



Annual Report 2024

Dynamic | Diverse | Innovative



lwetb

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



Contents

Chief Executive's Foreword	3
Chairperson's Address	4
Functions of the LWETB Board	5
Statement of Board Responsibilities	5
LWETB Board and Committee Members 2024 LWETB	6 - 8
Profile and Key Statistics	11 - 12
Climate Action Energy Efficiency Report 2024	13 - 14
Location of LWETB Services	15
LWETB Staff Breakdown	16
LWETB Organisation Chart	17
LWETB Mission, Vision, Values and Strategic Goals	18 - 20
2024 Further Education & Training Report	21 - 28
2024 Schools, Youth Work Unit & Music Generation Report	29 - 41
2024 Organisation Support & Development Report	42 - 47
Performance Delivery Agreement 2024	48 - 50
Appendix 1	51
Appendix 2	53

Foreword from the Chief Executive



I am pleased to present the 2024 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 2024. 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, LWETB Directors and 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.

In 2024 LWETB second level schools continued to flourish with increase in student numbers, approval for large building projects, ongoing staff development and the embedding of LWETB schools as state, co-educational, multi-denominational schools underpinned by the core values of Excellence in Education, Care, Equality, Community and Respect.

LWETB Further Education and Training (FET) provision continues to go from strength to strength providing lifelong learning opportunities enabling learners reach their full potential. Key highlights include the announcement for the approval of a National Mobility Capability Centre to be based in Mullingar. This centre when established will provide both general and specialist EV training. Ongoing building projects across all FET Campuses continued throughout the year, ensuring all our learners will enjoy excellent learning environments.

Youth services continued to lead co-ordination of youth service provision in Longford and Westmeath in line with the LWETB Youth Work Plan 2022 – 2027. Music Generation create inspiring experiences for children and young people through music, providing opportunities to create, play and perform music in their own communities and on their own terms.

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, training, youth services, and music education programmes. I particularly wish to acknowledge Liz Lavery, the former CE, the Director of SYM, Director of FET and Director of OSD, and all 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, appearing to read 'B. Higgins', written in a cursive style.

Brian Higgins
Chief Executive (Acting), LWETB

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



I am delighted to present the 2024 Annual Report from the Longford and Westmeath Education and Training Board (LWETB). This detailed report provides valuable insights into the wide range of activities carried out by LWETB schools, centers, and services over the past year.

I would like to express my sincere gratitude to all stakeholders for their unwavering support of LWETB's mission. A special thanks goes to our dedicated staff, whose relentless efforts ensure the delivery of high-quality services that contribute to the ongoing success of our learners and students. I also wish to acknowledge the LWETB Board members for their exceptional expertise and selfless commitment.

Lastly, I extend my deepest appreciation to Liz Lavery, former Chief Executive, Brian Higgins Acting Chief Executive, the Directors, and the entire LWETB team for their continuous dedication and pursuit of excellence in education and training, which has been instrumental in the continued success of our learners and students.

Let us work together to achieve even greater accomplishments in the years ahead.

A handwritten signature in grey ink that reads "Aoife Davitt".

Cltr. 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, Circular 0083/2024. 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 0083/2024 Code of Practice for the Governance of Education and Training Boards, with a full schedule set out in Appendix 2 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 and Youth with the consent of the Minister for Finance and the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation, 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 judgments and estimates that are reasonable and prudent
- (c) Disclose and explain any material departures from the standard accounting policies

During 2024 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 DEY regulations
- Ensured accurate records were kept of meetings and decisions

LWETB Board Members Jan - Election 2024 * see note below

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

LWETB Board Meeting Dates

During 2024 LWETB Board met on nine (9) occasions with details of attendance outlined in Appendix 1

Meeting dates Jan - Election 2024	
9th January 2024	19th March 2024
20th February 2024	16th April 2024

***Note: An election was held in June 2024 where a new Board was established for the second half of 2024.**

LWETB New Board Members Election - December 2024 ^{*see note below}

Committee Members Name	Nominating Body
Cllr. Aoife Davitt (Chairperson)	Elected by Westmeath County Council
Cllr. Niall Gannon (Deputy Chairperson)	Elected by Longford County Council
Cllr. Frankie Keena	Elected by Westmeath County Council
Cllr. Pat O'Toole	Elected by Longford County Council
Cllr. John Dolan	Elected by Westmeath County Council
Cllr. Peggy Nolan	Elected by Longford County Council
Cllr. Michael Dollard	Elected by Westmeath County Council
Cllr. Padraig McNamara	Elected by Longford County Council
Cllr. Ken Glynn	Elected by Westmeath County Council
Cllr. Alfie Devine	Elected by Westmeath County Council
Cllr. Denis Leonard	Elected by Westmeath County Council
Cllr. Emily Wallace	Elected by Westmeath County Council
Mr. Owen Catterall	Staff Representative
Ms. Sheila Corcoran	Staff Representative
Mr. Mark Murphy	Parents Representative
Ms. Joanne Cosgrove	Parents Representative
Mr. Donie Cassidy	Bodies Specified by the Minister
Mr. Colm Harte	Bodies Specified by the Minister
Mr. Luke Casserly	Bodies Specified by the Minister
Ms. Olivia Callaghan	Bodies Specified by the Minister
Ms. Niamh Ginnell - Resigned 15/10/2024 TBC	Bodies Specified by the Minister

LWETB Board Meeting Dates

During the year the LWETB Board met on nine (9) occasions with details of attendance outlined in Appendix 1

Meeting dates Election to December 2024	
20th August (Post Election & 2nd Meeting)	15th October 2024
16th September 2024	19th November 2024

***Note An election was held in June 2024 where a new Board was established for the second half of 2024.**

Finance and Audit & Risk Committee Members and Meetings 2024

Finance Committee Members * See note below

During the year the LWETB Finance Committee Members met on four (4) occasions with details of attendance outlined in Appendix 2

Finance Committee Members (Jan - Election 2024)	Meeting Dates (Jan - Election 2024)
Cllr. John Dolan	18 th January 2024 15 th February 2024 14 th March 2024
Cllr. Michael Dollard	
Cllr. Pat O'Toole	
Mr. John Duffy	
Mr. Hugh Farrell	
Ms. Ann Nugent	

New Finance Committee Members (Election - Dec)	Meeting Dates (Election-Dec 2024)
Cllr. John Dolan	5 th December 2024
Mr. Pat McCarrick	
Cllr. Pat O'Toole	
Mr. Pat O'Rourke	
Mr. Eamon Reilly	

Audit & Risk Committee Members *See note below

During the year the LWETB Audit & Risk Committee Members met on five (5) occasions with details of attendance outlined in Appendix 2

Audit & Risk Committee Members (Jan - Election 24)	Meeting Dates (Jan - Election 24)
Mr. Donie Cassidy	5 th January 2024
Ms. Kathleen McGahern	26 th January 2024
Mr. John Francis Duffy	
Mr. Pat O'Rourke	1 st March 2024
Mr. Gerry Quirke	26 th April 2024
Cllr. John Dolan	

New Audit & Risk Committee Members (Election - Dec)	Meeting Dates (Election - Dec 24)
Mr. Donie Cassidy	6 th December 2024
Mr. John Francis Duffy	
Mr. Hugh Farrell	
Mr. Colm Harte	
Mr. Gerry Quirke	
Mr. Eamon Temple	

*Note An election was held in June 2024 where a new Finance Committee and a new Audit & Risk Committee was established for the second half of 2024.

Financial Statements 2024

The Annual Financial Statement (AFS) for the year ended on 31st December 2024 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2024. 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 AFS

- 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 employee pension contributions.

Diversity and Inclusion

Gender Balance in the Board Membership*

As at 31st December, Longford and Westmeath ETB Board had 6 (29%) female and 14 (67%) male members, with 1 position vacant.

The Board therefore does not meet the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

The following measures are planned to address & support gender balance on this Board: LWETB will follow all best practice guidelines in seeking replacements as board members leave or retire, and provide support and training to ensure all board members can fully participate in the process with clear knowledge and understanding of their fiduciary responsibilities.

LWETB is committed to the promotion of diversity and inclusion, including with regard to gender, as is reflected in our Statement of Strategy 2022-2026. Equality and inclusion are core principles of LWETB and underpins all our priorities in providing our services.

In the LWETB 2024 Gender Pay Gap Report it identifies a mean and median gender pay gap in favour of male employees for both full and part-time workers. 2024 LWETB - Overall the gender breakdown is: Male 32.22% Female 67.78%.

LWETB hosted a number of activities including Disability Awareness Training to promote inclusion of staff and learners with disabilities, and to strengthen our annual staff census reporting as per the Disability Act 2005. LWETB also carried out training in the area of unconscious bias in both interview training for interviewers and for general consideration for Head Office staff.

* Please note that the LWETB Board was formed in September 2024. The 2024 Code of Practice for the Governance of Education and Training Boards that issued in November 2024 (CL 0083/2024) has been adopted at the 21st January 2025 meeting of the LWETB Board.

Climate Action

Longford and Westmeath Education and Training Board is committed to achieving the Public Sector Climate Action Targets. LWETB reports on its greenhouse gas emissions, sustainability activities and the progress on the implementation of the Climate Action mandate. LWETB's current gap to target shows us achieving 2030 targets in advance of 2030. LWETB complies with the requirements of circular 1/2020.

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 2024. 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, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2024 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:

- Primary School
- Post-Primary Colleges
- Post Leaving Certificate
- Further Education and Training Centres
- Further Education and Training Services
- Youth Services
- Music Education
- Co-Patron of two Community Schools

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 and 1 primary school. 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. 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.lwetsb.ie



Key Facts and Figures of LWETB

Schools

	No. of Primary Locations	No. of Participants
Primary Students	1	308
Post Primary Students	8	3,618
St. Anthony's Junior Education Centre	1	12
Total	10	3,938

Other Services

	No. of Primary Locations	No. of Beneficiaries
Post Leaving Certificate	1	436
Self Financing Night Classes	1	371

Further Education & Training

	No. of Primary Locations	No. of Beneficiaries
Beneficiaries attending LWETB Programmes	11	13,173
Beneficiaries attending other FET Services	3	8,632
Total	14	21,805

Youth Services

	No. of Primary Locations	No. of Beneficiaries
Voluntary led clubs	33	1,404
Staff led youth services	9	3,003
Total	42	4,407

Music Generation

	2	9,343
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Climate Action

Energy Efficiency Report

- By 2023, LWETB has improved its energy performance by 45.4% since the baseline year of 2009.
- LWETB must improve its energy performance by just another 4.6% to meet its 2030 Public Sector Climate targets.
- If planned energy-saving projects are implemented, energy performance could improve by 18.5% by 2030.

Energy Efficiency Target

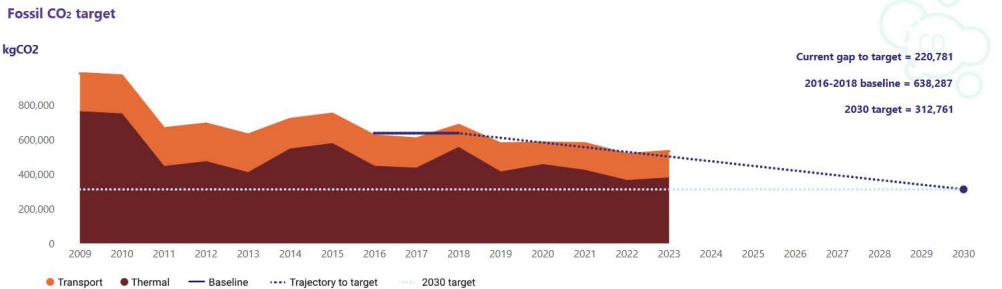


Climate Action Targets

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

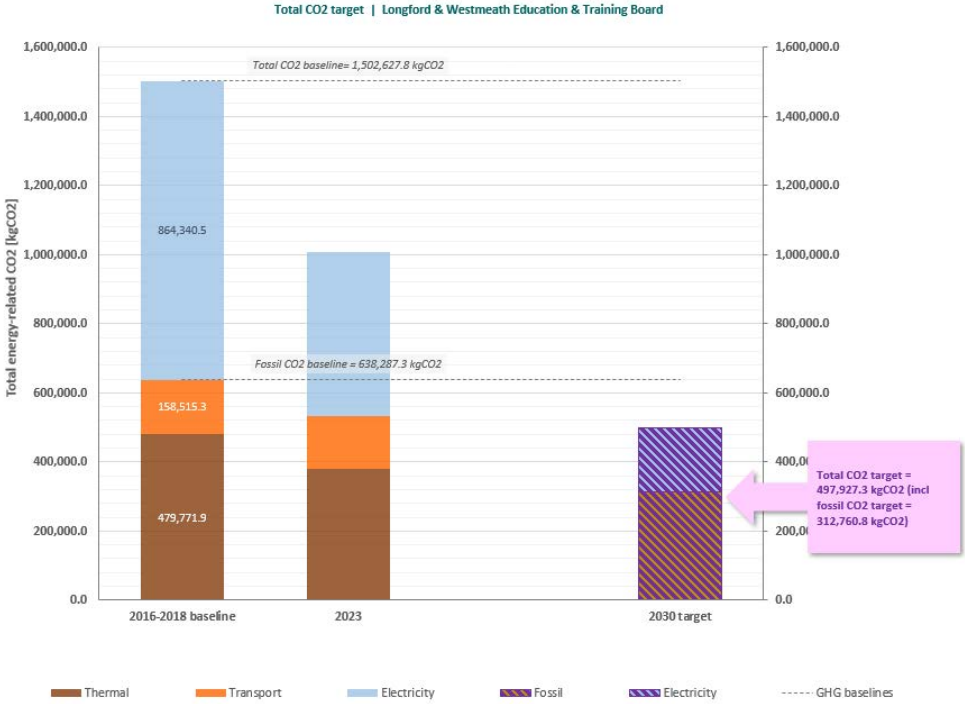
Energy Performance Indicators

Fossil CO2 target



Energy Performance Indicator

Total CO2 target



Location of LWETB Services



Schools

1. Ardscoil Phadraig, 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
10. Cornamaddy Community National School

Further Education & Training

11. Clonown Road Campus
12. Ballymahon Campus
13. Granard Campus
14. Connolly Campus
15. Marlinstown Campus
16. Garrycastle Campus
17. Delvin Campus
18. Kilbeggan Campus
19. O'Growney Drive Campus
20. Ballalley Lane, Athlone

Administrative Office

21. LWETB Head Office Mullingar

1,216 Staff

**3,938
Primary & Post
Primary Students
371 Night Classes
436 Post Leaving Cert**

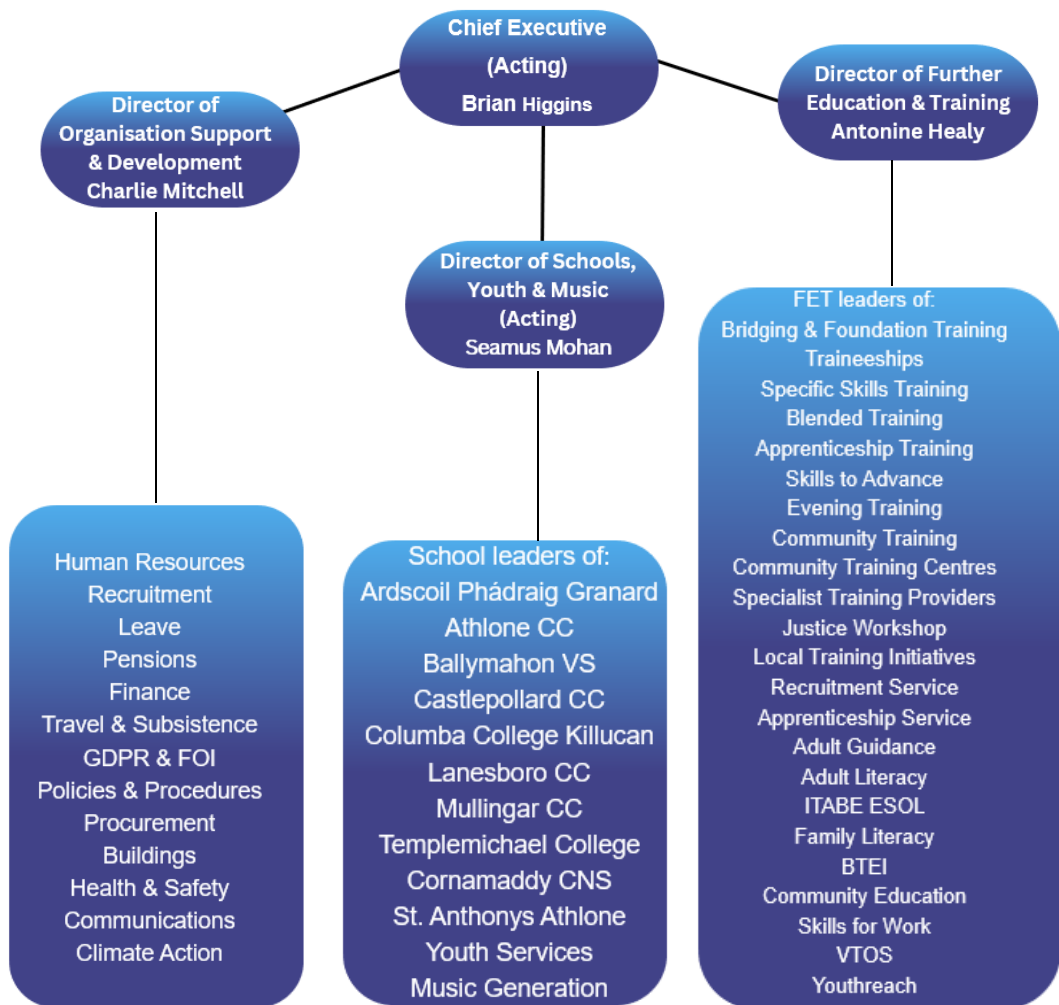
**13,173
FET Learners**

**Circa €105 million
Annual Budget**

LWETB Staff Breakdown

Category	2024
Post Primary Teachers	493
FET Teachers/Tutors/Instructors	178
Administration Staff	154
Co-ordinators/ Centre Heads	28
Resource Workers	15
Maintenance Staff	30
Support Staff (SNA)	88
Exams	120
Music Generation	36
Other	74
Total	1,216

Organisation 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

Further Education and Training (FET) Performance Delivery Agreement 2024

LWETB Priority 1	LWETB Goal	FET Action	FET Performance	FET Target	FET 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 for all staff by line managers.	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 will have taken place.	FET managers continued with scheduled plan of both staff and campus meetings during 2024. FET hosted bi-annual cross service FET co-ordinator meetings.
		The learner voice is encompassed in the decision-making process within FET.	Feedback is collected through learner engagements, surveys and learner forums.	Host an Aontas learner voice event.	During 2024, the Director of FET instigated a process of establishing multi-programme focus groups in favour of hosting an AONTAS event. The benefit of this approach was to provide greater opportunity to collect feedback from a wider learner representation that would not have participated in an Aontas event. Feedback was collected, a report compiled and the findings were distributed. While there was many valuable aspects to the exercise the key outcome was recognition for LWETB educators, Coordinators and frontline staff who were highly commended for their contribution to the learner journey of those who attended courses.
		Explore ways of enhancing the learner voice within FET.	Design, plan and develop a FET learner supports facility.	Establish a learners' support unit.	A learner support unit was established in January 2024 with the purpose of providing supports and resources for learners and staff working with learners.
	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.	Update the register of FET staff representation for 2024.	The register of FET staff representation for 2024 was completed.
	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 are available to existing learners 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) are used to record client engagements.	The Programme Learner Support System (PLSS) and the Adult Guidance Management System (AGMS) were used to record client engagements during 2024.
		FET Learner numbers increase.	Additional places are made available in key services where learner demand exists.	Total Learners attending FET programmes increases by 2%.	FET beneficiaries increased from 12,792 in 2023 to 13,173 in 2024 which equates to a 2.97% increase.
		New programme options will be made available to learners.	Progress the validation of programmes with awarding bodies.	A minimum of 3 new programmes will be validated.	During 2024 FET validated 3 new programmes in the category of green skills.

	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.	A schedule of six QA focused clinics will take place for FET staff.	The schedule of six QA focused clinics took place.
		Quality Assurance (QA) is embedded across FET.	Standardisation of QA information for all FET learners.	QA related information will be made available on the FET website.	QA related information is now available on the LWETB FET website which is updated and maintained throughout the year.
		Quality and Qualifications Ireland (QQI) Inaugural review.	Review and update an Inaugural Review Action Plan.	Inaugural Review Action Plan to be reviewed and submitted to QQI in 2024.	Inaugural Review Action Plan was reviewed and submitted to QQI in 2024.
		Ensure that the QA Governance is supported and maintained.	Three QA governance groups will continue to meet.	A minimum of 10 meetings will take place across the three governance groups.	10 meetings took place across the three QA governance groups.
		Communities of practice to be established.	Two communities of practice to be established.	Meetings are scheduled and taking place.	Three communities of practice were established in the areas of Purchase to Pay (P2P), Universal Design for Learning (UDL) and EdTech Champions.
		Child protection is at the forefront of FET provision and services which are accessed by those under the age of 18.	Child protection and Vulnerable Adults procedures are embedded within FET.	Child protection and Vulnerable Adults procedures are reviewed.	Child protection and Vulnerable Adults procedures were reviewed. An updated policy relating to vulnerable adults was to be finalised by ETBI for sectoral wide distribution during 2024 and is awaiting final sanction.
	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.	Psychological support services are made available to all FET learners.	Review the implementation plan to ensure that it is operating effectively for learners.	Schedule a minimum of one meeting with provider.	Two meetings were held with the provider of psychological support services and the process was revised and updated to facilitate greater accessibility for FET learners.
		Review the development of a learner mental health framework for FET learners.	Develop a LWETB FET Learner Mental Health Framework.	Pilot the Framework.	The framework has been piloted and was demonstrated by the number of learner focused events which were hosted and/or promoted during the year. FET were the recipients of two STAR awards in 2024.
		Support the “Active Consent” project as applicable to FET Learners.	All Youthreach staff completed training in 2023 and are implementing it as part of their SPHE programmes.	Review the implementation of "Active Consent" with Youthreach staff.	Review completed and active consent is now incorporated into Social, Personal, Health Education curriculum within Youthreach.

LWETB Priority 2	LWETB Goal	FET Action	FET Performance	FET Target	FET 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 2024.	Budget of €1,500,000 to be expended.	A budget in excess of €1,500,000 was expended on FET related construction projects.
		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 three applications to be made.	Three Emergency Health and Safety Works Applications were submitted to SOLAS and are at various stages of consideration for sanction by SOLAS and the Department.
		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.	While an application was made and the process fully engaged with, it was not approved. However the process was engaged with and completed in its entirety.
		Progress Just Transition Fund project.	Meet funding guidelines and deadlines, achieve planning permission approval and commence construction.	Additional funding is secured and construction work finalised in 2024.	A funding application was made and approved by SOLAS and DFHERIS .
		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.	Building Condition Survey (BCS) Reports were carried out as planned.
	2.2 Explore expansion of LWETB services to include Community National Schools and FET Colleges of the Future.	Secure funding from SOLAS to establish "FET Colleges of the Future".	Respond to requests from DFHERIS/SOLAS to advance Strategic Infrastructure Upgrade Fund (SIUF) which were submitted to DFHERIS/ SOLAS in 2022.	Process with SIUF for Clonown Road and Garrycastle Campus amalgamation.	Process for SIUF relating to Clonown Road and Garrycastle Campus amalgamation has progressed to design stage.
	2.3 Implement and expand ICT infrastructure to support governance systems, Data Protection systems, business continuity and risk management.	FET feeds into 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 quarterly.
			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.
	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 prepared and distributed to all budget holders using SharePoint.

		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 prepared and distributed to all budget holders using SharePoint, MIS, Emails and Tableau.
		Strategic Performance Agreement (SPA) signed with SOLAS for period 2022-2024.	Work towards the delivery of SPA targets by end of 2024.	Meet SPA 2024 targets by the end of the year.	SPA targets were exceeded in 7 out of 8 areas. The one target which was not achieved still performed at 82% of its target. Discussions were held with SOLAS regarding the parameters set around achieving this for future iterations.
		Ensure all available FET 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 displayed all LWETB's FET programmes.
	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.	FET nominated 3 staff members who attend LWETB's organisational H&S working group.
		Review and enhance Health and Safety (H&S) procedures across FET.	An additional two FET H&S Committees are setup.	A schedule of H&S committee meetings is established.	Two committees were setup - one for County Longford and the other for County Westmeath and a schedule of meetings was established.
	LWETB Priority 3	LWETB Goal	FET Action	FET Performance	FET Target
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 give an acceptable or higher result.	Audit report outcomes all gave an acceptable or higher result in relation to FET.
		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 TEL/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.
	3.3 Attract and retain high- quality skilled staff and embed structures to meet evolving work patterns.	Support ongoing advancement of Technology Enhanced Learning (TEL) for learners and FET Staff.	Annual TEL/PL&D Plan with an allocated budget for training and equipment is developed.	Record of training and equipment which has been invested in.	Record of training and equipment which was invested in was maintained.
		Request sanction for both replacement and new roles within FET.	Provide business cases to support the approval process to DHFERIS and SOLAS.	Approval of roles.	Sanction requests for both replacement and new roles within FET were completed and applications made.
		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.	LWETB induction templates are now used by line managers.
	3.4 Leadership capacity skills across the organisation.	Promote the availability of new roles to attract the best candidates.	All FET vacancies are advertised internally and/or externally as appropriate.	10 competitions are run and candidates are scored against predetermined competencies.	In excess of 10 competitions were run and candidates scored against predetermined competencies.
		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.	Record of training which has taken place was maintained.

		Advertise FET programmes and services using all available media options/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 10% between January and December.	Visitors to our websites and engagement with our social media increased during 2024. The LWETB FET Website was launched during 2024 and by end of year had 2,572 users. Facebook: Over 12 month period, saw a 37% increase in followers from 1,069 to 1,469. Instagram: Over 12 month period, saw a 30% increase in followers from 842 to 1,091.
		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 5% between January and December.	Engagement with Adult Guidance followers increased from 1,200 to 1,371 (7.5%) between January and December 2024. The Garrycastle Campus evening training newsletter followers increased from 696 to 1,086 (64%) between January and December 2024.
	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 10 partners.	FET staff engaged with 10 partners throughout 2024.
	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 5 partners.	FET staff engaged with 5 partners throughout 2024.
	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.	FET staff received an email on the strategy.
	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 is enhanced within FET.	Employers and apprentices will be registered to the national apprenticeship system.	Apprenticeship registrations will increase by 5%.	Apprenticeship registrations increased from 201 in 2023, to 261 in 2024 which equates to a 29.8% increase.
		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%.	FET beneficiaries increased from 1,280 in 2023 to 1,795 in 2024 which equates to a 40% increase.
		FET will engage with Just transition.	FET will support and bring expertise to Just transition working groups.	LWETB FET membership of two working groups.	LWETB FET membership has supported two working groups.

		FET will engage with the Regional Skills Forum.	FET will support and bring expertise to the forum.	At least one Joint initiative instigated.	Our Enterprise Engagement Coordinator for Longford Westmeath ETB, has worked closely with the Regional Skills Midlands Forum and its manager, to identify and address the current and emerging skills needs of local businesses. Monthly meetings provide a platform to discuss evolving industry demands and skills gaps reported directly by businesses through the Regional Skills Forum. One of our key collaborative initiatives was the delivery of an essential business briefing in April 2024: "ESG & Green Reporting Requirements – What is it and what does it mean for your business?" Held at The Sheraton Hotel, Athlone, this event brought together business owners, managers, finance teams, and green leads to explore the evolving landscape of Environmental, Social, and Governance (ESG) compliance. Featuring expert speakers from RBK ESG, the briefing provided critical insights into green reporting standards, regulatory requirements, and strategies for integrating ESG considerations into business operations. The event drew an impressive turnout of representatives from various sectors, marking a significant step forward in the journey towards sustainability.	
		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 meetings are hosted by FET per year.	Four meetings were hosted by FET during 2024.	
	LWETB Priority 5	LWETB Goal	FET Action	FET Performance	FET Target	FET 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 Buildings unit to develop targets.	Identify requirements in consultation with Buildings unit.	To engage in the planning for delivery of national objectives.	FET has engaged fully with all LWETB initiatives to meet this target.
Utilise Smart Meters to best effect to save energy in FET.			Reduce energy usage in FET locations.	A 2% reduction in energy reduction.	There was over 2% reduction in energy use in 2024.	
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.		Rollout a green skills programme to FET learners.	Programme is delivered as part of LWETB's FET provision.	Deliver programme to a minimum of 300 learners.	Issues arose at a national level regarding the categorisation and scheduling of these programmes so they did proceed as planned. However a number of programmes did take place under the Skills to Advance initiative.	

	5.3 Bring current and proposed buildings up to required sustainability requirements.	Continue to engage with the building's unit on new and existing developments.	Attend development meetings for approved projects.	Attend 10 development meetings for approved projects.	Attended and scheduled 10 development meetings for approved projects.
	5.4 Increase environmental sustainability across the organisation through a self- evaluation process to increase knowledge and develop awareness for actioning outcomes.	Utilise Smart Meters to best effect to save energy in FET units.	Utilise Smart Meters to best effect to save energy in FET units.	At two staff meetings review Smart Meter data with staff.	Reviewed data at two management meetings.
	5.5 Develop Green procurement awareness and processes.	Work with procurement dept to update procurement processes to reflect sustainability.	Review current procurement procedures in relation to equipment purchasing.	Sustainability will become a key element in the procurement process.	Adhered to procurement requirements.
	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, DFHERIS and SOLAS for developments, will create a roadmap of these actions.	LWETB has a gap to target in place which shows that we can achieve the target by 2030. As additional funding becomes available from DE, DFHERIS and SOLAS the roadmap will be updated.	Use FET devolved capital to commence a minimum of two building related projects to reduce energy usage in FET locations.	Two FET devolved capital projects commenced and were completed in 2024 by replacing inefficient heating and lighting systems in two locations.

Schools, Youth & Music (SYM) Performance Delivery Agreement 2024

LWETB Priority 1	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	Schools, YW 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	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 have engaged.	Quarterly meetings have occurred
		Ensure all parents associations are in place and registered with the recognised national body.	All parents associations are in place and registered with the recognised national body.	All schools to have regular parents association meetings and hold recognised registration	All associations registered and regular meetings occurring in 7/9 schools; formal committees to be established in two schools who are making efforts to establish the same. To be completed Q1 2025
		Establish a network to enhance the voice of parents/guardians/carers in LWETB.	Individuals identified for the network and identify areas for the group to address.	Host initial meeting with parents' network.	All Parents Associations are registered with NPC. Network to be established in Q1 2025. DoS has held discussion with DoS in Kerry ETB and plans to attend Kerry Parents Network Meeting in 2025 to help establish LWETB one.
		Review current Communities of practice and their membership. Hold quarterly meetings for established Communities of practice	Review to take place of current Communities of Practice	Quarterly meetings for Communities of Practice have taken place.	Review has taken place of current CoPs; quarterly meetings have occurred in 3/5 COPs; change of staffing in other 2; DoS has engaged with all existing CoPs around restructuring in 2025.
		Ensure all schools have Student Councils in place	Regular Student council meetings scheduled in schools	Regular Student council meetings scheduled in schools	All schools have Student Councils in-situ
		MG Longford & Westmeath Development Officer to invite feedback from teachers and parents at end of academic year using online survey.	Link emailed out to all partner schools/hub parents and youth centres.	End of term feedback gathered, analysed and relevant elements are built into plan.	Questionnaire prepared and ready for circulation at end of academic year 2024-25
		MG Longford & Westmeath Development Officer to organise 2 x team meetings per year to collate Musicians Educator feedback relating to programmes, and facilitate information sharing.	Meetings held in Q1 & Q3	All active musician educators in attendance.	Team meetings held in Q1 and Q3 in addition to ME meetings/ questionnaire with Strategic Review Consultant
	1.2 Support initiatives that meet national programme needs as they arise, promote increased participation, equality and inclusion.	DOS to continue regular meetings with REALT coordinator to identify and respond to emerging needs in Longford and Westmeath	Monthly meetings to take place with REALT team/coordinator	Meet with coordinator/team 8 times in 2024	DoS attended all scheduled meetings
		Schools along with DOS to explore engaging in the Digital Schools award	All school leaders to meet with Digital Schools Liaison	4 schools to complete the school "Selfie" element of the programme to identify current and arising needs	2 schools have surveys completed; 6 schools have registered; 3 awaiting assistance from DSA.

		All schools will continue to engage with the SEN inclusion mapping project.	School leaders and inclusion coaches to continue with CPD.	Inclusion coaches continue to share resources with other LWETB schools through SEN Community of Practice.	All schools engaged and attended all meetings
		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.	DoS and School Leaders engaged with all aspects of the process including surveys and face-to-face consultations
		DOS to attend CNS principals' forums to identify areas of required support at primary level	DOS to attend monthly meetings	DOS to attend monthly meetings	DoS attended 8/9 of meetings; could not attend one meeting due to clash in calendar but gained access to all shared materials through MS Teams site
		Schools to review attendance strategies and identify areas of appropriate expenditure for grant funding.	All schools submit reviewed plans	Attendance strategy plans submitted in Q2	Webinars did not complete until end of Q2; DoS spoke through the five webinars in Q3 with intention of schools to return in Q1 2025
		DOS to engage with relevant stakeholders in relation to NEWB Code of Behaviour Guidelines	DOS to represent ETBI at NEWB guideline review meetings	DOS to represent ETBI at NEWB guideline review meetings	DoS attended all scheduled meetings; final draft submitted in Q4 2024
		UBU Your Place Your Space Scheme (UBU)	Administration of the Scheme. Provision of effective, evidence-based targeted (UBU) youth work services for young people in the target areas.	Delivery of 6 funded staff- led UBU services.	SLA's with 4 Funded Organisations (FO) delivering 6 staff-led UBU projects. Completion of 2025 Funding Renewal Process and submission to DCEDIY. Administration of Resilience & Effectiveness Scheme to 2 x UBU projects. Administration of New Minor Grant Scheme to 6 x UBU Projects.
		Youth Information Centre Scheme (YIC)	Administration of the Scheme. Provision of effective, evidence-based universal youth information service in County Westmeath.	Delivery of 1 funded staff- led youth information service.	SLA with 1 Funded Organisation (FO) delivering staff-led youth information service. 4 x monthly Financial reviews and payments processed. Annual Report (2023) reviewed and submitted to DCEDIY. Completion of 2025 Funding Renewal Process and submission to DCEDIY.
		Local Youth Club Grant Scheme (LYCGS)	Administration of the Scheme. Liaise with Regional staff of National Youth Work organisations to ensure widespread uptake of the scheme.	Fund 35 voluntary youth groups under scheme.	Administration of 2024 scheme. 38 x applications assessed. 35 x clubs/groups awarded funding - 33 paid 2023 Scheme Report submitted to DCEDIY

Integration (Ukraine) Fund	Administration of the Scheme.	Increased youth worker hours for target group in at least 1 project	Administration of Integration Grant x 3 staff-led projects. Mid year report submitted to DCEDIY. 4 x quarterly financial reviews and payments x 3 projects.
Youth Employability Initiative (YEI)	Administration of the new Scheme.	Delivery of 1 Youth Employability project.	SLA with 1 Funded Organisation (FO) delivering staff-led Youth Employability project. 3 x financial reviews and payments processed. Completion of 2025 Funding Renewal Process and submission to DCEDIY.
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.	Attended 2 x Youth Work Ireland advisory group meetings.
MG Longford & Westmeath 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 & Westmeath which are easily accessible, with plenty of time slots to suit school and working families.	Able to facilitate growing demand in existing hubs.	MG Westmeath now running 2 x hubs in Mullingar and Athlone MG Longford expanded hub offering additional times and instruments
MG Longford & Westmeath continues to work with marginalised groups to increase access to performance music education.	MG Longford & Westmeath work with a number of groups who in turn work with marginalised communities to provide programmes/ lessons in varying instruments of interest.	Ongoing programmes/ lessons throughout the year.	Programmes continued in 2024
MG Longford & Westmeath continuing to partner with Longford & Westmeath CoCos in relation to national, youth music and culture events such as Cruinniú na N'Óg.	Continuing to have a presence across the Co Longford and Co. Westmeath in all youth focused events.	A number of events are held across Co. Longford & Westmeath's as part of Cruinniú na N'Óg programmes.	MG Longford and MG Westmeath part of Cruinniú na N'Óg programmes in both counties for 2024
Continue to develop MG Longford & Westmeath pop-up event days.	Young musicians engaging with MG Longford & Westmeath to, for example try and instrument or record their music in our mobile recording studio.	A number of pop up events held in 2024.	MG Longford and MG Westmeath held pop-up workshops during 2024 as opportunities arose - MGLongford Comhairle Na N'og Drumming Workshop, Dreamspace Music Tech Space Event and Community Expo Try Instrument Event. MG Westmeath held try an instrument events in Athlone and Mullingar Libraries.

		Continue to develop intergenerational programmes so increasing participation and inclusion.	Intergenerational groups and performance opportunities created.	A number of intergenerational groups exist across Co Longford & Co Westmeath.	MG Longford started new ukulele group, MG Westmeath continue to support existing group in Mullingar. Seeking opportunities to expand
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 explore the development of a learning hub within our schools to promote collaborative learning.	Identify potential space within schools for the development of learning hubs.	Plan and develop 1 learning hub in LWETB in 2024.	Learning Hub completed in TCL in Q4
		LWETB will expand on the award system for students in our schools.	Review awards system with school leaders and student voice.	Host an in-person awards ceremony in Autumn 2024.	Due to change of DoS, and scheduling difficulties with election & Christmas Concerts, awards rescheduled to Q1 2025
		Continue to review the current student scholarship system in LWETB.	Continue to review the current student scholarship system in LWETB.	Review of current structure to take place.	Review has taken place and taking into account DEIS Scholarships from GRETB
		Embed the CPD tracker for schools developed in 2023	Review the current tracker as a pilot in 2024. Schools to keep a log for Q1 and Q2	Template submitted at end of Q2.	LWETB developed tracker in place
		Schools along with DOS to explore engaging in the Digital Schools award	All school leaders to meet with Digital Schools Liaison	4 schools to complete the school "Selfie" element of the programme to identify current and arising needs	2 schools have surveys completed; 6 schools have registered; 3 awaiting assistance from DSA.
		Maintain the number of instruments in the instrument rental service developed in partnership with Co. Longford & Co. Westmeath library services.	Community libraries have access to a range of instruments that can be loaned at an affordable rental cost.	Continue to support libraries in this service throughout 2024.	Low-cost instrument rental scheme continued in libraries in Longford and Westmeath
		Young people who are participants programmes are provided with pathways for progressions.	Progression routes exist.	Young people are informed of options relating to progression.	Progression opportunities are advertised on social media channels and in groups and classes.
1.4 Support our centres and schools in embedding self- evaluation and quality assurance processes across LWETB services.		Support the Ethos Coordinator in engagement with schools in relation to the Patron's Framework.	Included in principal forum meetings. Coordinator to continue to attend CPD.	Ethos teams to be developed in all schools.	Ethos Teams developed in all schools
		DOS to continue to serve on Quality Oversight Group.	Attend meetings as scheduled.	Attend meetings as scheduled.	DoS attended all QOG meetings
		Host development meetings with PLC coordinators & principals.	Schedule individual meetings with school principals and coordinators.	2 meetings to have taken place with each school regarding PLC.	DoS met with both PLC Principals to review PLC structures
		All post primary schools to engage in SEN provision mapping through the LWETB coordinator	Schools to support and engage in the process of Self-evaluation of current practice.	School leads to attend regular meetings through the Community of Practice.	All schools engaged and attended all meetings
		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.	Agenda item at school BoM Meetings; review ongoing at regular intervals

		Provide active MG Longford and MG Westmeath Music Educators with continual professional development opportunities.	Gather feedback from MEs to inform CPD needs.	Provide CPD to respond to ME needs as they emerge.	MGL & MGWH partnered to deliver IT training day and supported Musician Educators to attend MG National Musician Educator Day.
	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 through Wellbeing Community of Practice to continue developing wellbeing plans in schools.	LWETB Wellbeing group to review current Wellbeing structures and identify areas for development.	Each school to review/update/develop wellbeing plans.	DoS/P/DP Meetings regularly review Wellbeing; ongoing review; IMBVE is in pilot in two schools
		Establish school Health and Safety Committees.	Continue the roll out of required training. Committees to be established in each school when training is complete.	Committees to be established in each school.	Training has been provided for all roles; Safety Statement has been established and will be ratified in Q1 2025 and then committees will be established in every school
		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 all scheduled meetings
		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.	3/4 completed
		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.	All relevant policies, safeguarding statements and risk assessments updated as required.	All schools have reviewed CP statements annually
		School management to engage with Cinealtas training as provided throughout 2024	Schools review current practice with the support of the DOS.	Schools will update their anti-bullying procedures and policies in-line with training.	Training has not been provided yet; all policies are in line with current legislative requirements
		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.	Statement of Compliance received from 4 FO's. All LYCGS funded volunteer-led Youth Clubs and Groups are included in a Statement of Assurance and affiliated with a National Youth Organisation.
		All MG Longford & Westmeath Music Educators receive child protection training or refreshers as required.	Any new Musician Educators are required to attend child protection training.	All Music Educators are fully trained in child protection procedures are per LWETB policy in child protection.	New Musician Educators were required to complete child protection training. Additional session planned for early 2025
LWETB Priority 2	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	Schools, YM 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.	New reporting template established by Buildings Team; DoS or DoOSD attend each meeting

		DOS and School Support to continue working with schools in upgrading ICT requirements in line with Digital Plans.	Weekly meetings held between DOS and School Support to discuss and address school requirements.	Requirements from schools identified and addressed where possible.	Regular reviews take place with schools in relation to ICT needs; requirements purchased where necessary
		LWETB to explore opportunities for the enhancement of classrooms and facilities at relevant forums and conferences	DOS to engage with schools in the identification of current infrastructure to promote learning and teaching.	Plan and develop 1 learning hub in LWETB in 2024.	Learning Hub completed in TCL in Q4
		Administration of Youth Capital Funding Scheme (subject to funding).	Administration of the Scheme led by Youth Development Officer. Improved facilities and resources for youth work programmes and services.	Capital funding provided to eligible funded organisations and volunteer-led groups and clubs.	No Capital Funding Scheme provided by DCEDIY in 2024
		Review office and storage area for MG Longford & Westmeath to ensure it is fit for purpose	Review current provision.	To have a permanent, adequate space for MG Longford & Westmeath	On-going
	2.2 Explore expansion of LWETB services to include Community National Schools and FET Colleges of the Future.	Continue to promote the CNS model through presentations and updates on LWETB social media platforms.	Update LWETB website and social media as required	Update LWETB website to include updated CNS information.	Information is shared on social media; DoS has engaged with Ethos Coordinator and Communications around requirements
		Review the reconfiguration process with Cornamaddy Community National School	Identify areas for improvement in the process	Complete a due diligence report on the reconfiguration in Q2	DoS completed due diligence report
		DOS to work with ETBI in the development of resources to support CNS principals	DOS to develop a Board of management support document for use in CNS	Cornamaddy CNS to utilise the template after initial training from the DOS	CCNS is using provided template
		MG Longford & Westmeath continues to review capacity for growth into National Schools and Secondary Schools in the county.	Information provided to local Primary and Secondary Schools on MG opportunities available in 2024.	Primary and Secondary schools across counties Longford & Westmeath have access to a programme/activity in 2024.	Newsletters and details of opportunities circulated to all primary and post-primary schools in Co. Longford & Westmeath.
		Create opportunities for schools to come together for joint workshops/performances.	Schools coming together for workshops/performances.	At least two group performance days in 2024.	MG Westmeath ran a number of singing events involving schools working together and joint participation. MG Longford working on inter-school choir with performance in 2025.
	2.3 Implement and expand ICT infrastructure to support governance systems, Data Protection, business continuity and risk management.	Identify and address ICT infrastructural needs across LWETB schools.	Meet with school leaders to list potential infrastructural development. Schools to engage in the Digital schools award.	Requirements from schools identified and addressed where possible.	Regular reviews take place with schools in relation to ICT needs; requirements purchased where necessary

		Provide ongoing Data protection training for all staff.	Liaise with LWETB Data Protection Officer to identify required training needs. Facilitate training as required.	Training implemented across LWETB.	Started 2024 with meta-compliance; organisation moving over to Privacy Engine; regular item on DoS/P/DP Meetings
		Ensure schools maintain continuity systems and contingency plans through Digital Committees.	School "SELF1" through Digital awards platform to help identify potential issues.	Up to date continuity systems in schools. Each school has an up to date Digital Plan.	Review of Digital Learning Plans continuously ongoing in all schools; DoS has liaised with Corporate Services to review the current structures so that they are up-to-date
		Maintain Scooter Management Library system to better track instruments and equipment	Carry out monthly updates of inventory.	Improved tracking of resources.	On-going
	2.4 Develop appropriate management information and reporting systems across LWETB.	Financial Reports to be issued to schools on a monthly basis and reviewed with DOS as required.	Meetings between School Principals and DOS.	Quarterly finance meetings to take place with school management. DOS to attend meetings with Finance Team to identify issues and methods to address them.	DoS attended all ONP Meetings; budgets reviewed regularly with school principals
		Develop a system to efficiently identify grant funding systems and methods for oversight of expenditure	DOS to work with finance team to develop an interactive system between schools and Head Office	Structure in place and active by end of Q2	System in place and continuously communicated to school leaders
		Continue to monitor the usage of Teaching Hours Extension Scheme utilising the generated reporting tool.	DOS to receive reports from school Deputy Principals at the end of each term.	Log of usage retained on one document for comparison with HR records.	System in place and reporting termly to DoS
		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 between DOS and LWETB recruitment team. Also discussed at principal and DOS meetings.	Allocation to schools in Q1 for appropriate planning for 2024/25 academic year. Curricular concessions & EAL applications to have taken place in Q2.	All required documentation has been completed by each school
		MG to contribute to LWETB management reporting as required	MG to respond in a timely fashion as required.	MG to meet deadlines as necessary.	Deadlines met
		2.5 Review and enhance effective Health and Safety systems and structures across the organisation.	DOS to continue to serve on the LWETB H&S steering group.	DOS to continue to serve on the LWETB H&S steering group.	Meetings held quarterly.
	Review and update Risk Register platforms for school leaders.		DOS to meet with HO staff to review 2023 risk registers and generate 2024 risk registers for issuance to schools, youth and music.	Up to date risk registers established.	2024 Risk Registers were developed by DoS
	Provide appropriate training where required.		DOS to meet with school principals to discuss the platform used.	Appropriate completion of Risk registers as required.	3/4 completed

		MG Longford & Westmeath keep up to date on required health and safety training.	Attend training as required.	All appropriate personal trained in health and safety practices as required by LWETB policy.	MGLongford all Musician Educators now trained in Manual Handling. MGLongford Resource Worker completed Fire Warden Training.
LWETB Priority 3	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	Schools, YM 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 all Boards of management are established as per governance documents/terms of reference	All Boards of managements reformed in 2024	All schools have Boards of Management established as per guidance documentation	All schools have new BoM formed as per guidance documentation.
		Appropriate training for all Board of management members to take place	Identify training requirements for Boards of management and implement	Training delivered to Boards of management as necessary	Child Protection has been delivered by ETBI; additional training is to be delivered
		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.	CPORs presented at all in-person BoM meetings.
		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.	The record of policy development and review for schools to be updated. All mandatory policies are up to date and ratified.	DoS has identified and communicated to schools in relation to mandatory policies; schools working on updating required policies
		Implement LWETB Governance and Oversight arrangements with Funded Organisations	Issue and compile monthly (12) Service Provision Reports x 7 projects. Review Funded Organisation (FO) Governance checklist and annual documents and assurances x 4. Manage the review and submission of Audited Accounts to DCEDIY x 4 FO's.	Implement SLA and associated reporting mechanisms x 4 Funded Organisations (FO's).	10 x monthly service provision reports x 11 projects compiled. 4x FO Governance Checklist reviewed and updated. 4 x FO Audited Accounts (2023) reviewed and submitted to DCEDIY.
		Implement DCEDIY UBU Your Place Your Space Performance and Oversight Engagement Framework (POEF).	Confirmation of 2024 funding allocations x 7 projects. Approve 2024 budget profiles x 6 UBU projects. Review 4 x quarterly Finance Reports x 6 UBU projects & submit to DCEDIY. Process 4 x quarterly payments x 7 projects. Hold 3 x Planning and Progress Review Meetings (PPRMs) x 7 projects. Manage annual 2023 reporting x 8 projects and submit to DCEDIY.	Implement UBU POEF x 6 projects and 1 YIC project oversight.	2024 allocations confirmed x 6 projects. 4 x quarterly Finance Reports reviewed and submitted to DCEDIY x 6 projects. 4 x quarterly payments processed x 6 projects. 3 x PPRMs x 6 projects completed. 6 x Annual Reports (2023) reviewed and submitted to DCEDIY. Completion of 2025 Funding Renewal Process and submission to DCEDIY x 6 projects.

	3.2 Provide staff development opportunities to inform good practice and enable delivery of dynamic, diverse, innovative services.	Continue with LWETB Communities of Practice in SEN, Teaching and Learning, Guidance, Ethos and Wellbeing.	Meetings held on a quarterly basis.	Meetings held on a quarterly basis with resource shared through Teams site.	Review has taken place of current CoPs; quarterly meetings have occurred in 3/5 CoPs; change of staffing in other 2; DoS has engaged with all existing CoPs around restructuring in 2025.
		Assistant principals given the opportunity to engage in the ETBI summer school	Assistant principals given the opportunity to engage in the ETBI summer school	Representation from 75% of schools at the 2024 summer school	4 participants attended
		Pilot Principal and Deputy Principal collaborative Coaching in LWETB	Engage an outside agency to develop a program of coaching in LWETB for Principals and Deputies collectively.	Pilot the developed programme in 2 schools throughout 2024	Programme implemented in two schools
		MG Longford & Westmeath supports all staff in continuous professional development	Music Educators regularly attending workshops to complement and enhance their skills.	CPD as needed to happen in 2024.	MGL & MGWH partnered to deliver IT training day and supported Musician Educators to attend MG National
	3.3 Attract and retain high- quality skilled staff and embed structures to meet evolving work patterns.	DOS to work with schools to carry out curricular reviews.	DOS to meet with school principals to identify curricular requirements for 2024/25.	Schools will have required staffing to deliver curricula.	Schools completed all required paperwork and identified staffing requirements
		Identify staffing requirements for the 24/25 academic year across LWETB.	DOS to meet with school principals to identify teaching requirements for 2024/25 and liaise with LWETB recruitment team to recruit as needed.	Schools will have required staffing to deliver curricula.	Schools completed all required paperwork and identified staffing requirements
		Identification of programme requirements.	DOS to discuss programme reviews in LCA, PLC, JCSP with each school.	Schools to identify programmes for initiation, continuation or completion.	TY is offered in 7/8 LWETB schools; LCA is offered in 7/8 LWETB schools; LCVP is offered in 8/8 LWETB schools; JCSP in 7/8 LWETB schools
	3.4 Leadership capacity skills across the organisation.	Pilot Principal and Deputy Principal collaborative Coaching in LWETB	Engage an outside agency to develop a program of coaching in LWETB for Principals and Deputies collectively.	Pilot the developed programme in 2 schools throughout 2024	Programme implemented in two schools
		Ensure that Principals and Deputy Principals are provided the opportunity to attend ETBI training as arises.	Principals and DPs to attend annual conference and Legal day. Newly appointed principals and DPs attend training in September also.	Attendance at ETBI Conferences for principals and Deputies.	7/8 LWETB schools in attendance
		Ensure that LWETB is represented on the ETBI Principals forum.	Principal selected to sit on the forum and attend regular meetings	Principal selected to sit on the forum and attend regular meetings	LWETB Principal sits on forum
		MG Longford & Westmeath to encourage MDOs and programme resource workers to avail of leadership training opportunities.	To identify leadership training needs and source appropriate training.	To seek out training opportunities as they arise.	Support Resource-workers to attend National Development Office meetings and training. On-going
	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.	All schools delivering 400 hours of Wellbeing as per the Wellbeing Framework
		Ensure all schools are delivering 400 hrs of JC Wellbeing in schools.	DOS to discuss with each individual management team.	All schools to deliver 400 hours of Wellbeing for JC.	All schools delivering 400 hours of Wellbeing as per the Wellbeing Framework

		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.	Two CPD days held in 2024.	Two team meetings held with opportunities for MEs to network built in.	
	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.	DoS engages with Communications Team to ensure Strategy is implemented	
	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 weekly link in meetings with Principals and Deputies and formal meetings with Principals every 2 months	Principal Forums held and weekly management link in meetings scheduled.	Principal Forums and weekly management link-in meetings held	
		Ensure Board of Management training is ongoing in schools.	Identify additional training requirements for Boards of Management.	Training delivered to Boards of management as necessary	Child Protection has been delivered by ETBI; additional training is to be delivered	
		Ensure Risk registers are updated as required.	DOS to review school, youth and music risk registers quarterly and collate.	Up to date Risk Registers.	3/4 completed	
		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 DoE returns completed as scheduled	
		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.	3 x quarterly updates.	
		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.	2024 Administration and Governance Procedures reviewed and approved by SLT. 2023 identified funding surpluses returned to DCEDIY.	
	LWETB Priority 4	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	
	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.	DOS to liaise with LWETB comms team in relation to efficient systems for utilisation throughout LWETB	Review of current systems to take place in conjunction with the comms team in LWETB.	Review has taken place
			Re-establish a group to develop the DEIS to FET programme.	Schools 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.	DoS has engaged with FET personnel on an ongoing basis around increased FET awareness in LWETB schools; FET attends career fairs in LWETB schools
			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.	DoS has engaged with FET personnel on an ongoing basis around increased FET awareness in LWETB schools; FET attends career fairs in LWETB schools
			Promote inter schools competitions within LWETB to showcase the various talents our students display	Review the progress of current competitions/programmes and student access	Build on the three current inter schools competitions offered in LWETB.	Maths competition saw increased participation; Skills competition in development

		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 with respective local and regional bodies.	YDO, DOS and MGO engage with respective local and regional bodies and represented the interests of LWETB.
		MG Longford & Westmeath includes LWETB logo in all communication and tags LWETB in social media posts.	Every social media post and email to contain LWETB logo.	Continuous social media presence throughout the year and quarterly newsletter publications.	Social media posts and quarterly newsletter publications issued.
		MG Longford & Westmeath creates an ongoing partnership with local media to promote programmes and events.	Submit articles regularly to local press and radio	Articles published in local press and radio.	Articles published in local newspaper and radio interview given following events throughout the year.
	4.2 Enhance stakeholder engagement and cultivate links with local, national and international partners.	Support schools engaged in Erasmus projects.	School Support to work with schools in relation to funding and planning.	Participating schools to update all LWETB principals regarding programme progress at principal forums.	All LWETB school leaders updated on progress
		Continue to develop 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.	Regular engagement with the Access Officer happening; all schools engage through College Awareness Week
		Support schools in hosting careers fairs locally	DOS and school support to work with schools in hosting careers fairs within schools	A number of careers fairs to be held in LWETB schools in 2024	
		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 will represent LWETB on all relevant local and regional developments.	Attended the following sessions/meetings: 2 x Westmeath Comhairle na nÓg 2 x Longford Comhairle na nÓg 3 x LMEP 2 x Leader Evaluation (Longford) 2 x Mullingar RAPID 2 x Athlone RAPID 4 x MRDATF 7 x Westmeath LCDC 3 x Westmeath Sports Partnership 3 x CYPSC 2 x Tusla
		Manage LWETB Youth Work Committee.	Hold 3 meetings of Youth Work Committee.	Hold 3 meetings of Youth Work Committee.	2 x Youth Work Committee meetings held. New Youth Work Committee to be convened.
		MG Longford & Westmeath 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 engagement tagging partners.	Achieved

		Work with Music Generation National Office and other stakeholders to secure ongoing funding for MG Longford & Westmeath.	Hold meetings with relevant stakeholders to identify/ secure funding.	Ongoing funding secured.	Achieved for 2024	
	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.	Schools comply with national policy requirements	
		DOS to continue to serve of NEWB code of behaviour review steering group on behalf of ETBI	DOS to continue to serve of NEWB code of behaviour review steering group on behalf of ETBI	Guidelines published in 2024	Final draft submitted in Q4 2024	
		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 to influence national policy and practice regarding Youth Work.	Attend ETBI Youth Work Network meetings and events. Contribute to the development of ETBI policy on Youth Work. Regular communication with ETB sector colleagues.	3 x ETBI Youth Work Network meetings. 2 x ETBI/DCEDIY quarterly meetings. Liaised with colleagues regularly on policy related matters and national developments. Supported 2 funded projects to present at ETBI Youth Work Conference.	
	4.4 Implement external Communication Strategy.	Develop LWETB external communication strategy.	DOS to work with LWETB comms team to develop external communication strategy.	Progress the development of the strategy.	DoS engages with Communications Team to ensure Strategy is implemented	
		MG Longford & Westmeath resource worker to implement integrated communication strategy across digital and print throughout the year.	Communications strategy reviewed.	Communications campaign rolled out across 2024.	Achieved in 2024	
	4.5 Proactively engage with agencies and employers to ensure continued innovative responses to current and future educational and economic needs.	PLC colleges to carry out reviews of current delivery and plan for future needs.	DOS to support PLC principals in relation to review and planning of future services	Review of current PLC offering.	DoS met with both PLC Principals to review PLC structures	
	LWETB Priority 5	LWETB Goal	Schools, YW & MG Action	Schools, YW & MG Performance	Schools, YW & MG Target	Schools, YM 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 buildings unit to develop targets for schools.	Identify school requirements in consultation with buildings unit.	DOS to engage with schools in the planning for delivery of national objectives.	Schools are utilising smart metre data to inform action to 2030 targets; 2 school engaged in Pathfinder Programme
			Utilise smart meters to best effect to save energy in schools.	Training to be given to school management teams as required. Principals to review weekly reports.	DOS to regularly review energy usage using smart meter reports.	DoS reviews smart metre reports weekly
			Ensure schools have established energy committees.	Energy committees established and initial training provided.	Each school to hold quarterly energy committee meetings.	DoS/P/DP have reviewed this area in Q4 2024; training offered in Q1 2025

		Eliminate paper and hard copy communications, documentation and records in YW Unit.	Creation of only essential new paper based and hard copy of records/documentation in 2023 in YW Unit.	Zero paper based and hard copy new records/documentation target by end 2023 in YW Unit.	Zero new paper/hard copy records created.
	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.	Schools to participate in May Day event and Take 1 week in November.	All schools participated in this initiative
	5.3 Bring current and proposed buildings up to required sustainability requirements.	DOS to continue to engage with the building's unit on new and existing developments.	DOS to attend development meetings for approved projects.	DOS to attend development meetings for approved projects.	New reporting template established by Buildings Team; DoS or DoOSD attend each meeting
	5.4 Increase environmental sustainability across the organisation through a self-evaluation process to increase knowledge and develop awareness for actioning outcomes.	Climate action Committees to continue to work with LWETB in relation to reviewing current practices and plan for change.	Climate action Committees to continue to work with LWETB in relation to reviewing current practices and plan for change.	Climate action Committees to continue to work with LWETB in relation to reviewing current practices and plan for change.	Schools continue to utilise smart metre data to review current practices and plan for positive change; two schools engaged in Pathfinder Programme; application for PV panels in progress
	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 included in all procurement processes	Sustainability is included in all procurement processes
	5.6 Develop an LWETB road map to meet the new 2030 targets.	The actions from the Smart metering project, the energy audits and the approvals from the DE, DFHERIS and SOLAS for developments, will create a roadmap of these actions.	LWETB has a gap to target in place which shows that we can achieve the target by 2030. As additional funding becomes available from DE, DFHERIS and SOLAS the roadmap will be updated.	Ongoing.	Ongoing

Organisation, Support & Development (OSD) Performance Delivery Agreement 2024

LWETB Priority 1	LWETB Goal	OSD Action	OSD Performance	OSD Target	OSD 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 Schools Youth and Music and Further Education and Training in the delivery of a quality learning experience for all.	Provide administrative and training support.	Administrative and training support to be provided to schools, FET and other services throughout the year.	We have upgraded the P2P, Contracted Training system and Contract Management system.
	1.2 Support initiatives that meet national programme needs as they arise, promote increased participation, equality and inclusion.	Support schools Youth and Music and Further Education and Training.	Provide administrative support to all.	Review procurement and Accounts Payable procedures and improve efficiency and accuracy.	We have revised the Accounts payable process. We have implemented the changes to bulk upload of orders.
	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.	Support FET, Schools Youth and Music to promote a better culture.	Provide administrative support to all.	Review the pillar structure in light of the increase in building activities, H&S compliance and improve building maintenance.	The creation of the Buildings unit is almost complete. H&S training has continued with an increase again expected in 2025. A new H&S approach has been agreed with a grade V staff member to coordinate.
	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 support to all.	To provide administrative support to schools, FET and engage in all relevant evaluation processes required throughout the year.	Procurement have worked very successfully throughout the year with all units re the relevant evaluation processes as have the buildings unit.
	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.	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 ongoing training on Health and Safety, Wellbeing and support maintenance programmes across all sites.	Buildings have been constitutently on site to assist individual units with issues as the arise. The prime example is the chemical spill in ballymahon VS being successfully contained and dealt with expeditiously.
LWETB Priority 2	LWETB Goal	OSD Action	OSD Performance	OSD Target	OSD 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.	Review maintenance programme and devise new procurement/ maintenance processes and protocols.	A framework is in place has been used repeatedly to address issues across all sites. A maintenance framework for boilers and burners is in place. A maintenance schedule is being prepared for all sits for equipment's of a certain value.
	2.2 Explore expansion of LWETB services to include Community National Schools and FET Campuses of the Future.	Engage with relevant school and patrons as part of the reconfiguration pilot announced by the Minister in agreement with the IEC for schools or with patrons considering a transfer of patronage.	Meetings with relevant Department Officials and Patrons and identified potential schools. Engagement with SOLAS on investments in SAR ,SUIF and other development opportunities.	Three meetings with patrons/departmental officials and funding bodies.	Multiple meeting have been had with SOLAS at least six so far this year. Multiple meetings have been had with department officials on both project funding and operational funding.

	2.3 Implement and expand ICT infrastructure to support governance systems, Data Protection systems, business continuity and risk management.	Prepare for the phased introduction of a Shared ICT services environment for Corporate Services. Start working to achieve the Governments baseline ICT standards.	Put in place a Grade V to prepare the necessary documentation to be compliant with the baseline standards.	Increase our compliance with the baseline standards to over 20%.	Two permanent technical employees recruited to assist in completing compliance requirements. Privacy Engine Software purchased to assist with Business Continuity and Risk Management.
	2.4 Develop appropriate management information and reporting systems across LWETB.	Develop the use of D/EPM.	Make the existing information systems accessible to the D/EPM for reporting.	Get D/EPM linked to other data sources to improve budgeting.	Ongoing at a national level.
	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 H&S Committee to review progress on identified issues.	Hold three meetings in 2024.	Three meeting have been held.
		Complete the suite of H&S training identified for relevant staff.	Staff training to be monitored to maintain training up to date.	Database of training provided, training needs and in date to be updated on an ongoing basis.	In place and being continually updated.
		Roll out of shared ICT services to all sites.	Explore one area being built and structured.	Progressing the project to December 2024.	Privacy Engine Risk Management tracking incidents/accidents. Procurement competition to be launched for procurement of H&S consultant.
LWETB Priority 3	LWETB Goal	OSD Action	OSD Performance	OSD Target	OSD 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 Blended Working, Procurement, climate actions and policies & procedures.	Record of training.	All staff trained via meta compliance or Teams training. Meta Compliance will also record training of the relevant cohorts on the Procurement Policy, climate actions, etc	Ongoing. Privacy Engine to replace Meta Compliance.
		Class Materials and Health and Safety.	Record of training.	Training in each area to be provided at least once in 2024.	Ongoing.
		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.	Ongoing.
		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	Completed as part of the Annual AFS process.
		Become compliant with the requirement for stating a pension liability figure.	Work with ESBS on the four strands for the development of a pensions liability figure.	The liability figure to be included in the Financial Statements.	Completed.
	3.2 Provide staff development opportunities to inform good practice and enable delivery of dynamic, diverse, innovative services.	Provide training on the D/EPM, Sun and P2P.	Record of training.	Training to be provided to all relevant staff at least once in 2024.	Ongoing.

		Provide training on the Contract Management system.	Record of training.	Training to be provided at least once in 2024.	Underway.
		Provide training on the Smart metering system.	Record of training.	Training to be provided to all relevant staff at least once in 2024.	Ongoing.
		Carry out a training needs analysis for all OSD functions.	The training needs analysis report.	Commenced by the end of the second quarter (Q3) 2024.	CPD opportunities provided via APO's for a number of staff.
		Implement a Continuous Professional Development Policy and Study Leave Policy. Increase training places for CPD for staff.	Number of training places offered. Policies in place and communicated to staff.	Training to be provided at least once in 2024.	To be developed.
	3.3 Attract and retain high-quality skilled staff and embed structures to meet evolving work patterns.	Ensure the recruitment process is as effective as possible.	Analysis of the retention of staff hired over the last five years.	End of 2024.	Ongoing.
		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. Increase retention rates by 10%. Decrease the number of Competitions by 10%.	Complete 200 competitions.	208 competitions complete. 37 substitute and 183 permanent posts filled. 21 Appointments. (PT - 23 maternity/unpaid. 219 PTT contracts). 446 contracts issues.
		Develop and implement an approach to increase recruitment of persons with disability or diversity of background.	New initiatives.	By the end of the second quarter (Q2) 2024.	Active link is now used.
	3.4 Leadership capacity skills across the organisation.	Provide appropriate leadership skills training.	Record of Training.	End of 2024.	Creative People training. Leadership & values training, SMT.
		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 training carried out.
		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.	Ongoing.
	3.5 Support organisational wellbeing.	Continue to support the wellbeing committee.	Number of meetings.	Four meetings before the end of 2024.	Two held.
		Develop a comprehensive Health and Safety approach for LWETB.	Plan for all schools and centres.	Increased awareness among staff and students.	Approved grade V approved for 2 years.

		Continue the development of sustainable climate actions for LWETB.	Develop the role of the Climate Action Steering committee and the energy committees.	Increased awareness among staff and students.	Presentations at Climate Action Conference. Finance & Procurement. OSD employees received Sustainability training.
3.6 Implement internal communication strategy.		Develop an intranet.	An intranet for staff.	End of 2024.	Completed for all staff. Data from schools to be migrated to sharepoint.
		Prepare for the phased introduction of a Shared ICT services environment for Corporate Services.	Have one module live by the end of 2024.	End of 2024.	Sharepoint site developed.
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. Board assessment & review to be conducted during the fourth quarter (Q4) 2024.	Self Assessment report on agenda.
		Emphasise the requirement for attendance at all Board Meetings as per the Code of Practice for Governance of ETB's.	Full attendance at meetings.	On the agenda and attendance recorded at each meeting and is reviewed.	On the agenda and covered in IPA training.
		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 skill set on creation or addition to membership.	As vacancies arise.	Training for Finance Committee, Board.
		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.	Summary report.
		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.
		Develop and implement more policies and procedures. Continue review of current policies.	Policies approved.	Up to 30 policies approved by the end of 2024.	Up to 30 policies approved.
		Introduce the Corporate Services system (Shared ICT services).	One module to be completed.	By the end of the third quarter (Q3) 2024.	Sharepoint Developed in Corporate Services. Rollout to staff to be completed.

		Introduce the Class Materials Apps.	Arts & Crafts app live.	By end of the second quarter (Q2) 2024.	Technically overtaken by supplier developments.
		Introduce the Contracts Management System.	Introduce the Contracts Management System.	By the end of the second quarter (Q2) 2024.	In place and training about to commence.
		Introduce multi-supplier frameworks to capture a greater level of information.	Number of multi-supplier frameworks.	10 new multi-supplier frameworks in place by 2024.	Over ten new multi-supplier frameworks put in place in 2024.
		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 etenders, tenders, frameworks or TGD).	In place.
LWETB Priority 4	LWETB Goal	OSD Action	OSD Performance	OSD Target	OSD 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 the third quarter (Q3) 2024.	Communication team now in place in Corporate Services.
	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 quarter 2 2024.	End of the fourth quarter (Q4) 2024.	HEA, ETBI, Forums.
	4.3 Engage and respond to National policy development and support implementation	Engage with ETBI Climate Action Steering Group.	Engage with ETBI Climate Action Steering Group.	Three before the end of 2024.	Four meetings have been attended.
	4.4 Implement external Communication Strategy.	Review LWETB Communications Policy.	Finish developing the LWETB Communications Strategy.	End December 2024.	In development.
	4.5 Proactively engage with agencies and employers to ensure continued innovative responses to current and future educational and economic needs.	Review our interactions with employers and agencies to develop innovative economic responses to additional educational needs.	Update our connection with suppliers to ensure needs are being met. A list of developments in this area.	Update at least 3 in 2024.	In excess of four suppliers connected with in 2024.
	4.6 Implement a partnership approach for a Pathfinder programme pilot in conjunction with the Dept of Education and SEAI.	Actively progress the leadership of a Pathfinder programme.	Accept the lead role in a DE pathfinder programme.	Commence activity in 2024.	Pathfinder programme for 12 schools two of which are LWETB schools is under way.

LWETB Priority 5	LWETB Goal	OSD Action	OSD Performance	OSD Target	OSD Target Achieved
5. Develop Environmental & Social Sustainability	5.1 Develop and support the delivery of national objectives as required in Climate Action Plan 2024.	Develop the Climate Action Committee.	Committee meets.	Four times a year.	Three meeting held so far in 2024.
		Provide support to ETBI Climate Action Group.	Membership of the ETBI climate Action Committee.	One member on the Committee.	Two members on the ETBI climate action Committee.
	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.	Climate Steering Group etc schools.
		Prepare a development action plan for individual sites.	Plans advanced by site.	Ten plans advanced by the end of 2024.	ACC, ATC, Longford Apprentices, MCC, LCC, APG, CCK, Just Transition, Officers mess, Head Office.
	5.3 Bring current and proposed buildings up to required Sustainability requirements.	Progress individual projects.	Projects moved to next stage of implementation.	Ten by the end of 2024.	As above most are being implemented currently.
	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 and relevant staff provided with access and training.	Access is available for all LWETB sites, and used to promote ongoing efficiency.	In place.
	5.5 Develop Green procurement awareness and processes.	Introduce whole life cost per equipment purchased.	Percentage of equipment bought using that process.	Achieving above 60% in 2024.	GPP training provided (twice).
	5.6 Implement a process to reduce climate action impact for a number of locations.	Lead a pathfinder programme for 8 schools starting in 2024.	The design team is in place and work commenced on the recommended projects in 2024.	Have contractors on the ground in all 8 schools during 2024.	Implementation ongoing.
5.7 Develop an LWETB road map to meet the new 2030 targets.	The actions from the Smart metering project, the energy audits and the approvals from the DE, DFHERIS and SOLAS for developments, will create a roadmap of these actions.	LWETB has a gap to target in place which shows that we can achieve the target by 2030. As additional funding becomes available from DEY, DFHERIS and SOLAS the roadmap will be updated.	Ongoing.	Complete.	

Performance Delivery Agreement 2024

Performance Delivery Goal	Performance Delivery Priority	Performance Delivery Action	Performance Delivery Indicator	Performance Delivery Target	2024 Target Achieved	
Optimise Learner/Student Experience	Provide a positive learning experience for all learners, including learners from marginalised groups	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the Schools, Youth and Music (SYM) Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 3.5.	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the Schools, Youth and Music (SYM) Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 3.5.	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the Schools, Youth and Music (SYM) Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 3.5.	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the Schools, Youth and Music (SYM) Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 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 and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 3.5.	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 3.5.	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 3.5.	In the FET and OSD Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4 and 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.1, 1.2, 1.3, 1.4, 1.5 & see Priority 3, Goal 3.1, 3.2, 3.3, 3.4, 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 Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD Performance Delivery Agreement see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD Performance Delivery Agreement see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD Performance Delivery Agreement see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD Performance Delivery Agreement see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD Performance Delivery Agreement see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.
	Ensure full compliance with the Child Procedures for Primary and Post-Primary Schools 2017	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD PDA see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD PDA see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD PDA see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD PDA see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.4 and 1.5. In OSD PDA see Priority 1, Goal 1.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.5 & Priority 3, Goal 3.1.

Protection Programmes	Assist the DE as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	In the FET Performance Delivery Agreement see Priority 1, Goal 1.2, 1.3 & Priority 4, Goal 4.2, 4.3 and 4.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.2 & Priority 4, Goal 4.3.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.2, 1.3 & Priority 4, Goal 4.2, 4.3 and 4.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.2 & Priority 4, Goal 4.3.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.2, 1.3 & Priority 4, Goal 4.2, 4.3 and 4.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.2 & Priority 4, Goal 4.3.	In the FET Performance Delivery Agreement see Priority 1, Goal 1.2 1.3 & Priority 4, Goal 4.2, 4.3 and 4.5. In the SYM Performance Delivery Agreement see Priority 1, Goal 1.2 & Priority 4, Goal 4.3.
Governance	Attendance rates at board meetings	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7. Full attendance rates at meetings.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7. An item on the agenda and attendance recorded at each meeting and is reviewed.	In the OSD Performance Delivery Agreement see Priority 3, Goal 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 Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 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 Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 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 Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance Delivery Agreement see Priority 3, Goal 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 Performance delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance delivery Agreement see Priority 3, Goal 3.7.	In the OSD Performance delivery Agreement see Priority 3, Goal 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 is developed and implemented	In the FET Performance Delivery Agreement see Priority 3, Goal 3.2, 3.3 and 3.4. In the SYM Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4.	In the FET Performance Delivery Agreement see Priority 3, Goal 3.2, 3.3 and 3.4. In the SYM Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4.	In the FET Performance Delivery Agreement see Priority 3, Goal 3.2, 3.3 and 3.4. In the SYM Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4.	In the FET Performance Delivery Agreement see Priority 3, Goal 3.2, 3.3 and 3.4. In the SYM Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.2 and 3.4.
Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to	In the FET Performance Delivery Agreement see Priority 2 Goal 2.1 In the OSD Performance Delivery Agreement see Priority 2 Goal 2.2 and Priority 3 Goal 3.1. In the SYM see Priority 3, Goal 3.7.	In the FET Performance Delivery Agreement see Priority 2 Goal 2.1 In the OSD Performance Delivery Agreement see Priority 2 Goal 2.2 and Priority 3 Goal 3.1. In the SYM see Priority 3, Goal 3.7.	In the FET Performance Delivery Agreement see Priority 2 Goal 2.1 In the OSD Performance Delivery Agreement see Priority 2 Goal 2.2 and Priority 3 Goal 3.1. In the SYM see Priority 3, Goal 3.7.	In the FET Performance Delivery Agreement see Priority 2 Goal 2.1 In the OSD Performance Delivery Agreement see Priority 2 Goal 2.2 and Priority 3 Goal 3.1. In the SYM see Priority 3, Goal 3.7.
Risk Management Policy	The board of each ETB should ensure that there is an 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 FET Performance Delivery Agreement see Priority 3 Goal 3.7. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1. In the SYM Performance Delivery Agreement see Priority 3 Goal 3.7.	In the FET Performance Delivery Agreement see Priority 3 Goal 3.7. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1. In the SYM Performance Delivery Agreement see Priority 3 Goal 3.7.	In the FET Performance Delivery Agreement see Priority 3 Goal 3.7. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1. In the SYM Performance Delivery Agreement see Priority 3 Goal 3.7.	In the FET Performance Delivery Agreement see Priority 3 Goal 3.7. In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1. In the SYM Performance Delivery Agreement see Priority 3 Goal 3.7.
Internal Controls	The board of each ETB should ensure that it received adequate assurance that specified controls are operating as intended	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1.	In the OSD Performance Delivery Agreement see Priority 3, Goal 3.1.

Appendix 1

LWETB Board Attendance *see note below

Attendance at Board Meetings 2024 (January – Election 2024)						
Name	Nominating Body	9 th Jan 24	20 th Feb 24	19 th Mar 24	16 th Apr 24	Meetings attended
Cllr. Aoife Davitt (Chairperson)	Westmeath County Council	√	√	√	√	4/4
Cllr. Gerry Hagan (Deputy Chairperson)	Longford County Council	√	×	×	√	2/4
Mr. Luke Casserly	Bodies Specified by the Minster	×	√	√	√	3/4
Mr. Donie Cassidy	Bodies Specified by the Minster	√	√	√	√	4/4
Cllr. John Dolan	Westmeath County Council	√	√	×	×	2/4
Cllr. Michael Dollard	Westmeath County Council	×	√	×	√	2/4
Ms. Josephine Donohoe	Bodies Specified by the Minster	×	√	√	√	3/4
Ms. Niamh Ginnell	Bodies Specified by the Minster	√	√	√	√	4/4
Cllr. Ken Glynn	Westmeath County Council	×	√	√	×	2/4
Mr. Colm Harte	Bodies Specified by the Minster	√	√	√	√	4/4
Cllr. Louise Heavin	Westmeath County Council	×	×	√	√	2/4
Cllr. Frankie Keena	Westmeath County Council	√	√	√	×	3/4
Cllr. Denis Leonard	Westmeath County Council	√	√	√	√	4/4
Ms. Kathleen McGahern	Parents Representative	√	√	×	√	3/4
Mr. Mark Murphy	Parents Representative	√	×	×	√	2/4
Cllr. Garry Murtagh	Longford County Council	√	√	×	×	2/4
Cllr. Peggy Nolan	Longford County Council	×	√	×	×	1/4
Ms. Mary O’Brien	Staff Representative	√	√	√	√	4/4
Cllr. Pat O’Toole	Longford County Council	×	√	×	√	2/4
Cllr. Emily Wallace	Westmeath County Council	√	√	√	×	3/4
Mr. Colin Whyte	Staff Representative	√	√	√	√	4/4

*Note: An election was held in June 2024 where a new Board was established for the second half of 2024.

LWETB New Board Attendance * See note below

Attendance at Board Meetings 2024 (Election – December 2024)

Name	Nominating Body	20 th Aug 24 Post-Election	20 th Aug 24 2nd Meeting	16 th Sept 24	15 th Oct 24	19 th Nov 24	Meetings attended
Cllr. Aoife Davitt (Chairperson)	Westmeath County Council	√	√	√	√	√	5/5
Cllr. Niall Gannon (Deputy Chairperson)	Longford County Council	√	√	√	√	√	5/5
Ms. Joanne Cosgrove	Parents Representative	N/A	χ	√	χ	√	2/4
Mr. Luke Casserly	Bodies Specified by the Minster	N/A	N/A	√	√	√	3/3
Mr. Donie Cassidy	Bodies Specified by the Minster	N/A	N/A	√	χ	√	2/3
Mr. Owen Catterall	Staff Representative	√	√	√	√	√	5/5
Ms. Sheila Corcoran	Staff Representative	√	√	√	√	√	5/5
Ms. Olivia Callaghan	Bodies Specified by the Minster	N/A	N/A	√	√	√	3/3
Cllr. Alfie Devine	Westmeath County Council	√	√	√	√	χ	4/5
Cllr. John Dolan	Westmeath County Council	√	√	√	√	√	5/5
Cllr. Michael Dollard	Westmeath County Council	√	√	√	√	√	5/5
Ms. Niamh Ginnell Resigned 15/10/2024	Bodies Specified by the Minster	N/A	N/A	√	χ	N/A	1/2
Cllr. Ken Glynn	Westmeath County Council	√	√	√	χ	χ	3/5
Mr. Colm Harte	Bodies Specified by the Minster	N/A	N/A	√	√	√	3/3
Cllr. Frankie Keena	Westmeath County Council	χ	χ	√	√	χ	2/5
Cllr. Denis Leonard	Westmeath County Council	√	√	√	χ	√	4/5
Cllr. Pádraig McNamara	Longford County Council	√	√	√	√	χ	4/5
Mr. Mark Murphy	Parents Representative	N/A	√	√	χ	χ	2/4
Cllr. Peggy Nolan	Longford County Council	√	√	√	√	χ	4/5
Cllr. Pat O'Toole	Longford County Council	√	√	√	√	χ	4/5
Cllr. Emily Wallace	Westmeath County Council	χ	χ	χ	χ	χ	0/5

*Note: An election was held in June 2024 where a new Board was established for the second half of 2024.

Appendix 2

Finance Committee Meeting Attendance 2024 *See note below

During 2024 the Finance Committee met on four (4) occasions, with details of attendance outlined in the table below.

Attendance: Jan - Election 24					Attendance: Election - Dec 24		
Finance Committee					NEW Finance Committee		
Name	18th Jan 24	15th Feb 24	14th Mar 24	Meetings Attended	Name	5th Dec 24	Meetings Attended
Cllr. John Dolan	√	√	√	3/3	Cllr. John Dolan	√	1/1
Cllr. Michael Dollard	√	√	√	3/3	Mr. Pat McCarrick	√	1/1
Cllr. Pat O'Toole	√	√	√	3/3	Mr. Pat O'Rourke	√	1/1
Mr. John Duffy	√	√	√	3/3	Cllr. Pat O'Toole	√	1/1
Mr. Hugh Farrell	√	√	√	3/3	Mr. Eamon Reilly	√	1/1
Ms. Ann Nugent	√	√	χ	2/3			

Audit & Risk Committee Meeting Attendance 2024 *See note below


During 2023 the Finance Committee met on five (5) occasions, with details of attendance outlined in the table below.

Attendance: Jan - Election 24					Attendance: Election - Dec 24			
Audit & Risk Committee					NEW Audit & Risk Committee			
Name	5th Jan 24	26th Jan 24	1st Mar 24	26th Apr 24	Meetings Attended	Name	06 th Dec 24	Meetings Attended
Mr. Donie Cassidy	√	√	√	√	4/4	Mr. Donie Cassidy	√	1/1
Ms. Kathleen McGahern	√	√	√	√	4/4	Mr. John Francis Duffy	√	1/1
Mr. John Francis Duffy	√	√	√	√	4/4	Mr. Hugh Farrell	√	1/1
Mr. Pat O'Rourke	√	√	√	√	4/4	Mr. Colm Harte	χ	0/1
Mr. Gerry Quirke	√	√	√	√	4/4	Mr. Gerry Quirke	√	1/1
Cllr. John Dolan	√	χ	χ	√	2/4	Mr. Eamon Temple	√	1/1

*Note: An election was held in June 2024 where a new Finance Committee and a new Audit & Risk Committee was established for the second half of 2024.

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



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