Payrolls, the transfer to the Online Travel system and the reduction in systems by the existing from the outdated ESI system.

### Goal 4: Progress the development of effective organisational structures

#### 4.1 Progress the development of organisational structure

**4.1.1** LWETB has made a series of applications to the DES for the filling of critical vacancies in LWETB Head Office. Sanctions for a limited number of posts has been granted on a temporary or acting basis. We continue to discuss the need for these positions to be filled on a permanent basis.

Significant work has been invested in a submission to DES via ETBI regarding the organisation design of ETBs nationally. LWETB continues to have ongoing dialogue with the DES and other ETBs regarding the next phase of Organisational Design for ETBs.

**4.1.2 Engagement with Shared Services (SS):** LWETB has continued to engage with the Project Management Office of the Department of Education and Skills and the Department itself in relation to Shared Services. There were a series of meetings with the Payroll Shared Service project team and Payroll Shared Service implementation team. A Payroll Transition Lead has also been appointed from within Head Office Staff.

**Effectiveness in the Delivery of Services:** The following projects were successfully rolled out to completion in 2017:

- Merger of Payrolls onto Megapay.
- Rollout of the Part Time Claim system to all schools and centres.
- Commenced the new tender Framework model in Procurement.

**Project Management Structure:** A list of all the projects by functional area was developed and assigned to an individual Senior Responsible Officer (SRO) with anticipated timelines.



**Procurement Structure:** A full spend analysis for LWETB was conducted and a Procurement Plan has been prepared to the end of 2018 based on this analysis. LWETB has developed a standard approach to procurement using a multi supplier Framework approach and this approach is currently being expanded.

**Human Resources Structure:** The Human Resources structure was reviewed and a number of areas were identified where projects will be progressed into 2018. Significant progress was made on the development of a new Leave system.

**Finance Structure:** A revised reporting structure on budgets for schools and centres was introduced. The revised format of the V15 was incorporated as required by the DES. The number of finance systems in use in LWETB were consolidated and reduced in 2017.

**Corporate Services Structure:** Corporate services has overseen the creation of the Strategy Statement 2017-2022, the Service Plan 2017, developed the Annual Report for 2016. An initial information presentation for all staff on the new GDPR legislation has also been designed.

### 4.3 Embed good governance across LWETB

**Update Risk Register (RR):** The Risk Register Plan for LWETB has been developed and expanded, with timelines and actions, and linked to the relevant goals in the Strategy Statement. The register is supported by Registers for each of the Directorate areas, of Schools, Further Education and Training and Organisation Support and Development.

**Framework for the review of Policies and Procedures:** This project has commenced and a range of policies have been identified. A number of policies have been put in place. ETBI is working on a standard set of policies where appropriate. This project will continue for some time.

**Update of Property Register:** This project is being progressed by a working group from the OSD Forum at ETBI.

## Goal 5: Support a culture of continuous development with staff

### 5.1 CPD Strategy for LWETB

OSD staff have been supported in achieving qualifications in key areas such as finance and procurement. In house training has been provided in SharePoint.

A significant amount of OSD staff are working on projects that are designed to train staff "on the job" while providing staff an insight into potential areas of development. Due to the scale of staff operating on an acting up basis exposure to other elements of existing and proposed systems is broadening the experience and skillsets of these staff.

### 5.2 Develop cross functional teams to promote a culture of innovation

The Set of projects underway in the Organisational Support and Development area has required the setting up of multiple cross functional teams. Cross functional teams have been set up between

- Accounts Receivable and Schools.
- Accounts Payable and Procurement
- Procurement and ICT
- Human Resources and Payroll
- Payroll and Leave
- Leave and Human Resources

A significant number of additional projects are proposed for 2018 that will expand this range of cross functional groups considerably.



## Longford and Westmeath Education and Training Board

### Financial Statements 2017

Year ended  
31/12/2017  
€

#### Operating Statement for the Year Ended 31st December 2017

Receipts	
Schools & Head Office	24,160,109
Further Education and Training	22,526,240
Student Support Services	11,368
Youth Services	628,005
Agencies & Self-Financing Projects	1,578,691
Capital	1,091,569
	<b>49,995,982</b>
Payments	
Schools & Head Office	24,112,391
Further Education and Training	22,778,945
Student Support Services	8,699
Youth Services	584,451
Agencies & Self-Financing Projects	1,559,850
Capital	1,946,653
	<b>50,990,989</b>
<b>Cash Surplus/(Deficit) For Period</b>	<b>(995,007)</b>
<b>Movement in Other Net Current Assets</b>	<b>1,009,236</b>
<b>Accrual Revenue Surplus/(Deficit) For Period</b>	<b>14,229</b>
<b>Revenue Surplus/(Deficit) at 1st January</b>	<b>(8,958)</b>
<b>Revenue Surplus/(Deficit) at 31st December</b>	<b>5,271</b>

## Longford and Westmeath Education and Training Board

### Statement of Current Assets and Current Liabilities as at 31st December 2017

Year ended  
31/12/2017  
€

Current Assets	
Recurrent State Grants	190,392
Capital State Grants	955,597
Other Recurrent Grants	668
Third Party Debtors	301,719
Bank Balance	2,709,219
	<b>4,157,595</b>
Current Liabilities	
Recurrent State Grants	1,718,737
Capital State Grants	194,932
Other Recurrent Income	635,395
Pay & Expense Liabilities	1,603,260
	<b>4,152,324</b>
<b>Net Current Asset/(Liabilities)</b>	<b>5,271</b>
<b>Represented by Revenue Surplus/(Deficit)</b>	<b>5,271</b>

### Analysis of Revenue Surplus/(Deficit)

Surplus  
(Deficit)  
31/12/2017  
€

Programme	
Schools & Head Office	396
Agency & Self-Financing	4,875
	<b>5,271</b>

**Chief Executive's Salary:** In accordance with pay scales approved by the Department of Education and Skills, the Chief Executive was paid €107,836 (excluding employers PRSI) in the year ended 31st December 2017. The Chief Executive received domestic travel expenses of €7,341 in 2017 and undertook no foreign travel for LWETB business purposes during 2017.





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