



Tipperary
ETB

Bord Oideachais & Oiliúna Thiobraid Árann
Tipperary Education & Training Board

Service Plan

2025

Your
journey,
our
commitment.

0



Tipperary
ETB



Rialtas na hÉireann
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1. Message from the Cathaoirleach of Tipperary Education and Training Board



As Chairperson of Tipperary Education and Training Board (Tipperary ETB), I am delighted to present the Service Plan for Tipperary ETB for 2025. Tipperary Education and Training Board is a statutory provider of education and training opportunities for people throughout County Tipperary.

Each year we apply for funding to support the provision of high quality student and learning experiences through our two main funding sources: the Department of Education (DE) which funds both primary and post-primary education and the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), which is responsible for funding Further and Higher and Education.

In addition, Tipperary Education and Training Board has responsibility for Music Generation and the coordination of voluntary Youth Service provision which has been supported by the Department of Children, Equality, Disability, Integration and Youth (DCEDIY). In 2025, responsibility for Youth Services will transition to the Department of Education, demonstrating a continued commitment to recognising and prioritising the needs and challenges of young people in Ireland.

This Service Plan for 2025 is closely aligned with Tipperary Education and Training Board's Statement of Strategy, 2023-2027, which was prepared in accordance with Section 47 of the Education and Training Board Act of 2013.

In 2024, there were in excess of 20,111 students (2023, 19,431 students) engaged in education and training, delivered through our network of ten post-primary schools, one high-support school, our community national school, and multiple Further Education and Training (FET) centres throughout the county. We also collaborate with partner agencies to expand education and training opportunities throughout the county. The strategic location of Tipperary ETB centres ensures that education and training opportunities are strongly linked to communities and easily accessible.

I would like to extend a very sincere thank you to the members of the 2019 -2024 Tipperary Education and Training Board for their dedication and service and extend a warm welcome the members of the new 2024-2029 Board. I also wish to express my gratitude to our staff , strategic partners and stakeholders who support us in fulfilling our vision of being a ***progressive organisation that enriches lives, offering innovative education and training opportunities.***

We look forward to another year of growth, collaboration, and excellence in education and training for the people of County Tipperary.

Cllr Roger Kennedy
Chairperson, Tipperary ETB
February 2025

2. Foreword by the Chief Executive

On behalf of Tipperary Education and Training Board, I am pleased to present the Annual Service Plan for 2025.

At the time of presenting this plan to the Board, the budget figures for 2025 from SOLAS have not been finalised. Our estimate for non-capital funding under FAR 2025 is for €37 million and the figures presented in this plan are based on that anticipated budget. Therefore, the Service Plan may be subject to revision once the final 2025 SOLAS budget has been determined. As an organisation, Tipperary ETB continues to grow, the budget figures for 2025 represent a 145% increase compared to our 2015 budget.



In 2023, in accordance with Section 27 of the Education and Training Boards Act, 2013, we prepared our 2023-2027 Statement of Strategy which outlines vision and plans for delivery of education and training in Tipperary. The Strategy serves as a roadmap for the development of our organisation as we continue to respond proactively to the evolving education and training needs of students, and those of the economy and our community.

Our unified organisational core values of **Excellence, Care, Equality, Community and Respect** will guide us in the delivery of our mission of providing a high-quality education and training service, which creates diverse opportunities enabling learners and communities to unlock their potential.

The Service Plan reflects Tipperary Education and Training Board's Strategy Statement and will guide our activity in 2025. Tipperary Education and Training Board will continue to provide education and training services across the following areas,

- Primary and Post-primary education,
- Further Education and Training (FET),
- Co-ordination of Voluntary Youth Services,
- Music Generation,
- REALT (Regional and Education Language Teams) – a Department of Education response to the Ukrainian crisis.

Major Developments in 2024 – aligned to our Strategic Goals

These are just some of the major developments achieved in 2024. A full report on our Statement of Strategy Implementation will be included in our Annual Report.

Goal 1 - Leadership and Stewardship

- The 2024-2029 Tipperary ETB Board was established in 2024, with the first full meeting held on 10 September 2024. We welcome the new members and look forward to working collectively on the implementation of the Statement of Strategy. Induction sessions and competency-based interview training have been provided to Board members,
- We extend our sincere gratitude to outgoing Board members for their vision, dedication, and commitment. Their contributions were celebrated in Templemore College in June 2024,
- Section 45 Committees were established, with work ongoing to finalise our Section 44 Committees,

- The new Code of Practice for the Governance of Education and Training Boards (Circular Letter 0083/2024) was issued in November 2024 and approved by the Board on 10 December 2024. Training on the new Code has commenced, with additional sessions scheduled for 2025,
- The Board agreed to become the Patron of a new special school in Nenagh, set to open in September 2025,
- Tipperary ETB successfully secured funding under the Just Transition Scheme, aimed at training individuals affected by the peat bog closures and other marginalised groups. The project is being led by the Tipperary Education and Training Board in partnership with Tipperary County Council, and in consultation with the Construction Industry Federation of Ireland and North Tipperary Development Company (NTDC),
- Electrical and Plumbing Apprenticeship capacity at Archerstown FET Centre continued at 150% of normal capacity, in response to continued demand,
- The Carrick-on-Suir FET College extension was officially opened on 16 December 2024, supporting the continued expansion of FET provision with the addition of 2 new Electrical Apprenticeships, with plans for further development,
- Our Post-Primary enrolments continue to grow, with 5,396 students enrolled as of October 2024—a 50% increase since 2015,
- Nenagh Community National School, Tipperary’s only multi-denominational, co-educational primary school, continues to expand, now enrolling 178 students.

Goal 2 - Organisational Empowerment and Accountability

- The FET Student Council continued to strengthen the student voice in decision-making and provides a structured feedback mechanism on the student experience. The Chair of the Student Council serves as a member of the Tipperary ETB FET Committee, ensuring student voice within Tipperary ETB’s governance structures,
- A strategic dialogue meeting was held with SOLAS in 2024, providing an opportunity to showcase Tipperary ETB’s significant achievements in Further Education and Training (FET). This included the continued growth of Apprenticeships and the wider FET provision. Discussions also focused on shaping the next phase of the Strategic Performance Agreement (2024-2027), ensuring alignment with national priorities while addressing local and regional needs,
- In 2024, a Performance Delivery Oversight meeting was held with the Department of Education, providing an opportunity for a detailed review of Tipperary ETB’s performance and its compliance with the Code of Practice governance obligations.

Goal 3 – Communication and Transparency

- An online staff engagement session was held in December 2024 to update all staff on organisational developments. These briefings support our communications plan, updates were given on Tipperary ETB Values, Communities of Practice, Organisation cohesion, ESBS projects, the FET College of the Future, the new FET Admissions Office and clearer pathways for student progression,
- The implementation of our new website provides greater clarity and accessibility for all users. The design and content of the new website was a significant project, and included the integration of the Staff Hub—a centralised database that provides essential information for all staff,

- Ongoing work continued at school level through our Communities of Practice, including our SENCO Forum, Digital Teaching, Learning and Assessment, DEIS, and Education for Sustainable Development initiatives.
- Whole-school initiatives continued to progress in 2024 including the work of the Ethos Teams in embedding the Patron’s Framework, our Excellence in Education collaboration project with Mary Immaculate College, and provision mapping for students with special educational needs,
- In 2024, we launched the Viclarity tool to facilitate the reporting and monitoring of the implementation of our Statement of Strategy goals and priorities. This will also support the work of both the implementation team and the Board Oversight Committee,
- A review of our CPD policy was conducted to simplify and enhance our supports for staff in upskilling and professional development. Additional initiatives in 2024 also included cross-functional leadership training for the Senior Leadership Team, Assistant Principal Officers, and Further Education and Training Managers, fostering collaboration and leadership capacity building.

Goal 4 – Service and Fairness

- Tipperary ETB is actively working with the National Tertiary Office , as well as appointing a Tertiary Manager, to provide educational pathways that bridge Further Education (FE) and Higher Education (HE) in Tipperary. These tertiary programmes will enable learners to progress from Further Education to Higher Education Institutions (HEIs) outside of the traditional point-based entry requirements,
- A new website was launched in 2024, enhancing visibility and accessibility, and providing greater clarity on our services,
- Music Generation Tipperary launched “Sounds of Semple”, performed during the Munster Hurling Championship at Semple Stadium,
- Helen Hutchinson, an Adult Literacy student, published a book of poetry detailing her experience as a member of the Travelling community,
- We have established a cross-pillar Core Values Working Group to promote, raise awareness of, and embed our core values across the organisation.

Goal 5 – Continuous Organisational Learning and Capacity Development

- A revised Preliminary Business Case for the integrated FET campus in Kickham Barracks, Clonmel was successfully submitted to SOLAS in September 2024. Minister Patrick O’Donovan at a site visit in October 2024 announced approval for the project, to move to the tender and design phase, calling it “*a first-of-its-kind initiative*” where students can access all ten levels of the National Qualifications Framework on a connected campus,
- The Department of Education announced seventy new leadership management posts across the sector in 2024. Tipperary ETB was awarded three posts at Assistant Principal Officer, Grade VII, and Grade VI levels,
- Ongoing progress is being made in upgrading our physical infrastructure across the county, with several schools securing Sports Capital Funding,
- In line with our objective of building strong strategic partnerships, a Memorandum of Understanding was signed with Mary Immaculate College (MIC) to enhance teaching, inclusion, and student progression pathways from FET to Higher Education,
- Tipperary ETB continued to strengthen other strategic alliances with partners such as TUS, Tipperary County Council, the Mid-West and South-West Regional Skills Fora, and St. Senan’s

Education Office. We are actively engaged in several collaborative projects with these key partners,

- A significant partnership was established with the Goodman Foundation to support the development of Coláiste Dún Iascaigh, Cahir, to mark the 50th year of establishment of the ABP Cahir Factory. This project will significantly enhance the facilities at the school and the whole community will have the opportunity to avail of the new state of the art sport and recreation facilities in Cahir.

Goal 6 – Accomplishment and Measurement

- Tipperary Education and Training Board hosted the South-East Apprenticeship Graduation ceremony at Hotel Minella in Clonmel in October, 2024 attended by newly qualified apprentices from Tipperary ETB, Kilkenny Carlow ETB and Waterford Wexford ETB. 140 Tipperary ETB apprentices graduated from a wide variety of skills sectors,
- Several award ceremonies were held across the county to acknowledge and celebrate the achievements of our students.

In addition to continuing to progress the initiatives outlined above, **key priorities for 2025** include the following:

- Opening a new special school in Nenagh under Tipperary ETB patronage,
- Capital projects: Improving and future proofing the accommodation requirements at Coláiste Mhuire Co-Ed, Thurles, Nenagh Community National School, and other schools and centres across the county,
- Further Education and Training expansion: Increasing Apprenticeship provision in Thurles, Carrick-on-Suir and other key locations,
- Developing interim FET accommodation in Roscrea and Nenagh, while working toward a long-term county-wide estates strategy,
- Sustainability initiatives, including collaboration with the Sustainable Energy Authority Ireland (SEAI) to meet the 50% emissions reduction target by 2030,
- Public Sector Duty Implementation Plan to advance inclusivity and equality,
- Education Business Shared Services projects, including the Financial Shared Services transition,
- Developing a comprehensive ICT Strategy to enhance digital learning and infrastructure,
- Further embedding the FET College of the Future strategy, ensuring high-quality, integrated service delivery, throughout the county,
- Strategic planning for Post-Primary provision, focusing on projected demographics and a "one town-one school" model.

Conclusion

In 2025, Tipperary ETB will continue its commitment to delivering high-quality teaching, maintaining strong governance and maximising resources to provide the best opportunities for the students and the communities we serve.

We will operate within the financial budgets set by both the Department of Education (DE) and the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) and through robust governance focus on achieving the best value for money for both the public and our learners.

I would like to take this opportunity to thank our Board and subcommittees for their oversight, dedication, support and commitment to Tipperary ETB.

I also want to acknowledge that the commitment and professionalism of all our staff. The success of Tipperary ETB is built on our values and dedication, and we look forward to continued progress in 2025 and beyond.

Bernadette Cullen
Chief Executive
February 2025



3. Tipperary Education and Training Board 2024-2029

The new Board of Tipperary Education and Training Board (ETB) held its first full meeting at the Anner Hotel in Thurles on Tuesday, 10 September 2024.

The Board, which will oversee operation of Tipperary Education and Training Board between 2024 and 2029, includes nine members from the previous board term and 12 new members which have been elected since the local elections were held in June. At the meeting, Fianna Fáil Cllr Roger Kennedy was elected Chairperson of the Board while Fine Gael Cllr Mary Hanna Hourigan was elected as vice-Chairperson.

The Board is populated in line with the Education and Training Board Act 2013 and is reflective of all stakeholders with a total of 12 elected members nominated by Tipperary County Council – Michael Brennan, Phyll Bugler, Kay Cahill Skehan, Niall Dennehy, Pat English, Willie Kennedy, Máirín McGrath, Louise Morgan Walsh, John O’Heney, and Seán Ryan.

Other members include two parents nominated by the National Parents Council, Fiona Dunford and Declan Kinsella, two staff members through an election process, Siobhán Kennedy and Stephen O’Brien.

There are five nominees from specified bodies, Donal Kelly (Youthwork Ireland), Virginia O’Dowd (Rehab/ICTU), Josephine Chamney (IBEC), Cora Horgan Farrell (Down Syndrome Ireland), and Eddie Morrissey (JMB/ACCS/NAPD).



The Tipperary ETB Board 2024 – 2029 – (Back row L to R) Siobhán Kennedy, Cllr Seán Ryan, Cllr Louise Morgan Walsh, Declan Kinsella, Josephine Chamney, Cllr Willie Kennedy, Fiona Dunford, Eddie Morrissey, Virginia O’Dowd, Cllr Niall Dennehy, Cora Horgan Farrell, Cllr Phyll Bugler. **(Seated L to R)** Stephen O’Brien, Cllr Kay Cahill Skehan, Cllr John O’Heney, Bernadette Cullen (Chief Executive, Tipperary ETB), Cllr Roger Kennedy, Cllr Mary Hanna Hourigan, Donal Kelly, Cllr Máirín McGrath, Cllr Michael Brennan. Missing from photo: Cllr Pat English.

4. Profile and background of Tipperary ETB

Tipperary Education and Training Board was established on 1st July 2013 under the Education and Training Boards Act, 2013, an amalgamation of the former North and South Tipperary VEC (Vocational Education Committees). Our corporate structure which is made up of a democratically appointed Board (reserved) and a management (executive) team. Our head office is based in Nenagh and our suboffice is in Clonmel.

The services provided as the education and training authority include Post-Primary education, Primary Education, Further Education and Training, full-time and part-time programmes in addition to other community-based education programmes and services. All services are delivered through a network of Tipperary ETB schools and centres as well as partnerships with other agencies and voluntary organisations at local level.

Tipperary ETB's target customers are:

- Students and/or their parents/guardians,
- Adult students,
- Communities throughout the county,
- Young people and volunteers,
- Applicants and grant recipients under the various schemes administered directly by Tipperary ETB,
- Voluntary and sporting organisations,
- Employers seeking to address skills gaps,
- Employed people wishing to upskill.

Our student statistics for 2024 are as follows:

Provision	No. of Locations	No. of Beneficiaries
Post-Primary	10	5,396
Community National School	1	178
High Support Primary School	1	17
Further Education and Training *	22	14,520
Total		20,111

* This refers to the number of locations that are owned or leased on a long-term basis.

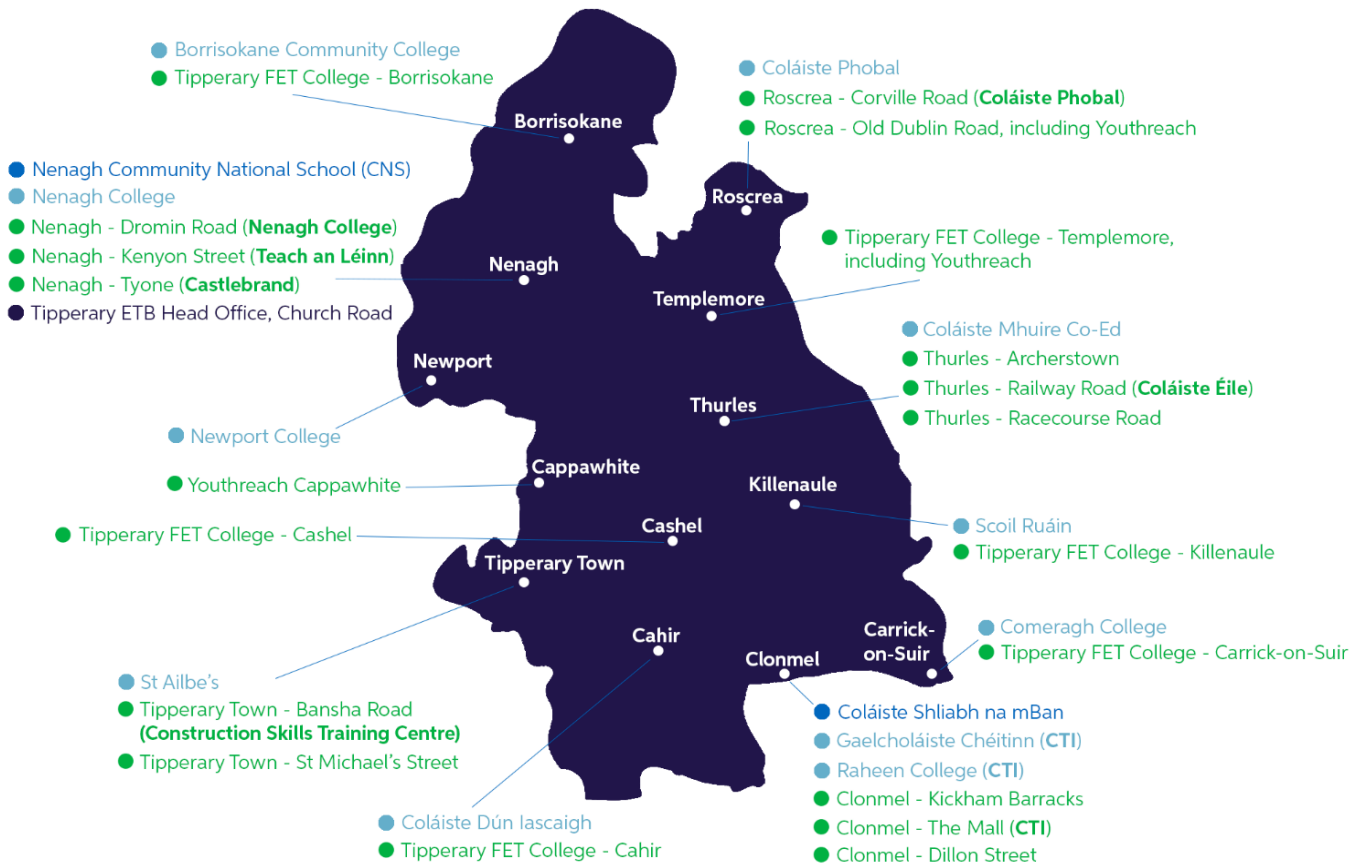
Tipperary ETB also delivers our services from other short-term rental facilities or through partnership arrangements in various locations throughout the county.

Tipperary ETB also supports the provision, co-ordination, administration and assessment of a range of services including youth work in County Tipperary and 'Music Generation Tipperary' which is part of Music Generation – Ireland's National Music Education Programme.

5. Tipperary ETB locations throughout County Tipperary



- Primary Schools
- Post-Primary Schools
- Tipperary FET College (Further Education & Training)
- Administrative Offices



*Tipperary FET College classes are also held in a range of local, community venues.

COUNTY WIDE PROVISION
REALT
 (Regional Education & Language Teams)

LEAD PARTNER  **Music Generation Tipperary**
 Thiobraid Árann

FUNDING PROVISION 



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6. Statistics

The following graphic highlights key Tipperary ETB Statistics.



7. Statement of Strategy

The Tipperary Education and Training Board Strategy Statement was developed in accordance with Section 27, of the ETB Act 2013, following significant consultation with key stakeholders and was approved by the Board on 5 September 2023.



**Statement
of Strategy**
2023 - 2027



The development of Tipperary ETB's Statement of Strategy 2023-2027 has been an opportunity to reflect and build on the impact of the first strategy, 2018-2022. The process involved extensive consultation with stakeholders on the suitability of our vision, mission and values, and sets out key strategic goals and priorities. This consultation process ultimately endorsed our vision and mission, reflecting our functions, purpose and strategic direction.

Vision, Mission and Core Values

The Vision, Mission and Core Values as identified in the Tipperary Education and Training Board Strategy Statement 2023-2027 are as follows.



Vision
To be a progressive organisation that enriches lives, offering innovative education and training opportunities to all

Mission
Tipperary ETB provides a quality education and training service, which creates diverse opportunities enabling learners and communities to unlock their potential

Core Values
Excellence
Care
Equality
Community
Respect

Tipperary ETB
Your journey, our commitment.

Unified Organisational Core Values

The consultation process endorsed the five core ETB national values as our own, and these will guide the organisation going forward.



Excellence

We aim for excellence in all aspects of our work as an ETB. We are committed to achieving the highest quality standards of teaching and learning, and in the delivery of all our services. We value innovation and seek to achieve continuous improvement, supporting our staff to engage in professional development opportunities.

Care

We care for the welfare, wellbeing and safety of our students and staff by creating safe and welcoming environments for learning and working. We have a culture that recognises and celebrates the achievements of students and staff.

Equality

We strive to ensure that all students, staff and members of our communities are afforded equal opportunity to participate in education and training, and that our work is based on a core respect for human rights and diversity. Our ways of working create an environment and culture where everyone feels involved, consulted and valued. We do this by listening and being open to other perspectives, respecting diversity and valuing alternative views.

Community

Our Tipperary ETB community includes our staff, our students and our partners, working together to achieve our collective goals. We are closely linked to communities in which our services are provided. We value our partnerships with community groups and organisations to bring social, cultural and economic benefits to the county.

Respect

Tipperary ETB promotes equality of opportunity and treatment for staff and all people who avail of our services. We operate within a culture of accountability, fairness, honesty and inclusion. This culture is exemplified in the relationships between all members of the Tipperary ETB community and is reflected in the decision-making processes we use. Our focus is to impact positively on the rights and aspirations of the diversity of people within the Tipperary ETB community. We treat every person with respect

Strategic Goals

Six strategic goals are identified in our 2023-2027 Strategy Statement:



8. Implementation and Monitoring Provisions

A detailed implementation plan has been developed by the Senior Leadership Team for the implementation of the strategy, identifying actions for the delivery of Tipperary ETB's strategic goals and priorities. This plan will be reported on in the Annual Report and progressed through the service plan submitted to the Department of Education and SOLAS every year.

A statement of strategy implementation group is tasked with the responsibility for tracking the implementation of the plan with nominees from all areas of our organisation, with the support of Corporate Services. Consultation with key stakeholders will be scheduled during the first two years of the strategy implementation to maintain communication and active engagement with stakeholders.

Implementation

- A detailed implementation plan has been developed for the Statement of Strategy.
- A Statement of Strategy implementation Group has been established with responsibility for reporting on and communicating progress across the organisation.

- A Statement of Strategy implementation oversight group with nominees of the Tipperary ETB Board has also been established.
- Conduct a biennial review of progress using stakeholder participation as the evidence base.

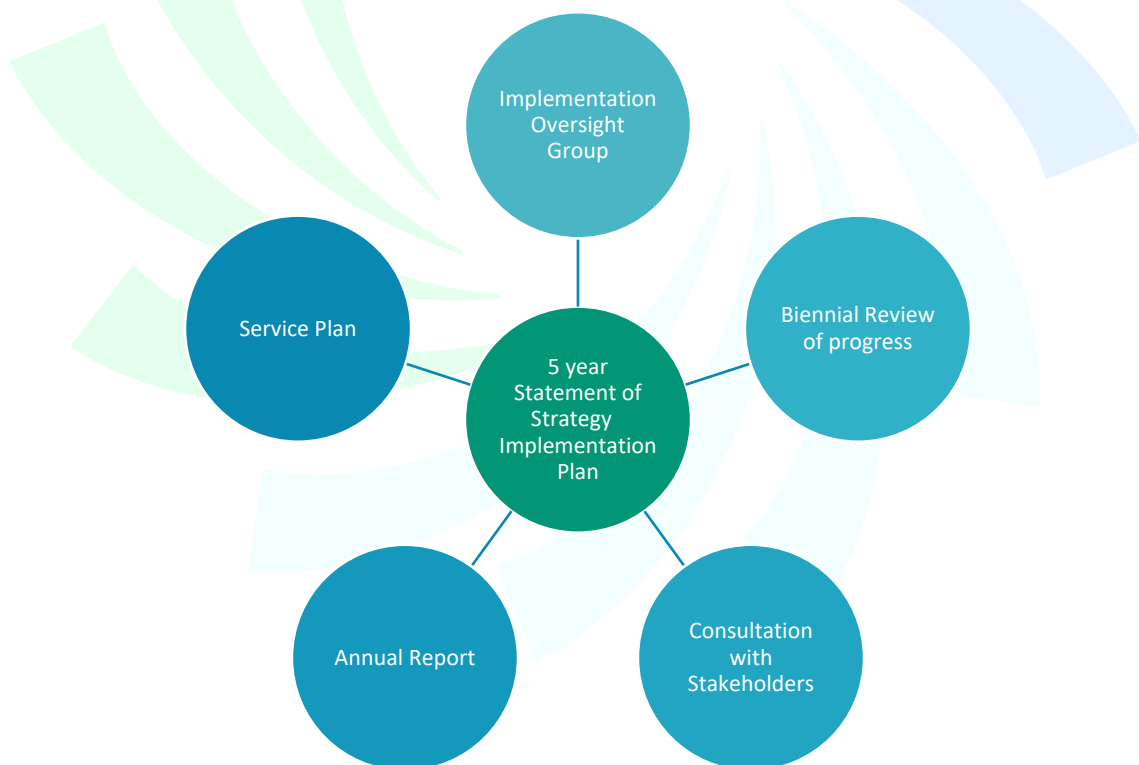
Indicators of Achievement

Tipperary ETB's Statement of Strategy implementation group has responsibility for reporting and communicating progress on the implementation of our strategy. Indicators of achievement are an important part of the system of monitoring and evaluating the effectiveness of any strategy. Some of the indicators of achievement for this Statement of Strategy will be quite straightforward, in that they will relate to the strategic actions and whether or not they have been achieved.

These may be referred to as 'inputs. Others, however, refer to whether or not the inputs achieved the intended outcome. These may be referred to as 'outputs. Tipperary ETB has a Performance Delivery Agreement in place with the Department of Education, a Strategic Performance Agreement with SOLAS, and Service Level Agreements with numerous organisations.

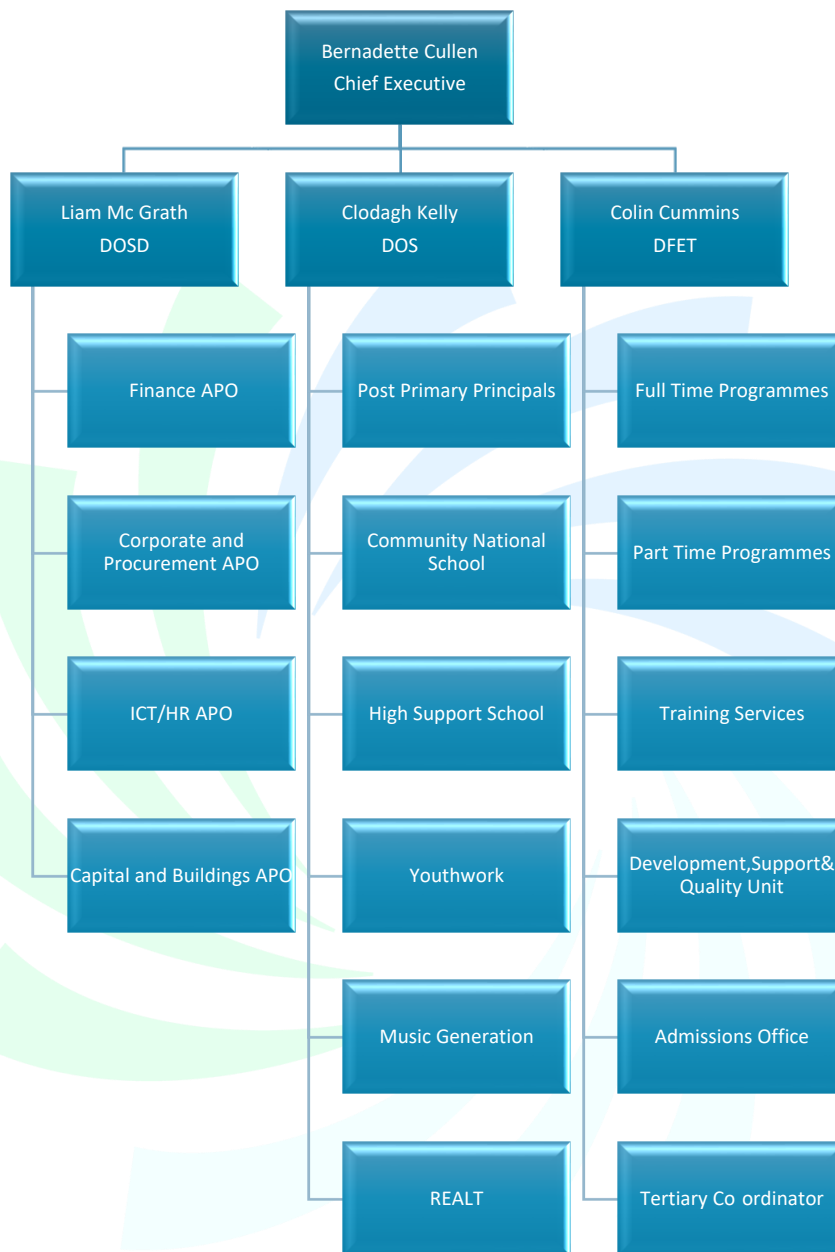
Over the lifespan of the Statement of Strategy, the performance and measurement of the success of the Strategic Goals and Priorities will be informed by nationally agreed key performance indicators and/or targets for post-primary education, FET and OSD.

Planning Cycle Workflow



9. Overview of Services in Tipperary ETB.

Tipperary ETB services are delivered through a flexible and streamlined organisational structure as shown in the following chart:



Statement of Services – Organisation Support and Development (OSD)

Since its establishment, Tipperary ETB has experienced significant growth, with a 140% increase in budget from 2015 to 2023.

The Organisational Support and Development (OSD) team plays a vital role in supporting this expansion by providing essential support services across:

- Corporate Services
- ICT
- Finance
- Capital
- Procurement
- Human Resources and Payroll

The OSD team supports the Chief Executive and Senior Leadership Team by continuously reviewing how administrative functions enhance and support our frontline services. Our policies, procedures, and work practices uphold the highest standards of corporate governance, accountability, and transparency, ensuring they effectively support the Executive, Board, and service delivery to students.

Our OSD culture is built on support, high performance, and a commitment to continuous learning and development. We actively promote and embed Tipperary ETB's core values in our daily practices, reinforcing our dedication to excellence.

Key Strategic Priorities for 2025

A key focus for the OSD team will continue to be the implementation of the goals and priorities as identified in our 2023-2027 Statement of Strategy.

Projects and initiatives planned to be commenced or continued for the coming year include:

Corporate Services

- Continue to develop our Business Continuity Plan,
- Continue to develop and embed our branding and communications strategy,
- Continue to refine our website and staff hub content to provide greater clarity of our services and support access for all users considering both internal and external users ,
- Continue work on Health & Safety action and awareness project,
- Continue to support Nenagh Community National School, our first Community National School in Tipperary,
- Prepare for the opening of our first Special School,
- Ensuring robust Risk Assessment, Management and Risk Appetite is embedded in the organisation,
- Identify gaps and address any non-compliance with the implementation of the new Code of Governance for Education and Training Boards (2024),
- Continue to embed good practice around GDPR and FOI,
- Address our obligations under Climate Action,
- Continue to refine our Data Retention Schedule ,
- Embed and support the new Boards and Committees,
- Continue to work in partnership with and provide support to our Board and its various subcommittees.

ICT

- Co-ordinate and plan the roll out of the Information Systems Management System,
- Continuing the preparation of an ICT Strategy for Tipperary ETB which will inform our investment decisions and processes as we move forward,
- Address and mitigate the risks associated with cybersecurity,

- Business Continuity Planning,
- Support the Digital Strategy for schools as well as the TEL strategy for Further Education and Training.

Finance

Continue to work with Education Shared Business Services (ESBS) on shared services projects, which includes:

- Move to Financial Shared Services,
- Implementation of the Purchase Card Module,
- Testing of the ESI Legacy Database,
- Support the Board, Finance and Audit & Risk Committees with their oversight role,
- Support budget holders in adherence to budgets,
- Prepare and revise our Service Plan as required.

Capital

- Manage our extensive capital programme as follows;
 - Progress the capital upgrade of our property portfolio,
 - Continue to work with the DE on permanent accommodation solutions for our schools,
- Continue to engage with SOLAS and deliver on the estates strategy.

Procurement

- Continued focus on compliance and achieving value for money,
- Implement the corporate procurement plan in accordance with government policy,
- Support schools and centres in developing effective procurement practices,
- Implement Green Public Procurement,
- Continue to consider the impact of Article 5.2 for the organisation.

Human Resources and Payroll

Tipperary ETB recognises and appreciates the professionalism and commitment of our staff. We have established a comprehensive Continuing Professional Development (CPD) policy which provides supports to all staff to upskill and retrain. We are also providing CPD opportunities which will strengthen the expertise of our senior and middle managers. This in turn will be cascaded throughout organisation. These initiatives will continue through 2025.

- Progress the use of the Leave module in People XD with further sites to go live in 2025, eliminating manual processes,
- Continue to refine our TEAMS based solution for Interview Board members,
- Implement an E-Contracts solution for the issuing and tracking of employee contracts,
- Review of our recruitment policies and procedures to attract and recruit the best candidates for Tipperary ETB,
- Provide additional training for selection board members, where required, to ensure the highest standards in our interview processes,
- Participation in national pension strategies to provide timely and accurate pension statements and calculations to members of the Single Public Sector Pensions Scheme,
- Progress the capture of Employee Service history,
- Participation in the Pensions Improvement Programme which is being implemented by the Department of Education and Education Shared Business Services.

Partnerships

The Organisational Support and Development (OSD) team are involved in many strategic partnerships and alliances and will continue to progress these in 2025.

- Continue to engage with the DE and SOLAS to ensure that Tipperary ETB has the appropriate structure and resources to support our frontline services and increasing corporate governance requirements and obligations,
- Continue to engage with the DE and SOLAS to ensure that Tipperary ETB has the appropriate funding to support our frontline services,
- Continue to work with Education Training Boards Ireland (ETBI) and associated forums on national issues,
- Support the work of the Chief Executive, Director of Schools and Director of FET in key initiatives with key strategic partners, such as TUS, Mary Immaculate College and Tipperary County Council,
- Continue to support ESBS which has been established to deliver shared services in the Education and Training sector. We have already engaged in significant projects such as payroll shared services, SUN Financials, DCS P2P, apprentice payroll and learner payments, Travel and Subsistence with further modules planned for 2025,
- Implement new circulars, relevant legislative changes and any new national policies and initiatives as applicable to the sector in 2024.

Climate Action

Climate action is a key component of sustainability efforts across the globe. By reducing carbon emissions and promoting renewable energy sources, we can move towards a more sustainable future. Such a future has the potential to minimise the effects of and potentially reverse the harmful effects of global warming.

Addressing climate change requires a universal approach that integrates education, sustainability, ongoing learning, and excellence in governance. By fostering a deep understanding of these interconnected concepts, societies can work towards a more sustainable and climate-resilient future. Tipperary ETB sees itself as a key driver of change in embracing a more sustainable future for the next generation of our global population.

Working closely with our parent departments, Department of Education (DoE), Department of Further Education and Training (FET), Research, Innovation and Science (DFHERIS), with the Department of Environment, Climate, and Communications (DECC), and the Sustainable Energy Authority of Ireland (SEAI), Tipperary ETB is committed to demonstrating the necessary climate action to reduce Ireland's greenhouse gas emissions by 51% by 2030. This commitment is subject to funding availability.

Tipperary ETB will play a leadership role in driving far-reaching climate action across its buildings, procurement of goods and services, and energy usage, as well as wider society. To achieve this, Tipperary ETB will carry out the following in 2025:

- Energy Audits in accordance with SI426,
- Increase climate literacy throughout Tipperary ETB,
- Retrofit public sector buildings, where possible,
- Implement green public procurement,
- Review the Public Climate Action Mandate annually.

Public Sector Equality and Human Rights Duty

The Public Sector Equality and Human Rights Duty (Public Sector Duty) is set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014. This statutory obligation requires public bodies, in performing their functions, to eliminate discrimination, promote equality of opportunity, and protect the human rights of staff and service users. Public bodies must assess, address, and report on progress related to equality and human rights in a manner that is accessible to the public.

As a provider of primary, post-primary, and Further Education and Training (FET), our central focus is to ensure equality of access, participation, and outcomes for children, young people, and adults availing of our services and supports. As an employer, we are committed to fostering a workplace that promotes equality and is free from all forms of discrimination. The statutory provisions of the Duty strengthen Tipperary ETB's long-standing commitment to equity, inclusion, and human rights, providing a framework for a whole-organisation approach to promoting equality, preventing discrimination, and protecting the rights of our service users and staff.

Tipperary ETB adopts a values-led approach to implementing the Duty, aligning this work with our core values to ensure they are embedded in our policies, plans, initiatives, services, and programmes. This approach enhances our commitment to addressing equality and human rights concerns for both staff and learners.

To date, we have integrated our core values into the assessment of equality and human rights issues, particularly in the review of the Staff Recruitment Policy and the Access, Progression, and Transfer Policy.

Tipperary ETB has included our Public Sector Duty obligations in our Statement of Strategy under the Strategic Goal of Service and Fairness, reinforcing our commitment to social, environmental, and economic sustainability across all locations under our governance. Work to be undertaken and progressed in 2025 includes the following.

- The Duty to be embedded into the work of the Tipperary ETB Core Values Working Group,
- Review of Tipperary ETB's staff recruitment policy to reflect our Public Sector Duty obligations,
- Awareness-raising initiative(s) across the organisation, to increase staff awareness about the Duty and progress to-date,
- Training sessions with senior-level staff, the Board, Audit and Risk and Finance Committees, to ensure familiarisation with the Duty,
- Celebrating diversity school Ethos teams will be considered,
- Methods of including student and staff voice for implementation of the Duty will be considered,
- Our communications approach will be reviewed to include a focus on the Duty,
- Quality policies will be reviewed to include a focus on the Duty and relevant equality and human rights issues as assessed,
- A review of our organisational policies will be commenced and will include a focus on the Duty and relevant equality and human rights issues.

Statement of Services – Schools

Tipperary ETB is patron to one community national school, and ten post-primary schools throughout the county. Tipperary ETB is also patron to Coláiste Shliabh na mBan, a high support primary school, located within St. Joseph’s Children’s Residential Centre Campus, Ferryhouse, Clonmel.

Tipperary ETB is also a joint trustee of Cashel Community School which is a co-educational, multi-denominational post-primary school. The joint trustees are the Presentation Sisters, the Irish Christian Brothers and Tipperary ETB.

We will work with the Department on the reconfiguration of Coláiste Shliabh na mBan, this will be a key focus of our work in 2025 as well as the identification of an alternative location for the school.

As Patron, Tipperary ETB provides a range of supports and services to each school including information and communications technology, human resources, governance, financial management, building and maintenance, policy development, enhancing teaching and learning, and child protection oversight.

Tipperary ETB engages directly with ETBI to develop education policy and ensures that Tipperary ETB schools have their opportunity to input into educational policy and practice and have a voice in decisions and discussion forums. Our Principals and Deputy Principals participate in the ETBI Principals’ Forum, ETBI Forám Feasa, and the ETBI Ethos coordinator forum. We are also engaged in the ETBI-MIC Provision Mapping Project, with all schools participating in the initiative.

Provision Mapping is an ongoing developmental process that aims to support inclusive school improvement. The initial 18-month cycle of Provision Mapping will provide participating schools with access to guidance, resources, workshops, and professional learning to enable them to collect data from staff, students and parents about inclusive education. This data will be analysed to inform future school improvement and identification of resources and professional learning and support needed to continue to respond to identified needs in an ongoing cycle. Foundational to Provision Mapping is ethos, and a school provision map is, in essence, the articulation of the school ethos.

All Tipperary ETB schools are co-educational, multid denominational, and inclusive. They offer an extensive and innovative curriculum which supports students to realise their full personal and academic potential through the provision of high standards in education and informed citizenship within empowering, supportive, and progressive schools. Tipperary ETB schools are an integral part of their local communities, underpinned by our core values of Excellence , Care, Equality, Community, and Respect.

In 2023 Tipperary ETB commenced a collaborative project with MIC St Patrick’s Campus Thurles on promoting Excellence in Education. All schools worked on an applied research project in 2024.

Tipperary ETB continues to support the implementation of the Patron’s Framework with the support of a dedicated Ethos Coordinator. This framework provides us with a common, shared understanding of the ethos of all our schools, practical guidance to all our schools on how this ethos can be lived out on a day-to-day basis and a decision-making framework for our school leaders and the Boards of Management.

Tipperary ETB has also established a number of communities of practice, namely Digital Teaching Learning and Assessment team and the Special Education Needs Coordinators’ Forum. Both groups meet 2-3 times per year, setting their own agendas and compiling an action plan and targets for their work.

Tipperary ETB is conscious of the work of our Senior Management teams in our schools and provides a suite of resources to assist our senior leaders in their role, ranging from individual to team support.

Tipperary ETB provides a comprehensive and innovative education service to enhance the quality and diversity of education provision to all students. A full range of subjects, including languages, the humanities, arts, technology, and science, is offered at both Junior and Senior Cycle as part of a broad range of programmes throughout our schools.

Students are encouraged to take part in all aspects of school life including extra-curricular activities such as drama, music, debating, sport, cultural programmes, and Léargas/Erasmus activities. In addition to both the Junior Cycle and Leaving Certificate, schools also provide specialised programmes such as Junior Certificate School Programme, Transition Year, Leaving Certificate Applied and the Leaving Certificate Vocational Programme.

All schools offer the Junior Cycle and Leaving Certificate Programmes and a range of the following.

College	Programmes Offered						PLC
	J.C.	J.C.S.P	T.Y.	L.C.	L.C.A	L.C.V.P	
Borrisokane Community College	X		X	X	X	X	
Comeragh College	X	X	X	X	X	X	
Central Technical Institute	X	X	X	X	X		X
Scoil Ruain	X	X	X	X	X	X	
Nenagh College	X		X	X	X	X	X
Newport College	X	X	X	X	X	X	
St Ailbe's	X	X	X	X	X	X	
Coláiste Mhuire Co-Ed	X	X	X	X	X	X	
Coláiste Dun Iascaigh	X		X	X	X	X	
Coláiste Phobal Ros Cré	X		X	X	X	X	X

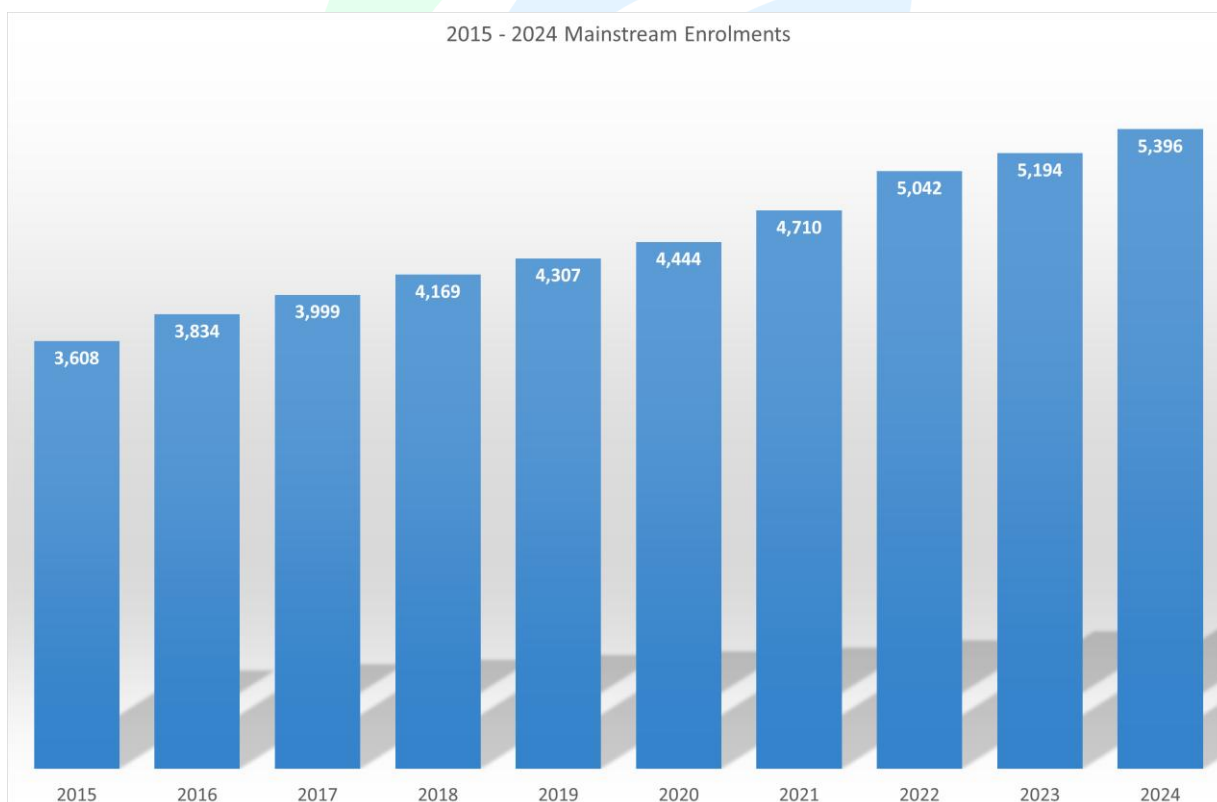
- J.C. Junior Cycle
- J.C.S.P Junior Certificate School Programme
- T.Y. Transition Year
- L.C. Leaving Certificate
- L.C.A. Leaving Certificate Applied
- L.C.V.P. Leaving Certificate Vocational Programme

Our mainstream enrolments are as follows:

College	Location	October '24 Enrolment	October '23 Enrolment	October '22 Enrolment
Borrisokane Community College	Borrisokane	691	665	657
Comeragh College	Carrick-on-Suir	565	531	505
Central Technical Institute	Clonmel	317	285	266
Scoil Ruain	Killenaule	371	364	388
Nenagh College	Nenagh	368	415	462

College	Location	October '24 Enrolment	October '23 Enrolment	October '22 Enrolment
Newport College	Newport	364	339	315
St Ailbe's	Tipperary Town	653	616	564
Coláiste Mhuire Co-Ed	Thurles	568	542	486
Coláiste Dun Iascaigh	Cahir	904	881	843
Colaiste Phobal Ros Cré	Roscrea	595	556	556
Total		5,396	5,194	5,042

Our enrolments have continued to grow, with a 50% increase between 2015 and 2024, as follows:



Nenagh Community National School (Nenagh CNS)

Enrolments in Nenagh CNS remain strong and the school continues to move forward, seeing the introduction of 3rd class in 2023 and 4th class in 2024. We will continue to engage with ETBI and the Department of Education around promoting the CNS model both locally and nationally and look forward to expanding the number of primary schools where there are interested schools. We will also seek to address the accommodation challenges that such growth presents.

Our total enrolment across both Primary and Post Primary provision is as follows:

Provision	No. of locations	No. of Participants
Post Primary	10	5,396

Provision	No. of locations	No. of Participants
Primary	1	178
Special School	1	17
Total		5,591

Statement of Services – Further Education and Training

In late 2022, Tipperary ETB agreed its Strategic Performance Agreement (SPA) with SOLAS for the period 2022-2024. To date, Tipperary ETB has met or exceeded the targets set out in the agreement and will continue to focus on meeting expectations as set out in 2025.

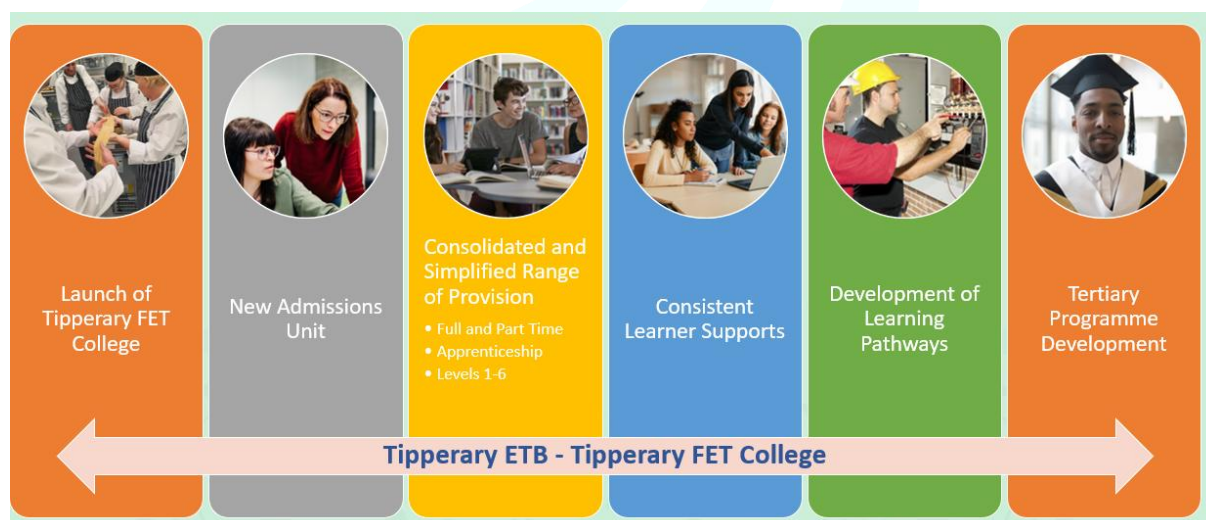
Tipperary ETB will continue to progress as a leader in the FET sector in the region, across all areas of provision from basic education to specific skills and work-based training. As the provider of choice, Tipperary ETB will be at the heart of relevant and innovative partnerships with industry, higher education partners and communities, driving the development and delivery of quality programmes of education and training into the future. As an ETB we are committed to the principles articulated in the National FET Strategy 2020-2024, the Action Plan for Jobs, the National Skills Strategy 2025, Pathways to Work and broader education policy relevant to the sector.

Tipperary ETB is committed to the continued integration of services and to the continued delivery of high-quality further education and training opportunities across the county. In line with the National Further Education and Training Strategy, Tipperary ETB will continue its work to establish the Tipperary ETB FET College of the Future.

Key Strategic Priorities for 2025

The development of Tipperary FET College represents a transformative step in the evolution of Further Education and Training within Tipperary ETB. This initiative will enhance accessibility, streamline admissions through a New Admissions Unit, and offer a consolidated and simplified range of provision, including full-time, part-time, and apprenticeship programmes from Levels 1 to 6.

Students will benefit from consistent supports, clearly defined learning pathways, and expanded tertiary programme development. By aligning with national FET strategy, this initiative strengthens progression opportunities, workforce development, and lifelong learning across the county.



Tipperary ETB's FET Estate Strategy is focused on enhancing learning environments, expanding provision, and ensuring a sustainable, future-proofed FET infrastructure across the county. A key pillar of this strategy is the Clonmel Connected Campus, a transformative multi-million Euro project in partnership with Technological University of the Shannon (TUS).

Located in Kickham Barracks, Clonmel town centre, this 10,000m² state-of-the-art facility will be Ireland's first fully integrated Further Education and Training (FET) and Higher Education (HE) campus, providing seamless pathways for learners. With an initial capacity of 1,300 full-time equivalent students (900 FET, 400 HE), the campus is set to support over 4,500 annual learners by 2036. A recent visit by Minister Patrick O'Donovan marked a key milestone, approving the project to progress to the Detailed Design Stage. Alongside this flagship development, Tipperary ETB continues to invest in its wider FET estate, ensuring modern, accessible facilities that meet the evolving needs of learners, communities, and industry.



Minister O'Donovan making the announcement concerning the design stage for the College of the Future plan for Clonmel

Tipperary ETB will strategically utilise its Devolved Capital Grant and the newly introduced Green Devolved Grant in 2025 to continue modernise and enhance FET buildings and facilities across the county. This investment will support essential upgrades to building stock, ICT infrastructure, and teaching and learning environments, ensuring that centres remain fit for purpose and aligned with evolving educational and industry needs. The Green Devolved Grant will specifically enable Tipperary ETB to advance its Climate Action Roadmap, focusing on energy efficiency measures, renewable energy installations, and sustainable building improvements across the FET Building Estate. This targeted approach will help FET locations meet energy reduction targets of 10% year-on-year, enhance learner and staff experiences, and contribute to national sustainability commitments.

A summary of some **key areas of focus** for FET in 2025 are outlined below:

- **FET College of the Future:** In 2024, Tipperary ETB successfully submitted a Gate 1 application to SOLAS for the development of Clonmel Connected Campus (FET College of the Future) in Clonmel. This proposal now moves to the next phase of its development of a College of The Future that will see the regeneration of the Kickham Barracks in Clonmel (a former military barracks) as a unique, first-of-its-kind FET campus, fully integrated with Higher Education.

The project has been developed in partnership with the Technological University of the Shannon (TUS). Tipperary ETB expects to progress to the Detailed Design stage of the project while Tipperary ETB will continue the wider development of a FET College in the county.

The Tipperary ETB FET College will see the further consolidation of FET provision, the development of coherent learning pathways, the integration of consistent learner supports and the establishment of structures for a coherent admissions pathway for potential learners to access Tipperary ETB FET provision, in line with the SOLAS FET Strategy.

- **FET Estate and Climate Action:** Under Tipperary ETB's Statement of Strategy and the SOLAS FET Strategy, efforts will continue to improve and develop the FET estate across the county. To ensure an effective estate management plan, Tipperary ETB adopts a strategic approach to the development and investment in FET locations across the county. Each strategically chosen location is poised to play a pivotal role in delivering integrated FET provision, fostering connectivity to support learner progression, coordinating program delivery, providing consistent learner supports, implementing quality assurance structures, and cultivating a dedicated and expert staff.

The proposal for the Clonmel Connected Campus, and its complementary proposal in the Thurles Connected Campus exemplify this strategic approach, interconnecting with smaller locations in their catchment area. This creates a cohesive FET presence in the county.

In 2025, Tipperary ETB will complete energy audits on the remaining FET buildings (a number of buildings were completed in 2024) and will continue to align the ongoing investment strategy with the ETB's Climate Action Roadmap. Phase 1 of the ongoing redevelopment of Carrick-On-Suir FET Campus was completed and opened in December 2024 under the Strategic Infrastructure Upgrade Fund (SIUF). As part of the planned development of Carrick-On-Suir, Phase 2 of the project, which includes a new extension, along with further upgrades to the existing building and its exterior, will be progressed through Stage 2 in the capital development process, while work on the wider FET estate will also be progressed.

Tipperary ETB will continue to invest in the FET Estate using the Devolved Capital Grant and the new Green Devolved Grant in 2025 to bring about energy enhancements and infrastructural improvements to the benefit of learners and staff.

- **Quality Assurance:** The Quality Assurance Office will continue to progress the integration of quality assurance systems in FET. Linked to actions set out in the Tipperary ETB Statement of Strategy, the Development, Support and Quality Unit within FET will progress work to consolidate our existing legacy QA agreements with QQI into a single, integrated QA system, applicable across all of FET. In 2024 a new Quality Policy for FET, which was developed in late 2023, was implemented with work continuing to align FET QA procedures across the county to progress in 2025.
- **Programme Development and Tertiary Planning:** Tipperary ETB having established a new Programme Development function in late 2022/early 2023 will continue to be involved in significant programme development projects in 2025, including the redevelopment and

revalidation of key QQI modules and awards. In 2024, Tipperary ETB appointed a Tertiary Coordinator to lead the development of Tertiary Programmes in Tipperary.

In 2025, the first of these programmes will be offered in the county, following a significant period of programme development with our Tertiary Partners including TUS, Mary Immaculate College (MIC) and SETU in particular.

The National Tertiary Office was established by the Department of Further and Higher Education, Research, Innovation and Science in a joint initiative between the Higher Education Authority and SOLAS and was tasked with the development of new progressive pathways through further education (FE) to higher education (HE). The development of these new innovative FET/HE pathways is central to the government's ambition to develop a unified tertiary education system in Ireland.

Tipperary will work closely with its HE partners and with the ETB sector, under the guidance and direction of the National Tertiary Office, to develop a range of tertiary options in Tipperary that will begin rollout from September 2025.

- **Partnership:** Tipperary ETB will continue to work with key strategic partners across the county to support the delivery of FET. Key partners that engage with Tipperary ETB include: the Mid-West and Southeast Regional Skills Forums, the Technology University Southeast Ireland, Technological University of the Shannon, the Department of Social Protection, Midlands Regional Just Transition Team, Tipperary County Council, Tipperary Local Community Development Committee, Tipperary Town Revitalisation Task Force and over 180 Community and Non-Governmental Education Partners.
- **Area-Based Planning:** During 2022/2023 Area Based Planning (ABP) was introduced across Tipperary ETB as a model for the FET sector for the planning of provision and to facilitate the creation of learning pathways across FET. The overall aim of ABP is to ensure Tipperary ETB can be responsive to local area needs, demographics and geography. Area-Based Planning will be reviewed in 2025 and refined as a model to further embed the approach across the county, helping to deliver greater coordination of provision in a strategic and targeted way.
- **ESOL Provision and REALT Coordinated Approach:** Working closely with the REALT Coordinator and the Director of Schools, the FET Senior Management team will ensure ongoing co-ordination of ESOL provision and the efficient use of resources to support the engagement of students and learners with language needs throughout the County.

2024 saw a significant increase in the number of people being settled in Tipperary through the asylum process or through the Ukrainian resettlement programme. In 2025, Tipperary ETB will continue to develop the range of learner supports available across all FET provision in Tipperary ETB through coordination of literacy, numeracy, digital skills and language (ESOL) supports to ensure wider access for new communities in the county.

- **Universal Design for Learning:** An Implementation Plan for Universal Design for Learning (UDL) was developed for FET in 2022 and was implemented in 2023. Focus continues on developing supports for learners and communities through schemes such as the REACH Fund (previously

called the Mitigating Educational Disadvantage Fund) and the Technology Equity Scheme (ICT for Disadvantaged Learners Scheme), which have become an integral part of our annual budget.

- **Apprenticeship:** Over the course of the year ahead, Tipperary ETB will continue to develop our apprenticeship offering in the county while building capacity to meet increased demand for apprenticeship. In 2024, Tipperary ETB continued the expansion of apprenticeship, supporting three intakes of apprentices in Electrical and Plumbing programmes during the year and operating at over 150% of capacity. In 2024, Tipperary ETB maintained its three-intake model while the opening of additional capacity in Carrick On Suir added significantly to the numbers attending craft apprenticeship programmes in the county. This growth, and the growth of new apprenticeship areas is expected to continue in 2025.
- **Support for Employers and Employees:** Tipperary ETB's Workforce Development Team is committed to expanding upskilling and reskilling opportunities for local enterprise, SMEs and employees in the region, using a targeted strategic approach to enterprise engagement. Particular focus will be maintained on raising awareness among both employees and employers about how Skills to Advance opportunities can support them and help to address economic and sectoral challenges in the county.
- **FET Student Voice:** In 2023, Tipperary ETB established the FET Student Council, providing a forum for learners across all areas of FET to have their voices heard, influencing decision making and providing a key mechanism for feedback from learners on their experience of attending FET courses in Tipperary. In late 2023, the Chairperson of the FET Student Council joined the Tipperary ETB FET Committee, a sub-group of the Board of Tipperary ETB, connecting the student voice with Tipperary ETB's governance structures. In 2025, senior management will continue to develop its relationship with the FET Student Council to create further opportunities for engagement so that the needs of FET students are considered and influence both decision making and service delivery.
- **SOLAS Continuous Professional Development Strategy (CPD):** In 2025, we will continue to support the implementation of the SOLAS CPD Strategy while supporting efforts by Tipperary ETB to deliver on its Public Sector Duty.

FET Provision

Tipperary ETB expects to provide courses to over 14,000 adult learners across a wide range of Further Education and Training courses during 2025. This figure represents an overall increase in numbers in FET over the period 2022-2024.

While areas of provision such as Apprenticeship, Community Education and Part-Time course remain in strong demand, areas of FET provision, particularly some full-time courses at Levels 4, 5 and 6 continue to see a decline in overall numbers.

In 2025, efforts will continue to consolidate provision, creating new learning pathways and to provide for integrated programme delivery, while there will be a specific focus on the recovery of fulltime programmes in a sustainable manner.

A breakdown of our 2024 beneficiaries by programme is outlined in the following table.

Programme Type	2024 Projected Outturn	2024 Outturn
Adult Literacy Groups	2,427	2,334
Apprenticeship 2016+	65	55
Apprenticeship Phase 2	478	506
Apprenticeship Phase 7	338	156
BTEI Groups	1,550	1,493
Community Education	3,898	4,346
Community Training Centres	226	282
ESOL	1,300	1,340
Evening Training	532	423
FET Pathways from School	-	122
ITABE	85	49
Local Training Initiatives	78	186
Online eCollege	228	33
Other Funding	61	88
PLC - Employment Oriented	537	388
PLC - Progression Oriented	523	438
Recognition of Prior Learning	-	1
Skills For Work	272	517
Skills to Advance - Route 1 - Direct	531	436
Skills to Advance - Route 2 - Enterprise	135	230
Skills to Advance - Route 3 - Regional	18	31
Specialist Training Providers	11	58
Specific Skills Training	437	499
Traineeships Training	63	71
VTOS Core	160	247
Youthreach	168	191
Totals	13,953	14,520

Statement of Services – Youth Work Team



Tipperary Education and Training Board Youth Work Team aim to coordinate and provide a range of supports that enable the delivery of high-quality youth work projects and services working with children and young people across the county. The Youth Work Team works in collaboration with voluntary youth work organisations including:

- Youth Work Ireland Tipperary,
- Waterford and South Tipperary Community Youth Service,

- Foróige,
- Roscrea Youth Service (North Tipperary Development Company).

Funding

Approximately €1.6 million is administered annually by the Tipperary Education and Training Board Youth Work Team to support the engagement of children and young people in youth work programmes. This funding was provided by the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and will transition to the Department of Education in 2025.

UBU Your Place, Your Space

The mission of UBU, Your Place, Your Space, is to provide community-based supports to marginalised, disadvantaged or vulnerable young people aged between 10 and 24 years, to enable them to overcome adverse circumstances and achieve their full potential. The UBU Scheme is implemented and overseen by the Tipperary ETB.

There are 9 UBU projects across Tipperary managed by 4 youth work organisations. These projects are located in the following areas: Cahir, Clonmel, Fethard/Killenaule, Thurles/Templemore, Tipperary Town, Nenagh, North Tipperary Traveller project, Roscrea, Rural Outreach Youth Project.

Youth Information Services

Two Youth Information Services are funded and supported by Tipperary Education and Training Board to provide a comprehensive information support service to young people to access information regarding education, employment, skills, training, and local, regional, and international opportunities. The two services are available across three centres in Clonmel, Thurles and Tipperary town. Information services can be accessed online via their online chat service which operates Monday to Friday from 4:00 pm to 8:00 pm.

Local Youth Club Grants

Tipperary ETB supports and funds approximately 35 volunteer led youth clubs and uniform groups affiliated to national youth work organisations. Tipperary ETB administers the local youth club grant scheme which supports clubs with operational costs. This grant scheme is funded by DCEDIY. The clubs engage approximately 1,250 young people on an annual basis between the ages of 10 and 21 years throughout County Tipperary, supported by approximately 350 adult volunteers.

Training and Networking

The Youth Work Team will continue to facilitate opportunities for those that work with children and young people to access training opportunities and build professional relationships. The Youth Work Team facilitates these opportunities through workshops, events, training programmes and the structures listed below:

- UBU Peer Support Network,
- Tipperary Youth Arts Hub,
- LGBTQ+ Youth Co-Ordination Group.

Statement of Services - Music Generation



Music Generation Tipperary Thiobraid Árann

Music Generation Tipperary was established in September 2019 and provides access to top quality performance music education to children and young people across County Tipperary. With a workforce of 19 Musician Educators, Music

Generation Tipperary has delivered to in excess of 6,000 children and young people to date, across a variety of settings, including 60 Primary and Secondary school settings, in partnership with arts centres and festivals, with youth groups, and also in our Hubs, 9 of which are located throughout the county.

Through our provision, children and young people in Tipperary have been able to access high quality performance music education regardless of any barriers that they may have. To support this, we have developed an extensive instrument bank, through which children and young people across the county can access quality instruments from as little as 5 euros per week.

Music Generation continues to also work with a variety of high-profile visiting tutors (delivering CPD) and professional musicians throughout the year. These include Ceol Connected, Martin Hayes, Donal Lunny, Tara Breen, Louise Mulcahy, Ciarán O Maonaigh, Caitlín Nic Gabhann, Niamh Dunne and Sean Graham (Beoga) and Grammy award winning singer, Rhiannon Giddens, which give intimate access and opportunities to children and young people across Tipperary to engage with musicians of such calibre.

In 2024, Music Generation Tipperary launched 'Sounds of Semple', a song incorporating the use of hurleys by primary school pupils in Templemore, as well as young traditional musicians in the locality. Amid a significant national campaign, the song was played on the big screen at half-time during Tipperary's Munster Hurling Championship game against Cork at Semple Stadium.

Statement of Services – REALT (Regional Education and Languages Team)

In 2022, the Minister of Education, as an emergency response to the emerging crisis arising from the war in the Ukraine, approved the establishment of a regional network of multi-agency education support teams, called Regional Education and Language Teams (REALT). ETBs were requested to host and provide administrative support for these teams. Schools and centres remain the primary contact point for Ukrainian families seeking supports, however REALT is also available to assist and to ensure co-ordination and efficient use of resources. Our aim is to provide the following:

- Information on education services and access to school places at primary and post-primary levels,
- Information on school transport,

- Information on resources and supports for additional capacity, wellbeing, language, and educational needs,
- Assist with work in the area of staff supply (ESOL) for children, young people, parents & guardians through liaison with ESOL Coordinators in ETB's,
- Identify additional capacity within Tipperary REALT geographical areas,
- Liaise with other local coordinating structures.

This work will continue in 2025.



10. Tipperary ETB Strategic Goals and Priorities

In addition to nationally agreed goals and priorities, Tipperary ETB has identified specific strategic goals priorities in its 2023-2027 Strategy Statement.

Over the five years of the Strategy, we anticipate that Tipperary ETB’s impact and influence on our stakeholders and operating environment will deepen. The outlined goals and priorities were identified, some have been completed in 2024, others will be initiated, advanced or completed in 2025. A detailed report on progress achieved in implementing the goals and priorities will be included in our 2024 Annual Report.

Goal 1: Leadership and Stewardship

Goal 1 : Leadership and Stewardship	
Priority 1.1 : Ensure continuing focus on strategic direction and planning that aligns with national policy and identified targets	
• Priority Area	• Action
Address Cyber Security Obligations.	Adoption and implementation of Cyber Security Baseline standards. Implement SOC/SIEM. Move existing Microsoft tenancies to corporate Tipperary ETB tenancy. Preparation of ICT Support Services Contract. Implementation of Microsoft 365 backups.
The implementation of Education Shared Business Services (ESBS) Projects.	Implementation of various ESBS projects in line with nationally agreed objectives and timelines.
The implementation of the SOLAS Strategic Performance Agreement and Financial Planning processes.	Through the implementation of Area Based Planning (ABP), implement the Strategic Performance Agreement (SPA) as signed with SOLAS, and link ABP to the financial planning processes.
Adherence to the Code of Practice for the Governance of Education and Training Boards.	Identify gaps where Tipperary ETB is not adhering to the Code of Governance Circular. Address gaps and ensure appropriate documentation is in place using compliance schedule. Implement a training programme for all relevant staff.

Goal 1 : Leadership and Stewardship	
Priority 1.1 : Ensure continuing focus on strategic direction and planning that aligns with national policy and identified targets	
• Priority Area	• Action
Establish Further Education and Training Colleges of the Future.	Establish and implement the FET College of the Future as set out in the FET Strategy by delivering integrated FET Campuses across the county.
To implement the new Further Education and Training (FET) Funding Model.	To develop Tipperary ETB Level FET Financial and Resource Planning Structures to facilitate consistent and reliable FET planning to meet the new SOLAS funding model requirements.
Develop the Further Education and Training (FET) Management Structure.	Develop the FET Management Structure to deliver on strategic direction and FET Strategy in line with national policy.
Identify Tipperary ETB Pensions Liability for financial reporting.	<p>To identify and make provision in the financial statements for the present cost of the future benefits that have accrued to staff members and existing pensioners under the superannuation schemes operating in Tipperary ETB.</p> <p>Contact ESBS Pensions Accruals Liability Project lead, to gather information in respect of project requirements with a view to rolling the project out to Tipperary ETB.</p> <p>Contact ETBs who have completed the Pensions Accruals Liability project to better understand work requirements to complete the project. Agree funding for the project with ESBS.</p> <p>Recruit a resource to commence project work to complete data gathering.</p> <p>Complete the data gathering phase of the project to allow for actuarial guidance in preparation of the Liability Disclosure note in the financial statements.</p>
Provide annual Single Public Sector Pension Scheme Statements.	To complete a Pensions remediation project to meet the obligation to provide annual pension statements to members of the Single Public

Goal 1 : Leadership and Stewardship	
Priority 1.1 : Ensure continuing focus on strategic direction and planning that aligns with national policy and identified targets	
• Priority Area	• Action
	<p>Service Pension Scheme (SPSPS).</p> <p>Review and amend the pensions data forwarded by ESBS Project Team for Tipperary ETB employees.</p> <p>Issue Pension Benefits Statements for SPSPS member employees and former employees for the period 2013 to 2022.</p> <p>Following instructions from the ESBS project team, implement sectoral solutions in respect of employees and former employees who either overpaid or underpaid SPSPS contributions in the period 2013 to 2022.</p> <p>Issue Pension Benefit Statements to SPSPS member employees and former employees for 2023.</p> <p>Issue Pension Benefit Statements annually.</p>
Enhanced Revenue Reporting Requirements (ERR)	Implement the Revenue requirement to file Employer Returns in relation to Reportable Benefits.
To create a fit for purpose organisational structure to support the growth of the organisation and the delivery of quality teaching and learning.	Continue to participate in the ODII process as we seek resources for a fit for purpose organisational structure

Goal 1: Leadership and Stewardship	
Priority 1.2 : Focus on effective action planning to address identified targets	
Priority Area	Actions
To implement a Business Continuity and Disaster Recovery Plan.	Schedule a Business Continuity and Disaster Recovery (BCDR) workshop for SLT/APOs with

Goal 1: Leadership and Stewardship	
Priority 1.2 : Focus on effective action planning to address identified targets	
Priority Area	Actions
	<p>ERGO to understand Tipperary ETBs current status around BCDR.</p> <p>Participate in Business Continuity Cross functional collaboration and training to develop an overall BCP Plan.</p> <p>Identify the requirements of BCDR for Tipperary ETB.</p> <p>Following establishment of a cross functional team to finalise a BCDR plan the ICT Department will commence testing the ICT elements of the plan with third party support providers.</p> <p>ICT will review the testing and determine the recovery time objectives (RTOs).</p> <p>Test recovery of files.</p> <p>ICT will carry out a specialised piece of work as part of Business Continuity Planning.</p> <p>Microsoft 365 Backups. Third party immutable back ups are required to back up Sharepoint File Storage, email, TEAMS and one drive. Once a file is backed up it cannot be altered, changed or encrypted in the event of a cyber-attack. Timeline is dependent on budget.</p> <ul style="list-style-type: none"> • Get quotations for Microsoft 365 immutable backups • Secure SLT approval to purchase a backup solution based on quotations received. <p>Purchase the solution once agreed by SLT. Implement and test back up solution.</p> <p>IT network and firewall Upgrades</p> <p>Failure to upgrade the network and firewalls increases the risk of downtime in the event of a disruption e.g. power failure or hardware failure.</p>
To establish Data Retention Schedules for all staff.	Co-ordinate Data Retention schedules with the aid of Canva (IT).

Goal 1: Leadership and Stewardship	
Priority 1.2 : Focus on effective action planning to address identified targets	
Priority Area	Actions
	<p>Engage in Data Retention review with other ETBs.</p> <p>Prepare and implement a training plan.</p> <p>Communicate data retention procedure at regular intervals.</p>
Support of our Committee Structures.	<p>Strengthen the supports to the Board and all its Committees including Youth and Music Generation.</p> <p>Review and enhance the role of the FET Committee with a view to providing support, advice and recommendations to the FET SMT on key strategic areas for the development of FET services.</p> <p>The Organisation Support and Development pillar to assist in the establishment of the new ETB Board in 2024 and all its sub committees.</p> <p>The Director of Schools and the Director of Organisation, Support and Development to plan for establishment of new school boards - develop and implement new training structure for all school Boards of Management.</p> <p>Prepare presentation sessions, and webinars for all schools.</p>
To implement General Data Protection Regulations (GDPR)	<p>Implement a General Data Protection Regulations (GDPR) training programme for all staff using Privacy Engine tool.</p> <p>Identify Data Protection (DP) Champion leads across schools and centres to assist DP Department in meeting it's legislative obligations.</p> <p>Undertake new and retrospective Data Protection Impact Assessments (DPIAs) and review Data Processing Agreements.</p>

Goal 1: Leadership and Stewardship	
Priority 1.2 : Focus on effective action planning to address identified targets	
Priority Area	Actions
	Deliver Information sessions to schools, centres and administrative staff on the legal requirements surrounding DPIAs and risks due to non-compliance.

Goal 1: Leadership and Stewardship	
Priority 1.3 : Continue the focus on risk management through effective implementation of procedures and internal controls indicative of robust corporate governance	
Priority Area	Actions
Implementation of Health and Safety Action Plan.	<p>Establishment Tipperary ETB Health and Safety (H&S) Committee to include organisational wide representatives.</p> <p>Identify actions and develop plans to implement and monitor actions from H&S Risk Assessments, including reporting of accidents and incidents</p> <p>Schedule training for all staff on Health and Safety obligations.</p> <p>Conduct Health and Safety Audits, provide feedback and supports on findings.</p>
Establish a Policy Management process.	<p>Establish a cross pillar policy working group.</p> <p>Organisation wide template for policies to be put in place.</p> <p>Procedure for approval process of policies to be finalised.</p> <p>Establish and maintain a repository of policies.</p> <p>Advise staff of the standard template, the policy repository and revised policy approval process.</p>
Implement a robust Risk Register.	Continue to develop the format of the Risk Registers for all elements of Tipperary ETB and

Goal 1: Leadership and Stewardship	
Priority 1.3 : Continue the focus on risk management through effective implementation of procedures and internal controls indicative of robust corporate governance	
Priority Area	Actions
	<p>identify the optimal reporting structure. Training plan to be established and implemented.</p> <p>Prepare quarterly Risk Registers updates for the Senior Leadership Team (SLT), Audit and Risk Committee and the ETB Board.</p> <p>Develop and refine the Risk Appetite Statement (reflecting our new Statement of Strategy) and present to the Audit and Risk Committee and the ETB Board.</p>
Establish and maintain Service Level Agreements (SLAs)	<p>Ensure that Service Level Agreements (SLAs) are in place with relevant contracted suppliers.</p> <p>Corporate to work with the Procurement Team on developing template.</p> <p>Conduct gap analysis to identify SLAs needed to be retrospectively completed.</p> <p>Use the Privacy Engine tool to monitor and record all SLAs.</p> <p>Working with the OSD team, ensure that Tipperary ETB has a Service Level Agreement in place with all FET Secondary Service Providers and Youth Organisations.</p>
Implement new E-Tenders	<p>Engage with and attend training regarding the new E-Tenders system.</p> <p>Implement the new system for all relevant procurement activity to ensure compliance with government directives.</p>

Goal 2: Organisational Empowerment and Accountability

Goal 2: Organisational Empowerment and Accountability	
Priority 2.1 : Continue to lead the development of a culture of shared responsibility and collective accountability across the organisation	
Priority Area	Actions
Stakeholder Engagement with relevant parties	<p>Establish a culture of shared responsibility.</p> <p>Implement leadership and networking at the various fora with a view to supporting collective accountability and responsibility.</p> <p>Teams such as Senior Leadership Team, Further Education and Training Management Team , Principals and Deputy Principals, Youthwork, Music Generation and REALT to engage in the above.</p>

Goal 2: Organisational Empowerment and Accountability	
Priority 2.2 : Continue to build a culture of individual and collective wellbeing through personal development initiatives	
Priority Area	Actions
Implement an organisational approach to Wellbeing	<p>Adopt a consistent organisation wide approach to Wellbeing.</p> <p>Implementation of FET Wellbeing Strategy across FET and Tipperary ETB.</p> <p>Schools Wellbeing Action Plan to be implemented from 2024.</p> <p>OSD Pillar to consider wellbeing initiatives for staff.</p>

Goal 2: Organisational Empowerment and Accountability	
Priority 2.3 : Ensure appropriate opportunities and effective channels exist for employee voice to be heard and inform decision making	
Priority Area	Actions
Prepare and commence implementation of the Tipperary ETB 2023-2027 Statement of Strategy.	Prepare 2023-2027 Statement of Strategy.

Goal 2: Organisational Empowerment and Accountability	
Priority 2.3 : Ensure appropriate opportunities and effective channels exist for employee voice to be heard and inform decision making	
Priority Area	Actions
	<p>Establish Statement of Strategy Implementation Team.</p> <p>Midterm review of Statement of Strategy Implementation with stakeholders.</p> <p>Meetings with the Board Strategy implementation oversight group to report on progress</p>

Goal 3: Communications and Transparency

Goal 3: Communication and Transparency	
Priority 3.1 : Review and develop information flows and incorporate effective use of systems and technology	
Priority Area	Actions
Establish a robust and effective Communications Group and communications strategy.	<p>Expand the membership of the Communications Group to include representatives from all parts of the organisation.</p> <p>Develop technical specifications for Corporate Tipperary ETB website.</p> <p>Embed the use of technology as a communications tool for staff and learners by establishing an enhanced user friendly website and population of Staff hub as an information repository.</p> <p>Establish consistent stakeholder communication channels e.g. surveys, focus groups, social media.</p> <p>To sign a contract with a provider using the relevant HEAnet Framework to implement a centrally hosted cloud-based telephony system.</p>
Streamline Human Resources Recruitment and Leave Management processes.	Implement Adobe Acrobat Sign to facilitate online signing of employee contracts.

Goal 3: Communication and Transparency	
Priority 3.1 : Review and develop information flows and incorporate effective use of systems and technology	
Priority Area	Actions
	<p>Organise One Note Training for HR Recruitment Staff to facilitate the use of Microsoft One Note to share recruitment pack information with Interview Board Members.</p> <p>Test IT requirements to share information with Interview Board Members using Microsoft One Note.</p> <p>Pilot use of Microsoft One Note to share information electronically with Interview Board Members.</p> <p>Engage with other ETBs and participate in HR/IR Working Group to review online recruitment systems applications for staff recruitment and onboarding.</p>
Streamline Leave Requests.	<p>Utilise CORE HR functionality to submit staff on-line leave requests.</p> <p>Engage with other ETBs where online leave requests are submitted electronically with a view to learning their processes.</p> <p>Compile project resources instructing staff in the use of CORE HR functionality to submit leave requests electronically.</p> <p>Upload the resources to the Tipperary ETB Staff Hub to be accessible to staff members.</p> <p>Agree a pilot school to test the system functionality.</p> <p>Agree a pilot FET Centre to test the system functionality.</p> <p>Review outcomes and lessons learned from pilot implementations.</p>

Goal 3: Communication and Transparency	
Priority 3.1 : Review and develop information flows and incorporate effective use of systems and technology	
Priority Area	Actions
	Implement the system for all Tipperary ETB Staff.

Goal 3: Communication and Transparency	
Priority 3.2 Review and develop information flows and incorporate effective use of systems and technology	
Priority Area	Actions
Establish a unified Branding and Marketing Plan.	Establish an organisational branding and marketing plan.

Goal 3: Communication and Transparency	
Priority 3.3 : Develop greater inclusion of student/staff and stakeholder voices	
Priority Area	Actions
Develop greater inclusion of student and staff and stakeholder voices.	<p>Support increased participation of students across schools using Youth Participation Framework.</p> <p>Link with HSCL coordinators (7 schools) to support strengthening of Parents's Associations.</p> <p>Support, develop and strengthen Communities of Practices in Schools.</p> <p>Director of Schools to work with school leaders, youth, music gen and REALT to identify both strategic and teaching and learning targets and plan how to monitor and address these targets.</p> <p>Hold meetings each term with Ethos, Inclusion, Music, Youth and REALT to inform the work of different sections of our schools.</p> <p>Continue the development of the FET Student Council as a representative function for learners in FET and embed learner representation in FET</p>

Goal 3: Communication and Transparency	
Priority 3.3 : Develop greater inclusion of student/staff and stakeholder voices	
Priority Area	Actions
	<p>decision-making structures.</p> <p>OSD to facilitate annual self evaluation process of the Board and its sub committees.</p> <p>OSD to seek feedback on events such as Admin Training, Staff Induction, Staff days and other events such as the Retirement function.</p>

Goal 3: Communication and Transparency	
Priority 3.4 : Monitor quality assurance procedures, practices and reporting across sections of the organisation	
Priority Area	Actions
Monitor quality assurance procedures, practices and reporting across sections of the organisation	<p><u>Schools Directorate</u></p> <p>Provide regular opportunities for Senior Leadership Team in in Schools, Youth, Music and REALT to provide feedback – via surveys, meetings, establishment of working groups for communities of practice.</p> <p>Review of SIP and DEIS planning through lens of LAOS.</p> <p>Review of Youth and Music Generation Quality Frameworks.</p> <p>Director of Schools to visit all schools to establish a baseline of data.</p> <p><u>FET Directorate</u></p> <p>Complete the QQI Interim Review of Quality Assurance in 2025 and continue to fully implement recommendations from QQI Inaugural Review and implement Continuous Improvement Planning based on annual quality review.</p> <p>Complete move to a single Quality Assurance Agreement for Tipperary ETB, replacing existing</p>

Goal 3: Communication and Transparency	
Priority 3.4 : Monitor quality assurance procedures, practices and reporting across sections of the organisation	
Priority Area	Actions
	<p>4 separate agreements (3 x FE and 1 TQAS).</p> <p>Enhance action planning approach supported by Area-Based Planning, FET Strategic Planning, Statement of Strategy, SPA and Quality Improvement Planning.</p> <p>Develop Monitoring and Evaluation strategy to ensure effective delivery.</p> <p>OSD Directorate Meet advertising targets as set out in Official Languages Act.</p> <p>Meet staffing requirements with 20% of staff to have proficiency in Irish by 2030.</p> <p>Adhere to new Standards.</p> <p>Adopt recommendations from internal and external audits.</p>

Goal 4: Service and Fairness

Goal 4: Service and Fairness	
Priority 4.1 : Continue to focus on a values infused ethical approach in all aspects of our work	
Priority Area	Actions
Embedding of our unified Core Values across the organisation.	<p>Develop a systematic approach to reporting on Core Values that aligns with existing reporting mechanisms such as SOLAS reporting (Annual Progress Report and FARR), and Statutory, Departmental, or Board level progress reports</p> <p>Support the implementation of our Core Values across Schools, FET, and OSD.</p> <p>Working closely with OSD and learning from the Schools experience, facilitate the rollout and embedding of Tipperary ETB Core Values across Tipperary ETB .</p>

Goal 4: Service and Fairness	
Priority 4.1 : Continue to focus on a values infused ethical approach in all aspects of our work	
Priority Area	Actions
	Continue to embed the Patrons Framework in our schools.

Goal 4: Service and Fairness	
Priority 2.4 : Promote social, environmental and economic sustainability across all locations under Tipperary ETB governance.	
Priority Area	Actions
Respond to our Climate Action obligations.	<p>Co-ordination of Climate and Energy Action Group and preparation of the Tipperary ETB Climate Action Plan.</p> <p>Engage with SEAI Partnership Support Manager on possible projects.</p> <p>Compliance with Climate Action and Low Carbon Development (Amendment) Act 2021 and the Energy Efficiency Directive 2012/27/EU. SI426 audits to be carried out.</p> <p>Embedding of Take 1 programme and SDGs Assist with Biodiversity Policy.</p> <p>To ensure we include environmental and sustainability initiatives in each of our procurement tenders and increase weighting re same.</p>
Implement a Public Sector Duty Plan.	<p>Establish a Public Sector Duty implementation Group.</p> <p>Prepare a Public Sector Duty Implementation Plan.</p> <p>Establish and monitor progress of the cross functional team to continue to implement our Public Sector Duty Plan.</p>

Goal 4: Service and Fairness	
Priority 2.4 : Promote social, environmental and economic sustainability across all locations under Tipperary ETB governance.	
Priority Area	Actions
	Conduct a review of our policies to ensure compliance with our Public Sector Duty obligations.

Goal 4: Service and Fairness	
Priority 4.3 : Lead and be pro active in the realm of social responsibility to address the education and training needs of communities in Tipperary	
Priority Area	Actions
Create accessible Student Pathways.	<p>Data analysis of student needs - analysis of tableau Strategic analysis of student need and pathway opportunities/routes.</p> <p>Data Analysis of links with underrepresented groups and identification of programmes and pathways.</p>

Goal 4: Service and Fairness	
Priority 4.4 : Continue to address, in conjunction with funders, infrastructural developments through strategic investment in facilities	
Priority Area	Actions
Estates and Capital Management	<p><u>FET Directorate</u></p> <p>Progress the FET College of the Future proposals in Clonmel in collaboration with our strategic partner TUS.</p> <p>Using our Devolved Capital and Green Devolved Capital funding, deliver on the Tipperary ETB FET Estates Strategy by continuing investment for the upgrade and improvement of existing FET locations throughout the county delivering Tier 1, 2 and 3 locations for delivery of our services.</p> <p><u>Schools Directorate</u></p> <p>Tipperary ETB and Schools to plan for future enrolments and engage in a timely manner with</p>

Goal 4: Service and Fairness	
Priority 4.4 : Continue to address, in conjunction with funders, infrastructural developments through strategic investment in facilities	
Priority Area	Actions
	the Department of Education Forward Planning Section to ensure that we have appropriate infrastructure and facilities.

Goal 4: Service and Fairness	
Strategic Goal 4.5 : Promote and participate in partnerships beneficial to the community and in particular those who are marginalised	
Priority Area	Actions
Engaging with Communities.	Work with DEIS schools to review Partnership pillar of DEIS plans. For non-DEIS schools, the Director of Schools is to review schools' involvement with community.
Restructuring of Coláiste Shliabh na mBan.	Engage in the process of reconfiguring the structure of Coláiste Shliabh na mBan in cooperation with the Social Inclusion section of the Department of Education. Identify a new location for school. Identify staffing needs.

Goal 5: Continuous Organisational Learning and Capacity Development

Goal 5: Continuous Organisational Learning and Capacity Development	
Priority 5.1 : Identify relevant staff training and development and supports its implementation across the organisation	
Priority Area	Actions
Implement a robust Staff Training and Development culture.	Promote the Continuous Professional Development (CPD) Policy which supports all staff to upskill and also provide training on relevant policies.

Goal 5: Continuous Organisational Learning and Capacity Development	
Priority 5.1 : Identify relevant staff training and development and supports its implementation across the organisation	
Priority Area	Actions
	<p>Explore the possibility of incorporating well-being as part of our CPD programme.</p> <p>Creation of an annual training plan for staff and prepare Employee Training Logs for OSD staff.</p>

Goal 5: Continuous Organisational Learning and Capacity Development	
Priority 5.2 : Continue to support the organisation's culture of innovation and change	
Priority Area	Actions
Innovative Programme Development.	The Programme Development team within the Development and Support Unit in FET will strategically lead the development of new innovative programmes and will collaborate with other ETBs on programme development.
School Amalgamations – “one town/one school”	<p>Tipperary ETB is examining locations where there is more than one post-primary school with a view to examining potential amalgamations which would maximise both infrastructure and teaching and learning resources for students.</p> <p>Conduct an analysis of school demographics and consult with relevant stakeholders and identify pilot locations.</p>
Reconfiguration of existing primary schools to Community National Schools	To continue to work with all stakeholders in the national divestment project of primary schools and reconfiguration to Community National Schools.

Goal 6: Accomplishment and Measurement

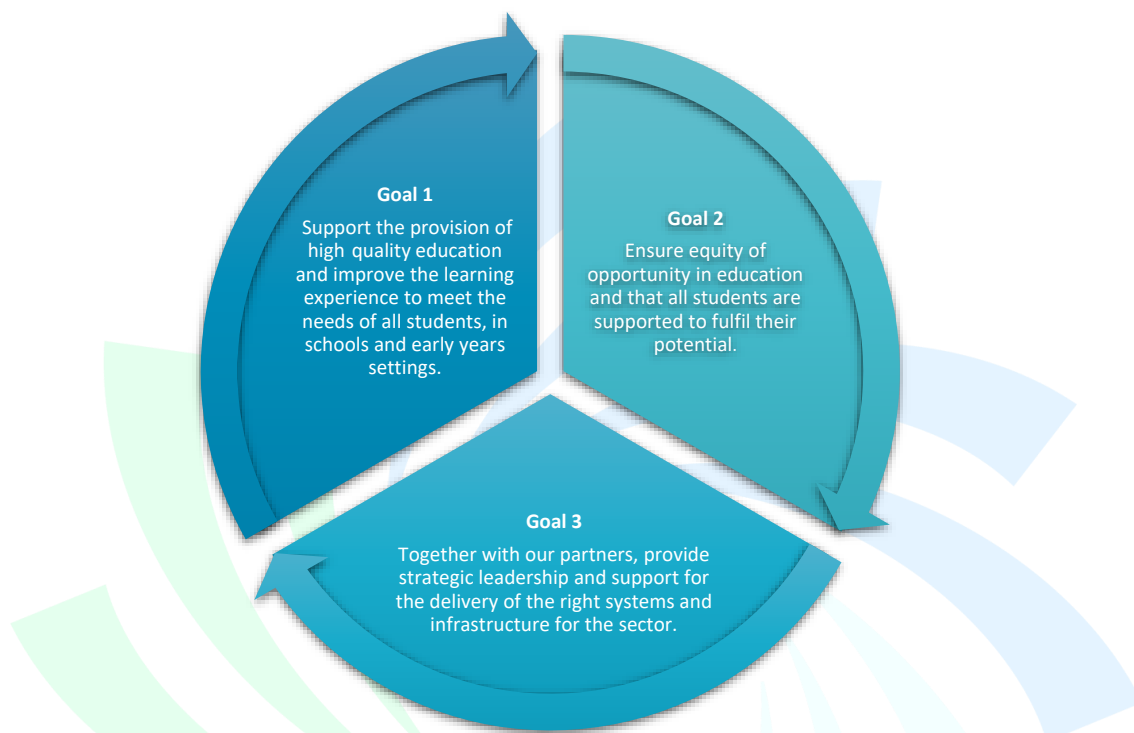
Goal 6: Accomplishment and Measurement	
Goal 6.1 : Maintain the ongoing culture of evaluation through reflection and solution focused thinking	
Priority Area	Actions
Prepare and monitor the implementation of the Tipperary ETB 2023-2027 Statement of Strategy.	<p>Development of an integrated plan for monitoring the implementation of the strategic goals and priorities of the Statement of Strategy.</p> <p>Preparation of detailed implementation plans for each pillar, section with key milestones and delivery dates.</p>

Goal 6: Accomplishment and Measurement	
Priority 6.2 : Affirm accomplishments and measure developments	
Priority Area	Actions
Recognition of Achievement	<p>Consider the development of ETB Student Awards event similar to ETB awards in schools to recognise learner achievements.</p> <p>Develop strategy for recognising learner and staff accomplishments including profiling learners, successful projects, staff achievements etc.</p>

11. Mission of the Department of Education

The mission of the Department of Education is to facilitate children and young people through learning, to achieve their full potential and contribute to Ireland's social, cultural, and economic development.

Goals of the Department of Education:



The key functions of the Department in relation to the Education and Training Board sector are:

- To support Government in determining national policy across all dimensions of education activity,
- To support Government in developing the legislative framework to ensure that national policies relevant to education can be implemented,
- To support the implementation by ETBs of the Government's education policies,
- To support Government in determining the level of public funding for the sector; and to be accountable to the Oireachtas for its expenditure,
- To hold ETBs accountable for the performance of their functions.

Many of these goals and functions overlap, align with, and complement the functions and role of ETBs as set out below.

Having regard to the establishment in 2020 of the Department of Further and Higher Education, Research, Innovation and Science, the Department will continue to operate governance oversight of the ETB Sector and will include arrangements for the appropriate reporting of information on governance related matters to that Department in the Memorandum of Understanding that is currently being developed between both Departments.

Tipperary ETB understands that the Department will share information with the Department of Further and Higher Education, Research, Innovation and Science for this purpose and it consents to the sharing of this information.

Role of Tipperary ETB

Tipperary ETB is a public body established by the Education and Training Boards Act 2013. It is governed by a Board. The functions of the ETB provided for under the Act include, to:

- Establish and maintain recognised schools, centres for education and education or training facilities in its functional area,
- Plan, provide, coordinate, and review the provision of education and training, including education and training for the purpose of employment,
- Adopt a strategy statement,
- Adopt an annual service plan,
- Provide education and training at the request of anybody which funds training out of money provided by the Oireachtas,
- Support the provision, coordination, administration and assessment of youth work services and provide such information as may be requested by the Minister for Children, Equality, Disability, Integration and Youth in relation to such support,
- Assess whether the manner in which it performs its functions is economical, efficient and effective.

An Education and Training Board will have regard to Government policy to the extent that it may affect or relate to the functions above and will comply with any policy direction that be notified to the board by the Minister.

Note: In accordance with current policy, an ETB is required to assist the Department, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.

Department of Education Performance Delivery Goals

In addition to Tipperary ETB’s strategic priorities, the Service Plan also supports goals, and which have been agreed under the terms of the 2024 Performance Delivery Agreement (PDA) between the Department of Education and Tipperary Education and Training Board. Some of the goals identified in the PDA are common to the strategic priorities of Tipperary ETB and our progress in meeting those priorities is outlined below.

KP1 Optimise Student/Learner Experience			
Priority	Action	Performance Indicator	Target
1. Provide a positive learning experience for all learners, including learners from marginalised groups	<p>Tipperary ETB has now adopted 5 unified organisational core values, Excellence, Care, Equality, Community and Respect as part of our 2023-2027 Statement of Strategy. A Core Values implementation group has been established to embed these values across the organisation.</p> <p>Schools</p> <ul style="list-style-type: none"> Continued implementation of the Patrons Framework with the support of a dedicated Ethos co-ordinator, Inclusion Co-ordinator leading on Provision Mapping and developing inclusive schools. Tipperary ETB has also engaged in a collaborative project with Mary Immaculate College in promoting Excellence in Education, Establishment of communities of practice with opportunities to share good practice, Upskilling of middle management teams in schools/FET, 	Increased enrolments, seamless pathways for progression and numbers completing their courses.	Increased enrolments, fit for purpose facilities, participation and numbers completing their courses with simplified pathways to Further/Higher Education.

KP1 Optimise Student/Learner Experience

Priority	Action	Performance Indicator	Target
	<ul style="list-style-type: none"> • Work with Schools and FET Student Councils which provides students with an opportunity to have their voices heard, influence decision making and provide feedback, • Continued participation in Curricular Reform, • The work of HSCL and student support teams for our students. <p>Further Education and Training</p> <ul style="list-style-type: none"> • Progress the FET College of the Future. The Tipperary ETB FET College will see the further consolidation of FET provision, the development of coherent learning pathways, the integration of consistent learner supports and the establishment of structures to for a coherent admissions pathway for potential learners to access Tipperary ETB FET provision, in line with the SOLAS FET Strategy, • Actively engage with the national Tertiary Office in the development of new innovative FE/HE pathways for students and develop a unified tertiary system in Ireland, • Implementation of integrated quality assurance programmes, co-ordination of existing legacy QA agreements into a single integrated FET QA system, • Work with FET student council which provides students with an opportunity to have their voices heard, influence decision making and provide feedback, • Continued embedding of our Area Based Planning (ABP) model to ensure that Tipperary ETB is responsive to local area needs 		

KP1 Optimise Student/Learner Experience

Priority	Action	Performance Indicator	Target
	<p>and demographics, with unified planning provision and creation of learner pathways,</p> <ul style="list-style-type: none"> Engaged in Technology Enhanced Learning opportunities integrating digital tools and flexible learning models into FET provision to enhance accessibility and engagement while maintaining quality teaching and learner. Development of blended learning environments for students. <p>At organisational level</p> <ul style="list-style-type: none"> Continue to engage in partnerships with key strategic partners, Continue to work with our parent funding bodies on delivering a suite of capital projects which enhance our educational facilities throughout the county. This includes both new builds and upgrade of existing facilities, Implementation of our Public Sector Duty Plan. 		
<p>2. Support students/learners at risk of educational disadvantage in line with current national policy</p>	<p>Schools</p> <ul style="list-style-type: none"> Implement support measures for enhanced support in school/centre for all students in particular disadvantaged students and learners with special needs e.g., provision of IT equipment, Active DEIS plans to address educational disadvantage, Engagement by HSCL and school support teams, Engagement with Mary Immaculate College to develop a system for mapping and monitoring provision for SEN students, Planning for and opening of new ASD classes where relevant, 	<p>Consistent learner supports in place across Tipperary ETB.</p>	<p>Increased numbers of learners availing of the supports across ETB.</p>

KP1 Optimise Student/Learner Experience

Priority	Action	Performance Indicator	Target
	<ul style="list-style-type: none"> • Opening of new Special School in Sept 2025. <p>Further Education and Training</p> <ul style="list-style-type: none"> • Continue to provide funding for Community Groups through the REACH funding allocation, • Expand the application of the Fund for students with disabilities to all learners from Levels 1 – 6 where possible and within guidelines issued by SOLAS/DFHERIS, <ul style="list-style-type: none"> • Continue to provide the Discretionary Learner Fund (DLF) where budgets allow and in line with Tipperary ETB’s funding allocation. The purpose of the DLF is to assist Tipperary ETB to increase participation, enhance retention and support successful transfer and progression outcomes for learners who otherwise may be at risk of experiencing educational disadvantage, • Implementation of Universal Design for Learning strategy across FET and the wider ETB, <ul style="list-style-type: none"> • Continuation of integrated supports for apprentices in maths, digital skills and literacy, • Provision of micro credentials providing flexible pathways for students to progress in employment and in further and higher education, <ul style="list-style-type: none"> • Identify, via Area Based Planning, provision which is responsive to local area needs, demographics and geography, 		

KP1 Optimise Student/Learner Experience

Priority	Action	Performance Indicator	Target
	<ul style="list-style-type: none"> • Embed and expand progressive pathways for students via Tertiary Planning from Further Education to Higher Education, • Continue to work with strategic partners such as MIC, which allow for progression of FET students to programmes such as Teacher Training, • Continue to develop the range of learner supports available across all FET provision in Tipperary ETB through coordination of literacy, numeracy, digital skills and language (ESOL) supports to ensure wider access for new communities in the county. 		
<ul style="list-style-type: none"> • Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools (revised 2023) 	<p>Schools</p> <ul style="list-style-type: none"> • A Child Protection Oversight Report (CPOR) is provided at every Board of Management (BOM) meeting. BOMs carry out annual review of Child Safeguarding. Formal notification of annual review is received by Tipperary ETB, • All Designated Liaison Persons and Deputy Designated Liaison Persons to avail of appropriate CPD and support, • Provision of relevant workshops and training, • Support and advice from Director of Schools, • Board minutes submitted to Corporate Services for review by the Director of Schools. 	<p>Measures in place, training and support provided.</p>	<p>Ensure and support compliance - Ongoing</p>
<p>3. Ensure full compliance with the Child Protection Procedures for Primary and</p>	<p>Schools</p> <ul style="list-style-type: none"> • Child Protection Oversight Report (CPOR) is provided at every Board of Management (BOM) meeting. BOMs carry out annual 	<p>Compliance with the Child Protection Procedures for Primary</p>	<p>Ensure and support compliance on a continuous basis.</p>

KP1 Optimise Student/Learner Experience

Priority	Action	Performance Indicator	Target
Post-Primary Schools (revised 2023)	<p>review of Child Safeguarding. Formal notification of annual review is received by Tipperary ETB,</p> <ul style="list-style-type: none"> • All Designated Liaison Persons and Deputy Designated Liaison Persons avail of appropriate CPD and support, • Provision of relevant workshops and training, • Support and advice from Director of Schools, • Board minutes submitted to Corporate Services for review by the Director of Schools. 	and Post-Primary Schools (revised 2023)	

KPI 2 Protection Programmes

Priority	Action	Performance Indicator	Target
Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	<p>Schools</p> <ul style="list-style-type: none"> • REALT Office established and regular meetings taking place with education partners, • Continue the work of the REALT team to support inclusion, provision of additional supports and the successful integration and participation of Ukrainian students and International Protection applicants in our schools. • Continuing applications to the DE to respond to the number of NE-EAL pupils in schools. Intensive recruitment processes to attract appropriately qualified staff. <p>Further Education</p>	Tipperary ETB will continue to develop the range of learner supports available across all FET provision in Tipperary ETB through coordination of literacy, numeracy, digital skills and language (ESOL) supports to ensure wider access for new	Increased participation in provision for International Protection applicants.

KPI 2 Protection Programmes

Priority	Action	Performance Indicator	Target
	<ul style="list-style-type: none"> The reorganisation of Adult Literacy services to provide dedicated ESOL provision was completed in 2021. As of 2022, learning needs for Refugee Protection Programme and provision for international protection applicants is now mainstreamed as part of FAR submission Identify via Area Based Planning, provision which is responsive to local area needs, demographics and geography, Continue to meet English language needs for speakers of other languages and respond to increasing demand where it arises. 	communities in the county.	

KPI 3 Governance

Priority	Action	Performance Indicator	Target
1. Attendance rates at Board meetings	<ul style="list-style-type: none"> Tipperary ETB has an excellent record of Board member attendance, and we will re-emphasise the requirement for attendance at all Board meetings as per the Code of Practice for Governance of ETBs. Attendance for all meetings minuted and reported in both the Annual Report. 	Record of attendance at Board Meetings and Sub Committee meetings.	Continued good attendance at meetings

KPI 3 Governance

Priority	Action	Performance Indicator	Target
	<ul style="list-style-type: none"> The Chair has reminded members of their attendance obligations. Non-compliance addressed. 		
2. Board Self Assessments	<ul style="list-style-type: none"> All Boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required. Annual Board self-assessment carried out with additional training provided. 	Annual review by Board Members will guide the format of meetings going forward and identify training needs etc.	Annual evaluation
<ul style="list-style-type: none"> Financial expertise on Audit and Finance committees 	<ul style="list-style-type: none"> Appointments to the 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. 	Appointments to Audit and Finance Committees are as per the Code of Governance.	To appoint members with audit and financial expertise. Tipperary ETB has done so.

KPI 3 Governance

Priority	Action	Performance Indicator	Target
3. Board appraisal of work carried out by Finance and Audit & Risk Committees	<ul style="list-style-type: none"> The Chair of each Board should ensure that Board members are provided with written reports on the work carried out by the Finance and the Audit & Risk Committees as required under the Code of Practice for Governance of ETBs. The Audit and Risk Committee receive the minutes of both the Board and the Finance Committee. Written reports are provided to the Board from Audit & Risk and Finance Committees after each meeting. The Chairs of both the Finance and Audit and Risk Committees attend a Board meeting once a year to present their Annual report to the Board in respect of the Statement of Internal Control and the adoption of the Annual Financial Statements. 	Reports are submitted by the Audit and Risk Committee and the Finance Committee to the Board. The Chairs of both Section 45 Committees attend the Board Meeting to give an annual update.	After each meeting and annually.
4. Self-Assessment by Finance and Audit & Risk Committees	<ul style="list-style-type: none"> 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. 	Annual review by Committees	Annual review by Committees

KPI 3 Governance

Priority	Action	Performance Indicator	Target
5. Staff Development	<p>The Chief Executive will ensure that:</p> <ul style="list-style-type: none"> • A member of staff is appointed as the Training Manager. <ul style="list-style-type: none"> • A training needs analysis in financial management is carried out on an annual basis. • A training programme on financial management is developed and implemented 	<p>Tipperary ETB has identified a Human Resources staff member whose responsibility is the co-ordination and implementation of our Staff CPD policy. The role also encompasses organising training for staff based on identified needs. Annual Staff Training Plans prepared by the relevant Senior Manager in each function.</p> <p>Comprehensive Continuous Professional Development policy in place. Staff are engaging in this CPD – a committee has been established to review annual applications under the policy.</p> <ul style="list-style-type: none"> • Tipperary ETB has three qualified accountants on its staff with relevant experience in financial management. Three staff hold accounting technician qualifications. • Budget holders receive training on financial management. Refresher training will be provided. 	<p>Annual plans identified for staff.</p> <p>Increased participation in CPD</p> <p>Internal upskilling of Finance staff and budget holders.</p>

KPI 3 Governance

Priority	Action	Performance Indicator	Target
6. Departmental reporting deadlines	<ul style="list-style-type: none"> • Tipperary ETB will continue to adhere to Departmental Reporting Guidelines. • Compliance calendar in place outlining all statutory reporting deadlines. • Returns to the Department must be accurate and reporting deadline adhered to. 	Review of same at Annual Oversight Agreement meeting with DE officials.	Timely reporting
7. Risk Management Policy	<ul style="list-style-type: none"> • Tipperary ETB confirms that there is an ongoing process to identify and address significant risks involved in achieving an entity's outcomes. The Audit and Risk Committee supports the Board in this role. • Review of the Risk Register for OSD, Schools and FET with overall risks identified for SLT for consideration for inclusion in the Corporate Risk Register. • Individual support and Corporate/IPB training sessions with schools and centres provided. 	<p>Comprehensive Risk Management process in place.</p> <p>The Risk Register is an agenda item on</p> <ul style="list-style-type: none"> • Senior Leadership Team meetings • Board Meetings • Audit and Risk Committee meetings <p>Quarterly review in place.</p>	Comprehensive Risk Management
8. Internal Controls	<ul style="list-style-type: none"> • The Tipperary ETB Board should ensure that it receives adequate assurance that specified controls are operating as intended. • At meetings both the Board and Committee members receive presentations and training pertaining to different aspects of our organisation 	<ul style="list-style-type: none"> • Informed Board, Finance , Audit & Risk Committees. • Internal compliance schedule sent to schools and centres with over arching compliance schedule completed by the 	Regular and annual reviews

KPI 3 Governance

Priority	Action	Performance Indicator	Target
	<p>to assist in the understanding of financial statements and procedures.</p> <ul style="list-style-type: none"> • Topic specific presentations made to the Board. • All internal and external Audit Reports circulated to the Board, the Audit and Risk Committee and the Finance Committee. • The Audit & Risk Committee and Finance Committee meet the following on an annual basis. <ul style="list-style-type: none"> ○ Auditors from the Comptroller and Auditor General • Director of the Internal Audit Unit ETBs.(IAU-ETBs). 	<p>Director of Schools and the Director of FET.</p> <ul style="list-style-type: none"> • Comprehensive review of the SIC by the Senior Leadership Team, the Audit and Risk Committee and the Tipperary ETB Board. • All internal and external Audit Reports circulated to the Board, the Audit and Risk Committee and the Finance Committee. 	

12. Tipperary ETB Expenditure and Receipts

Tipperary ETB Projected Receipts

The following is a summary of our projected 2025 Receipts as well as our estimated 2024 actual receipts (which are subject to change, our 2024 Financial Statements are not yet complete). In addition, we have not received our 2025 SOLAS budget at the time of presenting the Service Plan to the Finance Committee and the Tipperary ETB Board.

Tipperary ETB Receipts		
	2025 (Estimated)	2024 (Estimated)
	€	€
Primary Provision		
Pay	63,000	61,733
Non Pay	45,717	71,325
Total Primary	108,717	133,058
Post Primary Provision		
Pay	47,182,747	46,472,123
Non Pay	2,794,228	3,036,248
Other Associated Grants (Pay & Non Pay)	841,968	2,819,459
Capital	5,500,000	4,836,481
Total Post Primary	56,318,943	57,164,311
SOLAS - Further Education and Training		
Further Education and Training - Provision	37,000,000	33,009,283
Further Education and Training - Capital	1,000,000	2,298,171
	38,000,000	35,307,454
Self Financing / Other Agencies	5,500,000	5,231,152
Youth Services	1,600,000	1,592,148
Projected/Estimated Receipts	101,527,660	99,428,123

Tipperary ETB Projected Payments

The following is a summary of our projected 2025 Payments as well as our estimated 2024 actual payments (which are subject to change, our 2024 Financial Statements are not yet complete). In addition, we have not received our 2025 SOLAS budget at the time of presenting the Service Plan to the Finance Committee and the Tipperary ETB Board.

Tipperary ETB Payments		
	2025 (Estimated)	2024 (Estimated)
	€	€
Primary Provision		
Pay	65,000	64,145
Non Pay	73,000	54,153
Total Primary	138,000	118,298
Post Primary Provision		
Pay	48,000,000	46,275,413
Non Pay	2,794,228	3,215,226
Other Associated Grants (Pay & Non Pay)	841,968	2,259,624
Capital	5,500,000	5,215,779
Total Post Primary	57,136,196	56,966,042
SOLAS - Further Education and Training		
Further Education and Training - Provision	37,000,000	34,398,758
Further Education and Training - Capital	1,000,000	1,737,243
	38,000,000	36,136,001
Self Financing / Other Agencies	5,500,000	5,295,702
Youth Services	1,700,000	1,615,513
Projected/Estimated Expenditure	102,474,196	100,131,556

13. Abbreviations

Frequently used abbreviations by Tipperary ETB	
ABP	Area Based Planning
AFL	Australian Football League
AHEAD	Association on Higher Education And Disability
AIMS	Association of Irish Musial Societies
ALL	Adult Literacy for Life
ALND	Adult Literacy Numeracy and Digital Skills
AONTAS	Aos Oideachais Náisiúnta Trí Aontú Saorálach
APO	Assistant Principal Officer
BoTP	Beneficiaries of Temporary protection
ASD	Autism Spectrum Disorder
BTEI	Back to Education Initiative
CAO	Central Applications Office
CAP	Climate Action Plan
CBS	Christian Brothers School
CE	Chief Executive
CMCO	Coláiste Mhuire Co-Ed
CNS	Community National School
CSO	Central Statistics Office
CSNB	Coláiste Shliabh na mBan
CTC	Community Training Centre
CTI	Central Technical Institute
DAU	Data Analytics Unit

Frequently used abbreviations by Tipperary ETB	
DCG	Design and Communication Graphics
DCEDIY	Department of Children, Equality, Disability, Integration and Youth
DCS	Document Centric Solutions
DCU	Dublin City University
DFHERIS	Department of Further and Higher Education, Research, Innovation and Science
DMARC	Domain-based Message Authentication, Reporting and Conformance
DSP	Department of Social Protection
EAL	English as an Additional Language
ESBS	Education Shared Business Service
ESI	Executive Software Information
ESERO	European Space Education Resource Office
ESOL	English for Speakers of Other Languages
ETB	Education and Training Board
ETBI	Education and Training Boards Ireland
EU	European Union
FET	Further Education and Training
GAA	Gaelic Athletic Association
HE	Higher Education
HEA	Higher Education Authority
HSE	Health Service Executive
IAU	Internal Audit Unit
ICT	Information and Communications Technology
IPA	Institute of Public Administration

Frequently used abbreviations by Tipperary ETB	
IT	Information Technology
ITABE	Intensive Tuition in Adult Basic Education
ITS	Information Technology Services
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex and others
MG	Music Generation
MIC	Mary Immaculate College
NCSE	National Council for Special Education
NEPS	National Educational Psychological Service
NFQ	National Framework of Qualifications
NTO	National Tertiary Office
NZEB	Nearly Zero Energy Building standard
OSD	Organisation Support and Development Pillar
P2P	Purchase 2 Pay
PE	Physical Education
PET	Preliminary English Test
PDST	Professional Development Service for Teachers
PLC	Post Leaving Certificate
PLSS	Programme Learner Support Service
PPN	Public Participation Network
P-POD	Post Primary Online Database
QQI	Quality and Qualifications Ireland
RDS	Royal Dublin Society
REALT	Regional Education and Languages Teams

Frequently used abbreviations by Tipperary ETB	
RLC	Regional Literacy Coordinator
SADS	Sudden Adult Death Syndrome
SEAI	Sustainable Energy Authority Ireland
SEN	Special Educational Needs
SENCO	Special Education Needs Coordinator
SET	Special Education Teaching
SETU	Southeast Technological University
SIC	Statement of Internal Controls
SIEM	Security Information and Event Management
SLMRU	Skills and Labour Market Research Unit
SME	Small and Medium Enterprises
SOC	Security Operations Centre
SOLAS	Seirbhís Oideachais Leanúnaigh agus Scileanna
SPA	Strategic Performance Agreement
SPS	Single Pension Scheme
STEM	Science, Technology, Engineering and Mathematics
TD	Teachta Dála
TEL	Technology Enhanced Learning
TUS	Technological University of the Shannon
TY	Transition Years
UDL	Universal Design for Learning
USI	Union of Students Ireland
VLAN	Virtual Local Area Network
VTOS	Vocational Training Opportunities Scheme

Frequently used abbreviations by Tipperary ETB

WSTCYS Waterford and South Tipperary Community Youth Service



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