



lmetb

*Bord Oideachais agus
Oiliúna Lú agus na Mí*
Louth and Meath Education
and Training Board

Louth and Meath Education and Training Board

ANNUAL SERVICE PLAN 2023

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Message from the Cathaoirleach of Louth and Meath Education and Training Board

A Chairde, mar Chathaoirleach ar Bhord Oideachais agus Oiliúna Lú agus na Mí, tá lúcháir orm Plean Seirbhíse Bhord Oideachais agus Oiliúna Lú agus na Mí (LMETB) do 2023 a thabhairt isteach. This document sets out LMETB's operational plan for the coming year as well as forming the basis for discussions with our funders on our performance. This is also LMETB's second Service Plan under the framework of the Strategy Statement for 2022-2026.

The pandemic has been one of the dominant themes again during 2022. I want to acknowledge the hard work, determination and courage of staff throughout the organisation who have, once again, risen to the challenge in protecting the communities we serve while maintaining and even expanding service provision. Pupils, learners, staff and parents/guardians have returned to a more normal environment.

LMETB continues to make huge strides in recent years to improve the building infrastructure of schools and centres across both Louth and Meath. Significant work is ongoing both in extending current premises and in building new state-of-the-art facilities. LMETB's flagship further education and training project, the Advanced Manufacturing and Training Centre of Excellence (AMTCE) is up and running in a state-of-the-art premises in Dundalk. The AMTCE is a game changer for the North East and brings world class training in advanced manufacturing to Ireland in a unique project designed to respond to the challenges posed by industry 4.0 and in the context of a shared island. The new Drogheda Electrical Apprenticeship Centre was announced by Minister Harris in November 2022. Funding of €11 million was also announced for the Phase II building project for the AMTCE.

In addition to the ongoing collaborative efforts with our funders in the Department of Education, the Department of Further and Higher Education, Research, Innovation and Science and SOLAS, LMETB has also worked closely with stakeholders at both a regional and national level including Local Authorities, Enterprise Ireland, SEAI and IHREC to develop far reaching initiatives to enhance the lives of the communities we serve in an equitable and sustainable manner.

LMETB will continue to host the Drogheda Implementation Board, an initiative of great importance to the Drogheda – East Meath area and with broader impacts in Counties Louth and Meath.

Tá an-áthas orainn freisin go raibh deimhniú faighte againn ón Aire Harris, i mí na Nollag 2021, maidir le coláiste nua úrscothach den champas a thógáil i nDún Búinne, Co. na Mí. Guím gach rath ar ár bhfoghlaimeoirí agus ar ár bhfoireann go léir sa bhliain amach romhainn.



Cllr. Damien O'Reilly

Chairperson, LMETB

Foreword by the Chief Executive

Tá áthas orm, mar Phríomhfheidhmeannach ar BOO Lú agus na Mí, Plean Seirbhíse Bhord Oideachais agus Oiliúna Lú agus na Mí (BOOLM) 2022 a chur i láthair. This plan has been guided and informed by LMETB's Strategy Statement for 2022-2026 which was adopted by the Board and positions LMETB to respond to the various challenges anticipated to arise over the next five years. LMETB is acutely aware of emerging trends globally that impact future opportunities for our students and learners, in this context we continually strive to offer cutting edge education and training courses, traineeship and apprenticeship that both serve the needs of our population and meet those of enterprise and business.

From 24 January 2022 the requirement to work from home unless it was necessary to attend the workplace in person ended. This meant that a phased return to the workplace for staff still working from home could commence. Such staff were requested to return to work on 21 February. This was a very significant date as it marked the first time in almost three years whereby all staff were working on a normal footing. I want to acknowledge the work of staff in our schools, centres and administration offices during the global pandemic in continuing to deliver excellent education and training in challenging circumstances. I also wish to pay tribute to long serving staff who departed the organisation during this difficult period and to offer my sincere sympathies to any and all who have experienced loss or ill-health during this very difficult time. I welcome and extend my best wishes to the many staff who joined LMETB during the year and I congratulate and extend my best wishes to staff who moved to new roles within the organisation. It is very important that the ETB supports its staff so that they are in a position to grasp opportunities which present themselves.

Demographic changes and population growth in both counties have contributed to a very exciting and challenging period for LMETB. Preliminary data from the 2022 census indicates that Louth and Meath was one of the fastest growing regions in the country with an 11% increase in population to almost 360,000 since 2016. Increased enrolments and the commencement of new schools and building projects in both counties reflect these changes.

2023 heralds the tenth anniversary of the formation of Education and Training Boards. The decade has flown past and has seen significant change and progress. LMETB will, with other ETBs, mark the anniversary on ETB day on 2 March.

As part of its 2022-2026 strategy, LMETB committed to acting sustainably. I am pleased to report that a draft sustainability strategy has been prepared for Board consideration. This will enable us to support and develop the good work which is going on throughout the organisation.

Under The Gender Pay Gap Information Act 2021 organisations with over 250 employees are required to report on their Gender Pay Gap for the first time in 2022. I welcome the publication by LMETB of its first Gender Pay Gap report.

Tragically, 2022 saw the outbreak of war in Ukraine. This had a direct impact on Ireland in several ways, including the challenge of accommodating over 12,000 new Ukrainian students. LMETB, together with all ETBs, is hosting Regional Education and Language Teams (REALT) to assist with the transition of Ukrainian refugees and their families into Irish schools,

LMETB will continue to provide hosting supports to the Drogheda Implementation Board, continuing our co-operation with other statutory agencies and stakeholder groups to the benefit of the local community. LMETB are delighted to be in a position to facilitate the Board's activity on behalf of the Department of Justice. Established on foot of the Scoping Report on Community Safety and Wellbeing in Drogheda the work of the Implementation Board is of great importance to Drogheda and its' wider environs, in particular the Laytown-Bettystown area. Educational, training and youth work interventions will play a central part in the delivery and success of the Implementation Board in addition to community, economic and other developments. I am very pleased with the progress made to-date by the Drogheda Implementation Board in implementing the Drogheda Implementation Plan. Already there is a noticeable improvement identified by those living and working in Drogheda.

LMETB were successful in their bid for a major new electrical training centre for Drogheda which will see throughput of almost 400 apprenticeship per year. I am pleased to confirm that the building is currently being modified with expected completion in May 2023. This will be a Centre of Excellence for electrical apprenticeships in Ireland and will assist Government in reaching their targets set out in the new Action Plan for Apprenticeships 2021 – 2025.

Following the announcement by Minister Harris LMETB, looks forward to progressing the construction of a purpose built, state of the art, further education and training college of the future in Dunboyne. An application to SOLAS for funding to secure a suitable site for Dunboyne College of the Future is being progressed and it is envisaged that LMETB will receive approval from SOLAS to procure a suitable site this year. LMETB also hope to procure a full Design Team in 2023 to progress this much needed project which will see significant capital investment in the FET sector. I would like to take this opportunity to pay tribute to those whose perseverance and vision led to the announcement.

LMETB look forward to exciting and innovative future development opportunities in the FET area and have significantly advanced development of the Advanced Manufacturing Technology Training Centre of Excellence (AMTCE) in Dundalk. The AMTCE is located on the Dublin to Belfast Economic Corridor and will provide the advanced manufacturing and technology skills needed for the future of manufacturing in the region. This centre empowers enterprise and manufacturing industries take advantage of lean processes, additive manufacturing, robotics, automation, virtual reality and augmented reality. It is envisaged that this will boost participating companies' productivity and competitiveness and support the adoption of new technologies to meet global /Brexit challenges and withstand global shocks.. Our strategic partnership with IMR continues to grow and is supporting expansion in the areas of training, apprenticeships, the schools programme and industry events. LMETB received approval to enter into contract for the Phase II works to the centre which is an €11 million project with the successful contractor in December. 2023 got off to a flying start in AMTCE as our main contractor commenced the final phase of redeveloping the centre. We look forward the completion of these works later this year These works will allow further courses be delivered. Over the course of 2022 the AMTCE delivered training to a total of 1,070 learners in 2022. This comprised of 851 Skills to Advance Learners, 15 Apprentices (Cybersecurity), 27 Trainees and 175 non-skills to advance learners (see other training initiatives). In October the Centre launched two Traineeship programmes in Maintenance Skills Technologies (Pneumatics / Electronics) in collaboration with Intel. The Centre also had its first intake of 15 learners in May onto its Cybersecurity Apprenticeship in collaboration with FIT.

Responding to the Government's "Housing for all - a new housing plan for Ireland" we are continuing with plans to expand the construction sector workforce. This will require a further ramp-up in education and training opportunities, in particular in the area of apprenticeships. The Action Plan on Apprenticeship 2021-25 contains an ambitious commitment to increase apprenticeship registrations to 10,000 per

annum, almost double the 2020 intake. A key priority area for LMETB training provision in support of same, is to maximise participating numbers in the craft apprenticeship area, with particular focus on areas such as electrical and toolmaking. The Drogheda Training Centre will contribute to efforts in the electrical area in particular.

LMETB participated in the QQI Review of Quality Assurance. I believe it as a significant and positive step in the further development of ensuring quality learning experiences for our FET learners. The preparation for the inaugural review and the subsequent engagement of staff, learners, and stakeholders in the compilation of the self-evaluation report and in the external review panel's week-long visit has resulted in the formulation of an LMETB Action Plan agreed with QQI. The review panel were extremely impressed with the level of work action to date by LMETB FET in 2022. The external evaluation panel highlighted the very positive experiences evidenced by Learners, staff, and stakeholders with regard to FET, LMETB. The action plan signposts LMETB's continued progression in its quality journey towards a single, overarching quality framework and I look very much forward to the full implementation of our action plan in 2023 and beyond.

I am very pleased that LMETB, in partnership with SOLAS delivered significantly upon our initial Strategic Performance Agreement. Despite the intervening pandemic LMETB FET demonstrated that it was one of the strongest performing ETBs nationally, across all system target areas, achieving in many instances well above national averages in the SPA target areas. This level of achievement has been recognised and acknowledged by senior management in SOLAS, who have commended LMETB on such strong and positive attainments. Continued growth in employment outcomes and Transitioning/progression for LMETB FET learners was a significant achievement in this period and reflected both the resilience of LMETB's learners and the outstanding level of support provided by LMETB. 2022 saw the completion of the initial SPA agreement between LMETB and SOLAS and the commencement of a new SPA Agreement 2022 - 2024, key target areas of the new agreement include: Supporting Jobs, Creating Pathways, Fostering Inclusion, Upskilling through lifetimes and Careers and Targeting key skills needs. Initial results from available year end data are very positive in respect to LMETBs attainments in agreed targets. LMETB look forward to continued partnership with SOLAS to support and enable the continuation and enhancement of LMETBs ambitious planned work packages towards the attainment of the targets over the lifetime of the SPA.

I am also very pleased that the contractor on site at Bush Post Primary School is progressing well which will see the whole school community benefit from this major permanent extension. Works are almost complete on the new 4 classroom Special Needs Unit at St. Peter's College, Dunboyne and completion of the Special Needs Unit at St. Mary's National School, Enfield, a non-ETB school is expected by Easter. Design Teams are progressing through preliminary design stages for major extensions at St. Oliver's Community College, Drogheda and Dunshaughlin Community College, two of the largest schools in the country.

Following the acquisition of a wonderful site in Navan for a new permanent 16 classroom school for Ard Rí Community National School, and for St. Ultan's Special School, LMETB and our Design Team have received approval to proceed to detailed design on the preferred option for the site. We look forward to this project progressing through the design stages this year.

An increased schedule of accommodation has been agreed for the new corporate headquarters in Drogheda and planning for this prestigious building was received in December 2022. The Design Team are progressing towards tender stage. LMETB made representation to the Department for the

O'Carolan College new school building project to now be devolved to LMETB in 2022 which was approved and I am pleased that this project is currently out to tender for a contractor. Permanent school projects at Coláiste na hInse, Laytown and Beaufort College, Navan are progressing through the design stages and Beaufort College received planning permission in January.. A new extension project at St. Oliver Post Primary School, Oldcastle was approved and the first Design Team meeting was held in December.

These developments offer fantastic opportunities for increased student enrolment which will have the knock-on effect of increased teacher employment opportunities for the Louth and Meath region ensuring LMETB continues as the largest education provider in the region.

LMETB continue to support non-ETB schools with their building projects and are currently managing a 3 class ASD unit for St. Mary's National School, Enfield; a new 5 classroom school for St. Peter's National School, Dunboyne; which is currently onsite, an extension to St. Francis National School, Blackrock, Co. Louth, an extension to Loreto Secondary School, Navan, which will include a modular classroom for September 2023; and, a 4 classroom Special Education Needs Base for Skerries Educate Together National School, Co. Dublin.

Thankfully, we enjoy the support of the Secretary General of the Department of Education, Ms Bernie Mc Nally and her officials, together with the support of Mr. Jim Breslin, Secretary General Department of Further Higher Education, Research, Innovation and Science and Mr. Andrew Brownlee, Chief Executive of SOLAS. Their combined support has enabled us to provide first class education and training facilities for all our students and learners.

LMETB continues to work to incorporate its public sector duty with regard to equality into both its strategic approach and our service planning with a view to best serving the learner for a fully inclusive, life-long education and training experience.

LMETB looks forward confidently to continuing to work with the communities it serves with the support of its Board, Committees, Boards of Management, parent Departments and funders. All members of the Board, current and former, have played a crucial role in supporting the collective achievements of LMETB and it is important to acknowledge their contribution. I, and they, look forward to many important development opportunities in 2023.

I, as Chief Executive of LMETB, with the support of my Senior Management Team, am committed to the implementation of this Service Plan and I look forward to engaging with LMETB stakeholders at all levels as we go through the process of implementing our ambitious goals and actions. I commend this Service Plan to you knowing that it will help us to improve the experience of learners. Táim muiníneach gur féidir linn, le tacaíocht ó cheannairí agus ó bhaill foirne uile LMETB, leanúint ar aghaidh ag déanamh fiordhul chun cinn maidir lenár spriocanna a chur i bhfeidhm an bhliain seo chugainn agus ina dhiaidh sin.



Martin G. O'Brien
Chief Executive, LMETB

Profile / Background of Louth and Meath ETB

Education and Training Boards (ETBs)

ETBs are statutory authorities which have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate second-level schools, further education colleges, community national schools and a range of adult and further education and training centres delivering education and training programmes. The general functions of an Education and Training Board are set out in the Education and Training Boards Act 2013.

Geographical Structure

There are sixteen ETBs throughout the country configured as follows:



First Level Education

ETBs are the patron designates of a number of Community National Schools. Community National Schools (CNS) are child-centred, multid denominational, publicly accountable schools which strive to provide high quality education for every child in line with the Primary School Curriculum and guidelines laid down by the Department of Education. LMETB are patron of four Community National Schools, one in Co. Louth and three in Co. Meath.

Second Level Education

ETBs manage one third of all second level schools in the country – education for over 100,000 students. They operate inclusive enrolment policies and cater for a significant number of students with special needs. LMETB are patron of eighteen Post Primary Schools, five in Co. Louth and thirteen in Co. Meath.

Further Education & Training

LMETB provides services in the area of Further Education and Training (FET), funded by the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) through SOLAS. LMETB FET Provision is focused through key programme areas, which include: Apprenticeships, Post Leaving Certificate courses (PLC), Traineeships, Literacy and Numeracy, specific skills related training provision, Community Education, Youthreach, Back to Education Initiatives (BTEI) etc. These programmes aim to address key target areas of provision. FET learners may include persons who are unemployed, in the home seeking to upskill, those returning to the work force or involved in community and voluntary activities, employers, those in employment, persons seeking a second chance to access Education and or Training etc. FET staff and learners are supported and enabled by services which includes Guidance and information services, technology enhanced learning, ICT, Communications services, Professional development services and learner support services. LMETB's FET function provides for 22,564 beneficiaries annually, this figure includes 1,265 beneficiaries who participated in self-financing programmes. For further information on available programmes please refer to the LMETB website.

Advanced Manufacturing Training Centre of Excellence (AMTCE)

The Advanced Manufacturing Training Centre of Excellence (AMTCE) located in the Xerox Technology Park, Dundalk was established January 2021 to address the training needs of the advanced manufacturing sector in Ireland. Sectors such as engineering, pharma, food and drink and medical devices are undergoing a digital transformation driven by the adoption of industry 4.0 technologies. The AMTCE provides training across a wide range of technologies relevant to both current manufacturing operations and those required in industry 4.0 driven operations. Training is oriented towards experiential learning through hands-on experience with the latest equipment guided by leading industrial training practitioners in a fully quality assured manner to ensure a great learning experience. The vision of the AMTCE is:

- To support the adoption by Irish manufacturers of leading-edge design, innovation, technologies, processes and practices.
- To position the Irish education and training system to provide the underpinning knowledge and skills required by the workforce of the future through strengthening the role of apprenticeships, traineeships and training for the employed through the foundation of skills development in order to advance the manufacturing sector in Ireland.
- To resource the necessary skill acquisition, training programmes, supports and services to enable Irish manufacturers to attract, develop and retain a high skilled workforce into the future.
- To position manufacturing as a first-choice career for new entrants and experienced skilled workers that offer high-valued careers which are technology-rich and stable.

- To increase the diversity of the manufacturing workforce by the provision of specific targeted programmes.
- To provide training to current and future workforces on industry relevant state-of-art equipment and processes which will under pin the transition of companies to industry 4.0 based operations.

The AMTCE addresses the needs of industry through the provision of high-quality training based on flexible delivery mechanisms including classroom, blended and online delivery. The centre also provides access to state-of-the-art equipment to ensure learners receive high quality hands-on experiential learning and skills orientated training which is highly valued by employers. The AMTCE delivered its first training course on August 20th, 2021. In total the AMTCE delivered 31 courses, provided training to 237 learners with over 40 companies benefiting directly from the training provision. Courses delivered include Electrical Principles, Innovation Through Robotics, Technical Writing, Industrial Electrical Systems, Programmable Logic Controllers, Preventative Maintenance, Six Sigma Green Belt, Robotic Welding, and Introduction to Robotics among others. In addition, AMTCE completed delivery of its first customised training programme on Geometric Dimension & Tolerance for a local engineering company. Over 100 companies have engaged with the AMTCE through training, workshops, webinars, breakfast briefings etc. In addition, the Centre hosted a workshop on the topic of Additive Manufacturing in collaboration with GBIRE/Inspire3D. The Centre also ran a webinar series entitled “Data for Manufacturing Organisations” comprising of 3 lunchtime sessions delivered by leading industry practitioners.

Youth Services

Youth Services deliver and support a range of programmes for young people.

Other Supports

ETBs also co-operate with other statutory agencies and national and local stakeholder groups to deliver a variety of priority action programmes catering to the diverse needs of client groups in local communities.

ETBI (Education & Training Boards Ireland)

ETBI is the national representative body for member ETBs and negotiates on behalf of the ETB sector at various fora both within the education sector, the wider public service and at EU level.

Geographic areas and locations

Louth and Meath Education and Training Board provides an extensive range of education, training services and support across both counties. A full listing of schools and further education and training services is provided below.

Background & Statistical information

Louth and Meath Education and Training Board (LMETB) was established under the Education and Training Boards Act 2013. LMETB was formed from an amalgamation of Co. Louth and Co. Meath VECs. The Further Education and Training Act 2013 provided for the transfer of the former FAS training functions and staff to the newly formed ETBs. On 1st July 2014, the former FAS training centre in Dundalk, Co. Louth therefore came under the governance of LMETB. LMETB is the largest comprehensive educational provider in the Louth and Meath region with a range of educational services from primary to post primary and further education and training. LMETB has a corporate structure which is made up of a democratically appointed board and a senior management (executive) team.

LMETB serves the counties of Louth and Meath with a population of circa 359,396 people. An analysis by county is presented below:

Population and Actual and Percentage Change 2016 to 2022*

Louth	Population	139,100
	Actual change since 2016	10,216
	% change since 2016	7.9%
Meath	Population	220,296
	Actual change since 2016	25,252
	% change since 2016	12.9%
Louth & Meath	Population	359,396
	Actual change since 2016	35,468
	% change since 2016	10.9%

**Central Statistics Office Preliminary Data*

The services we provide include primary level education, second level education, further education and training and youth related services in addition to other community-based education programmes and services. All services are delivered at local level. LMETB also deliver advanced manufacturing training from the AMTCE in Dundalk.

LMETB target clients are:

- Students and/or their parents/guardians
- Adult learners
- Communities throughout the two counties
- Young people and volunteers
- Applicants and grant recipients under the various student support schemes administered directly by the ETB
- Voluntary, community and sporting organisations
- Business and Industry

LMETB manages and operates:

- 18 Second level schools including 1 with PLC provision
- 2 Dedicated PLC colleges,
- 4 Community National Schools
- 1 Centre for European Schooling
- 1 Training Centre
- 1 Advanced Manufacturing Technology Centre of Excellence
- 8 Youthreach Centres
- 2 Music Education Partnerships
- 7 multi-use FET campuses/centres offering a range of Further Education and Training programmes and services

LMETB is joint patron of 6 Community Schools in Ardee, Kells, Trim, Athboy, Ashbourne, and Ballymakenny College, Drogheda.



The Schools Directorate, LMETB

1 Director of Schools			4 Community National Schools
18 Post Primary Schools			13,000 Students
2500 Staff in LMETB			1 Centre for European Schooling
6 Joint Patron Community Schools (Post Primary)			61 Principals and Deputy Principals
22 Special Needs Units			130 Special Needs Assistants
28 Boards of Management (LMETB Schools & Joint Patron Schools)			1 Management Advisory Committee

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Strategy Statement

LMETB's strategy statement for 2022-2026 was approved by the Board on 18 November 2021. A strategy working group comprising LMETB Board members Cllr. Marianne Butler and Cllr. Damien O'Reilly and senior OSD team members was established to assist in developing the strategy statement including overseeing the consultation and analysis of responses. A strategic planning technique called "PESTLE" was deployed to assess external drivers for change under six environmental headings: political, economic, social, technological, legal and environment. LMETB was obliged to consult with the full schedule of stakeholders set out in the act. Consultation was via electronic survey and email mindful of public health advice. Consultees were asked for input relating to mission, values and principles, and on strengths, opportunities, aspirations and results under SOAR. SOAR is a strategy formulation approach that allows an organisation to focus on current strengths and the desired future through engaging with a wide range of invested individuals and stakeholder groups. The Strategy Working Group was able to rely on feedback from 114 consultees to inform its thinking on strategy development. Survey respondents generally expressed satisfaction with LMETB's stated mission, values and principles with some changes to reflect feedback received. Following analysis of the SOAR and PESTLE data and analysis of the strategies of the Department of Education, DFHERIS, the National FET Strategy, Enterprise Ireland and the Climate Action Plan 2021 a set of high-level strategic goals were formulated and, following consultation with the Strategy working group, recommended to the Board of LMETB. Annual Service Plans set out the key KPIs to measure progress against strategy.

The key elements of the strategy are set out below.

Mission Statement

Louth and Meath Education and Training Board (LMETB) is committed to excellence and innovation in the education and training of learners through the provision of dynamic services delivered by professional staff. We are proud to serve the communities of Louth and Meath, to work with our educational partners and to contribute to the development and growth of education and training provision in the region. LMETB aims to be the leading provider of quality education and training in Louth and Meath through the management and delivery of a diverse range of accessible, progressive and responsive programmes.

Core Values and Principles:

Underpinning LMETB's Mission Statement is a set of core values and principles which were developed in consultation with all stakeholder groups. These are:

LMETB Values	
Excellence	All stakeholders are afforded the highest standards of service provision.
Innovation	Staff and learners are encouraged to be progressive, creative and dynamic in their teaching and learning practices. Staff and learners are encouraged to leverage ICT tools to enhance teaching and learning.
Learner Centered	LMETB programmes and services are delivered in response to the needs of the learners in counties Louth and Meath.
Supporting Transition	Transfer, Transition and Guidance Programmes and supports are provided to all learners to ensure they make the right choices regarding career pathways and choices and that they transition successfully from one phase of their educational journey to another.
Learning	A lifelong learning perspective is promoted among staff and learners.
Equality	All learners are provided with access to education and supports that maximise learning opportunities and help them to reach their potential.
Inclusion	All learners are enabled to participate effectively in education, particularly those groups who may have experienced exclusion or isolation.
Holistic	The programmes and services available in LMETB cultivate the moral, emotional, physical, social, psychological and spiritual dimensions of the learner.
Professionalism	Staff, learners and our stakeholders are encouraged to interact with each other in a courteous, respectful and professional manner where diversity is welcomed and embraced.
Responsiveness	An awareness of national and local requirements forms the basis for provision.
Wellbeing	The programmes and services available in LMETB strive to develop learners' self - confidence and promote staff and learner wellbeing.
Fairness	All policies, procedures and practices of LMETB are fair and reasonable.
Integrity	Staff, learners and stakeholders are expected to act honestly, ethically and transparently at all times.

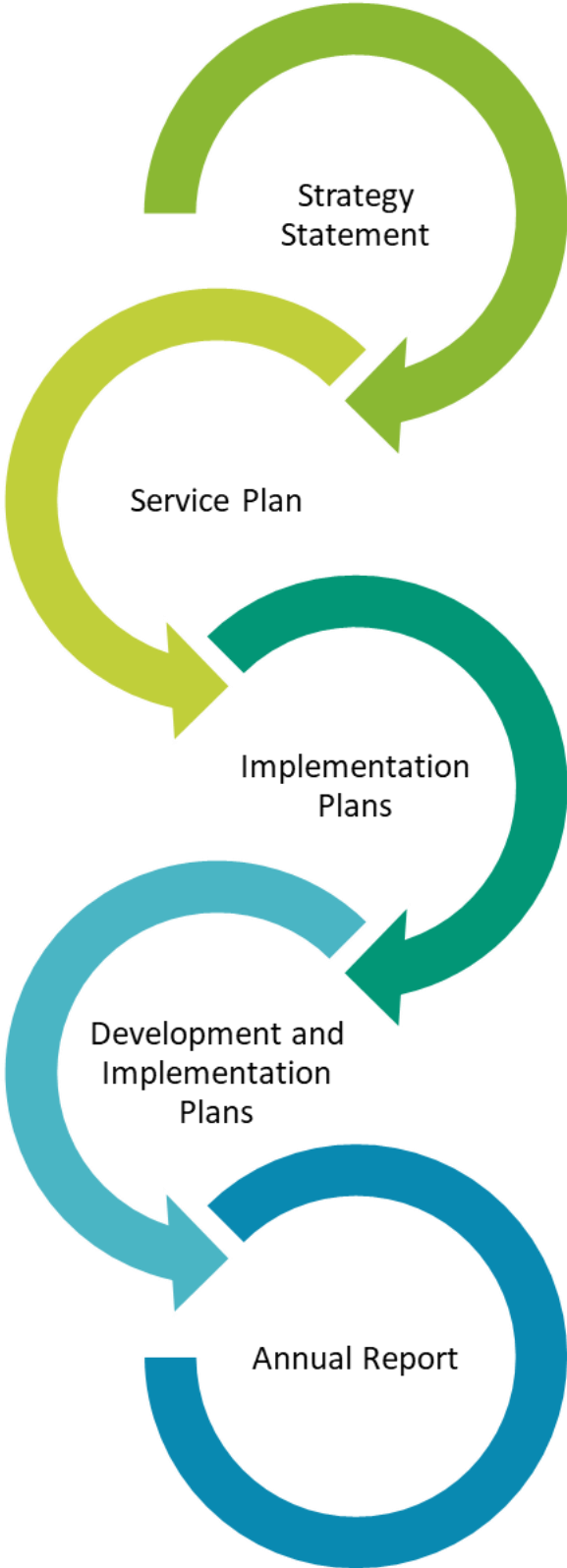
Partnership & Collaboration	Programmes and services are developed and delivered in conjunction with key stakeholders.
Value for Money	The work of LMETB is conducted in an efficient manner with due regard for public accountability.

Strategic Goals

1	Provide a High Quality Learner Experience	Support the provision of high-quality education and training and improve the learning experience to meet the needs of all learners.
2	Ensure Equity of Opportunity	Ensure equity of opportunity in education and training so that all learners are supported to fulfil their potential.
3	Promote innovation and collaboration	Adopt a skills and innovation focus and collaborate on an all-island and East-West basis, within the EU and beyond to equip Ireland to compete on the world stage.
4	Provide a High Quality Governance and Support Framework	Provide a governance and support framework which delivers the right systems and infrastructure for LMETB, and which facilitates the efficient and effective delivery of LMETB's education and training services
5	Act Sustainably	Act in a way that is consistent with a sustainable future and consistent with Ireland's Climate Action Plan 2021.

Planning Cycle workflow

The planning cycle workflow is depicted below. This process is utilised to ensure transparency, clarity of purpose and to keep a focus on actively working to achieve the strategic goals over the lifetime of the Strategy Statement.



Statement of Services 2023

Under the terms of the Performance Delivery Agreement between the Department of Education and LMETB, the following goals and priorities were identified as well as drawing on the goals and priorities of LMETB's Strategy Statement 2022-26. The specific actions for the achievement of these priorities, together with the associated performance indicators and targets to be delivered are as follows.

Goal	Priority	Action	Performance Indicator	Target
<p>Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)</p>	<p>Provide a positive learning experience for all learners, including learners from marginalised groups and support students/learners at risk of educational disadvantage in line with current national policy <i>(Per Department of Education)</i></p>	<p>Ongoing provision of a wide range of programmes at levels 1-6, and associated supports, to facilitate participation by learners of all ages and abilities</p> <p>Opening of special needs units for students with ASD.</p>	<p>Wide range of FET programmes offered and delivered</p> <p>Targeted interventions to address educational disadvantage and associated supports.</p> <p>Programme Review and Development.</p> <p>Regarding support services FET – Establishment of learner support office.</p> <p>Support provision from TEL and QA Officers, all learners.</p> <p>All Department of Education programmes available in schools to meet student needs including JC, JCSP (DEIS Schools), LC, TY, LCVP and LCA, L1LP's and L2LP's</p> <p>Liaison with EWOs TUSLA regarding provision of programmes for students at risk of early school leaving</p> <p>Development of Programmes for those students most at risk. LMETB Schools Directorate and TUSLA TESS are piloting a project as part of Junior Cycle for 'at risk' 12-15 year olds in the Drogheda area</p> <p>Structured Student Support Teams/Care Teams in all Schools</p> <p>Provision of a range of co-curricular and extra</p>	<p>Increased enrolments and strong retention</p> <p>Reduction in numbers dis – engaging from school pre-Junior Certificate by provision of additional supports and programmes tailored to the needs of specific areas</p> <p>Increase the numbers of students progressing to apprenticeships/Further and Higher Education</p> <p>Student Support Teams/Care Teams identify and prioritise students for enhanced internal and external supports</p> <p>Increase in the number of students engaging in co-curricular and extra-curricular activities</p> <p>Continued expansion of and review of Student Awards</p>

		<p>Progress and Implement the Department of Education Anti Bullying Guidelines 2013 and the Department of Education 2022 Anti Bullying Action Plan: Cineáltas</p>	<p>–curricular activities to involve all students</p> <p>Monthly and Annual Student Awards Regular communication with NCSE</p> <p>CPD for School Leaders and Anti Bullying Co-ordinators in Schools</p> <p>Encouragement and support for Anti Bullying/Friendship Weeks in Schools</p> <p>Promotion and sharing of innovative and creative approaches to celebrating inter culturalism in schools</p> <p>Provision of CPD, support and sharing of practices and initiatives regarding Being LGBTQI in Schools for both students and staff</p>	<p>opportunities in schools</p> <p>Increase in the number of SNUs across Louth and Meath</p> <p>Ongoing</p>
		<p>Supporting jobs</p>	<p>Jobs Skills to Compete</p>	<p>As per Strategic Performance Agreements between SOLAS and LMETB</p> <ul style="list-style-type: none"> • Returning employment outcomes to 2019 levels with target grow to 1,750 in 2023. • LMETB to deliver 2,227 places in 2023 to support those who lost their job to find a pathway back to sustainable work.

		<ul style="list-style-type: none"> • Creating pathways 	<ul style="list-style-type: none"> • Progression within FET • Progression from FET-HE • Progression to Employment 	<p>As per Strategic Performance Agreements between SOLAS and LMETB</p> <ul style="list-style-type: none"> • Return progression on movements within FET to 2019 levels and grow to a target of 2,250 in 2023. • Grow levels of progression from FET to HE. LMETB target is 850 in 2023.
		<ul style="list-style-type: none"> • Fostering inclusion 	<ul style="list-style-type: none"> • Transversal Skills • Widening Participation • Adult Literacy for Life (ALL) 	<p>As per Strategic Performance Agreements between SOLAS and LMETB</p> <ul style="list-style-type: none"> • Return certification at NFQ levels 1-3 to 2019 levels and grow to 3,050 in 2023. • Return participation levels by key target groups to 2019 level and resume growth to

		Upskilling through lifetimes and careers	<ul style="list-style-type: none"> • Lifelong Learning • Skills to Advance 	<p>1,750 in 2023.</p> <ul style="list-style-type: none"> • LMETB to increase provision for literacy and numeracy with a target of 3,400 in 2023. <p>As per Strategic Performance Agreements between SOLAS and LMETB</p> <ul style="list-style-type: none"> • Return engagement in lifelong learning to 2019 levels and grow further to 5,750 in 2023. • Continue to grow workforce upskilling enrolments. LMETB target 2,000 in 2023.
		<ul style="list-style-type: none"> • Targeting Key Skills Needs 	<ul style="list-style-type: none"> • Key Skills Needs • Retrofitting Skills • Green Skills for All 	<p>As per Strategic Performance Agreements between SOLAS and LMETB</p> <ul style="list-style-type: none"> • LMETB to grow the number of places addressing key skills needs to

		<ul style="list-style-type: none"> • Embed Inclusive Practice • Prioritise Target Cohorts • Consistent Learner Support • Literacy and Numeracy • REACH (MAEDF) Funding 	<ul style="list-style-type: none"> • Rolling out FET Universal Design for Learning Badges across staff in collaboration with AHEAD. • Widening Participation including learners who self-declare they have a disability, Roma or Traveller community, refugee or asylum seeker. • Further development learner support services including centralised admissions system. • Increase provision for literacy and numeracy in line with the 10 year ALL Strategy. 	<p>2,500 in 2023.</p> <ul style="list-style-type: none"> • Embedding of core green skills module across FET courses with a target of 3,000 for 2023. <p>Incremental growth and enhancement subject to funding provision.</p>
Goal	Priority	Action	Performance Indicator	Target
<p>Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)</p>	<p>Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017</p>	<p>Necessary procedures and processes in place and adhered to in Schools, Centres,</p>	<p>Ongoing compliance</p> <p>Checks re notices, policies and reviews in place</p> <p>Inspection reports submitted to the Director</p>	<p>Ongoing</p>

	(Per Department of Education)	Child safeguarding Statements reviewed annually by all Youthreach Centres and submitted for BOM approval.	Child Protection - standing item on each Youthreach BOM agenda. Ongoing in-service training with respect to management and staff teams. Review and update of documentation as necessary.	Work ongoing.
Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)	Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017 (Per Department of Education)	All DLPs and DDLPs to avail of appropriate CPD and support Support to schools\FET centres requiring advice when considering a child protection issue.	Check with all new DLPs and DDLPs that they have completed CPD Legal support procured through OGP Framework.	Ongoing In place
		Ensure Boards of Management minutes submitted to the ETB record: Child Safeguarding Statement in Place including Risk Assessments Risk Assessments carried out, DLP and DDLP in place and record relevant and appropriate information regarding referrals	Minutes reviewed by DOS Dedicated Support available from DOS, PDST & TUSLA Review annually CPD on Child Protection and Safeguarding Inspections	Minutes reviewed by DOS Schools avail of support available Annual review complete & submitted to the LMETB Board If change in DLP and DDLP in schools, BOM review and update CSS with immediate effect and advise all members of the school community Schools fully compliant on CPSIs

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)	Continue to provide a broad-based curriculum including extra and co-curricular activities <i>(Per LMETB Strategy Statement, Action 1.3)</i>	Ongoing review of curriculum cocurricular and extra-curricular activities by school leadership and management teams in consultation with all members of the school community	New programmes, subjects, short courses, co-curricular and extra-curricular activities New programmes initiated by each FET Service. New programmes developed as a result of stakeholder consultation to address identified need in Louth Meath.	Increased diversity in programmes and activities in schools New programmes/courses developed
		Ongoing efforts to recruit and retain appropriately qualified staff across the scheme	Number of competitions held. Applications received	As required Increased
		Provision of ongoing CPD Programme for all staff in LMETB schools \centres and facilitation to attend DoE approved national CPD events Ongoing provision of inhouse CPD programmes to support existing and new staff in areas of teaching and learning and administration and support/provision to enhance existing qualifications	Induction Programme for new Teachers CPD for senior and middle management CPD available for all teaching and learning teams Engagement with national support services	All new teachers to participate in Induction As required As required Increased numbers attending \accessing CPD events
		Online supports for staff	Expansion of SharePoint resources	To increase and expand
		Training needs analysis in financial management is carried out on an annual basis	Training needs analysis to be carried out	Training needs that are identified to be addressed through targeted training programmes
		Continue to develop Music Generations Services in counties Louth and Meath	Target groups reached and metrics for same Projects supported Initiatives targeted in the Drogheda Area in response to the work of the Drogheda Implementation Board	Ongoing Ongoing Ongoing

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)	Deliver education and training through the most appropriate learner channels including blended learning approaches that leverage opportunities presented by developments in ICT. <i>(Per LMETB Strategy Statement, Action 1.4)</i>	Work to expand the range of apprenticeship/training programmes	New apprenticeships and traineeships commenced, and existing programmes maintained	Commence new apprenticeships programmes
		Work to integrate literacy and numeracy across all apprenticeship & traineeship programmes	Continued development of support programme for apprentices	New traineeships
		Continue to engage with employees, employers, employers' representative groups and other relevant stakeholders in the development of FET programmes		Working in partnership to increased number, range and extent of programmes on offer.
		Maintain and develop the synergies between PLC and traineeship / apprenticeship co-provision		
		Enhance use of blended learning approaches		
Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)	Support Irish language learning <i>(Per LMETB Strategy Statement, Action 1.5)</i>	Implement Official Language Scheme 2021 to 2024	Review progress in implementing the scheme	Annual
Barrfheabhsú ar eispéireas an fhoghlaim (Sprioc Straitéiseach 1 – Eispéireas Foghlaimora d'ardchaighdeán a chur ar fáil)	Tacú le foghlaim na Gaeilge <i>(De réir Ráitéis Straitéise BOOLM, Gníomh 1.5)</i>	Cur i bhfeidhm Scéim Teanga Oifigiúil 2021 go 2024	Athbhreithniú ar an dul chun cinn i gcur i bhfeidhm na scéime	Bliantúil

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)	Support Irish language learning <i>(Per LMETB Strategy Statement, Action 1.5)</i>	Support Colaiste Pobail Rath Chairn in fulfilling the language-based criteria set out for the Gaeltacht School Recognition Scheme	Facilitate utilisation of pay and non-pay supports Encourage Principal to avail of advisory visits by Inspectorate Review progress in implementing the Official Language Scheme as it pertains to the school	Utilisation of budgets Number of visits Annual
		Support Seachtain na Gaeilge in Schools and Colleges	Celebration of Seachtain na Gaeilge in schools and associated awards and publication regarding same	Ongoing
		Upskilling of teachers to teach through the medium of Irish	Supporting CPD Programmes for teachers e.g.: through ETBI /MIC	Ongoing
Optimise Student/Learner Experience (Strategic Goal 1 - Provide a High Quality Learner Experience)	Support LMETB's schools and centres in self-evaluation and ensure that quality assurance systems continue to be implemented across LMETB <i>(Per LMETB Strategy Statement, Action 1.6)</i>	Relevant CPD to be provided to all school /centre leaders in LMETB. Engagement with DoE inspectorate and national support services Engagement with advisory visits of the inspectorate for primary and post primary schools Engagement in QA inaugural review - all management and FET staff Engagement as relevant with DoE inspectorate in respect of centre specific review / visit	Boards of management in primary and post primary schools progress requirements for school self-evaluation in line with department of education circulars and guidelines Participation in inaugural review processes and implementation plan development	At schools level compilation and distribution of school self-evaluation reports and school improvement plan to members of the school community Review of curriculum provision, co-curricular, extra-curricular and student supports in schools Development and distribution of inaugural review planning documentation and implementation of actions Ongoing

		<p>Progress implementation of the ETBI Patrons' Framework on Ethos in LMETB Schools and Colleges</p>	<p>LMETB Ethos Co-ordinator in place. Ethos teams in place in all LMETB primary and post primary schools. Core Values plaques to be displayed in schools. Core values logos to appear on school websites. Core Values posters to be displayed in school. CPD for all on ETBI Patrons' Framework on Ethos. Signage to be place in LMETB Schools and Colleges</p>	Ongoing
		<p>Provision of appropriate opportunities for stakeholders including parents/guardians/students to provide feedback/to consult</p>	<p>Support schools in working with Parents Associations</p> <p>Support schools in developing and progressing Student Voice Initiatives/Student Councils</p>	Ongoing
<p>Protection Programmes (Strategic Goal 2 - Provide a High Quality Learner Experience)</p>	<p>Assist the DoE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants (Per Department of Education)</p>	<p>Participation in and responding to Refugee Protection Programmes</p> <p>Working in partnership with DoE in appropriate provision of language supports to refugees and asylum seekers</p> <p>Continue to support the inclusion of students from Ukraine into LMETB Schools and Colleges</p> <p>LMETB Guidance and Literacy services are actively engaged in the delivery of ESOL language programmes to refugee adults.</p>	<p>Appropriate placement of students in schools and centres</p> <p>Applications to the Department of Education for EAL Teaching Allocation to support these students in transfer, transition and integration into the Irish Education System</p> <p>Review of programmes in line with particular needs of target audience.</p> <p>EAL assessments and provision of EAL support within school</p> <ul style="list-style-type: none"> LMETB is a key member of Interagency Co-ordination Groups 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Targets are in line with Strategic Performance Agreements and are</p>

			<p>in Louth and Meath.</p> <ul style="list-style-type: none"> • In Autumn 2022 LMETB with support from DFHERIS appointed an ESOL Co-ordinator. • In 2022 LMETB FET and Schools worked with interagency grouping to enable REALT provisions in the catchment area. • All information materials available on English language classes have been translated into multiple languages to enable and support engagement of newly arrived adults with LMETB services. • Guidance and Literacy personnel, travel to venues around the region to meet refugees. • Initial assessments carried out of all Adults regarding Language requirements. • Registering all potential learners at entry point for apt level of ESOL classes. • Provision of all information materials in Ukrainian and English. • Points of contact and referral via email, free phone no, text, in person etc all are facilitated. Recruiting Panels of ESOL teaching staff and re assigning of existing staff as apt. • As apt referral of adults to Skills based training programme. 	<p>reflective of the nature and number of persons presenting in this category area with appropriate planning in so far as that is possible</p>
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			<ul style="list-style-type: none"> Referral as apt to support families to the Schools Directorate. Short term Rental of facilities to enable and support localised delivery of services in some areas. 	
Goal	Priority	Action	Performance Indicator	Target
(Strategic Goal 2 - Ensure Equity of Opportunity)	Actively support inclusive environments in our schools and education centres to ensure that students of all backgrounds and additional needs have the confidence and reassurance to reach their full potential <i>(Per LMETB Strategy Statement, Action 2.1)</i>	Provision of counselling supports to vulnerable groups / individuals Prioritise maximum retention, successful completions and progression	High level of quality guidance and support provided to all learners.	Increased retention and progression figures.
(Strategic Goal 2 - Ensure Equity of Opportunity)	Support the mental health and wellbeing of learners <i>(Per LMETB Strategy Statement, Action 2.2)</i>	<p>Provision of counselling supports to vulnerable groups / individuals Prioritise maximum retention, successful completions and progression</p> <p>Implementation of the DoE well-being guidelines in schools</p> <p>Liaising with NEPS</p> <p>Provision of a range of courses and programmes FET to support learner health and well being</p> <p>Appropriate learner supports available in centre or by referral as appropriate</p>	<p>High level of quality guidance and support provided to all learners. Signing posting of external support</p> <p>Selection of wellbeing programmes and short courses and themed weeks in schools</p> <p>Regular contact between schools and NEPS</p> <p>Increased numbers of courses and programmes to address everchanging requirements FET</p>	<p>Increased retention and progression figures.</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
(Strategic Goal 2 - Ensure Equity of Opportunity)	Support the participation and progression of learners with	Opening new ASD classes where relevant.	DOS and Principals to meet with SENOs and agree strategies.	New classes opened if required/ approved

	special educational needs through the delivery of integrated resources <i>(Per LMETB Strategy Statement, Action 2.3)</i>	SEN departments and guidance departments supports Development of links between post primary schools and employers/ FE / HE regarding transfer and transition programmes The provision of appropriate specific FET provision to address educational needs of learners Pilot programmes re integrated FET provision Ongoing implementation of the Department of Education Inspectorate recommendations for the provision of support for those students with Additional Education Needs	Regular communication with all members of the school community Regular onsite and offsite visits and communication Review and enhancement of existing provision Increasing targeted supports to enable and support participation Developing and implementing action plans to address inspection recommendations Principals reporting to the Board of Management Meetings of the LMETB SEN/SNU Co-ordinators	Ongoing Ongoing Ongoing Ongoing
Goal	Priority	Action	Performance Indicator	Target
(Strategic Goal 2 - Ensure Equity of Opportunity)	To help learners at risk of educational disadvantage to access appropriate education resources which reflect their diverse needs and support improved outcomes <i>(Per LMETB Strategy Statement, Action 2.4)</i>	Review existing FET course provision with a view to enhancement as necessary to address geographic need Enhancement of existing adult guidance services to facilitate appropriate assessment and placement of learners Development of learner supports office to enable participation and improve access SEN departments and guidance departments supports HSCL support in DEIS schools	Increase breadth and depth as appropriate of FET courses to address multiple aspects of educational disadvantage Increased resources in FET to address educational disadvantage Establishment of a learner support office Regular communication with all members of the school community Regular communication with parents/ guardians	Ongoing Subject to finance review and appropriate enhancement of resources Proposal for office establishment in place Ongoing Ongoing

(Strategic Goal 2 - Ensure Equity of Opportunity)	Provide supports and opportunities for learning to all, recognising the needs of vulnerable learners and the most marginalised, and assist people in access to and progression through the provision of education and further education and training <i>(Per LMETB Strategy Statement, Action 2.5)</i>	Continued support of learners to access, complete and progress from FET Programmes. Ongoing identification of gaps / needs and development of initiatives to address these Increased opportunity for access transfer and progression - school to FET, within FET, FET to HE and employment	Maintenance of existing programmes with allowances and appropriate learner supports Increased provision of supports to learners to enable and support decision making on entry and also progression FET	Ongoing Additional resources to be identified
Goal	Priority	Action	Performance Indicator	Target
(Strategic Goal 3 - Promote innovation and collaboration)	Collaborate with educational institutions, employers and others to identify the talents and skills required and to provide education and training solutions in response to same <i>(Per LMETB Strategy Statement, Action 3.1)</i>	Work to develop effective industry linkages. LMETB as an active member of the North-East Further Higher Education Alliance (NEFHEA) and Mid East North Dublin (MEND) cluster groups of educational institutions will identify potential integrated responses to regional industry and skills needs To work in collaboration with regional skills fora to identify local employer needs with respect to FET Development and expansion of AMTCE and schools partnership programmes focused on	Increased training provision to workplaces and employees LMETB will identify strategic education and training opportunities and develop key progression pathways from FET to HE in collaboration with the regional skills fora – mid-east and north-east and DKIT To identify appropriate responses to address skills gaps responding both to industry in the region and to employees Transition and Pathways Programme in Advanced Manufacturing for TY students	Increased number of programmes delivered and participants engaged. Expansion of pilot project Identify a joint initiative between LMETB and DKIT and relevant parties Identification and delivery of appropriate FET courses Ongoing

		<p>further training and career opportunities</p> <p>Promotion of enterprise education modules in transition year, LCA, and LCVP programmes</p> <p>Seek to achieve increased participation by employers in skills development and workforce planning</p>	<p>Business community and social enterprise activities in schools</p> <p>Visits in and out of the classroom to business community and social enterprises</p> <p>Identification and appropriate response to addressing workforce planning regionally and to support local employer networks in same</p>	<p>Increased numbers of students engaging with these modules</p> <p>Delivery of appropriate support services to employers and appropriate courses to address identified skills gaps</p>
Goal	Priority	Action	Performance Indicator	Target
		Ongoing development and expansion of Skills to Advance initiative	Further development and strengthening of LMETB / industry linkages	Wide range of FET programmes offered and delivered.
		Review of evening course provision with a view to identification of new markets and associated requirements to address same	Identification of current risks to delivery and development of appropriate responses to address requirements of both community and stakeholder interests	Review evening course provision
		Continuous engagement with employers and vendors to determine existing and future training needs with specific reference to employer networks such as advanced manufacturing, pharma and IT	FET providers such as AMTCE to identify specific needs of employer networks	Appropriate responses in respect of FET course offerings to address identified needs
(Strategic Goal 3 - Promote innovation and collaboration)	Deepen collaboration on an all island and East West basis, within the EU and beyond, so as to support the positioning of Ireland as a leading	<p>Promotion of cross border programmes</p> <p>LMETB to work in partnership with other statutory providers locally in regard to collaborative action re potential PEACE project applications to address</p>	<p>Continued engagement and participation</p> <p>LMETB formally engage and participate in developmental work</p>	<p>Ongoing</p> <p>Subject to timeframe To develop of possible regional initiatives</p>

	<p>knowledge economy and so equip Ireland to compete on the world stage (Per LMETB Strategy Statement, Action 3.2)</p>	<p>wider needs of the border communities</p> <p>The AMTCE as a centre of excellence is engaged and developing strategic partnerships north and south in the ecosystem of advanced manufacturing with a view to the development of cross border/ international partners</p>	<p>In an evolving technological landscape these partnerships will drive impact and benefits for the Irish manufacturing sector connecting technology vendors, manufacturing companies and state agencies in order to leverage and accelerate the benefits of industry 4.0 technology adaptation.</p>	<p>Subject to positive discussion and agreement MOU with new collaborating partner organisations to be developed</p>
Goal	Priority	Action	Performance Indicator	Target
<p>(Strategic Goal 3 - Promote innovation and collaboration)</p>	<p>Develop initiatives to respond to national policy requirements (Per LMETB Strategy Statement, Action 3.3)</p>	<p>With due regard to national policy which impacts FET LMETB aims to provide appropriate services and FFET responses to address (subject to finance) appropriate responses.</p> <p>In order to address specific industrial requirements regarding future skills needs in the area of advanced manufacturing the AMTCE to identify specific responses to national policy areas</p>	<p>To develop courses and programmes which address specifically or in largesse the requirements of national policy as it relates to FET</p> <p>To liaise with employers and statutory organisations as relevant with a view to development of key targeted initiatives supported by employer forums to address existing skills requirements and to plan forward enabling companies to prepare for future market expansion</p>	<p>Apprenticeship programme development</p> <p>Working in partnership with statutory agencies, development and delivery of training responses to address identified need</p>
	<p>Deepen national and international links with businesses, agencies, and other bodies, including embassies, in order to maximise opportunities for learners (Per LMETB Strategy Statement, Action 3.4)</p>	<p>Support Erasmus programmes and participation to the widest extent possible of FET learners in experiential learning</p> <p>The AMTCE staff and management working to develop partnerships which would be mutually beneficial in countries and jurisdictions such as UK, EU and Americas with a view to sharing of best practice and</p>	<p>Planning for delivery of Erasmus programmes in PLC sector with a view to increased awareness and understanding across jurisdictions</p> <p>The development of appropriate partnerships</p> <p>Identification of areas of mutual benefit and interest</p>	<p>A number of learners and staff to participate in Léargas/ Erasmus funded projects</p> <p>Develop partnership agreements</p> <p>Identification of FET courses and programmes and</p>

		enhancement of existing provision.		certification opportunities
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Attendance rates at board meetings. (Per Department of Education)	LMETB will re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs	Incorporate into induction and remind annually	Reminder sent
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Board Self Assessments (Per Department of Education)	LMETB will carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.	Assessment carried out	Annual
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Financial expertise on audit and finance committees (Per Department of Education)	Appointments to audit and finance committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role	Consultation took place between Board and Chair Assessment carried out	Confirmation of same Number
	Board appraisal of work carried out by Finance and Audit & Risk Committees (Per Department of Education)	The chair shall ensure that board members are provided with written reports on the work carried out by finance and audit & risk committees as required under the Code of Practice for Governance of ETBs	Written report produced after each such meeting for submission to the Board	Number of meetings versus number of reports
	Self-Assessment by Finance and Audit & Risk Committees (Per Department of Education)	The chairs of both the audit & 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 of ETBs.	A self-assessment of each is carried out in each calendar year	1 each per year

Goal	Priority	Action	Performance Indicator	Target
	Staff Development (Per Department of Education)	The chief executive should ensure that: -a member of staff is appointed as the 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	Training manager appointed TNA of financial management skills amongst appropriate staff Appropriate programme developed or sourced	In place In place In place
	Departmental reporting deadlines (Per Department of Education)	Reporting deadlines set by the Department should be adhered to.	All reports due are delivered within agreed deadlines FET LMETB are supported in FET staff development by SOLAS. This enables the employment on a contract basis of a PD Co-ordinator (0.5) who is engaged with FET management teams to identify staff PD requirements working on LMETB's behalf with ETBI networks in this regard.	Reports not submitted Delivery of agreed FET wide PD provisions.
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Risk Management Policy (Per Department of Education)	The board of each ETB should ensure that there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The audit and risk committee should support the board in this role	Risk management system in place with standing item of risk on board, audit and risk, management team/OSD meetings Risk Appetite Statement adopted	Confirmation of process in place In place
	Internal controls (Per Department of Education)	The board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended	Statement of system of internal control (SSIC) developed with relevant inputs from exec, audit & risk, finance committee and Board	SSIC in place for each year

Goal	Priority	Action	Performance Indicator	Target
	Continue to develop and maintain the built environment to support LMETB's strategic goals <i>(Per LMETB Strategy Statement, Action 4.1)</i>	Continue to develop and maintain the built environment including in relation to devolved projects.	Appropriate facilities	Projects underway
		Continue to develop schools and facilities in areas of population growth.	Facilities or services planned or implemented to deliver to a changed demographic	Projects underway
		Progress construction of new headquarters for LMETB	Progression through the defined stages for project delivery	Stage
	Ensure a safe, respectful, inclusive and collaborative working environment, where each individual's contribution is valued, where staff are supported in learning new skills and working innovatively, given opportunities to build experience and where excellence in performance is appreciated. <i>(Per LMETB Strategy Statement, Action 4.2)</i>	Continually develop initiatives/run training courses to encourage a positive work environment with clear lines of communication	Staff feel supported and motivated in the workplace	Ongoing
Goal	Priority	Action	Performance Indicator	Target
		Staff wellbeing to be included in CPD Programmes for staff	24/7 support for all staff	Increase awareness of EAP
		Appropriate supports provided to staff with specific wellbeing issues	Supports and initiatives developed or implemented	ongoing

Goal	Priority	Action	Performance Indicator	Target
		Employee Assistance Programme is in place for all staff. Phone service and wellbeing information circulated regularly	Statistics regarding level of engagement by LMETB staff	Times circulated
		Engage with staff representatives	Meetings held	Ongoing
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure high standards of financial and risk management to support schools and centres to operate within funding and corporate governance requirements <i>(Per LMETB Strategy Statement, Action 4.3)</i>	LMETB Board and Board of Management Training	Seminars for all Board Members including committees on corporate governance	Training to new board delivered BOM training delivered
		Ensure regular management, Director and section head meetings.	SMT and Section meetings held	Meetings held
		CPD for management in relevant areas	Courses delivered in procurement, governance, H&S, FOI, data protection, asset management, ICT, Executive Coaching etc as required	Training delivered
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure high standards of financial and risk management to support schools and centres to operate within funding and corporate governance requirements <i>(Per LMETB Strategy Statement, Action 4.3)</i>	Annual financial statements, Service Plan, Annual report, monthly returns, reports to Board, Finance and Audit and Risk Committees, reports to Board of Management, ESF returns, FARR returns, Early Warning Reports, etc. completed on time and accurately	All relevant financial reports completed accurately and submitted on time	Reports completed by relevant due dates

Goal	Priority	Action	Performance Indicator	Target
		ESBS transition for all phases of payroll, finance and for apprentice and learner payments managed successfully	Project teams and resources put in place for successful migration	Deadlines met
		Implement new recruitment system		System implemented
		SLAs completed based on national and local needs with external agencies whom we financially and strategically engage	SLAs and DP agreements completed as appropriate	Ongoing
		Update data protection policies and procedures and provide training to all staff and refresher training on a regular basis through briefing sessions and eLearning. Data protection agreements with other agencies signed where appropriate	High level of data protection awareness amongst staff. Deployment of support software solution	Ongoing In place
		Continue to ensure that LMETB are represented and active in national fora and deepen linkages and cooperation with funding bodies.	Range of partnerships developed with Local Authorities including Small grants scheme, Music Generation partnerships in both Louth and Meath, devolved building projects and harnessing of opportunities in the areas of cross border cooperation, advanced manufacturing and Brexit, Drogheda Implementation Board coordination	Ongoing
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure high standards of financial and risk management to support schools and centres to operate within funding and	Maintain Corporate Procurement Plan. Continue to liaise with ETBI regarding the implementation of a Contract Management System to ensure value for money and	Continue to set stretch targets in the area of procurement compliance to ensure that the ongoing trend is maintained and amplified	Procurement Plan submitted to ETBI Contract Management System implemented

	corporate governance requirements (Per LMETB Strategy Statement, Action 4.3)	compliance with national procurement guidelines		
Goal	Priority	Action	Performance Indicator	Target
		Provide BI-annual procurement briefing to RSTC	To achieve procurement compliance <€500,000 annually	Ongoing
		Provide annual procurement training to schools and centres	To achieve procurement compliance <€500,000 annually	Ongoing
		Maintain schedule of procurement projects	Review monthly to ensure projects are progressed on a timely basis	Ongoing
		Monitor supplier spend to ensure compliance	Review monthly to ensure no supplier spend is in excess of €25,000 ex vat without a valid contract	Ongoing
		Clearly communicate and update procurement policy as appropriate	Procurement update circulated with details	Ongoing
		Maintain and update Appendix 1 – Annual Procurement Plan on a monthly basis	Contract list and procurement schedule updated and actioned	Ongoing
		Continue to work with DCS to improve the functionality of the P2P system to ensure procurement compliance	Roll out of updates e.g. YTD expenditure report	Ongoing
		Staff Procurement Training	Procurement staff attendance at appropriate OGP Training and conferences, ETBI and Procurement Consultant events	Ongoing
		Increase resources in procurement office to monitor contracts, assist with P2P guidance etc	Resources provided	Immediate
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure high standards of financial and risk management to support schools	Maintain overview of Asset management system	Review sites, users and workflow annually	Ongoing

	and centres to operate within funding and corporate governance requirements <i>(Per LMETB Strategy Statement, Action 4.3)</i>			
Goal	Priority	Action	Performance Indicator	Target
		Carry out independent stock takes annually	Visit schools and centres to verify stock and prepare annual report for CE	Ongoing
		Process depletions from schools/centres	Monthly requests	Monthly
		Training for users of the asset management system	Improvement in input of assets	Ongoing
		Ensure all department and revenue returns are submitted accurately and on time.	Returns submitted on time with no penalties incurred	Ongoing
		Seek to implement a comprehensive tracking system for OSD work	Options considered Procurement complete	Implemented
	Ensure that organisational structures, systems, procedures, policies and actions are aligned with strategic priorities and compliant with applicable legislation <i>(Per LMETB Strategy Statement, Action 4.4)</i>	Implement an effective Health and Safety Plan for the organisation and prioritise training for managers in the areas of health and safety awareness and expertise	A Safety Management System is developed nationally and is being implemented in consultation with the sectoral unions	Ongoing CPD to be developed to meet needs in this area
		Review of management structures post ESBS	Improved communication between and within departments. Improved workflows.	Structures reviewed and changes made where necessary
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance)	Ensure that organisational structures, systems,	Ensure efficient and effective use of all resources including financial, personnel, and energy efficiency	Review outcome against service plan	Annual and ongoing

and Support Framework)	procedures, policies and actions are aligned with strategic priorities and compliant with applicable legislation (Per LMETB Strategy Statement, Action 4.4)			
Goal	Priority	Action	Performance Indicator	Target
		Communicate effectively with stakeholders including through social media, traditional media and through effective advertising of roles and events	<p>Ongoing engagement with stakeholders through twitter and through website.</p> <p>Publishing of all policies and statutory documents and board minutes online.</p> <p>Advertising of vacancies online as well as in traditional media.</p> <p>Use of “boosts” to promote content on social media as may be appropriate.</p> <p>Implement new recruitment system</p> <p>Review sectoral communications strategy with a view to implementation</p>	Ongoing
		Develop an organisational chart with associated roles and responsibilities	<p>Minimise gaps in service due to staff absence or retirement</p> <p>Improved outcomes for learners and organisation efficiencies</p>	<p>Organisational charts, cross training plans and manuals are updated on a continuous basis as the need arises</p> <p>Ongoing</p>
		Risk Management for OSD, FET and Schools reviewed as per schedule depending on risk type and severity and appropriate actions taken to manage risk	Actions from Risk Management implemented	Actions from Risk Management implemented

Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure that organisational structures, systems, procedures, policies and actions are aligned with strategic priorities and compliant with applicable legislation <i>(Per LMETB Strategy Statement, Action 4.4)</i>	Good corporate governance to ensure accountability with risk registers prepared and internal control review completed.	Risk Register and internal controls reviewed regularly and actioned accordingly.	Ongoing
Goal	Priority	Action	Performance Indicator	Target
		Continue to lobby Department for appropriate staffing	Secure replacement for staff turnover Support national efforts through ETBI	Ongoing Ongoing
		Advise schools and centres re framework that is in place for Health and Safety training, consultancy and advisory services. Facilitate training for admin staff (fire warden, first aid, manual handling) and in priority areas for schools/centres - caretakers/cleaners manual handling etc. Staff in H&S section take part in own personal development training and training in specialist areas such as Legionella Awareness. Regular communication and feedback to schools/centres. Answering queries. Update SharePoint regularly. Develop training session for schools/centres in relation to safety statements to ensure that they are of a high standard and standardised across the LMETB. Engage with consultants to develop training on completion of accurate Risk Assessments for	Annual H&S checklist Internal audits/site visits. Monthly meetings with Insurance section to identify risks arising from accidents	Ongoing

		schools/centres. Provide guidance and feedback to schools/centres on accidents reported.		
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure that organisational structures, systems, procedures, policies and actions are aligned with strategic priorities and compliant with applicable legislation <i>(Per LMETB Strategy Statement, Action 4.4)</i>	Maintaining logs for Data Breaches, DPA's, Access requests. Implementing new training platform and rolling out to staff. Regular communication to staff about data protection issues, e.g. GDPR anniversary, data protection day, data breach reporting obligations, remote working. Answering queries. Attend training relevant for role and self-development. Attend ETB FOI/DPO forum quarterly meetings	Site visits Logs maintained and up to date. Data Access Requests answered within time frame.	Ongoing
		Process FOI request within timeframe allowed in Act. Update LMETB website with FOI disclosure Log. Attend Training for self-development. Attend ETB FOI/DPO Forum quarterly meetings.	Logs maintained and up to date. FOI requests answered within time frame.	Ongoing
		Risk register review reminders to Directors. Update risk register after reviews by directors. Furnish risk registers to Audit & Risk Committee and Board	Reports made available by due date and prior to Board meeting and audit meeting.	Ongoing
Goal	Priority	Action	Performance Indicator	Target

Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure that organisational structures, systems, procedures, policies and actions are aligned with strategic priorities and compliant with applicable legislation (Per LMETB Strategy Statement, Action 4.4)	Maintain communication with IPB and all Schools/Centres regarding Policy requirements and best practice relating to Insurance and Incident Reporting.	Continue to liaise with IPB, maintain communication with schools and centres regarding all matters relating to Insurance. Continue to follow up on queries relating to insurance matters from schools, centres.	Ongoing. It has been proposed that IPB will arrange a training session on Incident Reporting during 2022 to all Principals and Co-Ordinators.
Goal	Priority	Action	Performance Indicator	Target
		Annual assessment of control/risk assessment questionnaire sent to all schools centres relating to all areas of Risk management. Opportunity to flag issues or concerns where information and guidance may be required from CES. Links to all relating Polices, Advisory notes and guidance for each risk area are provided on the Assessment of Control Questionnaire.	Continue to update and issue annually, the Assessment of Control to all schools and centres. Follow up on any concerns or queries relating to the risk areas that a school or centre may have identified or are identified by CES as a result.	Ongoing. Forms were updated in 2021.
		Monthly Health& Safety and Insurance meetings reviews are in place. Risks identified and flagged. Registers updated weekly. Incident reports filed at the school and head office and sent to IPB Claims Dept.	Continue to carry out review meeting on a monthly basis. Continue update of registers weekly.	Ongoing
		Annual review and filing of all declarations and nil declarations of all serving Board Members for the year and all designated positions in LMETB. Files kept of all declarations annually.	Continue to review and file annually. Continue to advise on the obligations to make a declaration to the CE and/or SIPO where appropriate. Register kept of all declarations including late declarations received.	Ongoing
		Continued compliance with Protected Disclosure requirements	Update policy in line with EU Directive Continue CPD	Updated policy CPD undertaken

			Publish Protected Disclosures Annual Report	Publication on website
Goal	Priority	Action	Performance Indicator	Target
Governance (Strategic Goal 4 - Provide a High Quality Governance and Support Framework)	Ensure that IT systems and infrastructure are appropriate to the organisation's needs and are sufficient to meet evolving cyber threats and that LMETB takes advantage of the opportunities presented by developments in the ICT environment <i>(Per LMETB Strategy Statement, Action 4.5)</i>	Continue to participate in ETBI IT forum	Attendance at meetings	Ongoing
		Continue to monitor current technological developments and implement solutions considered appropriate	Measures implemented	Ongoing
		Continue to work with third party providers		
		Continue to seek Department approval for additional staffing	Requests made	Ongoing
		Explore alternative measures of sourcing additional staffing, e.g. secondments, apprenticeships, contracted staff	Measures explored	Ongoing
		Meet with Principals/ co-ordinators to review IT needs and plan projects	Meetings held	Ongoing
		Submit annual Start of Year and End of Year forms to ETBI	Forms submitted	Ongoing
Avail of training opportunities for IT staff	Training completed	Ongoing		
Goal	Priority	Action	Performance Indicator	Target
(Strategic Goal 5 - Act Sustainably)	To develop an LMETB sustainability policy consistent with UN targets and Ireland's Climate Action Plan 2021 including the specific targets set under that plan for LMETB. <i>(Per LMETB Strategy Statement, Action 5.1)</i>	Establish a cross functional working group to develop a sustainability policy	Group in place	Policy developed by year end

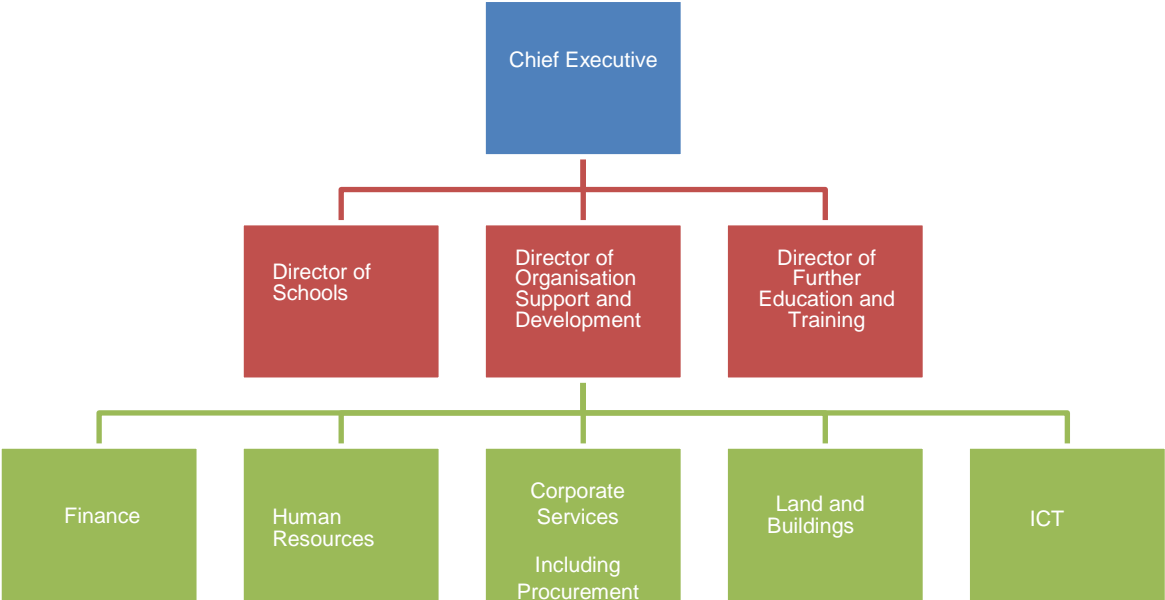
	Engage with staff on implementation of LMETB's Sustainability Policy to enable them to contribute to LMETB's sustainability objectives (Per LMETB Strategy Statement, Action 5.2)	Consultation with staff on development of policy and development of an implementation plan	Consultation complete	Process commenced by year end
	Engage with learners on implementation of LMETB's Sustainability Policy to enable them to contribute to LMETB's sustainability objectives (Per LMETB Strategy Statement, Action 5.3)	Consultation with learners on development of policy and development of an implementation plan	Consultation complete	Process commenced by year end
	Develop partnerships, including with SEAI, which can contribute to LMETB's sustainability objectives (Per LMETB Strategy Statement, Action 5.4)	Enhance partnership opportunities with SEAI Link with local authorities	Opportunities explored Opportunities explored	Ongoing Ongoing
Goal	Priority	Action	Performance Indicator	Target
(Strategic Goal 5 - Act Sustainably)	Ensure that LMETB property is managed in a sustainable manner in line with LMETB's Sustainability Policy (Per LMETB Strategy Statement, Action 5.5)	Pending development of the policy to develop initiatives to measure and improve sustainability	Measures developed and initiatives undertaken Completion of energy audits as required Appointment of staff resource to support function Avail of any opportunities presenting in renovation or maintenance of existing stock	Ongoing Ongoing Ongoing Ongoing

	<p>Reduce LMETB's environmental impact in line with LMETB's Sustainability Policy (Per LMETB Strategy Statement, Action 5.6)</p>	<p>Pending development of the policy to develop initiatives to measure and reduce environmental impact</p> <p>Development of green skills training programmes in FET</p> <p>Promote sustainable procurement</p> <p>Development and support of Green Schools Committees</p> <p>Introduction, Development and Implementation of the ETBI Take 1 Programme Education for Sustainable Development in LMETB Schools and Colleges</p>	<p>Measures developed and initiatives undertaken</p> <p>Courses /programmes developed, and certification and validation attained</p> <p>Sustainability criteria incorporated into specification and award criteria</p> <p>Communication with green schools coordinators supporting training for staff and students showcasing best practice examples of green schools initiatives and including such initiatives in school awards schedules</p> <p>Facilitating presentations by green school committees to BOMs/subcommittees /LMETB Board</p> <p>Provision of CPD for School Leaders on Take 1 Programme</p> <p>Schools engage with Annual May Day re: Take 1 Programme</p> <p>Distribution of Signage to Schools on Take 1 Programme</p>	<p>Ongoing</p> <p>Development of courses</p> <p>Implemented</p> <p>Ongoing</p> <p>Increase in schools having green flags / participating in green school initiatives</p> <p>Ongoing</p>
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Overview of Services

Statement of Services – Organisation Support and Development Services

In Louth and Meath Education and Training Board these services are located in the Directorate of Organisation Support and Development. This directorate was restructured in 2017 to promote a more efficient interaction with the front-line services that the Directorate supports, to achieve single location for each function under the directorate and to co-locate those services which best fit together under each pillar of the directorate. Further restructures to the HR function were also rolled out as part of the migration of LMETB payroll to a shared services function. Finance was also restructured to incorporate the finance function in the training centre. A diagram depicting the preferred structure at a high level is included below. The Directorate’s goals are to enhance those processes and procedures that underpin good corporate governance in LMETB and to ensure that human, financial and infrastructural resources appropriate to the delivery of front-line services are deployed across the organisation.



LMETB Capital Programme

LMETB's Capital programme plans for expenditure of over €55 million in schools and centres in 2023. Spend in 2022 was €23.7 million. LMETB are currently onsite at 6 locations across Louth and Meath.

Significant projects currently being managed by the Land and Buildings Team include 8 major projects which are fully devolved to LMETB with an estimated budget of €150 million, 11 permanent extensions with combined budget of €52 million (projects ranging from €2 – €10 million), 5 modular projects for completion summer during 2023 (est.€5m). The equipping of these projects with furniture, equipment and IT is a multi-million euro project.

Projects include a new 7,406m² school for O' Carolan College, Nobber which is currently out to tender for a contractor and LMETB anticipate signing contracts before Summer. The campus development in Navan which will see the construction of a new 16 classroom school for Ard Rí Community National School (3,591m²) and also the construction of a new special school for St. Ultan's, Navan (4,360m²) was approved to proceed to detailed design stage late January 2023. Major permanent extensions at St. Oliver's Community College, Drogheda and Dunshaughlin Community College are at Stage 1, preliminary design stage, these projects currently have a combined budget of €50 million. Both projects will include works to the existing building to ensure that the final designs allow these schools, which have two of the largest school enrolments in the country continue to be ran smoothly and professionally.

The new administrative headquarters building in Drogheda received planning permission in December 2022 and it is envisaged that the offices will incorporate as many energy saving measures as is feasible to ensure compliance with Government and EU regulations climate and energy targets. The Design Team are progressing the project towards tender stage.

The major extension at Bush Post Primary School which will see the school extended by almost one third and a new 5 classroom primary school with Special Needs Unit for St. Peter's National School, Dunboyne are both onsite and progressing well.

The Advanced Manufacturing Training Centre of Excellence, Dundalk received a major investment of €11 million to complete Phase II works. These works will allow for the installation of state-of-the-art equipment which includes robotic education cells, computer-aided design (CAD) stations, 'cobot' collaborative robot cells, robotic welding cells, CNC Machines as well as virtual reality (VR) and augmented reality (AR) equipment. The centre is currently working on expanding their offering for the construction sector. For example, progression courses for 3D Concrete Printing (3D CP) to develop more in-depth expertise in areas such the material, software (design and operations), printer maintenance. Other new courses will be delivered including drone mapping and GPS training, use of wearable tech in construction, construction robotics, Blockchain in Construction Sector e.g., Health and Safety, Supply Chain, Augmented Reality in Quarry and Construction and Sustainability and Resilience in the Built Environment e.g., Carbon Management. The centre also offers courses in Building Information Model (BIM). There is a rapidly growing use of digital plans in the form of BIM to design and deliver projects on time and within budget. It will be a requirement for all public sector projects in the future.

Phase II of Coláiste na Mí, Navan which includes for a new school for St. Mary's Special School, Navan is underway with contractor having commenced onsite in last November 2022. (€30 million).

The announcement by the Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris T.D. for a new Dunboyne FET College of the Future was very exciting and LMETB are working with SOLAS and DFHERIS to progress both the site acquisition and their requirements for a Preliminary Business Case. LMETB hope to secure the site and procure a full Design Team this year to progress this much needed project which will see significant capital investment in the FET sector. This is designated as Irelands Further Education College of the Future pathfinder project and we are very pleased that it will be delivered in Meath.

LMETB's Land and Buildings Team were successful during 2022 in our application for a new major electrical training centre which is aiming to open in May 2023 in Drogheda. This new centre, in Drogheda, just off the M1 motorway will be a modern contemporary centre fitted to the highest specification and will be the first of its kind. Works to modify the building commenced in January 2023 and the centre will be operational by May. The centre will support the achievement of targets set out in the new action plan for apprenticeship, help address the backlog of apprenticeships in electrical and provide a learning environment where the apprentices will feel valued, inspired and motivated and ultimately help the construction industry in their need for these skilled people. The centre will see up to 400 apprentices trained each year.

Smaller school projects which are at varying stages of the design process with an estimated budget of €40 million include the Special Needs Unit at St. Mary's Enfield, a non-ETB school which is onsite and almost complete with handover expected at the end of quarter one 2023. Likewise, a 4 class Special Needs Unit at our St. Peter's College, Dunboyne will reach substantial completion in the coming weeks.

The permanent extension at Coláiste na hInse, Laytown received approval to proceed to detailed design stage and we look forward to this project continuing through the Departments design stages and towards lodging for statutory approvals during the year. The extension at Beaufort College, Navan which includes a Special Needs Unit received full planning permission in January 2023.

Owing to the experience of LMETB's Land and Building Departments and the reputation for delivering school construction projects the Department of Education requested that LMETB support a number of non-ETB schools and they continue to request our support in delivering these projects. Projects include a permanent extension at St. Ciaran's Community School, Kells which is at detailed design stage and we anticipate approval to proceed to planning in the coming months, an extension to Loreto Secondary School, Navan, which includes a listed building, is continuing through detailed design with the Stage 2a report expected to be lodged with the Department in mid-February. Skerries Educate Together National School, Co. Dublin, Special Needs Unit, received all required Statutory Approvals and we are expecting the Design Team to complete the Stage 2b report for submission to the Department in February. Once approved the project will proceed to tender for a contractor. The permanent extension at St. Francis National School, Blackrock, Co. Louth is progressing, temporary accommodation was also installed at this site last summer. The Design Team for the new permanent extension at St. Oliver Post Primary School were appointed and met in December to kick start the project.

The extensions to these schools will greatly enhance the facilities for the students both current and for future generations and the projects will create many direct and indirect jobs in the construction sector and beyond.

To cope with the demand for school places in Louth and Meath schools we are also installing

modular accommodation for September 2023 in three schools – Beaufort College, Navan, St. Oliver’s Community College, Drogheda and Loreto Navan

The Department of Further and Higher Education together with the support of SOLAS has seen significant ongoing investment in LMETB’s further education centres. Year on year capital funding is increasing in this much needed area and LMETB are very grateful for funding through Repairs and Maintenance budgets, Emergency Works applications and new in 2022 was the SOLAS Strategic Infrastructure Investment Fund which opened for applications for two projects between €100,000 and €5 million. In 2022, LMETB were successful in our application for a much needed Multi-Purpose Tertiary Education Building which will include additional accommodation and changing room facilities at Drogheda Institute of Further Education and modifications and a full retrofit to our Abbey Road campus for Further Education services.

Other LMETB schools that are being delivered directly by the Department under various schemes include new post primary school in Dunshaughlin, Coláiste Ríoga and a new permanent primary school for our Dunshaughlin Community National School. It is expected that these projects will be delivered under the Departments Framework and proceed to tender early to mid-2024. LMETB were very proud to have won the patronage campaigns for both these schools. Likewise in Enfield the Department is progressing a new 1,000 pupil school and significant modular accommodation will be installed for the start of the September 2023 school year for Enfield Community College.

The contractor for the new permanent school for Ashbourne Community National School commenced onsite in early January 2022 and is expected to be complete this summer under the Department of Education. Phase 2 of Coláiste de Lacy is being delivered by the Department of Education under their ‘Adapt’ scheme and this project will require a new planning application. LMETB work closely with the Department on these projects and are responsible for the furnishing and equipment of all of these schools.

Two of our recent major devolved projects Ratoath College and Scoil Uí Mhuirí, Dunleer won the RIAI Architectural Awards for 2021 and 2022 (Learning Environment Award) respectively and for the first time we have entered two projects for the Irish Construction Excellence Awards 2023. We are delighted that both projects have been selected as finalists so we look forward to the next stage of that competition. The permanent major extension at Scoil Uí Mhuirí, Dunleer was entered into the Education Category and our Phase I AMTCE project was entered under the Fit out and Refurbishment category.

LMETB wish to acknowledge the support provided by the Planning and Building Unit of the Department of Education, SOLAS and the Department of Further and Higher Education, Research, Innovation and Science who have provided robust support for Further Education and Training across Louth and Meath and in particular their support for the Advanced Manufacturing and Training Centre of Excellence in Dundalk.

*Funding from Enterprise Ireland included in Further Education expenditure

Further Education and Training Centres			
Regional Skills and Training Centre of Excellence (AMTCE)	Dundalk		
Drogheda Institute of Further Education	Drogheda		
Dunboyne College of Further Education	Dunboyne		
Advanced Manufacturing Technology Centre of Excellence	Dundalk moo		
VTOS	Drogheda	Dundalk	Navan
Youthreach	Drogheda	Dundalk	Navan
	Trim	Kells	Ashbourne
	Laytown/ Bettystown	Ardee	
Adult Learning Services	Drogheda	Dundalk	Navan
Adult Guidance recruitment and information service.	Trim	Kells	Oldcastle
	Mosney	Laytown/ Bettystown	Dunshaughlin
Back to Education Initiative	Dunboyne	Athboy	Ashbourne
Evening Course Provision	6 centres in Louth and Meath		
Quality Assurance	All centres operating certificated programmes		
Music Generation	Louth		Meath
Youth Services	Louth		Meath
Peace IV Programme	Louth		

Projected Receipts and Expenditure 2023

Louth Meath Education and Training Board Projected Receipts and Expenditures - Overall

	Year ended	Year ended
	31/12/2023	31/12/2022
	€	Unaudited
	€	€
RECEIPTS		
Schools and Head Offices	92,948,027	88,540,467
Community National Schools	276,122	335,671
Further Education and Training & Explore	68,274,644	53,701,652
Youth Services Grants	1,409,389	1,361,362
Agencies and Self-Financing Projects	8,925,160	8,273,098
Capital - Schools and Head Offices/SOLAS/EI	55,263,784	38,287,807
TOTAL PROJECTED RECEIPTS	227,097,126	190,500,057

	Year ended	Year ended
	31/12/2023	31/12/2022
	€	Unaudited
	€	€
EXPENDITURES		
Schools and Head Office	92,948,027	90,899,264
Community National Schools	276,122	206,626
Further Education and Training & Explore	68,274,644	57,743,345
Youth Services	1,409,389	1,329,166
Agencies and Self-Financing Projects	8,925,160	8,925,160
Capital - Schools and Head Offices/SOLAS/EI	55,263,784	23,748,140
TOTAL PROJECTED EXPENDITURES	227,097,126	182,851,700

Cash Surplus/(Deficit) For Period 0 7,648,357

Note: 2022 figures are subject to finalisation and audit

Louth Meath Education and Training Board

Projected Receipts and Expenditures - Schools and Head Offices

	Year ended 31/12/2023	Year ended 31/12/2022 Unaudited
	€	€
PAY		
Instruction	78019714	74226171
Administration	3968368	3775414
Maintenance	1767378	1681444
TOTAL PROJECTED PAY	83755460	79683029
TOTAL PROJECTED NON PAY	4939180	5190273
ASSOCIATED PROGRAMMES		
School Services Support	1492761	1503849
DEIS Funding	514753	266960
Special Class Grant & Equipment	29563	29563
Transition Year Programme	128250	133714
Leaving Certificate Applied	62061	57230
Language Assistant Scheme	26702	26702
Traveller Pupil Capitation Grant	18152	18152
Book Grant	175296	345469
Science/Physics/Chemistry Grant	13117	17762
Junior Certificate Schools Programme	11580	12373
Transport Escort	76477	76477
Digital ICT Strategy	634277	545581
Digital ICT Divide	0	393802
Set Up Grant - New ETB PP Schools		5318
Pre-Opening Capitation New ETB PP Schools	23025	23025
Gaeltacht Ed Funding - Addit. Resources	82051	35960
Leaving Certificate PE Grant		93
July Programme Payment	30020	30020
Leaving Certificate Computer Science		-115
Inservice Travel	871	871
Additional ICT Grant Covid 19		-80
Covid Cleaning Support		309952
Covid 19 Capitation (Cleaning, Sanitising, PPE)	933666	280196
Covid Enhanced Supervision Grant		1062363
Covid Sanitiser & PPE Grant		849959
JSCP Library Grant	765	765
TOTAL PROJECTED ASSOCIATED PROGRAMMES	4253387	6025961
TOTAL PROJECTED SCHOOL AND HEAD OFFICE	92948027	90899263

	Year ended 31/12/2023	Year ended 31/12/2022 Unaudited
COMMUNITY NATIONAL SCHOOLS		
CNS - Capitation	108120	4055

CNS - Ancillary Services Grant	102070	115855
CNS - Book Grant	6490	4999
Standardised Testing Grant	2377	2377
CNS Special Education Needs	4997	4997
CNS ICT Grant	27399	22000
Covid 19 Sanitiser/PPE		21233
One Teacher School	843	843
Covid Cleaning		22324
Covid 19 Capitation Grant (Cleaning, Sanitiser, PPE)	23826	7943
TOTAL PROJECTED COMMUNITY NATIONAL SCHOOLS	276122	206626

Louth Meath Education and Training Board

Projected Receipts and Expenditures – Further Education and Training

	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended
	31/12/2023	31/12/2023	31/12/2023	31/12/2023	31/12/2022
	€	€	€	€	€
FURTHER EDUCATION	Total	Pay	Non Pay	Allowances	Total
PLC Pay	12097068	12097068			11467990
Youthreach	5181630	3482898	912285	786447	4888907
Innovative Projects - Full time	3251747	558767	2692980		2959557
VTOS	1966852	977504	280089	709259	1888752
PLC Programme Specific Non Pay	1271693		1271693		1106632
Back to Education Initiative	1684460	1234408	450052		1640020
Literacy (Including Adult, DEIS, ITABE) Combined for 2023	1457674	963406	494268		1346214
PLC Rent	1237795		1237795		1270901
Co-Operation Hours	600000	600000			517229
Community Education	556654	355323	201331		497202
PLC Enhanced Capitation	473055		473055		505434
Innovative Part Time	376046	40000	336046		300513
ESOL	465217	426646	38571		421024
FETAC Locally Devised Assessment	281302		281302		255257
Blackspot Provision	58781	20000	38781		42335
SSSF PLC	278099		278099		181737
Refugee Programmes	208259	197901	10358		197696
PLC Student Capitation	143350		143350		141991
Skills for Work	56930	36930	20000		48089
FET Pathways from School	446000		446000		0
TOTAL PROJECTED FURTHER EDUCATION	32092612	20990851	9606055	1495706	29677480

Louth Meath Education and Training Board

Projected Receipts and Expenditures – Further Education and Training (continued)

	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended
	31/12/2023	31/12/2023	31/12/2023	31/12/2023	31/12/2022
	€	€	€	€	€
TRAINING	Total	Pay	Non Pay	Allowances	Total
Apprenticeship	17444616	3993474	2543681	10907461	12589529
Traineeships	1366500		555340	811160	237987
Skills Training	2027260	566450	1460810		1375447
Specialist Training Providers (STP)	2527380		1420820	1106560	2426359
Local Training Initiatives	1819585		1252259	567326	1621669
Skills to Advance Route 2 Direct	273190		273190		221591
Skills to Advance Route 2 Contracted	187150		187150		194215
Skills to Advance Route 3 Direct	171216		171216		50701
Skills to Advance Route 3 Contracted	760892		760892		622542
Skills to Advance Open Call					
Community Training Centres	864680		732160	132520	769322
Skills to Advance Route 1 Direct	461041		461041		253755
Skills to Advance Route 1 Specific	738959		738959		240053
Evening Courses	39877		39877		36053
Bridging	27955			27955	12754
Blended Learning	20000		20000		9914
TOTAL TRAINING	28730301	4559924	10617395	13552982	20661891

PROGRAMME SUPPORTS	Total	Pay	Non Pay	Allowances	2022
Programme Supports	2519328	1249862	1269466		1903337
TOTAL PROGRAMME SUPPORTS	2519328	1249862	1269466		1903337

Operational Costs	Total	Pay	Non Pay	Allowances	2022
Operational Costs	4768040	507436	4260604		4979880
TOTAL OPERATIONAL COSTS	4768040	507436	4260604		4979880

OTHER	Total	Pay	Non Pay	Allowances	2022
REACH formerly Mitigating Against Education Disadvantaged Fund	140000		140000		496392
Explore Programme	24362		24362		24362
TOTAL OTHER	164362		164362		520754

TOTAL PROJECTED FURTHER EDUCATION AND TRAINING	68274644	27308074	25917882	15048688	57743345
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Louth Meath Education and Training Board

Projected Receipts and Expenditures – Youth Services

	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended
	31/12/2023	31/12/2023	31/12/2023	31/12/2022	31/12/2022	31/12/2022
	€	€	€	€	€	€
	Total	Pay	Non Pay	Total	Pay	Non Pay
Youth Work	260000	193500	66500	212793	143287	69506
Local Youth Club Grants	168000		168000	158615		158615
Youth Employment Initiative	0		0	36640		36640
Youth Capital Grant	55000		55000	54040		54040
Local Youth Club Capital Grant	59000		59000	58066		58066
International Protection Integration Fund	20000		20000			
UBU Your Place Your Space	847389		847389	809012		809012
Total Projected Expenditures - Youth Services	1409389	193500	1215889	1329166	143287	1185879