



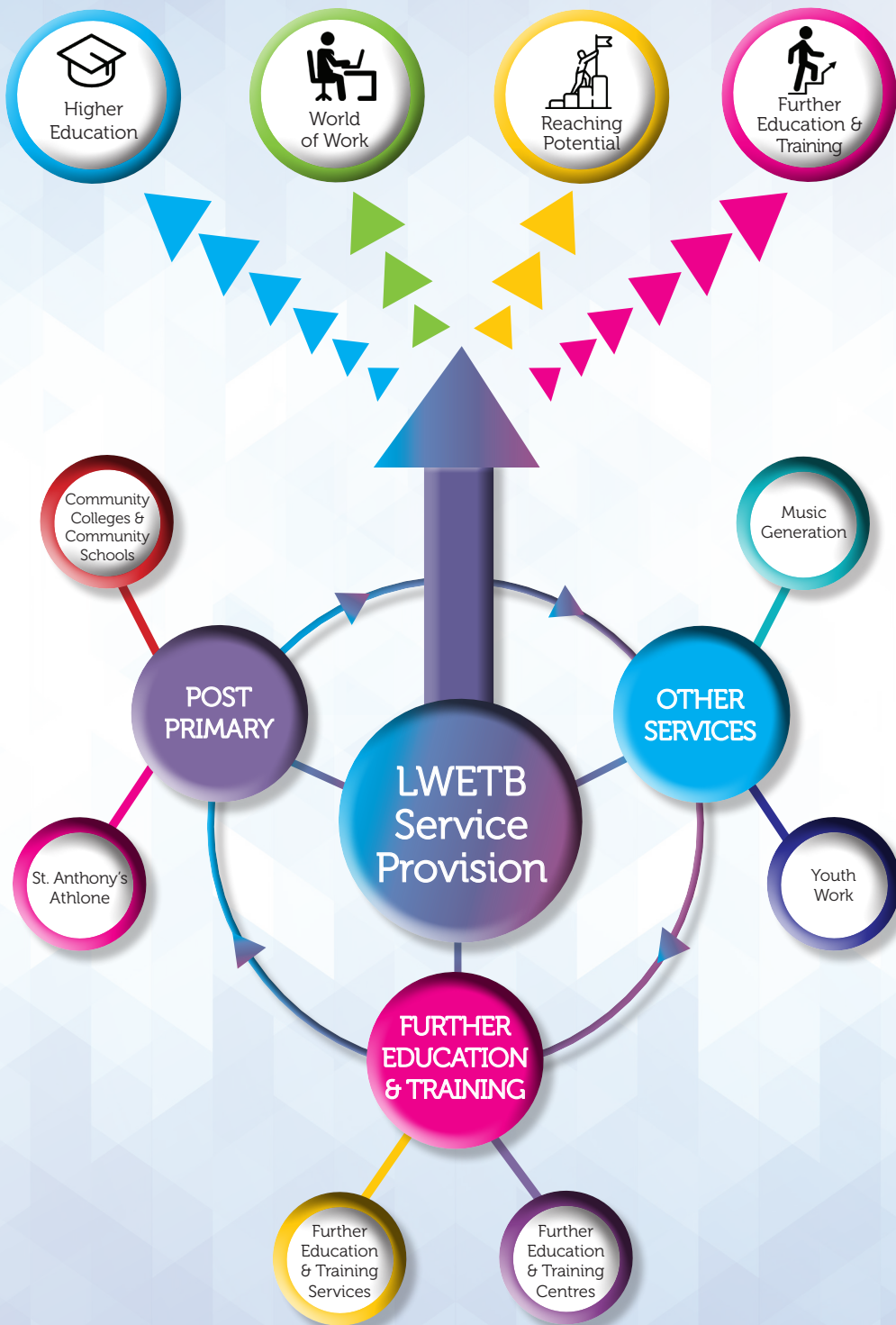
Annual Report 2022

Dynamic | Diverse | Innovative



lwetb

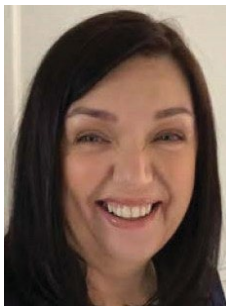
*Bord Oideachais agus Oiliúna
an Longfoirt agus na hIarmhí*
Longford and Westmeath
Education and Training Board



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Foreword from the Chief Executive



I am pleased to present the 2022 Annual Report for Longford and Westmeath Education and Training Board (LWETB). This report provides an overview of LWETB services, strategic priorities, action plans and targets achieved across all services as laid out in the LWETB Service Plan 2022. All LWETB Service Plans are underpinned by the mission, values and strategic priorities as defined in LWETB Strategy Statement 2022-2026 and informs the direction, focus and priorities for the organisation.

Despite ongoing global challenges and under the excellent leadership of LWETB Directors, our staff continued to operate in dynamic, diverse and innovative ways.

LWETB schools, education and training services, youth work, and music education programmes continued to deliver high quality programmes in counties Longford and Westmeath, all supported by a dedicated team of ancillary and clerical staff.

In 2022 LWETB second level schools continue to flourish. Growth in student numbers, increased SEN provision, commencement of significant building projects and ongoing development of staff continued to progress during 2022. As the year came to a close, LWETB was delighted to announce the transfer of Cornamaddy National School, Athlone, from Catholic patronage to the Community National School (CNS) model under the patronage of Longford and Westmeath Education and Training Board (LWETB) and marks its entry into primary school provision. This is the first Community National Schools in counties Longford and Westmeath with the establishment of the school providing a multi-denominational option of the first time for parents and pupils in Athlone.

LWETB Further Education and Training (FET) provision continues to provide lifelong learning opportunities for learners enabling them to reach their full potential. During 2022, LWETB engaged with the first QQI Inaugural Review. The ensuing report commended FET services on its learner-centred approach, commitment of LWETB staff and the extensive investment in continuing professional development for staff. Key highlights in 2022 also includes approval for building works for the Athlone Campus leading the way to establishing a FET College of the Future in Athlone. Youth services continued to lead co-ordination of youth service provision in Longford and Westmeath, and Music Generation programmes provided an uplifting element for all to enjoy.

I would like to thank all the wonderful and talented staff of LWETB for their work, commitment and dedication in the delivery of quality education and training programmes. I particularly wish to acknowledge those in leadership roles across the organisation for their perseverance in ensuring continuation of services. I also wish to express my thanks to the members of LWETB Board, School Boards of Management, Audit and Risk Committee, Finance Committee, Task Teams and various working groups for their valuable contribution and unwavering support to the students and learners in Longford and Westmeath.

A handwritten signature in black ink, which appears to read 'Liz Lavery'.

Liz Lavery, Chief Executive LWETB

Board of Longford Westmeath Education and Training Board Chairperson's Address



I am privileged to introduce the Longford Westmeath Education and Training Board (LWETB) Annual Report 2022. The report provides an insight into the activities undertaken by LWETB schools, centres and services throughout the year.

I would like to take this opportunity to thank all stakeholders for their commitment to LWETB. It is important to highlight the dedication of our staff, who ensure that our services are delivered to the highest standard, bringing continued success to our learners and students throughout the organisation.

I wish to acknowledge the members of the LWETB Board who continue to give generously of their time and expertise.

Finally, a sincere thank you to Liz Lavery CEO, her directors and staff for their devotion and desire to see LWETB excel in the provision of education and training.

A handwritten signature in blue ink, reading 'Aoife Davitt'.

Cllr. Aoife Davitt
Chairperson, LWETB Board

Longford and Westmeath Education and Training Board Statement

Longford and Westmeath Education and Training Board was established under the Education and Training Boards Act 2013 and is responsible and accountable for the proper direction and control of its functions in the Longford and Westmeath local authority areas.

Longford and Westmeath Education and Training Board complies with the Code of Practice for Governance of Education and Training Boards, Department of Education Circular 0002/2019. The purpose of the code is to ensure that the principles of good governance and management are applied by Longford and Westmeath Education and Training Board.

Functions of the LWETB Board

Decisions taken by the Board are reserved functions and are set out in Section 12 (2) of the Education and Training Board Act 2013 and in Circular 0002/2019 Code of Practice for the Governance of Education and Training Boards, with a full schedule set out in Appendix A of the Code. Decisions not specified in the Code are deemed to be Executive Functions for the Chief Executive. The Board is satisfied that the Chief Executive delegates functions where appropriate and in accordance with the Education and Training Board Act 2013.

Statement of Board Responsibilities

Longford and Westmeath Education and Training Board was established on 1 July 2013 under the provisions of the Education and Training Boards Act 2013. Section 51 of that Act requires LWETB to keep in such form and in respect of such accounting periods as may be approved by the Minister for Education with the consent of the Minister for Finance and Public Expenditure and Reform, all proper and usual accounts of the monies received or expended by it.

The Board is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Board and which enable it to ensure that the Financial Statements comply with section 51 of the Education and Training Boards Act 2013. The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Board considers that the Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board.

In preparing those accounts, the Board is required to:

- (a) Apply the standard accounting policies for the preparation of LWETB financial statements
- (b) Make judgements and estimates that are reasonable and prudent
- (c) Disclose and explain any material departures from the standard accounting policies

During 2022 the Board approved the following documentation.

- Adoption of the Annual Report
- Financial Statements
- Adoption of the Service Plan
- Authorised attendance of members at conferences
- Approved the acquisition, holding and disposal of land or interest in accordance with DE regulations
- Ensured accurate records were kept of meetings and decisions



LWETB Board Members January - December 2022

Committee Members Name	Nominating Body
Cllr. Aoife Davitt (Chairperson)	Westmeath County Council
Cllr. Gerry Hagan (Deputy Chairperson)	Longford County Council
Cllr. Frankie Keena	Westmeath County Council
Cllr. Pat O'Toole	Longford County Council
Mr. Luke Casserly	Bodies Specified by the Minister
Mr. Donie Cassidy	Bodies Specified by the Minister
Cllr. John Dolan	Westmeath County Council
Cllr. Michael Dollard	Westmeath County Council
Ms. Josephine Donohue	Bodies Specified by the Minister
Ms. Niamh Ginnell	Bodies Specified by the Minister
Cllr. Ken Glynn	Westmeath County Council
Mr. Colm Harte	Bodies Specified by the Minister
Cllr. Louise Heavin	Westmeath County Council
Cllr. Denis Leonard	Westmeath County Council
Ms. Kathleen McGahern	Parents Representative
Mr. Mark Murphy	Parents Representative
Cllr. Garry Murtagh	Longford County Council
Cllr. Peggy Nolan	Longford County Council
Ms. Mary O'Brien	Staff Representative
Cllr. Emily Wallace	Westmeath County Council
Mr. Colin Whyte	Staff Representative

LWETB Board Meeting Dates

During the year the LWETB Board met on 6 occasions with details of attendance outlined in **Appendix 1**

17 th January 2022	20 th June 2022
21 st February 2022	26 th September 2022
21 st March 2022	21 st November 2022



Finance Committee Membership and Meeting Dates

Finance Committee Members Name
Cllr. Michael Dollard (Chairperson)
Cllr. John Dolan
Mr. John Duffy
Mr. Hugh Farrell
Ms. Ann Nugent
Cllr. Pat O'Toole

Finance Committee Meeting Dates
During 2022 the Finance Committee met on 5 occasions, details of attendance outlined in Appendix 2
10 th February 2022
16 th March 2022
9 th June 2022
8 th September 2022
13 th October 2022

Audit & Risk Committee Membership and Meeting Dates

Audit & Risk Committee Members Name
Mr. Gerard Quirke (Chairperson)
Mr. John Duffy
Cllr. Gerry Hagan
Ms. Kathleen McGahern
Mr. Pat O'Rourke
Mr. Donie Cassidy

Audit & Risk Committee Meeting Dates
During 2022 the AR Committee met on 5 occasions, details of attendance outlined in Appendix 2
7 th January 2022
28 th January 2022
4 th March 2022
10 th June 2022
23 rd September 2022



Financial Statements 2022

The Annual Financial Statement for the year ended on 31st December 2022 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2022. LWETB will publish the audited financial statements as soon as practicable after they have been signed off by the Comptroller and Auditor General.

Financial data in relation to the following are included in the Annual Financial Statement:

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories including management compensation in total:
 - Salaries and short-term employee benefits
 - Post-employment benefits
 - Termination benefits
- Key management compensation if any
- Details of the number of employees whose total employee benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and from €60,000 upwards and an overall figure for total employer pension contributions.



Risk Management

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 2022. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF Audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

Risk Management is a standing item at all Board meetings and consideration includes:

- Risk reports from senior management including the Chief Risk Officer (CRO)
- Reports of the Audit and Risk Committee
- Changes in risk ratings
- Audit Register

Details of the principal risks and associated mitigation measures or strategies have been included in the SIC as part of the audited financial statements which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report.

System of Internal Controls

The Board confirms that there has been a review of the effectiveness of the system of internal control. The Board confirms that the Statement of Internal Control, which is subject to change until the external audit is completed, is included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2022 and as an appendix to the Chairpersons Comprehensive Report that will be submitted to the Minister. The Board confirms that the Annual Financial Statements (AFS) will be published within one month of receipt from the Office of the Comptroller and Auditor General.

Procurement Policy and Procedures

The Board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code and affirm adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan.

Taxation

The Board confirms that LWETB has complied with its obligations under tax law.



Profile of LWETB

Longford and Westmeath ETB (LWETB) was established under the Education and Training Boards Act 2013 and is the local statutory, education and training authority for counties Longford and Westmeath. LWETB delivers a wide range of education and training services including:

- Post-Primary Schools and Colleges
- Post Leaving Certificate
- Further Education and Training Centres
- Further Education and Training Services
- Youth Services
- Music Education

LWETB is governed by a Board comprising of 21 members. The Board also has an Audit and Risk Committee, a Finance Committee, advisory Youth Committee and Local Music Education Partnership all of which are composed of external members in addition to board members. The work of the Board is further supported by Boards of Management in each of LWETB's 8 post primary schools. The general functions of an Education and Training Board are stipulated in the Education and Training Boards Act 2013.

LWETB head office is located in Mullingar with administrative offices located in Longford town. These offices provide financial, human resource, corporate services, buildings, governance, planning and leadership support for all education provision delivered by LWETB. Information on the full range of education and training provision offered by LWETB is available on our website at www.lwetb.ie



Key Facts and Figures of LWETB

Schools

	No. of Primary Locations	No. of Participants
Post Primary Students	8	3472
Post Leaving Certificate	2	235
Self Financing Night Courses	1	110
Total	11	3817
St. Anthony's Junior Education Centre	1	16

Further Education & Training

	No. of Primary Locations	No. of Beneficiaries
Beneficiaries attending LWETB Programmes	11	8812
Beneficiaries attending other FET Services	3	5360
Total	14	14172

Youth Services

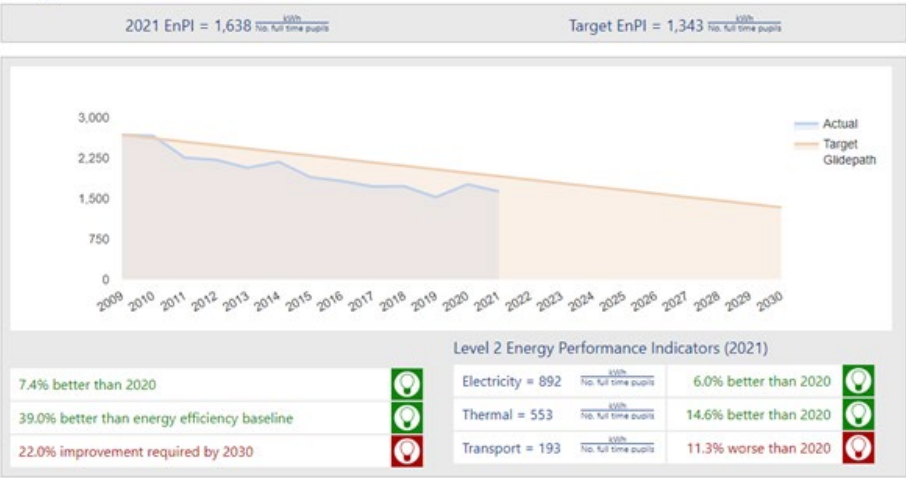
	No. of Primary Locations	No. of Beneficiaries
Voluntary led clubs	32	1286
Staff led youth services	8	2722
Total	40	4008

Energy Efficiency Report

Since Energy Efficiency Baseline to 2021



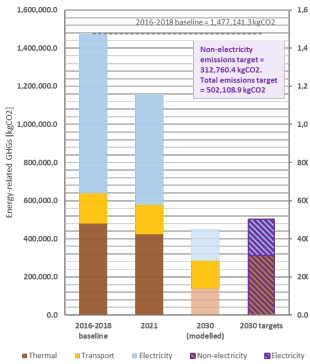
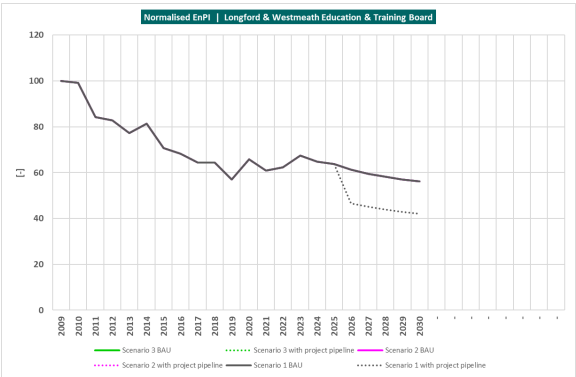
Energy Performance Indicators - 2021



Climate Action targets

Longford and Westmeath Education & Training Board is committed to achieving climate action targets. We as a group have set up committees and project groups across the country to work on climate action projects which will help us achieve our targets.

Energy Performance Indicator



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 (including PLC Provision)
8. Templemichael College, Longford (including PLC Provision)
9. St. Anthony's, Athlone

Further Education & Training

10. Athlone FET Centre
11. Ballymahon FET Centre
12. Granard FET Centre
13. Longford FET Centre
14. Mullingar FET Centre
15. Athlone Training Centre
16. Ballymahon Youthreach
17. Delvin Youthreach
18. Kilbeggan Youthreach
19. Longford Youthreach
20. Athlone VTOS
21. Mullingar VTOS

Administrative Offices

22. LWETB Head Office Mullingar
23. Longford Office

1,036 Staff

**3,472 Post
Primary Students**

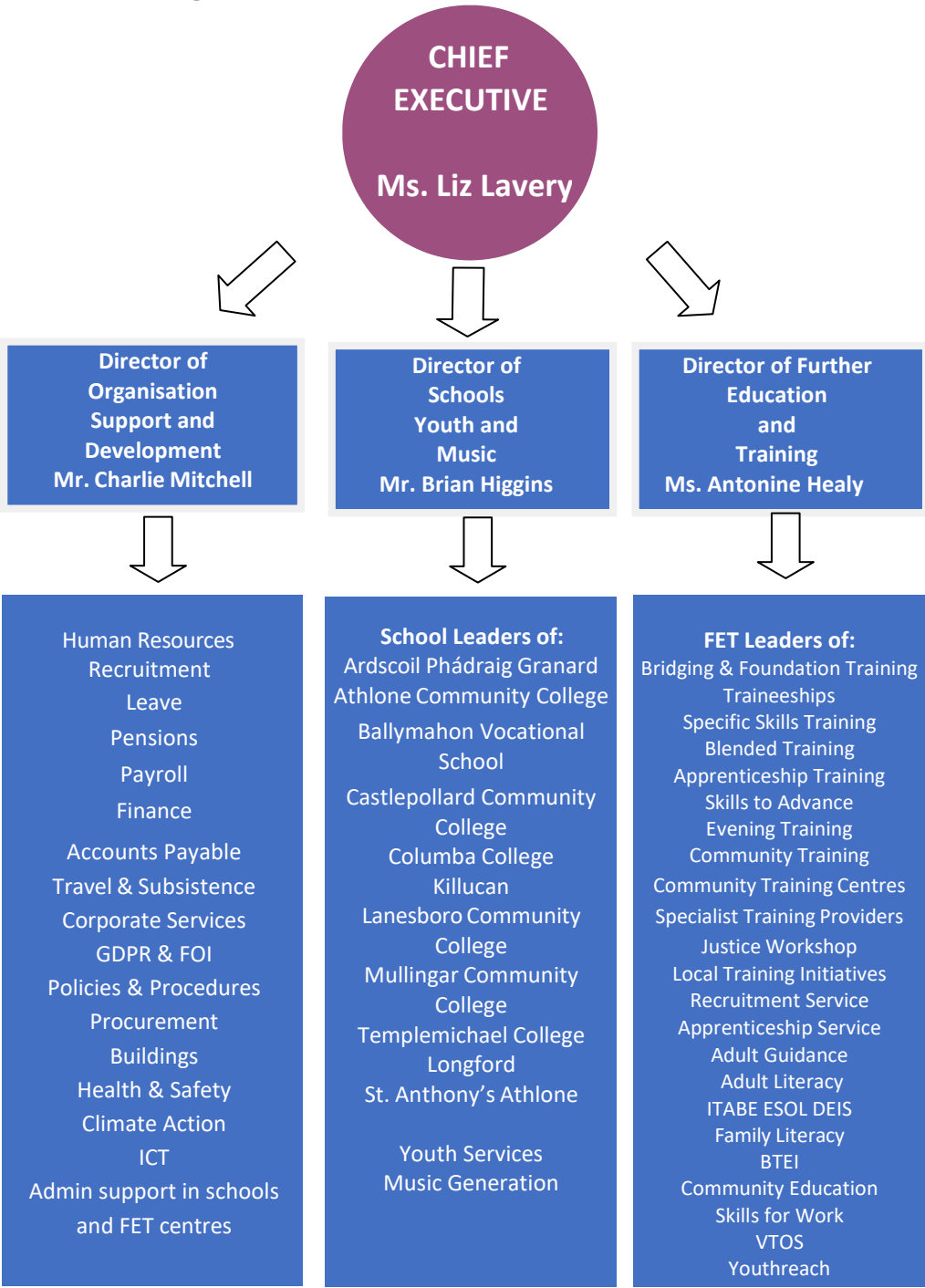
**13,526
FET Learners**

**Circa €60 million
Annual Budget**

LWETB Staff Breakdown

Category	2022
Post Primary Teachers	458
FET Teachers/Tutors/Instructors	155
Administration Staff	127
Co-ordinators/ Centre Heads	29
Resource Workers	13
Maintenance Staff	34
Support Staff (SNA)	81
Exams	94
External Authenticator	8
Music Generation	18
Other	19
Total	1036

LWETB Organisational Chart





OUR MISSION

To provide dynamic,
education and
training services.



OUR VISION

To develop and deliver
recognised high quality,
vibrant, professional
education and
services.



OUR VALUES

Learner Centre
Celebrates Inclusion
Acts with Integrity



Our Values



Learner Centred

We place learners at the centre of everything we do.

WE DO THIS BY:

- Putting the needs of learners first.
- Giving a voice to learners.
- Consistently reviewing and developing systems and methodologies.
- Embracing a holistic approach to education.
- Rewarding hard work and dedication.
- Providing a positive learning experience



Celebrates Inclusion

We celebrate equality and welcome all learners

WE DO THIS BY:

- Embracing the diversity of communities.
- Providing accessible educational opportunities.
- Adapting to the needs of communities.
- Ensuring a safe working and learning environment for staff and learners.
- Encouraging partnerships throughout the organisation and beyond.



Acts with Integrity

We operate in a manner that is ethical, transparent and accountable.

WE DO THIS BY:

- Having transparent policies and systems in place across the organisation.
- Ensuring open communication.
- Treating all members of the community with respect.
- Taking responsibility for our actions.
- Leading by example.



Leads with Innovation

We lead innovation by fostering new ideas and promoting creativity

WE DO THIS BY:

- Promoting professional development in all areas of the organisation.
- Consistently reviewing practices.
- Adapting to changing needs.
- Supporting the work of colleagues.
- Engaging with providers of new and innovative programmes.
- Allowing learners the freedom to express their creativity.



Strategic Priorities

OUR MISSION

To provide dynamic, diverse
and innovative education and training services

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

Learner
Centred

Celebrates
Inclusion

Acts with
Integrity

Leads with
Innovation

LEARNERS

PEOPLE

SERVICES

ORGANISATION



Priority 1

Provide
High Quality
Teaching,
Learning,
Assessment,
Development
and Learner
Experience



Priority 2

Enhance
Infrastructure
across LWETB



Priority 3

Enhance
Organisational
Support &
Development



Priority 4

Enrich
Partnerships



Priority 5

Develop
Environmental
& Social
Sustainability

Performance Delivery Agreement 2022
Further Education & Training

LWETB Priority 1	LWETB Goal	FET Action	FET Performance	FET Target	2022 Target Achieved	%
1. Provide High Quality Teaching, Learning, Assessment, Development and Learner Experience.	1.1 Optimise learner experience by promoting a culture of collaboration where the voice of students, learners, staff and parents/guardians are heard and the opportunity to engage with decision making is promoted within LWETB.	Staff meetings are scheduled.	A minimum number of staff meetings are scheduled per annum by line managers taking into consideration staff/role requirements.	The minimum number of staff meetings have taken place.	SLT Meetings held weekly, agenda items include Strategic, Operational and Policy review. The FET management team meetings were held each week. Meetings with co-ordinators and leaders took place every 4 to 6 weeks. Meetings with all other staff took place on a minimum of two occasions. There were two co-ordinator meetings with FET Management.	100%
		The learner voice is encompassed in the decision-making process within FET.	Feedback is collected through learner engagements, surveys and learner forum.	Feedback is reviewed and follow up actions are agreed.	The QQI inaugural review was progressed and encompassed FET learner feedback from a cross section of all FET programmes. An Aontas learner forum to capture the learner voice was hosted was hosted during the year and a report was issued for review. https://www.lwetb.ie/inaugural-review/	100%
		Explore ways of enhancing the learner voice within FET.	Meet with Union of Students in Ireland (USI) to explore possible options for FET learners.	Hold 2 meetings with USI.	One meeting took place.	50%
	1.2 Support initiatives that meet national programme needs as they arise, promote increased participation, equality and inclusion.	Nominate FET staff to support and participate in national initiatives as appropriate.	FET staff participation in national initiatives.	Establish a register of FET staff representation for 2022.	A register has been instigated. LWETB FET staff represent the organisation on 30 national initiatives. The register will be completed during 2023.	75%
	1.3 Centres and schools will promote and embed a culture where our learners and students are given the opportunity to reach their full potential.	The FET Recruitment and Adult Guidance Service is available to existing learner or those who wish to explore FET options for career enhancement.	Appointments are scheduled for clients who wish to use the service.	Programme Learner Support System (PLSS) and the Adult Guidance Management System (AGMS) is used to record client engagements.	All FET learners are registered to PLSS across all services. The Adult Guidance Service meet with 3710 beneficiaries. The Recruitment and Adult Guidance teams meet 6 times.	100%
		FET will expand Learner numbers.	Additional places will be made available in key services where demand exists.	Learner numbers will increase by 5%.	Learner numbers have exceeded an excess of 5%	100%
		New programme options will be made available to learners.	Progress the validation of programmes with awarding bodies.	A minimum of 2 new programmes will be validated.	LWETB validated two special purpose awards, and another is in ongoing within the QQI approval process. LWETB participated in the development of the following: Certificate in Environmental Sustainability Awareness 4S21809 and Certificate in Environmental Sustainability in the Workplace 5S21793.	100%
		Laptop loan scheme is available to all learners.	Scheme is promoted and learners avail of the facility.	A record of learner usage is maintained.	The laptop loan scheme is now available to all FET learners and a register is held by each service.	100%

	1.4 Support our centres and schools in embedding self-evaluation and quality assurance processes across LWETB services.	Quality Assurance (QA) is embedded across FET.	QA within FET is supported by a team who provide on-going assistance to FET management, FET Co-ordinators, educators, and learners.	Learners attending certified programmes and who meet the qualifying standard will be awarded certification as advertised.	It is with QA responsibility of each ETB to develop one merged quality assurance system that addresses and aligns to the 11 QQI Core Guidelines including sector and topic specific areas. LWETB created the Further Education and Training Quality System (FETQS) branding to highlight new and developed policies, procedures and all appending documentation to support a new QA system that will supersede all other LWETB legacy QA systems in place previously. The FETQS unit has worked diligently over the last number of years to commence the delivery of a suite of policies, procedures, documents, guidelines etc. that will support all FET provision. All FETQS documentation goes through a full oversight process through two main governance groups; the Programme Governance Group (PGG) and the Quality Governance Group (QGG) and all work is overseen by the Quality Oversight Group (QOG) to ensure compliance and standards are met in all work produced. Working in this area throughout 2022, FETQS has developed and published over 22 FETQS policies, procedures and QA FET related documentation to support the continuation of a high standard delivery of all programmes of learning throughout LWETB.	100%
		Re-engagement with Quality and Qualifications Ireland (QQI).	Inaugural review scheduled for February and April 2022.	Achieve positive outcome from re-engagement process.	The completion of the LWETB Provider Profile, LWETB Self-Evaluation Report and LWETB Learner Summary of the Self-Evaluation Report was completed in December of 2021, upon review of this the QQI review team engaged in the 2nd phase of the QQI Review Schedule week in April 2022 throughout the week of the 25th to the 29th. The Self-Evaluation Steering Group (SESG) supported the digital visits with oversight and management of – 35 MS Teams meeting sessions, supporting 158 LWETB participants to take part, of which there were, 29 learners, 93 LWETB staff and 35 stakeholder participation. All documentation and meeting outcomes culminated in the development of the QQI Review Report. This QQI Review Report communicated 11 commendations and 12 recommendations, and this report is published on the QQI website for public review. The QQI Review Report will be available for public viewing on our LWETB website in January of 2023.	100%
		Inaugural review steering group.	All staff and learners briefed and prepared for Inaugural review.	A minimum of 1 meeting every two weeks will be held until the end of April.	Regular meetings took place as scheduled every two weeks and 3 additional meetings were held between January April to allow for preparatory work to take place prior to the review week which took place at the end of April.	100%

		Ensure that the QA Governance is supported and maintained.	Three QA governance groups continue to operate	A minimum of 18 meetings will take place across all governance groups	Three QA governance groups QOG, PGG and the QGG met a total of 18 times.	100%
		Communities of practice to be established	Identify communities of practice for FET.	Two communities of practice established.	One Community of practice, Technology Enhanced Learning, is in the initial stages and a second will be progressed.	50%
	1.5 Ensure the safety and wellbeing of all students and learners is prioritised, that regulations and guidelines are fully complied with, and Child Protection Procedures are evidenced.	Child protection is at the forefront of FET provision and services which are accessed by those under the age of 18.	Child protection procedures are embedded within FET.	Child protection procedures are adhered to.	All protection procedures were adhered to and used by those services who have learners deemed to be children. Co-ordinators along with FET management collaboration took place throughout the year. A cross organisational LWETB Health & Safety committee has been established.	100%
		Psychological support services are available to learners.	Expand psychological support service across FET services.	Develop a plan and allocate budget to provide this service for FET learners.	A plan for this service was developed in conjunction with procurement and a budget was allocated to provide this service for all FET learners. An etender has been published by LWETB.	100%
		Support the development of a learner mental health framework for FET learners.	Collaborate with staff and hold briefing on the framework.	Implement a learner mental health framework for FET learners.	FET has provided feedback into the development of a framework for FET, which will provide a generic version which LWETB will customise in 2023.	50%
		Support project the “Active Consent”.	Nominate FET staff to attend briefings.	Develop an implementation plan.	<p>Nominated a FET staff member to this role. Active* Consent is a programme to boost the impact of a national campaign on raising awareness of the importance of consent. The Department of Justice, together with DFHERIS is engaging in a partnership with NUI Galway to create a digital hub that will provide an integrated, publicly available resource on consent awareness and learning bringing together a variety of related educational and promotional material in one place.</p> <p>ETBI is taking the lead role out and the nominated FET staff member sits on the National Active consent working group.</p> <p>The aim is to roll out training using customisable resources specific for FET to reach the marginalised communities and engage traditionally underserved and hard to reach target groups, such as communities experiencing socio-economic disadvantage and members of Ireland’s many immigrant communities. The underlying concept is one of ‘consent literacy’.</p> <p>Staff will support learners to develop their awareness in areas including personal confidence and autonomy, interpersonal communication within relational and peer contexts, skills for challenging unacceptable actions, and feeling equipped to meet the support</p>	

					<p>needs of themselves or others in a culturally appropriate way.</p> <p>Training for staff is being delivered with a partnership between NUIG and the Galway Rape crisis centre. LWETB had a number of staff attend training in July and September with some staff expressing interest in completing the Level 9 module. This is only the start of our journey and we will continue to support this initiative.</p>	50%
LWETB Priority 2	LWETB Goal	FET Action	FET Performance	FET Target	2022 Target Achieved	%
2. Enhance Infrastructure across LWETB.	2.1 Maintain, enhance and expand buildings and facilities to provide fit for purpose accommodation for staff and learners.	A plan of works is devised for buildings which are used by FET.	Works are prioritised and commenced and /or completed in 2022.	Budget of €1,000,000 to be expended.	By end of 2022, €500,000 has been expended on building related project. A number of planned projects have been impacted by supply & demand and are being reviewed in conjunction with funders. Buildings Communication Team established co-chaired by DFET and DOSD to review projects.	50%
		Funding to be sought for infrastructure/building projects from SOLAS.	Funding applications to be made to SOLAS using new application process: a) Strategic Infrastructure Upgrade Fund (SIUF) Application Form and Business Case b) Strategic Assessment Report (SAR) Template c) Emergency Health and Safety Works Application Form.	A minimum of two applications to be made.	A total of 5 applications were made for funding with 3 under the Strategic Infrastructure Upgrade Fund (SIUF) and-2 under the Strategic Assessment Report (SAR). During 2022 one SIUF application was approved for the upgrade of Athlone campus.	100%
		Alternative locations to be explored for relocating some FET provision.	Lease applications approved by SOLAS, DES and DFHERIS.	A minimum of 1 new location for FET is approved.	Additional accommodation has been sourced on the Marlinstown campus on a temporary basis to address the FET learner needs.	0%
		Progress Just Transition Fund project.	Meet funding guidelines and deadlines, achieve planning permission approval and commence construction.	Construction work commenced.	A detailed design phase has been completed and an eTender has been issued for response by the end of the year. This project is currently being reviewed in conjunction with funders.	50%
		Identify buildings to carry out a building condition survey.	Support procurement process to contract professional services to undertake Building Condition Survey (BCS) Reports.	Complete a minimum of 2 Building Condition Survey (BCS) Reports.	Not required for the submission of the 2022 projects.	N/A
	2.2 Explore expansion of LWETB services to include Community National Schools and FET Colleges of the Future.	Apply for funding from SOLAS to establish a “FET College of the Future”.	Plan for the submission of a Strategic Assessment Report (SAR) to DFHERIS/SOLAS.	Application process initiated.	A total of 2 applications were made using the Strategic Assessment Report (SAR) Template which if approved would see the establishment of a major FET campus in Mullingar and Longford and will commence delivery of LWETB first FET College of the Future in our current Athlone site.	100%

		FET representation on National FET Capital Working Group with SOLAS, DFHERIS and ETBI.	LWETB's Director of FET represents FET on the National FET Capital Working Group.	FET sector is represented and involved in decision making at a national level.	Director of Further Education and Training represented LWETB at all three meetings which took place during 2022.	100%
		Enhancement of FET provision and services.	Applications developed for DFHERIS/SOLAS along with supporting business cases for the sanction of roles.	Application requests submitted and approved for the sanction of roles.	Application requests were submitted and approved for the sanction of all replacement roles by DFHERIS during 2022, including approval for the establishment of 4 new roles for FET Services.	100%
	2.3 Implement and expand ICT infrastructure to support governance systems, Data Protection systems, business continuity and risk management.	FET related areas included in the Risk management system.	FET risk management is included in the overall LWETB risk management system.	FET risk management system is updated quarterly.	FET risk management system was updated for 2022.	100%
		Develop an ICT plan in conjunction with FET management and coordinators.	Annual ICT plan created and items prioritised subject to budget availability.	Priority items are delivered and / or installed.	Replacement laptops were ordered for educators to use in the promotion of TEL for learners. Smartboards were installed in 2 locations.	100%
	2.4 Develop appropriate management information and reporting systems across LWETB.	Management information systems (Financial).	Monthly reports created for review by FET Management and coordinators to inform financial planning.	Monthly reports prepared and distributed to all budget holders using SharePoint.	Monthly reports were provided to all FET Management and co-ordinators to inform financial planning. Smartboards was installed in two locations.	100%
		Management information systems (non-Financial).	Monthly reports created for review by FET management and coordinators to inform provision delivery.	Monthly reports prepared and distributed using SharePoint.	Monthly reports were provided to all FET Management and co-ordinators to inform programme delivery and planning.	100%
		Strategic Performance Agreement (SPA) to be established for period 2022-2024 with SOLAS.	Finalise and sign a SPA with SOLAS.	Work towards the delivery of SPA targets by end of 2024.	The LWETB Strategic Performance Agreement (SPA) for the period 2022-2024 was finalised with SOLAS.	100%
		Ensure all available programmes are open and visible to potential learners.	Funding Allocation Request and Reporting (FARR) is completed.	PLSS and Fetch courses display all LWETB's FET programmes.	PLSS and Fetch courses displayed all LWETB's FET programmes. The FARR process for 2023 programme planning was completed 15 December 2022. Links to courses also provided on LWETB Website. Social media used to promote courses also used.	100%
	2.5 Review and enhance effective Health and Safety systems and structures across the organisation.	Review and enhance Health and Safety (H&S) procedures across FET.	FET has nominated 3 staff to the LWETB organisational H&S working group.	Staff attend meetings, represent FET and contribute their expertise to LWETB's H&S systems and procedures.	The FET has nominated staff on the LWETB organisational H&S working group attend all scheduled meetings.	100%
		Staff are trained in H&S.	H&S training is incorporated into the Professional Learning and Development (PL&D) plan.	A record of H&S training is maintained.	All H&S training is now recorded. All training records held in Head Office.	100%

Priority 3	LWETB Goal	FET Action	FET Performance	FET Target	2022 Target Achieved	%
3. Enhance Organisational Support & Development.	3.1 Embed good governance practices across LWETB in line with ETB Code of Governance, current legislation and comply with reporting requirements to relevant government departments.	The importance of good governance is led by management.	Governance is emphasised by all line managers at meetings and when decision making is taking place for any service delivery.	Audit report outcomes determine an acceptable result.	Completed 3 x ESF audits with acceptable outcome.	100%
	3.2 Provide staff development opportunities to inform good practice and enable delivery of dynamic, diverse, innovative services.	Support ongoing Professional Learning and Development (PL&D) of FET Staff.	Annual PL&D Plan created for all categories of job role which includes a calendar of all opportunities.	Record of training which has taken place is maintained.	A record of training which has taken place for FET Staff is maintained.	100%
		Support ongoing advancement of Technology Enhanced Learning (TEL) for learners and FET Staff.	Annual TEL Plan with an allocated budget for training and equipment.	Record of training and equipment which has been invested in.	A record of training and equipment which has been invested is maintained.	100%
	3.3 Attract and retain high-quality skilled staff and embed structures to meet evolving work patterns.	Request sanction for both replacement and new roles within FET.	Provide business cases to support the approval process.	Approval of roles.	Application requests and business cases were submitted and approved for the sanction of all replacement roles by DFHERIS during 2022, including approval for the establishment of 4 new roles for FET Services.	100%
		All staff who work within FET are supported by their line manager.	Line managers carry out Inductions and reviews with new staff.	LWETB Induction templates are used by all line managers.	Completed.	100%
		Promote the availability of new roles to attract the best candidates.	All FET vacancies are advertised internally and/or externally as appropriate.	Competitions are run and candidates are scored against predetermined competencies.	All FET candidates coming forward for interview are scored against predetermined competencies.	100%
	3.4 Leadership capacity skills across the organisation.	Support ongoing PL&D of FET Staff in leadership roles.	Annual PL&D Plan incorporates leadership training.	Record of training which has taken place is maintained.	To be progressed in 2023. Developing Leadership Conference All senior leaders across FET services attended LWETB first ever cross organisational Senior Leadership Conference in November 2022.	100%
		Support leadership capacity of FET Staff.	Ongoing mentoring support provided by line managers.	One-to-one meetings held with staff.	One-to-one meetings are held with all FET Co-ordinators and their line manager.	100%
		Enhance leadership capacity of FET Staff.	Opportunities provided for staff to lead projects.	Two new initiatives/projects are commenced.	In March 2022, the Adult Guidance Services nationally were nominated as the first point of contact within ETBs for any person coming from Ukraine as a result of the War and humanitarian crisis there. The service in LWETB quickly drew up plans and a process in conjunction with the AEO and FET Director to meet this demand. It was decided that the Service and AEO would lead an internal LWETB response team with representatives from the different programme providers to plan and address the extra work and supports that would be needed. The service represented LWETB on both Westmeath and Longford County Council Response Teams and became a conduit for information sharing between the councils	

					and the ETB. The Reach funding programme was rolled out and an approvals board was established and led by the Community Education facilitators in Longford and Westmeath. Funding to the value of €200,000 was made available to applicants. AEO led development of LWETB Strategy Statement 2022-2026 and chaired working group to deliver project. Developing Leadership Conference All senior leaders across FET services attended LWETB first ever cross organisational Senior Leadership Conference in November 2022.	100%
	3.5 Support organisational wellbeing.	Support the wellbeing of FET Staff.	Annual PL&D Plan includes wellbeing events and training.	Record of training which has taken place is maintained.	<p>As part of the supports put in place by the Ukrainian Response Team a request came in for training for staff in how best to support learners in their classroom. The response team engaged with the HSE and received recommendations to engage an expert (MICP; MIFPP; Reg Pract APPI; CTTTS; ApSup PTI/ICP) who was an accredited psychotherapist and attachment specialist.</p> <p>There was a rapid turnaround on this request (10 days) as the need was immediate staff stepped up with over 30% of the FET teaching staff in attendance. Feedback has been very positive, and staff learned some techniques to help both themselves and learners in the classroom and the term Acceptance and Empathy (A&E) was at the heart of the training. This is an example of how responsive FET is and how staff come together for the learners who are at the centre of everything we do. Engaged with LWETB Well-being committee events.</p>	100%
	3.6 Implement internal communication strategy.	FET will support the implementation of LWETB's communication strategy.	Implement the LWETB communication strategy.	FET staff are briefed on the strategy as appropriate.	In review and will be developed further at SLT level in 2023.	50%
	3.7 Ensure and enhance effective governance practices, risk management, compliance and accountability across the organisation.	FET related areas included in the Risk management system.	FET risk management is included in the overall LWETB risk management system.	FET risk management system is updated quarterly.	The FET risk management system is updated quarterly.	100%

Priority 4	LWETB Goal	FET Action	FET Performance	FET Target	2022 Target Achieved	%
4. Enrich Partnerships	4.1 Promote the LWETB brand and raise the local and national profile of all services across LWETB.	Review the branding of FET within LWETB.	Create an overall promotional plan for FET buildings, programmes and services.	Plan completed by quarter 2.	A plan was completed in quarter 2 and development work continued to the end of the year with new logos, taglines and banners created.	100%
		Explore the design and development of a new website for FET which links and integrates with the existing LWETB organisational website.	Procure services to aid the restructure and design of a new website.	Website structure and format is finalised by quarter 3.	Tender documents were completed, and the restructure and design of a new website has started. A FET website steering group with members across LWETB was established in quarter 3 and meets every 2 weeks.	100%
		Advertise FET programmes and services using multiple methods.	A budget is allocated for advertising using radio, newspapers and social media.	Visitors to our websites and engagement with our social media increases by a minimum of 30% between January and December.	Visitors to our websites and engagement with our overall social media increased by 500% between January and December using Facebook, Twitter and Instagram platforms. This is based on coming from a very low social media base.	100%
		Adult Guidance newsletter is used to promote LWETB using social media facilities.	Newsletters are circulated on a weekly basis.	Engagement with followers increases by at least 10% between January and December.	FET Guidance newsletters were designed and emailed each week and the engagement with followers increases by 20% between January and December.	100%
	4.2 Enhance stakeholder engagement and cultivate links with local, national and international partners.	FET staff engage with local, and international partners as appropriate.	FET staff are nominated to engage with local, national and international partners.	FET staff will engage with a minimum of 20 partners.	FET staff from across all our services have engaged with 20 different partners during the year, with may requiring ongoing meetings. Some of these include Community Groups, Local Agencies, TUS, LEOs, Local Partnership Companies, Employers, SOLAS, ETBI, QQI, Just Transition, Regional Skills Forum, Westmeath and Longford County Councils. Chief Executive attended Four 'National College Alliance' FET Conference in Cardiff in October 2022.	100%
	4.3 Engage and respond to National policy development and support implementation.	FET staff will engage and respond to national policy development and support implementation as appropriate.	FET staff are nominated to engage with local, national and international partners.	FET staff will engage with a minimum of 7 partners.	FET staff from across all our services have engaged with 7 different partners during the year including SOLAS, ETBI, QQI, Just Transition, Regional Skills Forum, Westmeath and Longford County Councils.	100%
	4.4 Implement external Communication Strategy.	FET will support the implementation of LWETB's external Communication Strategy.	Implement LWETB's external Communication Strategy.	FET staff are briefed on the strategy as appropriate.	In review and will be developed further at SLT level in 2023.	50%
	4.5 Proactively engage with agencies and employers to ensure continued innovative responses to current and future educational and economic needs.	Enterprise engagement with agencies and employers will be supported by FET.	Employers and apprentices will be registered to the national apprenticeship system.	Apprenticeship registrations will increase by 10%.	Apprenticeship registrations increased by 4% during the year.	50%
		FET will provide Skills to Advance (STA) and Skills for Work (SFW) programmes.	A revised menu of programmes will be offered to STA and SFW learners.	Learner numbers will increase by 5%.	Learner numbers increased by 41% in 2022 when compared with 2021.	100%

		FET will engage with Just transition.	FET will support and bring expertise to Just transition working groups.	FET membership of two working groups.	FET membership of the two working groups continued throughout the year with 8 meetings taking place.	100%
		FET will engage with the Regional Skills Forum.	FET will support and bring expertise to the forum.	At least one Joint initiative instigated.	A successful 3-day LWETB stand at World Skills, with live AR Welding and 3D printing demo onsite.	100%
		FET will engage with Department of Social Protection (DSP).	FET will support and bring expertise to DSP/LWETB interagency group.	A minimum of 3 formal meeting are hosted by FET per year.	In 2022 there were 3 meeting with DSP colleagues and these took place with one online and 2 in-person. This interagency work is critically important for collaboration and the provision of our services to learners seeking to upskill and are unemployed.	100%
LWETB Priority 5	LWETB Goal	FET Action	FET Performance	FET Target	2022 Target Achieved	%
5. Develop Environmental & Social Sustainability	5.1 Develop and support the delivery of national objectives as required in Climate Action Plan 2021.					
	5.2 Provide relevant education and training programmes to meet educational and employment demands as a result of the development of the Climate Action Plan	Validate Lean4Green: Lean Skills for Sustainable Business programme.	Include programme as part of STA provision.	Deliver programme to a minimum of 2 learner groups.	LWETB has validated two special purpose awards within the QQI approval process. LWETB participated in the development of the following: Certificate in Environmental Sustainability Awareness 4S21809 and Certificate in Environmental Sustainability in the Workplace 5S21793 which were delivered to learners.	100%
	5.3 Bring current and proposed buildings up to required sustainability requirements					
	5.4 Increase environmental sustainability across the organisation through a self-evaluation process to increase knowledge and develop awareness for actioning outcomes					
	5.5 Develop Green procurement awareness and processes					
	5.6 Develop an LWETB road map to meet the new 2030 targets.					

Performance Delivery Agreement 2022 Schools, Youth Work & Music Generation

LWETB Priority 1	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	2022 Target Achieved	%
1. Provide High Quality Teaching, Learning, Assessment, Development and Learner Experience.	1.1 Optimise learner experience by promoting a culture of collaboration where the voice of students, learners, staff and parents/guardians are heard and the opportunity to engage with decision making is promoted within LWETB.	Engage all schools with student voice programme and establish a network of student voice leads.	Meetings with schools to engage with CPD on student voice and identify school leads.	CPD for school leaders to have taken place by end of 2022.	SLT Meetings held weekly, agenda items include Strategic, Operational and Policy review. School leaders received training on June 20th. 85 Young people engaged in 7 focus groups for consultation for new Youth Work Plan.	100%
		Continue to meet with the LWETB Student Advisory group on a quarterly basis.	Scheduled quarterly meetings to take place.	Student reps from all schools to engage.	2 meetings of Student Advisory groups on October 28th and December 20 th .	100%
		Re-establish a parent's network after Covid protocols allow.	Parents identified to engage with LWETB by schools.	Host initial meeting with parents' network.	Targeted for Q1 2023.	N/A
		Work with schools to engage parents' associations in collaborating with school development.	Develop a LWETB wide approach for engaging parents.	Schools have established parents' associations.	7 schools have established parent's associations. 1 school working with focus groups and engaging parents in establishing a parents' association.	100%
		Expand on communities of learning amongst teachers in LWETB schools.	Criteria for communities of learning established.	3 additional communities of learning established in 2022.	2 SEN meetings held - Oct 12th & Nov 30th, DEIS meeting held on Sept 28th, Wellbeing and Guidance meetings held Dec 20 th .	100%
		Music Generation to engage all Music Educators with the development plans and get their expert guidance on lesson structure.	Appointment of Lead Music Educator per programme. Standard lesson structure established.	Meeting with Music Generation Longford Development Officer and all lead Music Educators before the new panel of musicians begin teaching.	MDO met with all lead ME's and active ME's..	100%
		Music Generation Longford Development Officer to invite feedback from teachers and parents through an end of term survey.	Form emailed out to all schools and parents of music hub students at the end of the Spring/Summer term.	End of term feedback gathered and implemented for next term.	Reviews were carried out with school staff and youth service providers. Programs have been adopted to reflect feedback.	100%
	1.2 Support initiatives that meet national programme needs as they arise, promote increased participation, equality and inclusion.	Ensure that all schools appropriately utilise the EU funding awarded to address the digital divide post Covid-19.	Hold discussions with Principals in relation to appropriate expenditure.	Funding is spent appropriately by end of school year.	All expenditure has been carried out appropriately. Final invoices to be addressed in Jan 2023.	100%
		School Digital Committees will engage with the Digital Strategy 2022-25 and update their digital plans accordingly.	Discuss with principals at principal's forum. Review documentation on release.	Schools to review their digital plan in accordance with document.	Digital Strategy addressed at principal's forum. Review process as begun in schools but will be finalised in 2023.	70%

		2 Pilot schools will continue to engage with the SEN inclusion mapping project.	School leaders and inclusion coaches to continue with CPD.	Inclusion coaches to share resources with other LWETB schools.	MCC and ACC inclusion coaches engaged in further CPD on Feb 8th, Sept 13th, Oct 18th & Nov 15th. Both schools also had school leaders CPD.	100%
		The DOS will continue to engage with ETBI and other agencies in relation to Senior Cycle reform.	Engagement with review process.	DOS to complete submissions and engage with ETBI on reform issues.	Submission provided by DOS & school leaders in LCC, TCL and ACC.	20%
		The DOS will lead school engagement in the Yellow Flag initiative.	Initial training provided to school leaders.	Establish yellow flag committees across LWETB schools.	2 schools have engaged in the yellow flag initiative. Resource issues with providers didn't allow for ETB wide engagement. DOS has met with Irish Centre for Diversity on Dec 12th as an alternative. Update in Q1 2023.	25%
		An attendance and retention strategic group will be established for DEIS schools in LWETB.	Establish the strategic group with representatives from DEIS schools.	Develop shared resources to monitor attendance and retention in LWETB DEIS schools.	First meeting held on Sept 28 th .	100%
		The DOS will continue to engage with NEPS & NCSE to address student needs across the region.	DOS to attend meetings as required with NCSE and NEPS.	Identify and address provision shortfalls in LWETB schools.	DOS has met with NCSE on 13/01 & 14/11 and has liaised with them in relation to special class developments in BVS, ACC & MCC.	100%
		Music Generation Longford expanding in-person music hubs to communities around the county, encouraging participation while also making them easily accessible.	A variety of hubs in communities across Longford which are easy to get to with plenty of time slots to suit school and working families.	Music Hubs are established across the county to suit North Longford, South Longford and Longford Town.	Music Hubs established in Granard, Drumlish and Longford town.	100%
		Develop a cohesive Music Generation programme for LWETB.	Increase Music Generation in Westmeath.	Explore Music Generation Westmeath as a single county model.	Music Generation Westmeath will become a single county model on January 1st 2023.	100%
		UBU Your Place Your Space and Youth Information Centre Schemes.	Provision of additional effective, evidence-based targeted (UBU) and universal (YIC) youth work services for young people in the target areas. Delivery of 8 funded staff- led services.	Administration of the Scheme led by Youth Officer.	8 x staff-led projects delivered.	100%
		Local Youth Club Grant Scheme 2022 (LYCGS).	Fund 20 - 30 voluntary youth groups under scheme. Liaise with Regional staff of National Youth Work organisations to ensure widespread uptake of the scheme.	Administration of the Scheme led by Youth Officer.	31 x volunteer-led groups awarded funding. All payments processed for 2022.	100%

		Targeted Youth Employability Support Initiative (TYESI).	Successful implementation of 1 TYESI project in conjunction with Funded Organisation.	Administration of the Initiative led by Youth Officer.	1 x TYESI Project delivered. All payments processed for 2022.	100%
		UBU Resilience and Effectiveness Initiative 2022 (subject to funding).	Additional youth worker hours in successful project(s) as a result of increased funding.	Administration of the Initiative led by Youth Officer.	Increase in youth worker staff and direct contact hours in 2 projects. All payments processed for 2022.	100%
		Participate on Advisory Groups of local Youth Projects.	Contribute to service planning, delivery and evaluation of projects. Ongoing working relationship between LWETB and Funded Organisations. Awareness of any gaps or issues in service provision.	Attend Advisory / Steering Groups of local Youth Projects.	Youth Work Development Officer attended the following meetings: 3 x Youth Work Ireland Athlone Project advisory group meetings. 3 x Gateway Project Athlone Advisory Group meetings.	100%
	1.3 Centres and schools will promote and embed a culture where our learners and students are given the opportunity to reach their full potential.	LWETB will expand on the award system for students completing their education in post- primary.	Review awards system with school principals.	Host an in-person awards ceremony in Autumn 2022.	Expanded LWETB awards ceremony was scheduled for Dec 15th but was rescheduled to Q1 20223 due to severe weather.	50%
		Review the current student scholarship system in LWETB.	Review of current structure to be complete.	Identify alternative methods for school reporting.	Approval given to expand student scholarship scheme to include ICT related programmes accessible throughout 2022. Total of 53 scholarships awarded in 2022.	100%
		Devise a record keeping system of CPD for teachers across LWETB.	DOS to work with school Deputy Principals to develop a template to record attended CPD.	Updated template for school and ETB records.	To be addressed in Q1 2023.	0%
		Promote ICT CPD for Digital Committees in schools to ensure that students have up to date access to ICT developments.	Identify additional CPD requirements for Digital Leaders in schools.	CPD will be evidenced in updated school digital plans.	Digital Strategy addressed at principals forum. Review process as begun in schools but will be finalised in 2023.	50%
		Music Generation evening hubs teach in small groups to ensure each learner gets attention.	Students are engaged and developing in their practice.	Students have reached performance level for summer concerts.	Students from each music hub participated in end of term concerts/videos in their local community. Young people in primary school programme came together to perform together.	100%
		Music Generation Longford is developing a learning system in each community and school so learners progress year-on-year from Early Years music classes, advancing to instruments as they move up in years.	Students progress with their music education as they progress through school.	Each community has an Early Years programme in an Early Years facility or through infant's classes. The school also has varying instruments lessons in the older classes so the pupils progress.	Progression routes established within primary schools from early years tuition in junior classrooms to instrumental tuition in senior classrooms. Links from early years in crèches to primary schools in a community established for programme continuation. Links established between primary and post primary schools in a local area.	100%

		Instrument rental at a low cost is available directly from Music Generation Longford and local libraries allowing learners who may not be able to afford to buy an instrument to continue their practice at home.	Community libraries have a range of instruments at an affordable rental cost.	Every library in County Longford has access to an instrument bank.	2 Libraries have instrument banks. 1 further to be established in 2023.	70%
	1.4 Support our centres and schools in embedding self-evaluation and quality assurance processes across LWETB services.	Continue to develop school SSE strategies to include Assistant Principal development.	DOS to create a set of resources to facilitate AP development in schools.	AP development meetings to be held for newly appointed AP1s.	Currently in development.	20%
		Work with the DEIS schools in LWETB to review their current DEIS plans.	This will be included in principal forum meetings.	DEIS plans reviewed and updated annually.	Included in principal forum meetings on Aug 22, Oct 07 and Dec 09. DEIS Community of Practice met on Sept 28th.	100%
		Continue to support the Ethos Coordinator in engagement with schools and the roll out of the pilot project.	Included in principal forum meetings. Coordinator to continue to attend CPD.	Pilot school will share progress with other schools. All Boards of management to be briefed on project.	Included in all principals' forums. 2 additional pilot schools established. All schools coordinators have presented to staff and Boards of Management. LWETB board briefed in Jan 2022.	100%
		DOS to continue to serve on Quality Oversight Group.	Attend meetings as scheduled.	Attend meetings as scheduled.	DOS attended QOG meetings on 25/5, 31/5, 16/6, 15/9, 20/10 & 8/12.	100%
		Host quarterly development meetings with PLC coordinators.	Schedule individual meetings with school principals and coordinators.	Identify and address areas for development in PLC provision.	Joint meeting held on 20/06 and individual meetings held on 06/12 and 20/12.	75%
		DOS to continue to serve on QQI inaugural steering group.	Attend meetings as scheduled.	Attend meetings as scheduled.	DOS attended meetings on 17/2, 08/3, 15/3, 15/4 and participated in the review on 25/4, 28/4 & 29/4. Review meeting held on 07/12.	100%
		Music Generation quality framework ensures classes are delivered to a high standard and reviews student participation and feedback.	Music Educators receive CPD around the quality framework to implement it into the varying programmes.	Each programme is assessed under the quality framework.	End of term assessment of each programme carried out through observation, team meetings, feedback from schools/programme centres, parents, and learners. Quality review carried out by MDO and MG NDO consultant of entire programme and short term review of primary school ukulele programme. Winter term review occurs in Q1 2023.	100%
	1.5 Ensure the safety and wellbeing of all students and learners is prioritised, that regulations and guidelines are fully complied with, and Child Protection Procedures are evidenced.	Work with schools to develop wellbeing plans in schools.	Establish a LWETB Wellbeing group for resource sharing.	Schools to review and develop wellbeing plans.	Initial meeting held on 20/12.	20%
		Establish school Health and Safety Committees.	Committees to be established in each school.	Committees to be established in each school.	Training has been put in place to help support the development of H&S committee.	40%
		DOS to continue to serve on the LWETB H&S steering group.	DOS to continue to chair steering group meetings.	Meetings held quarterly.	DOS attended and chaired meetings on 04/03/22, 27/05/22 & 02/09/22.	75%

		Ensure quarterly completion of Risk Registers for Schools, Youth and Music.	DOS to review and compile Risk registers for Schools, Youth and Music.	All Risk Registers completed as required.	Risk Registers complete for 2022.	100%
		Ensure that all Child Protection Policies, Risk Assessments and Safeguarding Statements are reviewed annually as required.	All relevant policies, safeguarding statements and risk assessments updated as required.	Compliance from all schools.	All policies are up to date.	100%
		All Music Generation Longford new Music Educators to receive child protection training before going into classrooms and hubs.	The panel of new music educators to attend child protection training before they begin teaching.	All Music Educators fully trained in child protection.	All ME's have child protection training.	100%
		All Music Generation hubs equipped with sanitation and first aid packs.	Music Generation Longford Admin Officer ensure all hubs are regularly stocked with sanitation and first aid supplies.	All music hubs fully equipped with first aid and sanitisation supplies.	All music hubs fully equipped with first aid and sanitisation supplies.	100%
		Funded Organisations (FO's) and volunteer-led groups are compliant with Children First: National Guidelines for the Protection and Welfare of Children	FO's provide statement of compliance with Children First to LWETB. DCEDIY Statement of Assurance provided from National Youth Organisations for all affiliated groups and clubs funded by LWETB.	Statement of Assurances provided annually to LWETB Q2.	Statement of Assurance received for all affiliated groups and clubs. Checks carried out of unaffiliated and new groups.	100%
LWETB Priority 2	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	2022 Target Achieved	%
2. Enhance Infrastructure across LWETB.	2.1 Maintain, enhance and expand buildings and facilities to provide fit for purpose accommodation for staff and learners.	Continue upgrading of LWETB school Buildings. Engage with DOE Buildings Unit on approved projects.	DOS to attend development meetings for approved projects.	DOS to attend development meetings for approved projects.	DOS engaged with building's unit for all approved projects in meetings on 11/01, 04/02, 11/02, 18/02, 07/04, 27/04, 13/05,17/06 10/08, 01/09, 12/10, 25/10, 28/10 & 17/11. DOS is a member of the buildings communication group which met on 20/06, 14/07, 14/09.	100%
		Identify appropriate small scale building projects in schools.	Meetings with school principals in relation proposed projects.	Identify and deliver viable small scale school projects.	Energy audit conducted in 6 schools and the report has identified projects for the building unit to progress. Enhanced Covid minor works funding utilised in 7 schools to support outdoor education.	100%
		Ensure appropriate expenditure of the enhanced Covid minor works fund for schools.	Procure engineers to carry out a needs analysis in each school. Meet with school principals in relation to proposed expenditure.	Appropriate expenditure of funding by academic year end.	All expenditures identified and ordered. Final invoices pending.	100%

		Identify specialist machinery and equipment in schools which needs servicing and/or replacement.	Discuss Risk assessments carried out with schools to identify needs.	List and begin process of servicing/replacing of machinery.	A tender was put in place in 2022 to review the maintenance of equipment.	80/100%
		Review storage area for Music Generation Longford School of Rock equipment and ensure it is adequate for needs.	Review current storage area to assess if it is fit for purpose and order shelving for current space or move to new space if appropriate.	To have a permanent, adequate storage space which is accessible by School of Rock Music Educators on a Saturday.	To be addressed in Q1 2023.	40%
		Administration of Youth Capital Funding Scheme (subject to funding available).	Improved facilities and resources for youth work programmes and services.	Capital funding provided to eligible Funded Organisations and Volunteer-led groups and clubs.	20 x volunteer-led groups and 3 x staff-led projects awarded funding. 4 x staff-led projects awarded funding under Minor Grants Scheme 2023 (New Initiative) All payments processed for 2022.	100%
	2.2 Explore expansion of LWETB services to include Community National Schools and FET Colleges of the Future.	Promote the CNS model through presentations and updates on LWETB social media platforms.	Present CNS model to LWETB board and local primary schools as requested. Update LWETB website as required.	Increased awareness of CNS model.	Presentation to LWETB board in Jan 2022. Engaged in the reconfiguration process with 1 potential CNS on 06/10. Waiting on outcome.	100%
		Engage with relevant schools as part of the reconfiguration pilot announced by the Minister in agreement with the IEC for schools under the patronage of Catholic Bishops, or with other patrons considering a transfer of patronage.	The number of schools/patrons willing to discuss divesting.	1 school to be discussed for divesting.	Engaged in the reconfiguration process and have become the successful Patron in the CNS competition held in November 2022 by the Dept of Education.	100%
		The latest expansion of the Music Generation Music Educator panel allows for Music Generation to expand the lessons to more schools across the county.	Induction day for new panel of Music Educators to introduce them to the programmes.	Music Educators familiar with standardised lesson structures, child protection trained and ready to teach in hubs and on school programmes.	Induction day facilitated by MG Development Officer. Further training required in Q1 2023.	80%
	2.3 Implement and expand ICT infrastructure to support governance systems, Data Protection systems, business continuity and risk management.	Identify and address ICT infrastructural needs across LWETB schools.	Meet with school leaders to list potential infrastructural development.	Enhanced ICT infrastructure across LWETB schools.	€183K across all schools spent on ICT equipment. €213K spent on ICT Digital Divide.	100%
		Provide ongoing Data protection training for school leaders.	Liaise with LWETB Data Protection Officer to identify required training needs. Facilitate training as required.	Keep school leaders up to date on data protection requirements.	School audits complete and reported to school principals and SLT. Areas for improvement identified. Cyber training was made available to all staff, further training currently under development.	100%
		Ensure schools maintain continuity systems and contingency plans through Digital Committees.	Included in digital plans.	Up to date continuity systems in schools.	Upgrading of all school firewalls has taken place. All classes can revert to Teams if necessary in the event of unexpected closures.	100%

	2.4 Develop appropriate management information and reporting systems across LWETB.	Establish and maintain information and reporting systems for the expenditure of specific grant funding.	Develop reporting mechanisms for EU digital divide funding as a pilot.	Continue effective and efficient reporting system.	Digital divide and enhanced minor works templates were developed and utilised by all schools for the expenditure of respective funding.	100%
		Continue to monitor the usage of CLASS hours and emergency substitution utilising the generated reporting tool.	DOS to receive reports from school Deputy Principals monthly.	Log of usage retained on one document for comparison with HR records.	All Class hour usage reported to the DOS through a developed spreadsheet. All emergency substitution was claimed in February and June.	100%
		Financial Reports to be issued to schools on a monthly basis and reviewed with DOS as required.	Meetings between School Principals and DOS.	Oversight on school expenditure.	Individual school finance training and review took place for all schools. Finances are discussed with school leaders on a monthly basis after updates have been issued.	100%
		Staffing allocation provided to schools and staffing lists reviewed regularly with schools.	Allocation to individual schools provided in Spring reviewed and appeals lodged where necessary. Staffing lists reviewed at fortnightly meetings between DOS and LWETB recruitment team. Also discussed at principal and DOS meetings.	Allocation to schools in Q2 for appropriate planning for 2022/23 academic year.	Initial allocations provided to all school principals in May. Curricular shortages identified and applications prepared and submitted. Final allocation provided in June. Additional U-EAL is applied for on a continual basis. All allocation discussed at fortnightly meetings between DOS and recruitment team. Projected enrolment and special class allocations added in September 2022..	100%
	2.5 Review and enhance effective Health and Safety systems and structures across the organisation.	Review current H&S in schools across LWETB.	Checklist of current H&S provision in schools to be generated by LWETB and completed by schools.	Completed checklist review of current provision.	Created H&S committee in 2022. DOS chairperson. Concrete actions have been identified and training provided. These structures will become more embedded over time.	50%
		Review and update Risk Register platforms for school leaders.	DOS to meet with HO staff to review 2021 risk registers and generate 2022 risk registers for issuance to schools, youth and Music.	Up to date risk registers established.	Risk registers reviewed and issued to all schools youth and music.	100%
		Provide appropriate training where required.	DOS to meet with school principals to discuss the platform used.	Appropriate completion of Risk registers.	Individual school meetings were held on 29th, 30th & 31st of March to discuss populating the risk registers.	100%

LWETB Priority 3	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	2022 Target Achieved	%
3. Enhance Organisational Support & Development	3.1 Embed good governance practices across LWETB in line with ETB Code of Governance, current legislation and comply with reporting requirements to relevant government departments.	Ensure Board of Management training is ongoing in schools	Identify additional training requirements for Boards of management	Continuous development of Board of management capacity	Regular item at Principals forum meetings. Child protection, antibullying, teaching and learning presentations and have been provided to principals for use at BOM meetings.	100%
		Ensure CPORs are given for all Board of Management Meetings.	Schools to record reports at all Board of Management meetings in accordance with required reporting practices.	CPORs given at all board meetings carried out in person.	All BOM minutes are forwarded to the DOS and CPOR are included in all general BOM meetings.	100%
		Ensure policies are reviewed and developed as required.	DOS to create a list of required policies for schools and boards of management to develop and review.	A record of policy development and review established for schools.	Currently in development.	40%
		Implement LWETB Governance and Oversight arrangements with Funded Organisations.	<p>Issue and compile monthly (12) Service Provision Reports x 8 projects.</p> <p>Review Funded Organisation (FO) Governance checklist and annual documents and assurances x 5.</p> <p>Manage the review and submission of Audited Accounts to DCEDIY x 5 FO's.</p>	Implement SLA and associated reporting mechanisms x 5 Funded Organisations (FO's).	<p>12 x monthly service provision surveys/reports compiled x 8 projects.</p> <p>5 x FO Governance Checklist reviewed and updated.</p> <p>5 x FO Audited Accounts reviewed and submitted to DCEDIY</p> <p>Provided Reports to DCEDIY re LGBTI+ and COVID 19 Grant Schemes 2021</p> <p>7 x Verification visits to staff-led projects</p> <p>Full compliance with C&AG audit.</p>	100%

		Implement DCEDIY UBU Your Place Your Space Performance and Oversight Engagement Framework (POEF).	<p>Confirmation of funding allocations x 8 projects.</p> <p>Review Quarterly Finance Reports x 8 projects & submit to DCEDIY.</p> <p>Process Quarterly payments x 8 projects.</p> <p>Hold 3 x Planning and Progress Review Meetings (PPRMs) x 8 projects.</p> <p>Manage annual reporting and funding renewal process x 8 projects.</p>	Implement UBU POEF x 8 projects.	<p>8 x 2022 funding allocations issued.</p> <p>4 x Quarterly Finance Reports reviewed and submitted to DCEDIY x 8 projects.</p> <p>4 x Quarterly payments processed and paid x 8 projects.</p> <p>3 x PPRMs x 8 projects completed.</p> <p>8 x 2021 Annual Reports submitted to DCEDIY.</p> <p>8 x 2023 Annual Renewal of Funding Applications submitted to DCEDIY.</p>	100%
	3.2 Provide staff development opportunities to inform good practice and enable delivery of dynamic, diverse, innovative services.	Establish additional subject development clusters.	Criteria for subject development clusters identified and meetings held.	Share resource and planning across LWETB.	Subject clusters developed for Teaching and Learning, DEIS planning, Wellbeing, Guidance and SEN.	100%
		Continue with LWETB development groups in SEN, Subject planning and Guidance.	Meetings with identified groups.	Enhanced resource sharing and planning across LWETB.	Identified groups established and Teams sharing resource created in SEN, Teaching & Learning.	70%
		Engage in the Take 1 programme with ETBI. Identify school champions for the project.	School leaders to engage in training with ETBI. School champions to meet with DOS.	Schools to participate in May Day event and Take 1 week in November.	All schools received training and participated in the Take 1 programme.	100%
		Support schools engaged in Erasmus projects.	School Support to work with schools in relation to funding and planning.	Schools participate successfully in the programme.	2 Schools participated in trips to Denmark and Finland. Further trips planned for 2023 as part of their respective projects.	80%
		Music Generation Longford supports all staff in continuous professional development relevant to their role.	Music Educators regularly attending workshops to complement and enhance their skills.	Music Generation Longford can further develop programming.	Musician educators undertook CPD in the following areas: Samba and Djembe drumming, Dalcroze training and Classroom management.	100%

		Music Generation Longford will run induction days for new Music Educators.	Induction Day to introduce new panel of educators to the programmes and their lead musicians.	Induction Day scheduled for April ahead of summer programme plans.	All ME's are up to date on LWETB policies, procedures, and processes, enabling them to begin teaching from Q3.	100%
		Music Generation Longford to support CPD between new Music Educators and existing Music Educators to encourage best practice.	New Music Educators shadowing lead Music Educators in schools and hubs.	Shadowing to take place in Spring/Summer term to prepare new Music Educators for summer programmes and September school placements.	After review of CPD needs of music educators, identified staff shadowed experienced educators during Q2.	100%
	3.3 Attract and retain high- quality skilled staff and embed structures to meet evolving work patterns.	Work with schools to carry out curricular reviews.	DOS to meet with school principals to identify curricular requirements for 2022/23.	Schools will have required staffing to deliver curricula.	Curricular reviews took place for all schools. Shortfalls for curricular provision were filled through increased allocation initially and curricular concessions were applied for were staffing from allocations was not possible.	80%
		Identify staffing requirements for the 22/23 academic year across LWETB.	DOS to meet with school principals to identify teaching requirements for 2022/23 and liaise with LWETB recruitment team to recruit as needed.	Schools will have required staffing to deliver curricula.	The DOS met with all school leadership teams to identify staffing needs for the 22/23 academic year. 3 different recruitment phases have taken place for new teaching posts and 2 for SNAs. Recruitment for leave related is ongoing.	80%
		Music Generation Longford to recruit experienced Music Educators to continue to expand the high standard of music education in Longford.	Recruitment of experienced musicians.	Recruitment of experienced musicians.	New ME's successfully began teaching on programmes in Q3, as a result of recruitment carried out in Q1.	100%
	3.4 Leadership capacity skills across the organisation.	Establish a mentoring programme for newly appointed assistant principals.	Mentors for middle leaders identified to support APs in their new roles.	Capacity development for middle leaders in schools.	To be progressed in 2023. Developing Leadership Conference – All senior leaders attended first ever cross organisational senior leadership conference in Nov 2022.	50%
		Engage with ETBI summer school for middle leaders.	LWETB to engage in summer school in June.	Capacity development for middle leaders in schools.	The DOS was a member of the organising committee for the summer school. 8 middle leaders from LWETB were in attendance.	100%
		Ensure that Principals and Deputy Principals are provided the opportunity to attend ETBI training as arises.	Principals and DPs to attend CPD in February and May. Newly appointed principals and DPs attend training in September also.	CPD for school leaders.	All principals and deputy principals were invited to attend an online conference in February. All schools were represented. All principals and deputy principals were invited to attend the annual ETBI conference on 04/05. 7 schools were represented. Invites sent to all principals and deputies for ETBI conference in January 2023.	100%
		Music Generation Longford to encourage lead Music Educators to take ownership of their music hubs while providing continuous admin and development support.	Appointment of experienced Music Educators to coordinate with Music Development Officer on hub timetable and attendance.	Each Music Hub to have one or two Music Educator Coordinators.	Two Music Educators are set up to coordinate in two music hubs.	100%

	3.5 Support organisational wellbeing.	Work with schools to develop Wellbeing plans.	DOS to meet with school wellbeing coordinators to review and develop wellbeing plans.	Schools will have up to date wellbeing plans.	Group established. First meeting held on 20/12.	80%
		Engage Senior Leaders in schools with an external facilitator to address wellbeing needs.	Continue wellbeing meetings as required.	School leaders to engage with facilitator.	Will be targeted in 2023.	%
		Music Generation to run Music Educator professional development days which supports team morale.	Hold regular workshops for all the team to come together in what can otherwise be individual or small working groups.	Numerous workshops throughout the year to enhance the 'working as part of a wider team' spirit.	Music educators participated in the following workshops: Samba and Djembe drumming, Dalcroze training, Team meetings with MG NDO exploring programme progression, Cruinniu Na Nog Music Bonanza and Try an instrument day in Ballymahon Library.	100%
	3.6 Implement internal communication strategy.	Develop an LWETB internal communication strategy.	DOS to work with OSD staff to develop internal communication strategy.	Progress the development of the strategy.	Carried forward to 2023.	%
	3.7 Ensure and enhance effective governance practices, risk management, compliance and accountability across the organisation.	DOS to hold regular meetings with School Senior Leaders.	Hold monthly meetings with school leaders.	Principals kept up to date with developments.	Principals' forums have occurred on 04/02, 15/03, 04&05/05, 20/06, 22/08, 07/10 & 09/12. Weekly link in meetings have been established for Friday mornings for Ps and DPs. Leaders conference held on 10/11.	90%
		Ensure Board of Management training is ongoing in schools.	Identify additional training requirements for Boards of management.	Continuous development of Board of management capacity by delivering regular updates.	Regular item at Principals forum meetings. Child protection, antibullying, teaching and learning and introduction to Boards of Management presentations have been provided to principals for use at BOM meetings.	100%
		Ensure Risk registers are updated as required.	DOS to review school, youth and music risk registers quarterly and collate.	Up to date Risk Registers.	Risk Registers complete for 2022.	100%
		Ensure all department returns are completed as required.	DOS to compile September and October returns with HR department in LWETB.	All DoE returns completed as scheduled.	All September and October returns completed and returned. All curricular concession applications completed and returned. All PE forms completed and returned. Staff utilization completed and returned.	100%
		Quarterly review and update of Youth Work Unit Risk Assessment.	Identification, monitoring and review of Risk specific to the Youth Work function.	Update of Risk Assessment for the Youth Work function and inclusion in the LWETB Risk Register.	Risk Registers complete for 2022.	100%
		Implement effective systems and procedures for the governance and administration of Youth Work funding.	Adherence of Funded Organisations (FO's) with LWETB Procedures Reduction in administrative burden for FO's and LWETB.	Continuous review of Procedures for improvements and increased efficiencies.	Administration and Governance Procedures implemented with FO's x 5. Detailed LYCGS Procedures Document developed. 10% sample expenditure review completed for 2021 volunteer-led funding schemes.	100%

LWETB Priority 4	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	2022 Target Achieved	%
4. Enrich Partnerships	4.1 Promote the LWETB brand and raise the local and national profile of all services across LWETB.	Promote the use of LWETB social media platforms throughout the organisation.	Schools, Youth and Music to share information through LWETB Social Media in addition to their own respective social media platforms.	Increased social media awareness.	Information from schools, youth and music is forwarded to LWETB for sharing on social media and newsletters.	100%
		Engage with the Director of FET in relation to the DEIS to FET programme.	Meet with the Director of FET to discuss the DEIS to FET Programme and the supports that schools can provide.	Increased awareness of FET provisions in LWETB amongst school students.	Ongoing. DOS sits on the QOG committee	40%
		Engage the Guidance Coordinators group with FET services and youth services in LWETB.	Meet with Guidance counsellors and FET staff in relation to provision.	Increased awareness of FET provisions in LWETB amongst school students.	Guidance CoP established at schools level. FET links to occur in Q1 2023.	50%
		Update school websites and link to LWETB.	Update school websites and link to LWETB.	Up to date websites with links to LWETB established.	All school websites have been updated, training provided and cross linked to the LWETB website.	100%
		Liaise with ATC to showcase facilities to current post-primary students in LWETB.	Host a principals forum meeting in ATC. Liaise with Centre manager to identify potential projects to engage students to highlight facilities available.	Increased awareness of FET provisions in LWETB amongst school students.	Principals forum meeting took place in ATC on 15/03 where school principals were given a presentation on the programmes offered by ATC. They were also given a guided tour of the premises. Guidance CoP established. ATC to link in with group in Q1 2023.	50%
		Music Generation Longford includes LWETB logo in all communication and tags LWETB in social media posts.	Every social media post and email to contain LWETB logo.	Weekly social media and monthly email.	Social media posts occurred daily and regular newsletters and podcasts were issued.	100%
		Represent LWETB on appropriate local and regional consultative and representative structures.	The views of LWETB sectors are represented, expressed and influence the discussions and plans of local and regional decision making structures.	YDO, DOS and MGO to participate in all local and regional bodies.	DOS sits on the ETBI Director of Schools Forum at monthly meetings. DOS is a member of the ETBI climate action and sustainability steering group. DOS is a member of the ETBI SEN inclusion mapping group. DOS, YDO and MGO are all members of the MG LMEP.	100%
	4.2 Enhance stakeholder engagement and cultivate links with local, national and international partners.	Work with schools engaged with Erasmus projects.	Meet with school principals engaged in Erasmus projects.	Support for school leadership in linking with national and international projects.	BVS have travelled to Denmark. TCL have travelled to Finland. Further trips planned for 2023.	100%
		Promote the work of schools engaged in the Creative school's projects.	Item for discussion at principals' forums.	Increased awareness of creative school's projects.	3 of LWETB schools are engaged in the Creative schools projects. This is discussed at principals forum meetings for idea generation.	100%
		Establish links between TUS and LWETB schools.	DOS to meet with Project Access Officer in relation to engagement projects.	Increased support for students considering attending TUS.	LWETB Leaders conference held in TUS on 10/11. All 6th years in DEIS schools availing of Advanced Studyclix sponsored by TUS.	100%
		Music Generation Longford include all partner logos and tags partners in social media posts to increase engagement and awareness of the ongoing work.	Relevant partners logos and tags to be included in communications.	Weekly social media and monthly email.	Weekly social media posts, quarterly newsletter, press releases to local news outlets, invitation to national new outlets to attend events.	100%

		Work with Music Generation National Office and other stakeholders to secure ongoing funding for MG Longford.	Hold meetings with relevant stakeholders to secure funding.	Ongoing funding secured.	Ongoing funding secured.	100%
		Represent Youth Work Sector and LWETB on local and regional consultative and representative structures.	Develop interagency collaboration between LWETB and statutory and voluntary sector agencies.	YDO, DOS and MGO will represent LWETB on all local and regional developments.	Attended the following meetings: 2 x Westmeath Comhairle na nÓg 2 x Longford Comhairle na nÓg 1 x Tusla 3 x Westmeath Community Development 4 x Mullingar RAPID 3 x Athlone RAPID 9 x MRDATF 9 x Westmeath LCDC 3 x Westmeath Sports Partnership 2 x Westmeath Healthy Ireland 7 x CYPSC 1 x Longford Community Safety Partnership 1 x Westmeath Road Safety event 1 x Traveller Pride event Facilitated DCEDIY visit to LWETB and 2 x UBU projects	100%
		Manage LWETB Youth Work Committee.	Hold 3- 4 meetings of Youth Work Committee.	Hold 3- 4 meetings of Youth Work Committee.	3 x Youth Work Committee meetings 1 x presentation to LWETB meeting.	100%
	4.3 Engage and respond to National policy development and support implementation.	Engage with policy development and support implementation as appropriate.	Engage with ETBI and national bodies in relation to policy development. Policy implementation included in principals' forum meetings.	Compliance with developed policies.	All admissions, child protection, anti-bullying policies up to date.	100%
		Represent and advocate on behalf of ETB's at national level. Member of ETBI Youth Work Network and member of ETBI delegation to DCEDIY.	ETB's views represented and influence national policy and practice regarding Youth Work.	Attend ETBI Youth Work Network meetings and events. Contribute to the development of ETBI policy responses and positions (papers etc). Regular communication with ETB sector colleagues.	4 x Youth Work Network meetings. 5 x ETBI consultation sessions. 4 x ETBI/DCEDIY quarterly meetings and planning sessions. Liaised with colleagues regularly on policy related matters and developments.	100%
	4.4 Implement external Communication Strategy.	Develop LWETB external communication strategy.	DOS to work with OSD staff to develop external communication strategy.	Progress the development of the strategy.	Carried forward to 2023.	%
		Music Generation Longford admin officer to implement integrated communication strategy across digital and print throughout the year.	Communications strategy reviewed and implemented.	A visual and integrated communications campaign established.	Consistent communication of programme development, updates, news, and advertisement shared over social media platforms, local print, and national news outlets.	100%

	4.5 Proactively engage with agencies and employers to ensure continued innovative responses to current and future educational and economic needs.	Schools to provide relevant work experience opportunities to students by engaging with local agencies and employers.	Work experience provision discussed at principal's forum meetings. Covid restrictions need to be considered.	Provision of meaningful work experience for students.	Successful work experience programmes in TY, LCA and LCVP provided in all applicable schools.	100%
		Youth Work Plan 2023 – 2027.	Review current Youth Work Plan (2019 – 2022).	Develop new Youth Work Plan 2023 – 2027.	New LWETB Youth Work Plan 2023-2027 produced.	100%
LWETB Priority 5	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG target	2022 Target Achieved	%
5. Develop Environmental & Social Sustainability	5.1 Develop and support the delivery of national objectives as required in Climate Action Plan 2021.	Work with LWETB buildings unit to develop targets for schools.	Identify school requirements in consultation with Buildings unit.	DOS to engage with schools in the delivery of national objectives.	Climate Action and Sustainability Plan steering group established by ETBI to provide a strategy and implementation plans for this area. Currently being developed by ETBI. Smart meters installed in schools and training to be provided.	20%
		Ensure schools have established energy committees.	Energy committees established and initial training provided.	Schools identify energy saving mechanisms.	Energy committees established in 50% of schools. Remainder to be established in Q1 2023	40%
	5.2 Provide relevant education and training programmes to meet educational and employment demands as a result of the development of the Climate Action Plan.	School leaders and champions to receive training as part of the Take 1 programme by ETBI.	School Leaders and champions to engage in Take 1 training provided by ETBI.	Raise awareness at post primary level.	Principals and Deputies received training on the Take 1 programme on 11/02. Schools engaged in the MAYDAY for sustainability event. Item on the agenda at principals forum meetings. All schools participated in the Take 1 programme in November. All schools engaged in the green schools programme.	100%
	5.3 Bring current and proposed buildings up to required sustainability requirements.	DOS to continue to engage with the building's unit in LWETB on new and existing developments.	DOS to attend development meetings for approved projects.	DOS to attend development meetings for approved projects.	DOS engaged with building's unit for all approved projects in meetings on 11/01, 04/02, 11/02, 18/02, 07/04, 27/04, 13/05, 17/06 10/08, 01/09, 12/10, 25/10, 28/10 & 17/11. DOS is a member of the buildings communication group which met on 20/06, 14/07, 14/09.	100%
	5.4 Increase environmental sustainability across the organisation through a self-evaluation process to increase knowledge and develop awareness for actioning outcomes.	Establish a Self-Evaluation process in schools in relation to sustainability.	Energy committees to carry out a self-evaluation process in schools.	Schools identify areas to address environmental sustainability through a review of current practices.	Smart metering, tending school meals, packeting and green schools etc. An Energy committee has been set up across the organisation including FET, which will be supported by data gathered from our smart metering network which is in situ and in operation.	50%
	5.5 Develop Green procurement awareness and processes.	DOS to work with procurement department in LWETB to update procurement processes to reflect sustainability.	Review current procurement procedures in relation to machine and equipment purchasing.	Sustainability will become a key element in procurement processes.	DOS has been engaged in a number of procurement processes which reflect sustainability including Laser cutters, 3d printers & School meals.	100%
	5.6 Develop an LWETB road map to meet the new 2030 targets.					

Performance Delivery Agreement 2022 Organisation, Support & Development

LWETB Priority 1	LWETB Goal	Organisation, Support & Development Action	Organisation, Support & Development Performance	Organisation, Support & Development Target	2022 Target Achieved	%
1. Provide High Quality Teaching, Learning, Assessment, Development and Learner Experience.	1.1 Optimise learner experience by promoting a culture of collaboration where the voice of students, learners, staff and parents/guardians are heard and the opportunity to engage with decision making is promoted within LWETB.	Support Further Education and Training, Schools Youth and Music in the delivery of a quality learning experience for all.	Provide administrative and training support.	Administrative and training support.	SLT Meetings held weekly, agenda items include Strategic, Operational and Policy review. Ongoing administrative and training support for schools and centres provided by head office in areas of Human Resource, Corporate Services and Finance. APO weekly meeting.	100%
	1.2 Support initiatives that meet national programme needs as they arise, promote increased participation, equality and inclusion.	Support Further Education and Training, Schools Youth and Music.	Provide administrative support to all.	Administrative support.	Ongoing administrative support for schools and centres provided by head office in areas of Human Resource, Corporate Services and Finance.	100%
	1.3 Centres and schools will promote and embed a culture where our learners and students are given the opportunity to reach their full potential.	Supporting FET, Schools Youth and Music to promote a better culture.	Provide relevant support as required.	Provide relevant support.	HR continue to review and revise recruitment methodologies to ensure the best available teachers and tutors are put in place as early as possible.	100%
	1.4 Support our centres and schools in embedding self-evaluation and quality assurance processes across LWETB services.	Support Further Education and Training, Schools Youth and Music in embedding self-evaluation quality assurance processes across LWETB services.	Provide administrative support to all.	Administrative support.	DOSD participated in QQI Inaugural Review and follow up review meeting. The review and updating of policies continue. A new system has been procured that will confirm policies are embedded with all staff. The QQI process is continuing and has continued to be supported by OSD at many levels.	100%
	1.5 Ensure the safety and wellbeing of all students and learners is prioritised, that regulations and guidelines are fully complied with, and Child Protection Procedures are evidenced.	To support FET, Schools Youth and Music to ensure that the safety and wellbeing of all students and learners is prioritised.	Provide support to all.	Provide support.	Training has been provided in First Aid, Manual Handling and Cyber security. In addition, the onsite audits for GDPR have recommenced. The continual review of the training and Health and Safety requirement are ongoing and a plan has been put in place to address these on an incremental basis. Continued ongoing training provided in manual handling, first aid, cyber and GDPR. Training is planned for Fire Officers etc.	80%

LWETB Priority 2	LWETB Goal	Organisation, Support & Development Action	Organisation, Support & Development Performance	Organisation, Support & Development Target	2022 Target Achieved	%
2. Enhance Infrastructure across LWETB.	2.1 Maintain, enhance and expand buildings and facilities to provide fit for purpose accommodation for staff and learners.	Prepare a maintenance programme for all sites.	Procurement competition to appoint relevant contractors.	Appoint contractor.	A maintenance contract of the boilers and burners on all sites have been put in place. Asset Project is continuing with 7 Sites completed at end Dec 2022.	100%
		Prepare submissions to expand facilities.	Number of submissions.	10 sites to be developed.	All eight schools have major developments approved. The Training Centre in Athlone has a successful SUIF funding application and we have two other SAR funding applications submitted. In addition, a business case has been submitted for a new Head office for Mullingar.	100%
	2.2 Explore expansion of LWETB services to include Community National Schools and FET Colleges of the Future.	Engage with relevant schools as part of the reconfiguration pilot announced by the Minister in agreement with the IEC for schools under the patronage of Catholic Bishops, or with other patrons considering a transfer of patronage.	The number of schools/patrons willing to discuss divesting.	1 school to be discussed for divesting.	We have become the successful Patron in the CNS competition held in November 2022 by the Dept of Education. One FET College of the Future will commence due to successful acquisition of funding under SIUF for Athlone Campus.	100%
	2.3 Implement and expand ICT infrastructure to support governance systems, Data Protection systems, business continuity and risk management.	Prepare for the introduction of the BTS.	The BTS environment for LWETB is developed.	By the end of June 2022.	An ICT list of requirements has been developed to methodically complete projects to improve our ICT security environment. In addition, cyber security training has been rolled out organisation wide on a monthly basis. Discussions have been held at ETBI level with a view to developing an ICT shared system within the ETB sector on a phased basis.	60%
	2.4 Develop appropriate management information and reporting systems across LWETB.	Introduce the D/EPM.	The existing information systems are accessible to the D/EPM for reporting.	End of June 2022.	The twenty reports from the ESBS have been completed. The DEPM as a tool to identify miscoding and to enhance our budgeting environment is available for use.	100%
		Develop reporting systems for Energy use.	Use of the sensor CIS system to provide information to local site management.	End of Quarter 1 2022.	All the smart meters are in place and are delivering valuable information on the energy usage by type and by site. Smart meters are delivering significant and important data that is resulting in appropriate actions being taken to reduce our use. The LWETB Gap to Target (GTT) has been calculated and shows LWETB reaching its 2030 targets in 2026.	100%

		DE reporting requirements.	Meet all DE requirements.	As per deadlines.	Reporting deadlines have been met.	100%
		DFHERIS reporting requirements.	Meet all DFHERIS requirements.	As per deadlines.	All reporting deadlines to DFHERIS have been met.	100%
		Introduce multi supplier frameworks to capture a greater level of detail.	The number of new multi supplier frameworks to be put live.	Five more to be activated in 2022.	Class Materials App currently under testing. Awaiting the completion of the Class Materials app to progress these.	
		Develop more procurement competitions to ensure greater compliance.	The number of new competitions progressed.	Ten new competitions.	Forty Four competitions have been held or finalised in 2022.	100%
	2.5 Review and enhance effective Health and Safety systems and structures across the organisation.	Develop the role of the Health and Safety Committee.	The Health and Safety Committee to attend meetings.	Three meetings in 2022.	The Health and Safety Committee and SLT have an agreed approach for an appropriate roadmap to be delivered in 2023.	100%
		Develop training needs for Health and Safety.	The number of staff on relevant training courses.	Fifty staff by the end of 2022.	By December five hundred and fourteen staff have completed H&S training.	100%
		Roll out of the BTS to all sites.	Capture of identified H&S issues.	Designed by end 2022.	This is a process that is currently being revised. Progress has been made in governance areas such as cyber training, policy training and health and safety training.	80%

LWETB Priority 3	LWETB Goal	Organisation, Support & Development Action	Organisation, Support & Development Performance	Organisation, Support & Development Target	2022 Target Achieved	%
3. Enhance Organisational Support & Development.	3.1 Embed good governance practices across LWETB in line with ETB Code of Governance, current legislation and comply with reporting requirements to relevant government departments.	Provide training on governance area including training on procurement, Class Materials, Health and Safety, Climate Action.	Record of training.	Training in each area to be provided at least once in 2022.	Presentation to LWETB on Service Plan 2022 with update at year end on percentage status of goals achieved during the year. Almost all goals delivered to 100%. Staff from all areas have received Health and Safety training. A climate Action Steering Group has been created and energy committees are being progressed in all schools and in FET.	100%
		Risk Management and the Risk Management plan should be reviewed on an ongoing basis.	On the Agenda for the Audit and Risk Committee (ARC). On the Agenda for the LWETB board.	Risk Management plans updated at least quarterly.	Risk Management plans updated quarterly and are on the agenda of the ARC and the main Board. These are constantly under review and updated for the ARC.	100%
		Review of Internal Controls annually internally, and if possible, externally by the IAU (Internal Audit Unit).	Report from the Executive . Report from the IAU.	Annually Bi-annually	Currently under review as part of the year end process. Significant changes have occurred as LWETB has moved to the one Finance System. Major upgrades were required to the SUN financial system.	100%
	3.2 Provide staff development opportunities to inform good practice and enable delivery of dynamic, diverse, innovative services.	Provide training on the Contract Management system, the Smart metering system, the D/EPM, Sun P2P.	Record of training.	Training to be provided at least once in 2022.	Training has been delivered on the Smart Metering process. D/EPM and Sun P2P training was provided in ATC as part of the one finance project. The SLT engaged with Adaptive Learning.	100%
		Provide training on the Smart metering system.	Record of training.	Training to be provided at least once in 2022.	The system is now available to all identified staff in all locations.	100%
		Provide training on the D/EPM, Sun P2P.	Record of training.	Training to be provided at least once in 2022.	This is ongoing and the uses of DEPM as part of the year end processes has been highlighted.	100%
		Carry out a training needs analysis for all OSD functions.	The training needs analysis report.	One area completed by end of 2022.	Due to HR constraints this is moving to quarter 2 of 2023.	0%
		Implement CPD policy. Implement study leave policy. Increase training places for CPD for staff.	Number of training places offered. Policies in place and communicated to staff.	10% increase in CPD places.	Carried into 2023.	0%

	3.3 Attract and retain high-quality skilled staff and embed structures to meet evolving work patterns.	Develop a Hybrid working policy.	A Hybrid working policy.	End of quarter two 2022.	A Hybrid Working Policy was trialed during 2022. This has been reviewed and updated and will be reviewed again in 2023.	100%
		Ensure the recruitment process is as effective as possible.	Analysis of the retention of staff hired over the last five years.	End of 2022.	Competency Based Training delivered during 2022 with 57 staff and board members trained in this area. Analysis of the retention of staff hired over the last five years.	
		Continue to recruit high calibre staff in line with good practice and employment legislation. Identify initiatives to retain staff, particularly in key areas of the organisation.	Decrease lead-in time by 10% for appointments. Increased retention rates by 10%. Decrease the number of Competitions by 10%.	150 plus recruitment competitions.	230 recruitment competitions ran in 2023.	100%
	3.4 Leadership capacity skills across the organisation.	Provide appropriate leadership skills training.	Record of training.	End of 2022.	The inaugural LWETB “Developing Leadership Conference” took place in The Technology University of Shannon. The first order of business was for CEO Liz Lavery to launch LWETB’s Service Plan this the first one since the launch of LWETB’s Strategy Statement for 2022-2026. The two major themes of the conference were “Synergy within LWETB” and “Creating a leadership development culture within LWETB”. Guests speakers were invited on both themes and the group worked together discussing opportunities that could potentially be exploited over the coming 12 months and longer term. The day was deemed a success with many colleagues having the opportunity to meet face to face for the first time and multiple opportunities for potential collaborations developed. 3 APO's from OSD attended this conference. Nominations from OSD to a working group is currently underway to lead this initiative and support leadership development within LWETB into the future.	100%
		Review of skills required, identify gaps, and implement training interventions as appropriate.	Number of training / conferences attended.	10% Increase in training and learning opportunities for leaders and potential leaders.	Competency based training provided for 23 staff.	100%
		A member of staff is appointed as training manager.	A training manager is appointed.	Stephanie Kilmurray.	In place.	100%

		Training needs analysis in financial management is carried out on an annual basis.	A Financial Management Training Needs Analysis is carried out annually.	Training needs analysis.	Identify areas to focus on as part of the transition from cash based accounting to accrual accounting.	50%
		A training programme on financial management is developed and implemented.	A training programme on Financial Management is developed and implemented.	The training programme.	The areas of focus have been identified and are awaiting proposed content.	40%
	3.5 Support organisational wellbeing.	Continue to support the wellbeing committee.	Number of meetings.	Four meetings before the end of 2022.	Nine meetings have been held and great work was put into various event culminating in the Christmas staff day event.	100%
		Develop a comprehensive Health and Safety approach for LWETB.	Plan for all schools and centres.	Increased awareness among staff and students.	Health and Safety committee has put a plan in place and is progressing in line with that plan. A strategic analysis on how to meet our obligations in this area is currently underway.	100%
		Develop a sustainable climate action approach for LWETB.	Train staff on SEAI M&R system.	More sustainable positive work environment.	The LWETB Climate Action Steering Group was created and held it first meeting in November. LWETB is also represented by the CE, DOSD and DOS on national ETBI Climate Action Steering Group.	100%
	3.6 Implement internal communication strategy.	Develop an intranet.	An Intranet for staff.	End of 2022.	Corporate Services are reviewing how best to develop this.	N/A
		Introduce the new VOIP system to all Sites. Embed the BTS as the primary source of information for all staff. Create dynamic input to our newsletter.	VOIP system live in all locations. All Directors to ensure information is uploaded to relevant SharePoint section.	All sites fully using the new system by the end quarter 2 2022.	In place and now the phone system will follow the individual to their mobile or laptop.	100%
		Introduce the BTS.	The BTS being live for staff.	End of 2022.	Under discussion nationally as a considerable amount of work has been done in this area already. Corporate Services are reviewing how best to develop this.	
	3.7 Ensure and enhance effective governance practices, risk management, compliance and accountability across the organisation.	All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.	Self-assessment report.	Reviewed annually.	Completed.	100%

		On the appointment of new members to these committees the Board should ensure that the appropriate expertise is held by those on the committee.	Review of the committee / board skillset on creation or addition to membership.	As vacancies arise.	Completed.	100%
		A report on the work of the Audit and Risk Committee and of the Finance Committee to be presented to the Board.	Presentation in the minutes of relevant report.	Annually.	Completed.	100%
		A self-assessment report on the work of the Audit and Risk Committee and of the Finance Committee are prepared annually.	The self-assessments are carried out.	Noted at Board meeting annually.	Completed.	100%
		Develop and implement more policies and procedures.	Policies approved. Each OSD area to have an area for current operations on the BTS	Up to 30 policies approved by the end of 2022.	Thirty Seven (37) policies have been reviewed and approved in 2022. A comprehensive review of all policies is currently under way and new protocol in place to manage policy development and monitoring.	100%
		Introduce the Built to Share (BTS).			This timeline is not viable due to the restructuring of the OGCI0.	0%
		Consolidate all Finances into one system.	One Finance system only.	Operating by end of January 2022.	All activity from October 2022 on is in the SUN / P2P financial system.	100%
		Introduce the Class Materials Apps.	Arts & Crafts app live.	By end of Q1 2022.	Testing is complete. Some final modifications are being made.	100%
		Introduce the SUN Contracted Training Management System.	System to be operational.	Q1 2022.	Completed	100%
		Introduce the Contract Management System.	Introduce the Contracted Management System.	By December 2022.	ESBS have rescheduled for QTR 2 2023.	0%
		Embed further GDPR requirement.	Carry our compliance Audits. Presentations to Staff and Students.	10 Compliance Audits. 10 presentations.	Eleven GDPR compliance audits and 12 presentations plus a presentation to teachers during their orientation day.	100%
		Introduce multi-Supplier Frameworks to capture a greater level of information.	Number of multi-supplier frameworks.	10 new multi-supplier frameworks in place by 2022.	Almost complete. Awaiting on finalisation of Class Materials app in order to implement.	100%
		Cover over 80% of all spend with procurement competitions.	Amount of spend covered by a procurement competition.	80% of all spend to be covered by a formal procurement process (either etender, tenders, frameworks or TGD).	For 2022 the percentage is 81% at present.	100%

LWETB Priority 4	LWETB Goal	Organisation, Support & Development Action	Organisation, Support & Development Performance	Organisation, Support & Development Target	2022 Target Achieved	%
4. Enrich Partnerships	4.1 Promote the LWETB brand and raise the local and National profile of all services across LWETB.	Develop Service Level agreements with external stakeholders.	SLA developed and implemented as required.	Five in place by the end of Q3 2022.	Completed.	100%
	4.2 Enhance stakeholder engagement and cultivate links with local, national and international partners.	Engage effectively with stakeholders and develop partnerships.	A list of partnerships and alliances with external stakeholders and bodies will be updated for 2022.	End Q4 2022.	DOSD member of OSD Forum, ETBI Climate Action and Sustainability Steering Group, Finance Shared Service Steering Group, Department of Education Data & Analytics Group.	100%
	4.3 Engage and respond to National policy development and support implementation.	Engage with the ETBI Climate Action Steering Group.	Number of meetings and / or initiatives.	Three before the end of 2022.	LWETB are represented on Member of ETBI Climate Action and Sustainability Steering Group chaired by LWETB CE. The SEAI have calculated the LWETB Gap To Target and found that we will achieve our 2030 targets by 2026 based on current list of identified projects that have 85% funding achieved.	100%
	4.4 Implement external Communication Strategy.	Develop a LWETB Communications Policy.	The Policy is in place.	End December 2022.	Carried forward to 2023.	%
	4.5 Proactively engage with agencies and employers to ensure continued innovative responses to current and future educational and economic needs.					
Priority 5	LWETB Goal	Organisation, Support & Development Action	Organisation, Support & Development Performance	Organisation, Support & Development Target	2022 Target Achieved	%
5. Develop Environmental & Social Sustainability	5.1 Develop and support the delivery of national objectives as required in Climate Action Plan 2021.	Create a Climate Action Committee.	Committee meets.	Q1 2022.	A full climate action project plan listing has been developed and will achieve our targets within the current time deadlines. A full Climate action plan is required for training and awareness and for the circular economy.	100%
		Provide support to ETBI Climate Action Group.	Membership of the ETBI climate Action Committee.	One member on the committee.	LWETB has three members on the ETBI committee and is chaired by the CE.	100%
	5.2 Provide relevant education and training programmes to meet educational and employment demands as a result of the development of the Climate Action Plan.	Provide training programme for staff on a train the trainer basis on climate action.	Draft training programme.	Thirty staff provided with training on climate action.	Thirty staff provided with training on climate action. the Smart meters and reporting system is in place and the relevant training programme will be developed by the Climate Action Steering Committee.	100%

	5.3 Bring current and proposed buildings up to required Sustainability requirements.	Prepare a development action plan for individual sites.	Plans developed by site.	Ten plans developed by the end of 2022.	Ten plans developed by the end of 2022.	100%
		Progress individual projects.	Projects moved to next stage of implementation.	Fifteen by the end of 2022.	Ongoing additional projects have been identified and will be progressed as funding becomes available.	
	5.4 Increase environmental sustainability across the organisation through a self-evaluation process to increase knowledge and develop awareness for actioning outcomes.	Introduce the Smart metering system for all sites.	The Sensor CIS for LWETB system is live.	Access is available for all LWETB sites.	In place in all sites in LWETB. Training is currently being organised to enhance the usage of the system.	100%
	5.5 Develop Green procurement awareness and processes.	Develop templates to facilitate life cycle costing inclusive of energy consumption.	The templates.	Two templates by the end of Q2 2022.	Completed.	100%
		Include Green procurement in all relevant tender competitions.	The tender competition documentations and award criteria.	Five tenders updated.	Completed.	100%
	5.6 Develop an LWETB road map to meet the new 2030 targets.	From the actions of the Smart metering project and the energy audits and the approvals from the DE and SOLAS for known developments, create a roadmap of these actions.	The listing of project plans and their impact by site indicating potential impact towards achieving the 2030 and 2050 targets.	End of Q2 2022 and each quarter thereafter.	Completed.	100%

Performance Delivery Agreement

Performance Delivery Goal	Performance Delivery Priority	Performance Delivery Action	Performance Delivery Performance Indicator	Performance Delivery Target	2022 Target Achieved
Optimise Learner/Student Experience	Provide a positive learning experience for all learners, including learners from marginalised groups	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5
		In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.4, 3.5	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.4, 3.5	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.4, 3.5	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.4, 3.5
	Support students/learner at risk of educational disadvantage in line with current national policy	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5	In the FET Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4 and 1.5
		In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.5	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.5	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.5	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.1, 1.2, 1.3, 1.4, 1.5 & for Goal 3 see details at 3.1, 3.2, 3.3, 3.5
	Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	In the FET Service Plan for Goal 1 see details at 1.5	In the FET Service Plan for Goal 1 see details at 1.5	In the FET Service Plan for Goal 1 see details at 1.5	In the FET Service Plan for Goal 1 see details at 1.5
		Ensure up to date information is given to school leaders in relation to Child Safeguarding which is reviewed in schools by Boards of Management	Child Safeguarding Statement and Risk Assessment is reviewed annually by Boards of Management	Full compliance by schools and boards of management	Full compliance by schools and boards of management.
	Ensure full compliance with the Child Procedures for Primary and Post-Primary Schools 2017	In the FET Service Plan for Goal 1 see details at 1.5.	In the FET Service Plan for Goal 1 see details at 1.5.	In the FET Service Plan for Goal 1 see details at 1.5.	In the FET Service Plan for Goal 1 see details at 1.5
		Training provided to school boards of management in relation to Child Protection reporting procedures	Child Protection Oversight Reports are on the agenda for all Board of Management meetings	Full compliance by boards of management	In the Schools, Youth and Music Service Plan for Goal 1 see details at 1.5

Protection Programmes	Assist the DE as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	FET will engage with nominated agencies as required to support the Irish Refugee Protection Programme and provision for international protection applicants.	FET will provide English language programmes and other further education and training opportunities to support the needs of this group.	Deliver programmes when requested by Department of Justice during 2022.	In the FET Service Plan for Goal 1 see details at 1.2
		Schools to continue to engage with DoE and the Irish Refugee Protection Programme along with local Educational Welfare Officers to provide support and school places for applicants Music Generation Longford and LWETB Youth Work unit to provide support where appropriate.	School Admissions policies are reviewed annually Provision of services from Music Generation Longford and Youth Work services.	Up to date admissions policies for all schools Appropriate programmes provided by Music Generation.	In the Schools, Youth and Music Service Plan see details at 4.3
Governance	Attendance rates at board meetings	Individual boards should re-emphasise the requirement for full attendance at all board meetings as per the Code of Practice for Governance for ETB's.	Full attendance rates at meetings.	On the agenda item as a reminder at every second meeting and is reviewed annually.	In the OSD service plan for Goal 3 see details at 3.7
Board Self Assessments	All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7
Financial expertise on audit and finance committees	Appointments to audit and finance committees should be made by the board in consultation with Committee Chair. External members of committees should bring the required audit and financial risk experience to the role	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7
Board appraisal of work carried out by Finance and Risk Committees	The chair of each board should ensure that board members are provided with written reports on the work carried out by finance and audit and risk committees as required under the Code of Practice for Governance of ETB's	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7

Self-Assessment by Finance and Audit and Risk Committees	The chairs of both the audit and risk committee and the finance committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance for ETB's	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7	In the OSD service plan for Goal 3 see details at 3.7
Staff Development	The CE should ensure that: A member of staff is appointed as training manager Training needs analysis in financial management is carried out on an annual basis A training programme on financial management id developed and implemented	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4
		In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4
		In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4	In the OSD service plan for Goal 3 see details at 3.4
Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to	In the Schools, Youth and Music Service Plan for Goal 3 see details at 3.7	In the Schools, Youth and Music Service Plan for Goal 3 see details at 3.7	In the Schools, Youth and Music Service Plan for Goal 3 see details at 3.7	In the Schools, Youth and Music Service Plan for Goal 3 see details at 3.7
Risk Management Policy	The board of each ETB should ensure that there is on ongoing process designed to identify and address significant risks involved in achieving and entity's outcomes. The Audit and Risk Committee should support the board in this role	In the OSD service plan for Goal 3 see details at 3.1	In the OSD service plan for Goal 3 see details at 3.1	In the OSD service plan for Goal 3 see details at 3.1	In the OSD service plan for Goal 3 see details at 3.1
Internal Controls	The board of each ETB should ensure that it received adequate assurance that specified controls are operating as intended	In the OSD service plan for Goal 3 see details at 3.1	In the OSD service plan for Goal 3 see details at 3.1	In the OSD service plan for Goal 3 see details at 3.1	In the OSD service plan for Goal 3 see details at 3.1

Appendix 1

LWETB Board Members Attendance at Meetings Jan - December 2022

During the Board met on six (6) occasions, with details of attendance outlined in the table below

Register of Attendance & Frequency of Meetings of the Main Board									
Committee Members Name	Nominating Body	17 th Jan	21 st Feb	21 st Mar		20 th Jun	26 th Sept	21 st Nov	No. of Meetings Attended
Cllr. Aoife Davitt Chairperson	Westmeath County Council	√	√	√		√	√	√	6/6
Cllr. Gerry Hagan Deputy Chairperson	Longford County Council	√	√	√		√	√	χ	5/6
Cllr. Frankie Keena	Westmeath County Council	√	√	√		√	√	√	6/6
Cllr. Pat O'Toole	Longford County Council	√	√	√		√	√	√	6/6
Mr. Luke Casserly	Bodies Specified by the Minister	√	√	χ		√	χ	χ	3/6
Mr. Donie Cassidy	Bodies Specified by the Minister	√	√	√		χ	χ	√	4/6
Cllr. John Dolan	Westmeath County Council	√	√	√		χ	√	√	5/6
Cllr. Michael Dollard	Westmeath County Council	χ	χ	χ		χ	χ	χ	0/6
Ms. Josephine Donohue	Bodies Specified by the Minister	√	χ	√		χ	√	√	4/6
Ms. Niamh Ginnell	Bodies Specified by the Minister	√	√	χ		√	χ	√	4/6
Cllr. Ken Glynn	Westmeath County Council	√	√	√		χ	√	χ	4/6
Mr. Colm Harte	Bodies Specified by the Minister	√	√	√		√	√	√	6/6
Cllr. Louise Heavin	Westmeath County Council	√	√	√		√	√	√	6/6
Cllr. Denis Leonard	Westmeath County Council	√	χ	χ		χ	√	√	3/6
Ms. Kathleen McGahern	Parents Representative	√	√	√		√	√	√	6/6
Mr. Mark Murphy	Parents Representative	√	√	√		χ	√	√	5/6
Cllr. Garry Murtagh	Longford County Council	√	χ	χ		√	√	χ	3/6
Cllr. Peggy Nolan	Longford County Council	√	χ	χ		χ	√	χ	2/6
Ms. Mary O'Brien	Staff Representative	√	√	χ		√	√	√	5/6
Cllr. Emily Wallace	Westmeath County Council	√	χ	√		χ	χ	√	3/6
Mr. Colin Whyte	Staff Representative	√	χ	√		√	√	√	5/6

Appendix 2

Finance Committee Attendance at Meetings Jan - December 2022

During 2022 the Finance Committee met on five (5) occasions, with details of attendance outlined in the table below.

Register of Attendance & Frequency of Meetings of the Finance Committee							
Committee Members Name	Internal or External Member	10 th Feb	16 th Mar	9 th Jun	8 th Sept	13 th Oct	Total No. of Meetings Attended
Cllr. Michael Dollard (Chairperson)	Internal	√	√	√	√	√	5/5
Cllr. John Dolan	Internal	√	√	√	√	√	5/5
Mr. John Duffy	External	√	√	√	√	√	5/5
Mr. Hugh Farrell	External	√	√	√	√	√	5/5
Ms. Ann Nugent	External	√	√	√	√	√	5/5
Cllr. Pat O'Toole	Internal	√	√	√	√	√	5/5

Audit & Risk Committee Attendance at Meetings Jan – December 2022

During 2022 the Finance Committee met on five (5) occasions, with details of attendance outlined in the table below.

Register of Attendance & Frequency of Meetings of the Audit & Risk Committee							
Committee Members Name	Internal or External Member	7 th Jan	28 th Jan	4 th Mar	10 th Jun	23 rd Sept	Total No. of Meetings Attended
Mr. Gerard Quirke (Chairperson)	External	√	√	√	√	√	5/5
Mr. John Duffy	External	√	√	√	√	√	5/5
Cllr. Gerry Hagan	Internal	χ	χ	χ	χ	χ	0/5
Ms. Kathleen McGahern	Internal	√	√	√	√	√	5/5
Mr. Pat O'Rourke	External	√	√	√	√	√	5/5
Mr Donie Cassidy	Internal	χ	√	√	√	√	4/5

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An Roinn Oideachais
Department of Education



**An Roinn Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta**
Department of Further and Higher Education,
Research, Innovation and Science



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