



Tipperary
ETB

Bord Oideachais & Oiliúna Thiobraid Árann
Tipperary Education & Training Board

Service Plan

2026



Rialtas na hÉireann
Government of Ireland



Arna chomhchistiú ag
an Aontas Eorpach

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



Figure 1: Cllr Roger Kennedy, Tipperary ETB Chairperson.

As Chairperson of Tipperary Education and Training Board (Tipperary ETB), I am delighted to present the Service Plan for 2026. Tipperary ETB 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 learner experiences through our two main funding sources: the Department of Education and Youth (DEY), 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 Education. In addition, Tipperary ETB has responsibility for Music Generation and for the coordination of Voluntary Youth Services. In 2025, responsibility for Youth Services transitioned to the Department of Education and Youth, demonstrating a continued commitment to recognising and prioritising the needs and challenges of young people in Ireland.

This Service Plan for 2026 is closely aligned with Tipperary ETB's Statement of Strategy 2023–2027, which was prepared in accordance with Section 27 of the Education and Training Boards Act 2013.

In 2025, more than 21,107 students (compared with 20,111 in 2024) engaged in education and training delivered through our network of ten post primary schools, one high support school, our Community National School, our special primary school, and multiple Further Education and Training (FET) centres throughout the county. We also collaborate with partner agencies to expand learning opportunities, and the strategic location of Tipperary ETB centres ensures that services remain accessible and strongly connected to local communities.

I would like to extend a sincere thank you to the members of the Board for their dedication and commitment to education. 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 through 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 2026

2. Foreword from the Chief Executive



Figure 2: Clodagh Kelly, Tipperary ETB Chief Executive.

On behalf of Tipperary Education and Training Board, I am pleased to present the Annual Service Plan for 2026.

Tipperary ETB continues to grow, with the estimated 2026 budget in excess of €112 million representing a 169% increase compared with 2015.

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 our vision and plans for the future delivery of education and training in Tipperary. This Strategy provides a clear roadmap for organisational development as we continue to respond proactively to the evolving needs of students, the economy, and our communities.

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

The Service Plan reflects the commitments set out in the Strategy and will guide our activity in 2026.

Tipperary ETB 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 Education and Language Teams) – Department of Education and Youth response to the Ukrainian and IPAS children entering out country

Conclusion

Over the past twelve years, Tipperary ETB has demonstrated the resilience and adaptability of its staff, students, and stakeholders. In 2026, we will continue to deliver high-quality teaching and learning and strengthen our partnerships with government agencies and key stakeholders. We remain committed to maintaining strong governance and maximising resources to provide the best possible opportunities for our students and communities.

Tipperary ETB Service Plan 2026

We will operate within the financial budgets set by the Department of Education and Youth (DEY) and the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) and will ensure robust governance and value for money.

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

I would also like to acknowledge the professionalism and dedication of all our staff. The success of Tipperary ETB is built on our shared core values, and we look forward to continued progress in 2026 and beyond.

Clodagh Kelly
Chief Executive
February 2026



Figure 3: Memorandum of Understanding being signed by Tipperary ETB and Mary Immaculate College in Thurles in December 2025.

3. Tipperary Education and Training Board 2024-2029

The Board of Tipperary Education and Training Board (ETB) held its first full meeting at the Anner Hotel in Thurles on Tuesday, 10 September 2024. 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 accordance with Section 30 of the Education and Training Board Act 2013.

The members of the Board are as follows.

Category / Nominating Body	Title	First Name	Surname	Notes
Local Authority Members				
Tipperary County Council	Cllr	Michael	Brennan	
Tipperary County Council	Cllr	Kay	Cahill Skehan	
Tipperary County Council	Cllr	Niall	Dennehy	
Tipperary County Council	Cllr	Pat	English	
Tipperary County Council	Cllr	Mary Hanna	Hourigan	Vice Chair
Tipperary County Council	Cllr	Roger	Kennedy	Chair
Tipperary County Council	Cllr	Willie	Kennedy	
Tipperary County Council	Cllr	Máirín	McGrath	
Tipperary County Council	Cllr	Louise	Morgan Walsh	
Tipperary County Council	Cllr	John	O'Heney	
Tipperary County Council	Cllr	Sean	Ryan	
Tipperary County Council	Cllr	Phyll	Bugler	Resigned 21/10/2025
Tipperary County Council	Ms	Peggy	Ryan	Appointed 9/12/2025
Parents Nominees				
Parents Nominee	Ms	Fiona	Dunford	
Parents Nominee	Mr	Declan	Kinsella	

Staff Members				
Staff Nominee	Ms	Siobhan	Kennedy	
Staff Nominee	Mr	Stephen	O'Brien	Resigned 21/10/2025
Staff Nominee	Mr	Eoin	Kennedy	Appointed 13/02/2026
Bodies specified by the Minister				
IBEC	Ms	Josephine	Chamney	
Downs Syndrome Ireland	Ms	Cora	Horgan Farrell	
Youth Work Tipperary	Mr	Donal	Kelly	
JMB/ACCS/NAPD	Mr	Eddie	Morrissey	
Rehab/ICTU	Ms	Virginia	O'Dowd	

4. Profile and background of Tipperary ETB

Tipperary Education and Training Board (Tipperary ETB) is one of 16 ETBs established under the provisions of the Education and Training Boards Act, 2013. The introduction of this legislation in 2013 resulted in the amalgamation of both the former North Tipperary Vocational Education Committee and the South Tipperary Vocational Education Committee to become Tipperary ETB. Our corporate structure consists of a democratically appointed Board (reserved functions) and an executive management team. Our head office is located in Nenagh, with a sub-office in Clonmel.



Figure 4: TY Young Cooks Competition at Tipperary FET College - Thurles (Archerstown) in January 2026.

Tipperary ETB is the statutory provider of education and training to the people of County Tipperary. Our education and training opportunities are provided through a network of schools and centres strategically located in key centres of population, while also reaching into rural communities. Tipperary ETB's core values of Excellence, Care, Equality, Community and Respect ensure that our learners are at the heart of

everything we do.

Our student statistics for 2025 are as follows:

Provision	No. of Locations	No. of Beneficiaries
Post-primary Schools	10	5,602
Community National School	1	200
Community Special School *	1	12
High Support Primary School *	1	17
Further Education and Training **	22	15,276
Total		21,107

*This refers to the number of approved places.

** 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.

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. Our REALT Co-ordinator is based in Templemore.



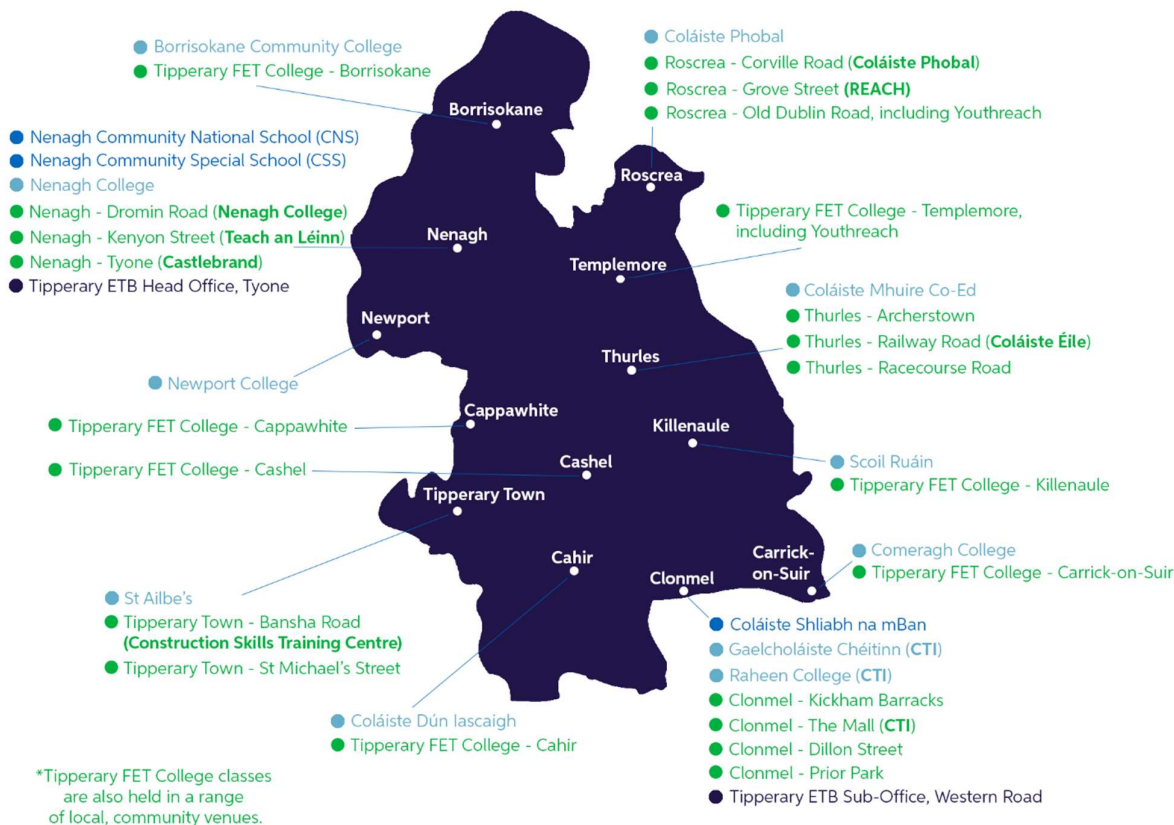
Figure 5; Nenagh Traveller Women's Quilt Project, exhibited at Nenagh Arts Centre in 2025.

5. Tipperary ETB locations throughout County Tipperary



Tipperary ETB
Bord Oideachais & Oiliúna Thiobraid Árann
Tipperary Education & Training Board

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



LEAD PARTNER



FUNDING PROVISION



COUNTY WIDE PROVISION
REALT
(Regional Education & Language Teams)



Rialtas na hÉireann
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6. Key Statistics

The following graphic highlights key Tipperary ETB Statistics.



7. Tipperary ETB Statement of Strategy 2023-2027



The Tipperary Education and Training Board Statement of Strategy 2023-2027 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.

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 Statement of Strategy 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.



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



Figure 6: Students at the Tipperary ETB Schools Culture Day in May 2025.

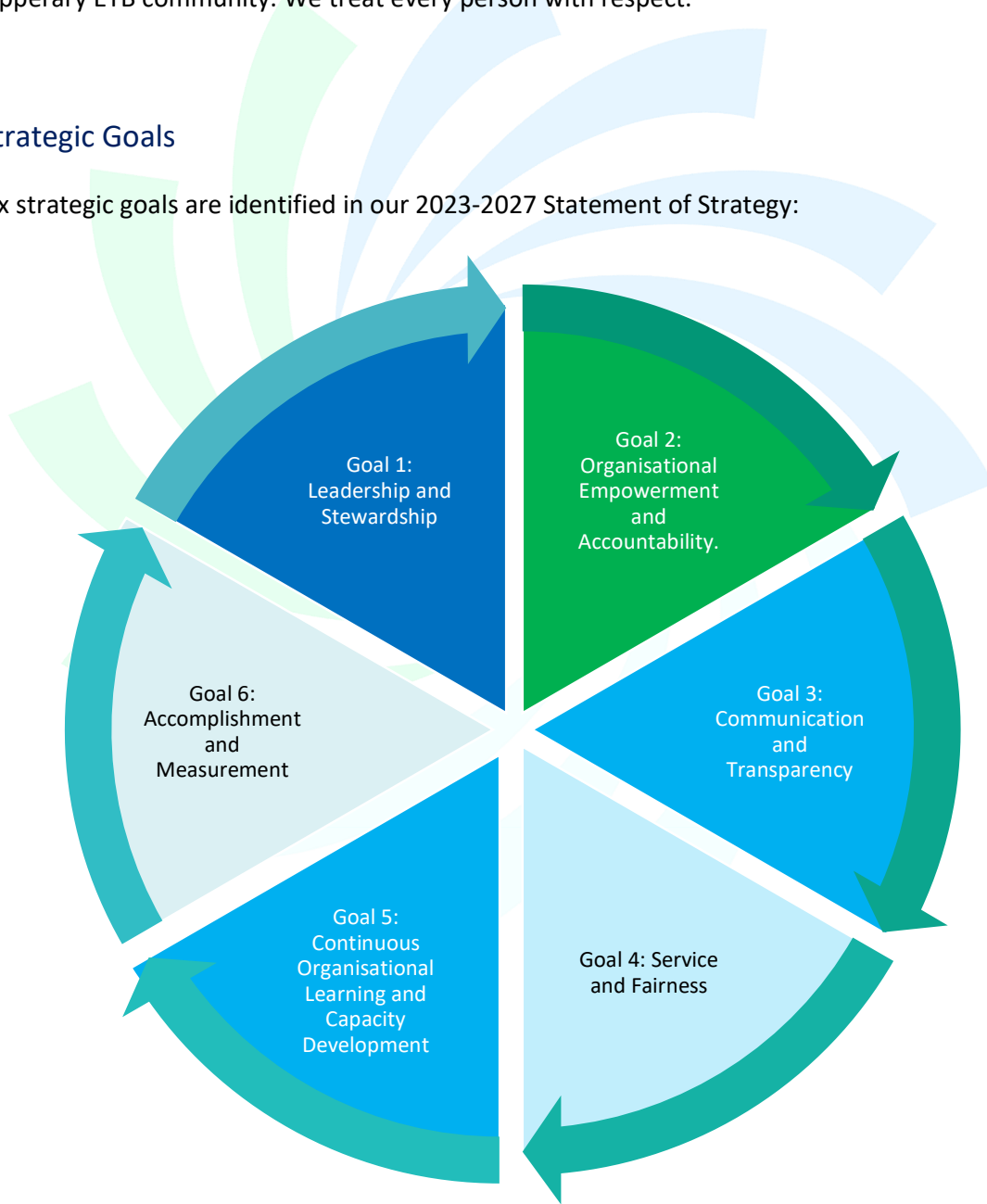
provided. We value our partnerships with community groups and organisations to bring social, cultural, and economic benefits to the county.

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 Statement of Strategy:



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 Youth 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.

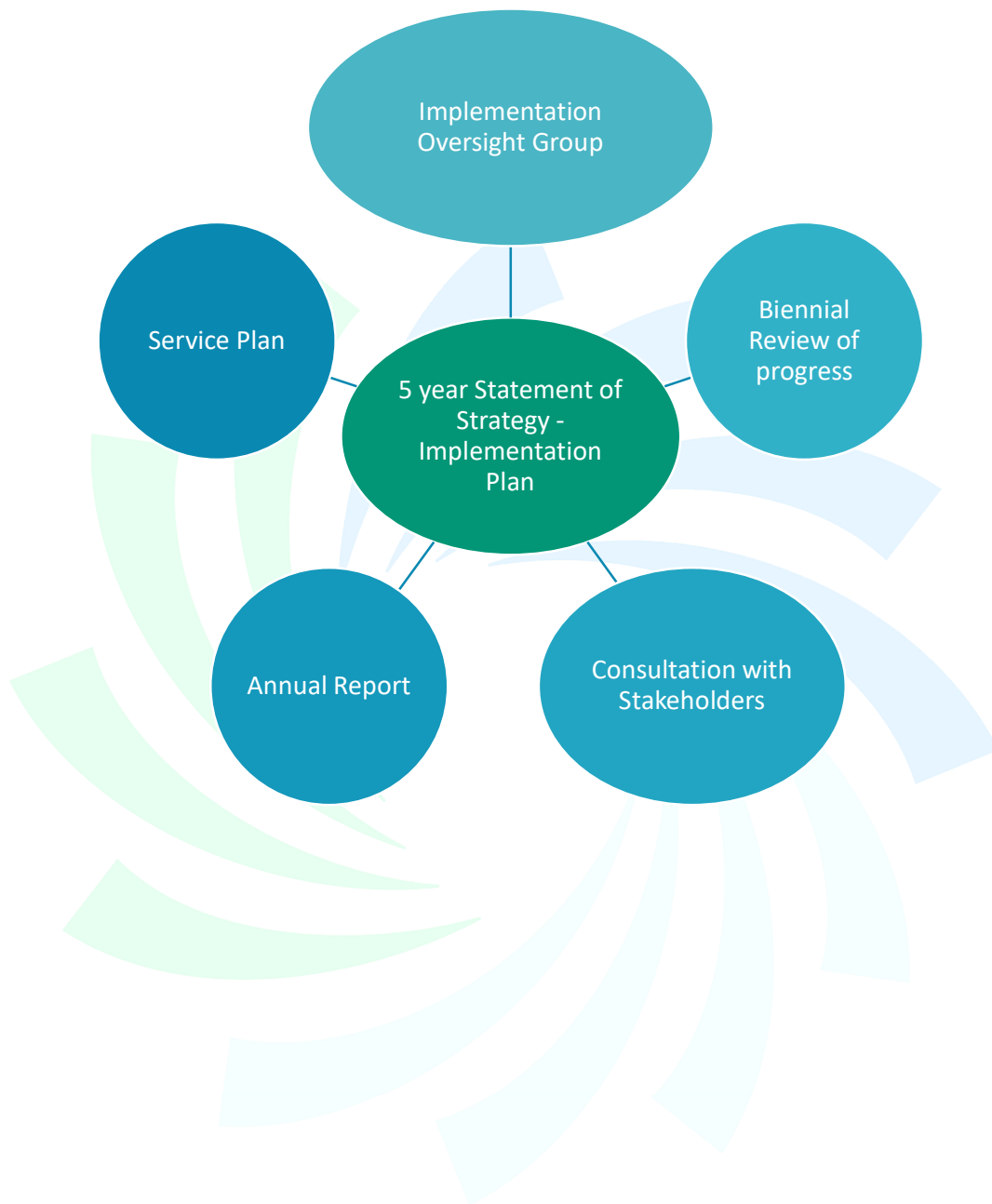
Indicators of Achievement

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 and Youth, a Strategic Performance Agreement with SOLAS, and Service Level Agreements with numerous organisations.

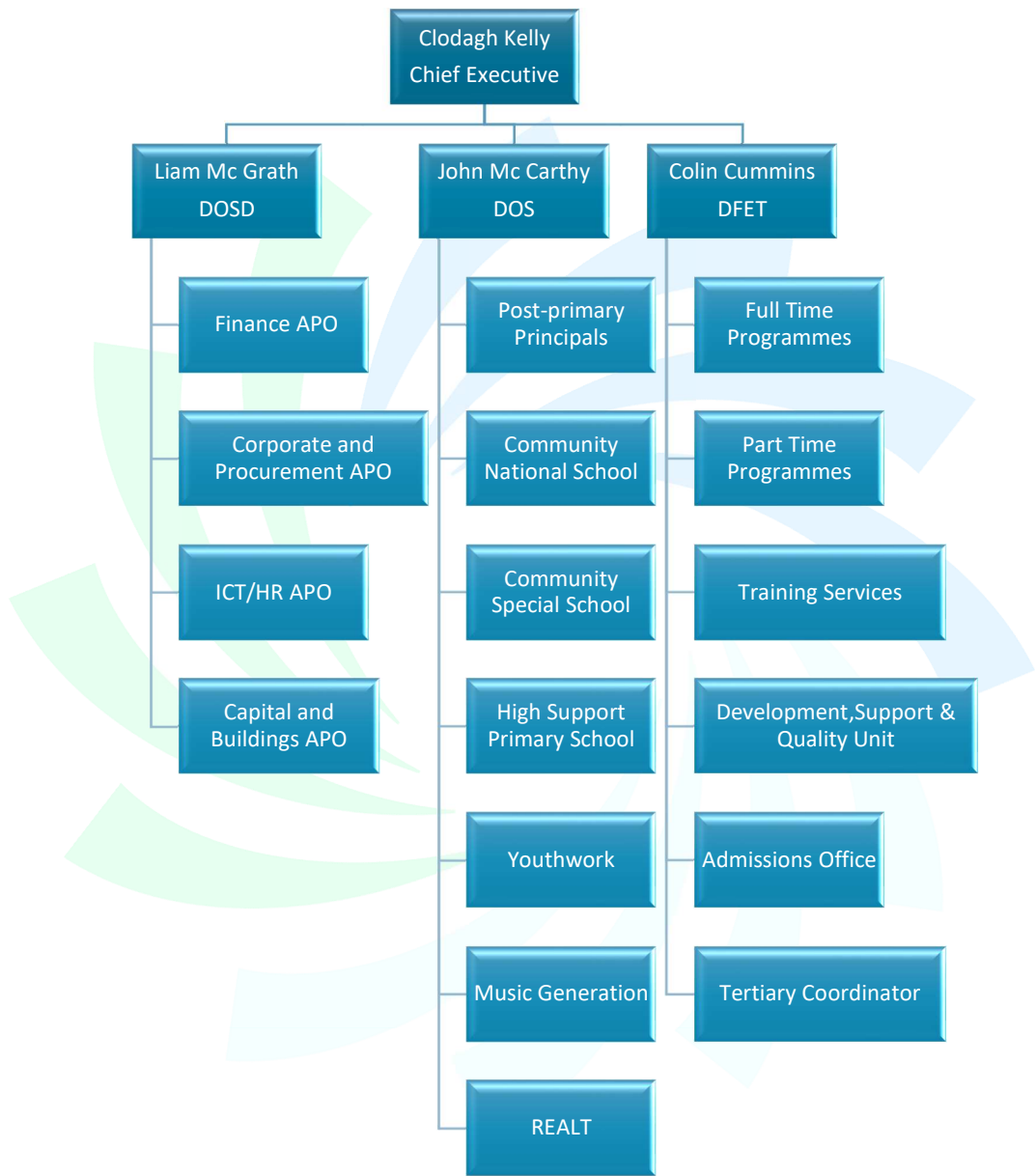
Over the lifespan of the Statement of Strategy, the performance and measurement of the success of the Strategic Goals and Priorities will be informed by nationally agreed key performance indicators and/or targets for post-primary education, FET, and OSD.

Planning Cycle Workflow



8. Overview of Services in Tipperary ETB.

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



9. Statement of Services – Organisation Support and Development (OSD)

Since its establishment, Tipperary ETB has experienced significant growth, with a 169% increase in budget from 2015 to 2026. 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 and Climate,
- 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, to support the Executive, Board, and service delivery to students.



Figure 7: Tipperary ETB Retired Staff Presentation at Anner Hotel, Thurles, in November 2025.

Our culture is built on support, high performance, reflective of our core values, and a commitment to continuous learning and development.

Key Strategic Priorities for 2026

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

Below is an outline of the principal projects and initiatives that will commence or continue throughout 2026.

Corporate Services

- Finalise the Business Continuity Plan,
- Brand and communications: consolidate templates, visual identity, and tone across schools, FET, and OSD; update website and Staff Hub content for clarity and accessibility,
- Progress the Health & Safety action and awareness project,
- Continue targeted support to Nenagh CNS and Nenagh Community Special School,
- Ensuring robust Risk Assessment, Management and Risk Appetite is embedded in the organisation,
- Monitor compliance with the implementation of the Code of Practice for the Governance of Education and Training Boards (2024), GDPR and FOI,
- Continue to refine our Data Retention Schedule,
- Support induction and effective operation of the new Boards and Committees,

ICT

- Co-ordinate and plan the roll out of the Information Systems Management System (ISMS),
- Prepare an ICT Strategy to guide future investment, architecture, and processes,
- Enhance cybersecurity monitoring, incident response, and user awareness,
- Address and mitigate cybersecurity risks,
- Support the Digital Strategy for Schools and TEL Strategy for FET.

Finance

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

- Continue embedding Financial Shared Services,
- Implementation of the Purchase Card Module,
- Strengthen support to Board, Finance Committee, and Audit & Risk Committee through timely, accurate, and consistent reporting,
- Support the Board, Finance and Audit & Risk Committees with their oversight role,
- Provide budget management support to all budget holders,
- Continue to meet all reporting deadlines,
- Preparation and revision of the annual Service Plan as required.

Capital and Estate Management

Manage our extensive capital programme as follows;

- Progress capital upgrades of our property portfolio,
- Complete business case/transfer of land for the FET College of the Future,
- Continue to work with the Department of Education and Youth (DEY) on permanent and temporary accommodation solutions for our schools,
- Maximise funding opportunities such as Minor Works, Emergency Works, and Climate Action Summer Works,
- Engage with SOLAS and deliver on the estates strategy,
- Prepare a comprehensive land and property register,
- Prepare a Building Stock Plan for all properties in use.
- Ensure all land and buildings are correctly registered with the Land Registry,
- Continue management of our leases and licences,
- Manage budgets on all our DEY and SOLAS projects,
- Incorporate Building Information Modelling (BIM) into relevant projects.

Climate Action

Tipperary ETB recognises its role as a leader in advancing sustainability, supported by strong partnerships with our parent departments, the Department of Education and Youth (DEY), the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), and also with strategic partners such as the Department of Climate, Energy and the Environment, and the Sustainable Energy Authority of Ireland (SEAI). Our commitment aligns with Ireland's target of reducing greenhouse gas emissions by 51% by 2030, subject to funding availability.

In 2026 Tipperary ETB will:

- Review the Public Climate Action Mandate,
- Carry out Energy Audits in accordance with SI426,
- Establish Green Teams in each Building Location,
- Increase climate literacy across the organisation,
- Retrofit public sector buildings, where feasible,
- Implement green public procurement,
- Work closely with Energy Consultants on Retrofit and new building projects and maximise access to energy grant funding,
- Continue to populate and monitor our Monitoring and Reporting (M&R) and Gap to Target systems,
- Register with and promote "Reduce our Use" campaigns,
- Commence Climate Action Summer Works in approved schools.

Procurement

- Maintain a strong focus on compliance and achieving value for money,
- Implement the Corporate Procurement Plan,

Tipperary ETB Service Plan 2026

- Support schools and centres in developing effective procurement practices,
- Implement Green Public Procurement,
- Monitor the organisational impact of Article 5.2.

Human Resources and Payroll

Tipperary ETB values the professionalism and commitment of our staff. Our comprehensive Continuing Professional Development (CPD) policy provides opportunities for staff to upskill and retrain, including targeted CPD for senior and middle managers.

In 2026 we will:

- Progress the roll out of the Leave module in People XD, eliminating manual processes,
- Continue refining our TEAMS based solution for Interview Board members,
- Implement an E-Contracts solution for the issuing and tracking of employee contracts,
- Review 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,
- Continue to participate in national pension strategies to provide timely and accurate pension statements and calculations to members of the Single Public Sector Pensions Scheme,
- Finalise the capture of Employee Service history,
- Participation in the Pensions Improvement Programme which is being implemented by the Department of Education and Youth and Education Shared Business Services.

Partnerships with key stakeholders

The OSD team will continue to progress key partnerships in 2026, including:

- Ongoing engagement with the DEY and SOLAS on structures, resources, and funding for frontline services,
- Collaborate with other ETBs, ETBI and national forums on key sectoral issues and good practice,
- Progress strategic partnership initiatives with TUS, Mary Immaculate College, and Tipperary County Council, to enhance pathways and regional impact,
- Continue engagement with ESBS on shared services, (including payroll shared services, SUN Financials, DCS P2P, apprentice payroll, learner payments, and Travel and Subsistence.)



Figure 8: The Liam MacCarthy cup and Tipperary Senior hurling panellists Robert Doyle and Aaron O'Halloran visiting Tipperary FET College - Thurles (Archerstown) in August 2025.

Public Sector Equality and Human Rights Duty

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 progressed in 2026 includes the following.

- Further embed the Duty into the work of the Tipperary ETB Core Values Working Group, in policy, planning, communications, and quality processes,
- Awareness-raising initiatives across the organisation, consider “Celebrating Diversity” ethos teams in schools,
- Strengthen student and staff voice in Duty implementation,
- Ensure recruitment and communications explicitly reflect Duty obligations
- Reviewing the Public Sector Duty Implementation Plan to assess progress and identify short-term actions.

10. Statement of Services – Schools

Tipperary ETB is patron to one community national school, one community special school (opened in 2025) and ten post-primary schools throughout the county. Tipperary ETB is also patron to Coláiste Shliabh na mBan, a high support primary school, located on the Kickham Barracks site in 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.



Figure 9: Tipperary ETB Schools' Talent Show at Coláiste Dún Iascaigh in March 2025.

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 has evolved into a broader system of support for inclusive school improvement and effectiveness in response to evolving policy, practice and research and is now called “*Realising Inclusive Special Education*” (RISE). RISE seeks to implement

collaborative and integrated systems which will further promote a schoolwide approach to educational provision for all students and build leadership capacity across schools. RISE provides enhanced support to schools seeking greater coherence in their delivery of schoolwide excellence in education for all students. RISE provides a framework to develop shared commitment to inclusive education between school staff, students, and parents.

RISE 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 RISE is ethos, and a school provision map is, in essence, the articulation of the school ethos.

All Tipperary ETB schools are co-educational, multidenominational, 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, which was followed by a presentation at the MIC Summer School in June 2025. The work of this group also featured in NAPD Leader magazine in Winter 2025. This work was recognised by ETBI at their Excellence awards in April 2025. A number of schools continue this work with the support of a Teaching Council Féilte bursary.

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. All 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. Our schools' development co-ordinator continues to work with our School Leaders and Director of Schools in identifying priorities for the academic year.

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.

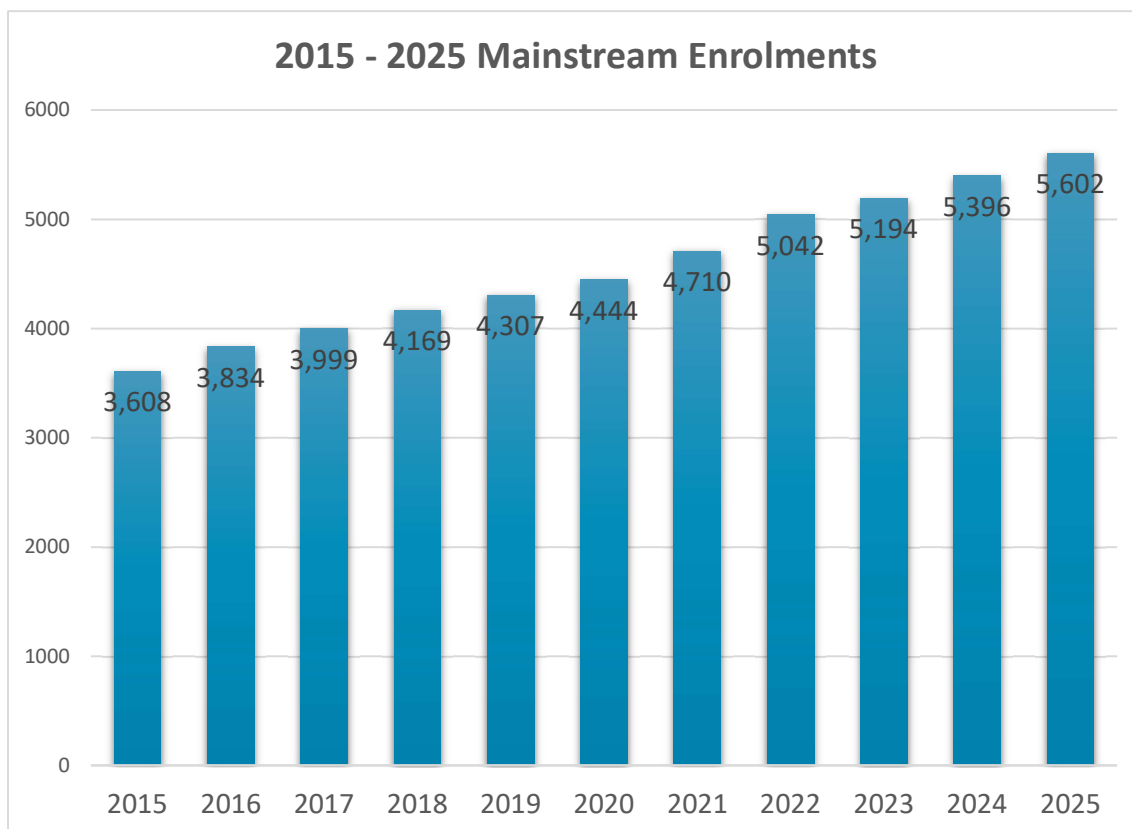
Students are encouraged to take part in all aspects of school life including extra-curricular activities such as the schools talent show, culture day, drama, music, debating, sport, cultural programmes, and Léargas/Erasmus activities. In addition to both the Junior Cycle and Leaving Certificate/Senior Cycle, 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						
	J.C.	J.C.S.P.	T.Y.	L.C.	L.C.A.	L.C.V.P.	PLC
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 Ruáin	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
-  PLC Post Leaving Certificate

Our enrolments have continued to grow, with a 55% increase between 2015 and 2025, as follows:



Our mainstream enrolments by College for the past 3 years are as follows:

College	Location	October '25 Enrolment	October '24 Enrolment	October '23 Enrolment
Borrisokane Community College	Borrisokane	723	691	665
Comeragh College	Carrick-on-Suir	613	565	531
Central Technical Institute	Clonmel	366	317	285
Scoil Ruáin	Killenaule	360	371	364
Nenagh College	Nenagh	345	368	415
Newport College	Newport	407	364	339
St Ailbe's	Tipperary Town	704	653	616
Coláiste Mhuire Co-Ed	Thurles	601	568	542
Coláiste Dun Iascaigh	Cahir	889	904	881

College	Location	October '25 Enrolment	October '24 Enrolment	October '23 Enrolment
Coláiste Phobal Ros Cré	Roscrea	594	595	556
Total		5,602	5,396	5,194

Nenagh Community National School (Nenagh CNS)

Enrolments in Nenagh CNS remain strong and the school continues to move forward, seeing the introduction of 5th Class in 2025. We will continue to engage with ETBI and the Department of Education and Youth 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.



Figure 10: Pupils at Nenagh Community National School (CNS).

Nenagh Community Special School (Nenagh CSS)

Nenagh Community Special School (CSS), which opened in 2025, is a Special School providing an appropriate education for students, aged 4 to 18 years old, who have a diagnosis of autism and complex learning needs or complex learning needs, with a professional recommendation for a Special School who require the support of a Special School setting.

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

Provision	No. of locations	No. of Students
Post-primary schools	10	5,602
Primary – Community National School	1	200
Primary - Community Special School *	1	12
Primary - high support school *	1	17
Total		5,831

- No of approved places

School Completion Programme

The Department of Education and Youth draws attention to the ongoing strategic engagement with TESS and the Education and Training Boards (ETBs) in relation to the future development and delivery of the School Completion Programme (SCP). ETBI and the ETBs are currently working in collaboration with the Department and TESS to support the establishment of a new employment framework for the SCP workforce.

This work is being progressed in the context of the proposed transition of SCP delivery as a Section 56 commissioned service model under the ETB sector. The objective of this approach is to enhance consistency, accountability, and long-term sustainability in the provision of SCP supports at a national level.

In this regard, ETBs are expected to have due regard to this developing policy framework in the preparation and finalisation of their Service Plans, including, where appropriate, the inclusion of relevant actions, commitments, or enabling measures that will support the implementation of these arrangements.

11. Statement of Services – Further Education and Training

The Further Education and Training (FET) Service forms a central pillar of Tipperary ETB’s mission to provide accessible, high-quality learning opportunities that support individuals, communities, and employers across the county. The 2026 FET Service Plan, provided in this section, outlines the strategic priorities, developments, and key initiatives that will guide the continued evolution of Tipperary FET College and the broader FET provision in the year ahead. Reflecting national policy direction, regional needs, and the ETB’s commitment to **Excellence, Care, Equality, Community and Respect**, this section provides a cohesive overview of planned activity across programmes, learner supports, workforce development, quality enhancement, and strategic investment.

The detailed narrative that follows sets out how Tipperary ETB will further strengthen pathways, expand capacity, and deliver impactful, future-focused education and training as part of its contribution to the wider ETB Service Plan for 2026.

Overview of Further Education and Training (FET)

Overview of Further Education and Training (FET)

Tipperary ETB delivers its Further Education and Training (FET) provision through Tipperary FET College, which was officially launched on 21 March 2025. The establishment of Tipperary FET College brings together existing FET provision across the county into a unified, collaborative structure designed to enhance learner pathways and improve access to high quality education and training across the county.

The college comprises over 20 campuses across Tipperary, offering a broad range of programmes aligned to local, regional, and national education, training and skills needs. Through this integrated model, Tipperary ETB provides learners with coordinated supports, modern facilities, and flexible learning options, ensuring a comprehensive and inclusive FET system that serves individuals, communities, and employers throughout the county.

Types of provision, number of centres/colleges and learner numbers

In 2026, Tipperary ETB will deliver a diverse range of full and part time FET provision, including PLC, Tertiary, Apprenticeship, Traineeship, Skills to Advance, Adult Literacy, Community Education, VTOS, Youthreach, Local Training Initiatives, and Specialist Training, along with a significant range of learner supports, special educational needs support and teaching and learning supports. This provision will be offered across centres and colleges, as well as community partner locations, and is expected to engage approximately 15,000 beneficiaries and over 8,000 unique learners across full-time, part-time, blended, and online modes. Provision will be planned and delivered to respond to labour-market and community needs across Tipperary, support balanced regional development, and provide clear progression routes into employment, higher education, and further learning.

FET Priorities in 2026 (new FET strategy objectives)

As the new FET Strategy 2026–2030 is introduced this year, Tipperary ETB will focus on strengthening pathways, expanding flexible provision, and enhancing quality and inclusivity across Tipperary FET College. Priorities for 2026 include advancing digital and green skills, widening participation and supports for priority cohorts, embedding innovative teaching and learning approaches including Universal Design for Learning, and deepening collaboration with employers and external partners. The service will adopt a data, evidence-driven, learner-centred planning approach to ensure that provision remains responsive, impactful, and aligned with both local and national strategic objectives.

Future-Ready Knowledge and Skills

Tipperary ETB will expand and enhance programmes that develop future-focused knowledge and skills, including digital, green, technical, and sector-specific skills. Course delivery will be informed by ongoing engagement with employers and labour market intelligence to support sustainable employment and career mobility. The service will continue to build flexible provision—such as micro credentials, modular learning, and blended delivery—to ensure learners can access the skills required to thrive in a changing economy



Figure 11: The official launch of Tipperary FET College at Archerstown, Thurles, in 2025.

In 2026, Tipperary FET College will continue to strengthen its position as a key driver of regional innovation and future-focused skills development through a coordinated, evidence-informed approach to enterprise engagement, digital capability, and programme expansion. Through Enterprise Connect, the College will further deepen local and regional

collaborations with higher education partners, the Regional Skills Fora, Local Enterprise Offices, Skillnet Ireland, and Enterprise Ireland to support area-based planning and ensure provision remains aligned with evolving economic and technological needs. As the coordinating provider for the Enhanced Productivity with AI micro-credential, Tipperary FET College will continue to deliver this programme and expand its research and development of additional micro-qualifications that respond to employer needs in areas such as AI, cybersecurity, automation, and core digital skills. These micro-credentials will enable rapid, targeted upskilling for workers and businesses navigating digital transformation.

A key focus for 2026 will be the development and implementation of a Digital Learning Strategy (TEL Strategy) for Tipperary FET College, guiding the roll out of the Digital Learning Framework for FET and ensuring that technology-enhanced learning is embedded consistently across all campuses. This strategy will support both staff capability building and the expansion of flexible, innovative learning models.

In parallel, the College will continue to diversify and expand its Apprenticeship offerings in line with Programme for Government targets, including progressing proposals such as the Special Needs Assistant Practitioner Apprenticeship. Collectively, these initiatives will position Tipperary FET College to meet the emerging knowledge and skills demands of learners, employers, and communities, ensuring that the FET system remains a dynamic and future-ready contributor to regional development.

Inclusion for Prosperity and Cohesion

In 2026, Tipperary ETB will further strengthen its commitment to inclusive education by enhancing the supports and pathways available to learners experiencing educational disadvantage or barriers to participation. This will include continued development of literacy and numeracy provision—both as part of core service delivery and through the



Figure 12: Tipperary FET College Awards Ceremony in Cahir in 2025.

implementation of the Adult Literacy for Life Strategy—alongside expanded community education, migrant and priority-cohort supports.

Our universal design for learning implementation plan for FET will progress and is a sustainable approach to supporting accessibility and inclusion for our learners. By deepening partnerships with community organisations and delivering targeted outreach and learner-centred supports, Tipperary ETB will promote greater social cohesion, widen

participation, and improve educational and life outcomes for communities across the county.

To further support an inclusive and learner-centred system, Tipperary ETB will implement its new Monitoring, Evaluation and Review Policy, embedding routine, thematic, and risk-based monitoring activities across FET provision. Central to this policy will be the systematic collection and use of learner feedback to strengthen student voice in decision-making and improve service quality.

As an example of the embedding of the student voice and responding to the needs of students, Tipperary ETB's new tertiary programme: *Pathway to Primary Initial Teacher Education* will be submitted for validation in early 2026 and will prioritise learners who identify with one or more of the target groups outlined in the National Access Plan 2022–2028—such as individuals from low-income or socioeconomically disadvantaged backgrounds, lone parents, and those experiencing homelessness.

This programme is designed to ensure that learners from diverse backgrounds can access, participate in, and successfully progress to higher education, reinforcing Tipperary ETB's commitment to equity, opportunity, and meaningful progression pathways.

Quality with Innovation

Tipperary ETB will continue to foster a culture of continuous improvement and innovation by investing in professional development, digital learning infrastructure, and modernised teaching and assessment practices. A measure of workforce development and support in our FET Colleges will be integrated through Erasmus funded training opportunities. This initiative will see upwards of 40 FET staff with access to this professional development opportunity.

In 2026, efforts will focus on strengthening QA governance, adopting innovative pedagogies, and expanding the use of data-informed decision-making to ensure the highest standards of teaching and learner experience. Technology-enhanced learning, collaborative practice across centres, and the introduction of blended delivery modes will support greater flexibility and responsiveness in how programmes are designed and delivered. These approaches will help drive excellence, support building staff capability, and ensure that the service remains agile and learner-centred in an evolving education and skills landscape.

Tipperary ETB will extend the scope of provision to include blended programme delivery, creating more flexible learning pathways for diverse learner groups. A strengthened QA Governance Structure will be implemented from Q1 2026, introducing the new FET Quality Council and a restructured Programmes Oversight Committee, Teaching & Learning Steering Group, and Systems Quality Steering Group—actions arising from the 2024 Internal Review of the FET QA Governance and Management System. Tipperary ETB will also develop and implement a Tipperary FET College Digital Learning Strategy (TEL Strategy) to guide the roll out of the Digital Learning Framework for FET, ensuring consistent and high-quality use of technology-enhanced learning across all campuses.

Further investment will be directed toward enhancing the Development, Support and Quality – Programme Development Office, enabling a more agile and responsive model for programme research, design, development, and validation—both within Tipperary FET College and, where appropriate, nationally across the sector. Complementing this work, Tipperary ETB will continue to strengthen the centralised Admissions Hub, ensuring consistency in access, guidance, and registration processes, and supporting a unified learner journey from first inquiry through to enrolment. Through these collective measures, Tipperary ETB will embed a strong culture of quality and innovation that supports staff, empowers learners, and drives continuous enhancement across the FET service.

Collaborating for Impact

Effective collaboration will remain central to Tipperary ETB’s approach in 2026. As an ETB we will strengthen partnerships with employers, the Local Authority, local development companies, other ETBs, higher education institutions, schools, national agencies amongst others to support joint planning, shared initiatives, and integrated learner pathways. By working collectively to address regional skills needs and community priorities, Tipperary ETB will maximise the impact and visibility of FET within the county and contribute to wider economic and social development.

Tipperary ETB will continue to work closely with both the Mid-West and South-East Regional Skills forums to advance programme delivery and programme development reflecting regional enterprise and skills needs. In 2025, Tipperary ETB signed Memorandum of Understanding agreements with our local/regional higher education and tertiary partners the Technical University of the Shannon (TUS), and Mary Immaculate College (MIC) and will build on the strategic relationships in place to build meaningful tertiary and progression pathways for our learners in Tipperary. Equally, Tipperary ETB will work closely with ETBs nationally, the National Tertiary Office, Regional Skills Fora, LEOs, Skillnet Ireland and Enterprise Ireland to inform area-based planning in Tipperary.

Funding Allocation for 2026

Tipperary ETB receives funding for the provision of FET Services annually from the Department of Further and Higher Education, Research, Innovation and Science via SOLAS.

Table 1: Funding Allocation for Tipperary ETB

Allocation for Tipperary ETB	2025 Final Allocation	2026 Allocation			
	Total	Pay	Non-Pay	Allowances	Total
Core Funding for a Strategic & Effective ETB	6,304,130	3,944,557	2,525,918		6,470,475
Workforce Skills Development & Transformation	7,624,000	3,194,078	3,339,415	1,051,514	7,585,008
FET Pathways	14,525,556	7,940,300	3,081,989	3,396,393	14,418,682
Apprenticeship	7,699,729	1,878,298	2,467,641	3,924,476	8,270,415
Strategic Investment	100,000		100,000		100,000

Allocation for Tipperary ETB	2025 Final Allocation	2026 Allocation			
	Total	Pay	Non-Pay	Allowances	Total
Overall Allocation	36,253,415	16,957,233	11,514,963	8,372,383	36,844,580

Note: In preparing Table 1, SOLAS provided overall 2026 funding allocations by bucket; however, no breakdown was supplied between Pay, Non-Pay, and Allowances. To populate the required categories, the 2026 internal FET budget was used to distribute each bucket’s allocation across these three headings. In cases where the internal budget exceeded the SOLAS allocation (notably within Core and Pathways), the Pay/Non-Pay/Allowances figures were pro-rated downward to ensure the total for each bucket aligned with the confirmed SOLAS allocation.

Core Funding for a Strategic and Effective ETB

Learner Support and Guidance:

In 2026, Tipperary ETB will continue to enhance learner-centred supports across Tipperary FET College, ensuring that every learner has access to clear pathways, high-quality guidance, and comprehensive supports. A key development in this area is the continued strengthening of the Admissions Hub, established as part of the formation of Tipperary FET College. Aligned with our organisational values of **Excellence, Care, Equality, Community, and Respect**, the Admissions Hub provides a streamlined and equitable entry point for learners, offering a more structured, coordinated, and consistent experience from initial enquiry through to recruitment and course assignment.

Operating as a centralised service, the Admissions Hub manages recruitment and placement for learners across NFQ Levels 4–6, including both full-time and part-time provision. It plays a pivotal role in ensuring transparent processes, quicker access to information, and a supportive onboarding experience that helps learners make informed decisions about their educational



Figure 13: Tipperary FET College - Thurles (Archerstown) Fashion Show in 2025.

and career goals. In addition, the Hub coordinates advertising, marketing, and information dissemination in line with the Tipperary ETB Marketing and Communications Strategy, ensuring that messaging is clear, accessible, and reflective of Tipperary FET College's strengthened identity.

Together with expanded learner guidance services, career planning supports, and the continued implementation of Universal Design for Learning strategies, the Admissions Hub will significantly enhance how learners engage with the FET system. This unified model ensures that all prospective students receive fair, timely, and consistent support, while staff across the service benefit from clearer processes, improved coordination, and enhanced pathways for collaboration. In 2026, Tipperary ETB will build on this foundation by further integrating the Admissions Hub with campus teams, strengthening its digital capabilities, and expanding its role in supporting learner transition, retention, and progression.

Buildings:

In 2026, Tipperary ETB will continue to advance the development of our buildings through an effective estates management strategy to ensure that Tipperary FET College is supported by a modern, sustainable, and future-focused physical infrastructure. Tipperary ETB will prioritise the advancement of the Clonmel Connected Campus, representing the ETB's flagship FET College of the Future project, currently positioned at Capital Gate 1. This unified initiative will see coordinated progress in planning, design, and strategic alignment, ensuring a transformative development that enhances access, consolidates provision, and strengthens learner experience across the southern part of the county.

As part of the Green Devolved Capital Allocation, the ETB will also advance targeted investment in Teach an Leinn and Cashel FET College locations, two strategically important locations that will undergo measures to significantly enhance their energy performance and sustainability. This work reflects the organisation's commitment to reducing environmental impact while improving the quality, comfort, and functionality of our teaching and learning environments.

More broadly, the ETB will continue to implement its FET Estates Strategy, investing in buildings across the county through the Devolved Capital, Green Devolved Capital, Minor Works, and Repairs and Maintenance allocations. This will support ongoing refurbishment, compliance upgrades, and modernisation works across Tipperary's multicampus estate. Complementing this physical investment, Tipperary ETB will also progress technology enhancements across centres to support digital learning, flexible delivery, and the wider modernisation of teaching and administrative spaces. Collectively, this estates programme will ensure that Tipperary FET College continues to offer high-quality, future-ready environments that meet the evolving needs of learners, staff, and communities.

In addition to these developments, Tipperary ETB is planning further expansion of its apprenticeship infrastructure to meet national capacity requirements. As the sole provider of the Construction Plant Fitting (CPF) Phase 2 programme within the ETB sector, the

National Apprenticeship Office has requested Tipperary ETB to increase provision at Tipperary FET College Archerstown in Thurles.

This expansion will involve the development of two additional CPF workshops, enabling three new intakes per year, totalling 72 additional apprenticeship places annually. Work on this proposal begun in 2025, with the intention of bringing the expanded capacity into operation during 2026.



Figure 14: Electrical workshops at Tipperary FET College - Carrick-on-Suir.

Tipperary ETB is also progressing planning in relation to a second phase of development at Tipperary FET College Carrick-on-Suir, which is being progressed under the Strategic Investment Upgrade Fund. Phase 1 was completed in late 2024 which provided additional Electrical Apprenticeship capacity in Carrick-On-Suir, again helping to increase our capacity to meet additional apprenticeship. The works planned in Phase 2 in Carrick-on-Suir will provide

additional teaching and learning space which will help consolidate apprenticeship and wider FET provision in the centre, reflecting Tipperary ETB's commitment to supporting high-demand craft apprenticeships and ensuring that learners and employers across the region have access to modern, high-quality training environments.

Quality/Certification:

Quality Assurance will remain a major strategic priority in 2026, with ongoing work to strengthen internal quality assurance and governance systems and assessment processes across all provision. Tipperary ETB will continue to embed consistent, learner-focused approaches to programme development, teaching, learning, and assessment, supported by staff training and reflective practice. Work will also continue on harmonising processes across Tipperary FET College's multi-campus structure, supporting Tipperary ETB's commitment to transparency, fairness, and continuous improvement.

Tipperary ETB will continue to prioritise excellence in teaching, learning, and assessment by strengthening its quality assurance structures and deepening its organisational commitment to high-quality programme delivery. A key focus for the year will be the continued development of the ETB's programme development structures, building capacity to collaborate on and lead programme design in strategically important areas, including the development of new and innovative micro qualifications that respond to emerging skills needs and learner demand

Tipperary ETB will also consolidate and further embed the work of the Development, Support and Quality (DSQ) Unit, ensuring that programmes across the county receive cohesive, consistent, and expert support. This consolidation will enhance the unit's ability to guide staff, coordinate programme development processes, and strengthen operational alignment across Tipperary FET College's many locations.

A significant priority for 2026 will be the further enhancement of QA procedures to bring greater consistency, clarity, and efficiency to the overall quality system. This will include a continued focus on stronger governance structures, reducing duplication, streamlining documentation and approval processes, and improving the effective use of resources. These improvements will support staff in delivering high-quality education while ensuring that learners experience transparent, fair, and reliable assessment and certification processes.

Building on strong existing professional development structures, Tipperary ETB will further strengthen whole-organisation awareness of and commitment to quality delivery and assurance. This will include targeted CPD for teaching, support, and management staff; increased opportunities for shared practice; and an ongoing emphasis on reflective improvement cultures. By enhancing staff capacity and embedding consistent QA practices across all centres, Tipperary ETB will ensure that quality remains central to the learner experience and that the organisation continues to meet the highest standards of compliance, innovation, and educational excellence.

Other Central Supports:

Tipperary ETB takes a whole-organisation approach to enabling high-quality FET delivery, aligning the work of Organisation Support & Development (OSD) and Schools pillars with Tipperary FET College to provide integrated services, consistent standards, and shared supports across the county.

Working on a whole organisational basis, we will continue to work closely with colleagues in our Corporate, Human Resources, Finance, Capital, IT, and Communications teams to streamline processes, enhance data management and security, reporting, and improve service quality. Collectively, these organisational enablers will reinforce a cohesive, learner-centred FET system, ensuring that resources are used effectively, staff are supported to innovate, and learners experience equitable, timely, and high-impact supports from first contact through to progression.

Governance will remain robust, with Tipperary FET College being fully accountable through the Chief Executive (CE) to the Tipperary ETB Board, whose oversight and strategic guidance continue to underpin effective planning, risk management, and performance.

Targeted funding streams will be leveraged to maximise learner success and remove barriers to participation, including the Fund for Students with Disabilities (FSD) and the REACH Fund to mitigate educational disadvantage, alongside dedicated digital supports for learners through the continuation of our Technology Equity Scheme (loaning devices and enabling connectivity where needed). Central services will also sustain and expand psychological supports, workplace learning supports, and tailored apprenticeship

supports—including targeted literacy and numeracy interventions—to enhance progression, retention, and successful completion.



Figure 15: Tipperary FET College moved into a new location at REACH Roscrea in 2025.

To ensure inclusive access and strong outcomes for diverse cohorts, Tipperary ETB will maintain English language assessments and supports through our ESOL provision, strengthen guidance and referrals, and embed consistent learner-facing communications. We will continue to partner with the FET Student Council, embedding the learner voice in decision-making; align initiatives with the ETB’s Wellbeing Strategy;

and drive implementation of Inclusion strategies across our campuses.

Funding for FET Provision for Workforce Skills Development and Transformation

Employment Progression, Learning in Employment

Tipperary ETB will continue to leverage targeted funding streams to strengthen its contribution to workforce skills development, employment progression, and skills transformation across the county. Funding in this area will support a diverse suite of programmes designed to upskill new entrants to the labour market, enable those already in employment to advance in their careers, and provide employers with the skilled talent required to respond to technological, structural, and sectoral change.

PLC provision will continue to play a vital role, offering full-time vocational programmes that prepare learners for direct entry to employment or further study. Funding will ensure that PLC programmes remain responsive to industry needs, incorporate modern digital and sectoral skills, and provide clear pathways to higher education through strengthened progression agreements and guidance supports.

Alongside this, Tipperary ETB will further develop our Pathways to Apprenticeship courses, enabling learners to build strong pre-apprenticeship skills, gain exposure to

apprenticeship-aligned disciplines, and progress with confidence into craft and consortia-led apprenticeships.

Traineeships will continue to be a flagship provision supporting both jobseekers and employers. Funding will sustain high-quality, employer-designed programmes that blend classroom learning with structured work-based training in growth sectors.

Tipperary ETB will also develop its Training for Employed / Skills to Advance provision, enabling employees—particularly those in vulnerable or rapidly changing roles—to upskill or reskill in areas such as digital transformation, green skills, supervisory management, and industry-specific technical competencies. These supports will be closely aligned with regional labour-market data and employer consultations, particularly through our engagement with stakeholder such as the Mid-West and South-East Regional Skills Forums, to ensure relevance and impact.

Investment in Specific Skills Training will allow for targeted, demand-responsive short courses that rapidly equip individuals with employability-focused technical skills. This includes supporting individuals transitioning between sectors or seeking to enter industries experiencing skills shortages. Increasingly, this provision will be complemented by micro-qualifications, which offer highly flexible, industry-aligned learning opportunities that respond quickly to emerging skills demands. These micro-qualifications—such as the recently introduced Introduction to AI module—provide learners and employers with accessible, bite-sized upskilling options that can be delivered at pace and adapted as technologies and workforce requirements evolve. Together, these short courses and micro-credentials will help ensure that Tipperary ETB remains responsive to regional labour-market needs and supports ongoing workforce transformation.

Funding for Tertiary Provision will continue to be utilised to strengthen integrated pathways between FET and higher education, enabling learners to access degree level study while remaining embedded in their local communities. Existing programmes—such as BSc (Hons) in Digital Arts in Clonmel and BSc (Hons) in Applied Sports Science in Thurles—demonstrate the success of these collaborative models, offering high quality options that blend FET and HE strengths.

In 2026, Tipperary ETB will expand this offering further with the introduction of two new tertiary pathways: Tertiary Pathway to Primary Teaching and Mental Health Nursing. These programmes will be developed in 2026 and provide accessible entry points into strategically important professions, supporting regional skills needs and widening participation in higher education. Together, these pathways will enhance progression options, diversify opportunities for learners, and reinforce the role of Tipperary FET College as a key contributor to long-term workforce development while remaining embedded in their local communities. Existing programmes—such as Digital Arts and Creative Media in Clonmel and Sports Science in Thurles—demonstrate the success of these collaborative models, offering high-quality options that blend FET and HE strengths.

Learning for Employment Progression:

Programme	2026 Projection	Number of courses
PLC	810	40
PLC – VTOS Dispersed	20	n/a
PLC - Pathways to Apprenticeship		
Traineeship Training and Employed	42	4
Specific Skills Training	714	48
Tertiary	60	4

Learning in Employment:

Programme	2026 Projection	Number of courses
CTCs	110	3
FET Pathways from School	56	4

Skills to Advance:

Programme	2026 Projection	Number of courses
Route 1	420	10
Route 2	377	30
Route 3	90	6

Funding for FET Pathways

(Pathways, Youth Provision, Community Education, Adult Literacy for Life)

Tipperary ETB will continue to utilise targeted funding streams to strengthen FET pathways and ensure that learners of all ages and backgrounds can access high-quality, flexible, and supportive learning opportunities. Funding allocated to the development and delivery of coherent pathway options under Tipperary FET College, will focus on enhancing structured routes into, within, and beyond FET, ensuring that programmes are clearly connected, progression options are visible, and learners are supported to move confidently toward further study or employment. This investment will help sustain cross-campus collaboration within Tipperary FET College, broaden guidance supports, and ensure that learners have access to coherent, navigable learning journeys aligned to local and national skills needs.

Youth provision will remain a key priority, supported through dedicated funding that enables the delivery of responsive learning environments for young people who benefit from alternative education pathways. This includes strengthening Youthreach in Cappawhite, Templemore and Roscrea by providing ongoing supports for engagement and retention, and ensuring that facilities, resources, and



Figure 16: Tipperary FET College Mini-Olympics in Borrisoleigh in 2025.

staffing levels meet the needs of a diverse youth cohort. This funding will also allow Tipperary ETB to continue developing programmes that build confidence, promote wellbeing, and develop the foundational and vocational skills needed for meaningful participation in further education, training, and employment.

Investment in Community Education will continue to support inclusive, locally-driven learning across Tipperary, enabling community partners and ETB centres to offer flexible, low-threshold programmes that build confidence, social connection, and progression readiness. Community Education funding will also allow for the expansion of targeted initiatives designed to meet the needs of rural communities, new arrivals, and individuals seeking to re-engage in learning in a supportive, familiar environment.

The Adult Literacy for Life (ALL) strategy will remain a major funding priority for 2026, supporting Tipperary ETB to expand literacy, numeracy, and digital literacy provision across the county. This includes strengthening one-to-one and group learning opportunities, building community-based partnerships, enhancing referral systems, and supporting the

delivery of integrated literacy approaches across all FET programmes. ALL funding will also be used to support learner participation through awareness campaigns, flexible delivery models, and enhanced learner supports.

Tipperary FET College will continue to work to widen participation, strengthen learner pathways, and ensure inclusive, high-quality opportunities for all individuals seeking to access and progress through FET in Tipperary.

Pathways:

Programme	2026 Projection	Number of courses
Bridging and Foundation Training	0	0
VTOS Core	140	10
Local Training Initiatives	38	2
Specialist Training Providers	35	2
BTEI Groups	1,595	177
FET Cooperation Hours	2,715	3
Evening Training/Part-time	500	46

Youth Provision:

Programme	2026 Projection	Number of courses
Youthreach	85	3 locations with 10 course intakes including LCA 1, LCA2, QQI3 and QQI4 and 85 places
CTCs	110	3
FET Pathways from School	206	4 LCA Tasters (56 learners); 12 TY Tasters (150 learners)

Community Education:

Programme	2026 Projection	Number of Intakes/Course Instances
Community Education	4,851	468

Adult Literacy for Life:

Programme	2026 Projection	Number of Intakes/Course Instances
Literacy	2,331	375
ESOL	1,289	108
Skills for Work	213	18

Apprenticeship Funding

(Craft and Consortia led)

In 2026, Tipperary ETB will continue to strengthen and expand its apprenticeship provision as a core component of Tipperary FET College’s skills offering, supporting the county’s economic development, and addressing ongoing national and regional demand for skilled craft and consortia-led apprentices. Building on an established record of accomplishment in high quality apprenticeship delivery, Tipperary ETB will focus on providing responsive, industry aligned training across both its traditional craft programmes and the more recently developed consortia-led apprenticeships.

Tipperary ETB’s craft apprenticeship portfolio— Electrical, Electronic Security Systems, Plumbing, and Construction Plant Fitting—remain critically important to meeting ongoing demand key labour market needs across the construction, engineering, and broader technical sectors. In 2026, Tipperary ETB will work closely with national partners, employers, and craft apprenticeship stakeholders to ensure capacity is maintained, pathways remain accessible, and learners receive the practical and theoretical training needed to progress confidently into employment

Alongside craft trades, Tipperary ETB will continue to deliver and strengthen the current consortia-led apprenticeships (2016+ apprenticeships), including Commis Chef, Hairdressing and Sales. These programmes support the hospitality, personal services, and commercial sectors—areas that are essential to Tipperary’s regional economy and community infrastructure. In 2026, the ETB will focus on expanding employer engagement, enhancing off-the-job training environments, and strengthening coordination with national apprenticeship consortia to ensure consistent delivery standards.

Across all apprenticeship provision, Tipperary ETB will prioritise a unified, high-quality learner experience. This will include strengthening assessment processes, ensuring clear communication with employers, and embedding supports such as targeted literacy and numeracy interventions, wellbeing services, and technology-enhanced learning resources. The ETB will also align apprenticeship activity with its wider strategic priorities, supporting inclusion, future-ready skills, and innovation in teaching and learning, while ensuring compliance with national apprenticeship frameworks and quality assurance requirements.

Through these combined efforts, Tipperary ETB will continue to deliver vibrant and future-focused apprenticeship programmes, equipping learners with in-demand skills and supporting employers in building a skilled, sustainable workforce across the county and beyond.

Craft Apprenticeship: Craft

Programme	2026 Projection	Number of Intakes/Course Instances
Electrical	294	21
Electronic Security Systems	42	3
Plumbing	84	6
Construction Plant Fitting	72	6
Maths support to Apprenticeship	363	13

Apprenticeship 2016+:

Programme	2026 Projection	Number of Intakes/Course Instances
Commis Chef	8	1
Hairdressing	20	1/3
Sales	26	1/3

Strategic Investment Funding

(Reach Funding, Specialist Skills Development, Skills to Advance Innovation Projects, ETB Strategic Initiatives, Climate Action Initiatives, Self-Financing Courses)

Tipperary ETB will continue to use a range of strategic investment funding streams in 2026 to strengthen the breadth, flexibility, and impact of FET provision. These investments will support targeted programmes that address educational disadvantage, respond to emerging skills priorities, promote innovation, advance climate action, and expand opportunities for learners across the county.

General Programmes

In 2026, dedicated funding will support programmes aimed at equipping learners and employers with the knowledge and competencies needed to engage in sustainable practice and climate related transitions. Over the course of 2025, Tipperary ETB developed its Green Skills Strategy and will continue to implement key actions under this initiative in 2026. Key programmes will be delivered to learners, employees (including staff of Tipperary ETB) and employers and will include courses Green Skills, Sustainability, Energy Awareness, and other climate aligned upskilling initiatives. Provision will target both new entrants and those already in the workforce, supporting national climate targets and enabling learners to contribute to environmentally responsible workplaces and communities.

Green Skills Strategy

As part of the implementation of the Green Skills Strategy, Tipperary ETB will continue to promote a unified and recognisable identity for sustainability-focused learning by applying Green Skills branding consistently across all relevant FET programmes. This will help increase awareness among learners, employers, and communities of our commitment to sustainability and the growing importance of green competencies across all sectors. In 2026, Tipperary ETB will work to embed Green Skills across a wider breadth of provision, beginning with a systematic mapping of existing programmes and ensuring that sustainability competencies are incorporated into new programme development where possible. Apprenticeship curricula will be aligned with emerging sustainability requirements in areas such as Near Zero Energy Building (NZEB), energy efficiency, and environmentally responsible work practices.

Tipperary ETB will explore opportunities to design innovative new programmes, including a proposed Green Skills taster course for Transition Year students, aimed at introducing younger learners to key sustainability concepts and potential green career pathways. Collaboration will remain central to the strategy's success, with the ETB working closely with internal and external partners to expand training in areas such as climate action, biodiversity, the circular and bio-economy, and other sustainability-focused domains. This will include the development of new green qualifications and micro-credentials that respond to regional needs and support Ireland's wider green transition. Through these actions, Tipperary ETB will ensure that learners across all campuses have opportunities to

develop the knowledge, skills, and competencies required to contribute to a more sustainable, resilient, and future-ready workforce.

Programme	2026 Projection	Number of Intakes/Course Instances
Green Skills/ Sustainability/Energy Awareness	96	8

REACH Funding

REACH funding will continue to play a critical role in supporting communities and learners who experience educational disadvantage and who may face barriers in accessing mainstream FET opportunities. As in previous years, the fund will support initiatives that focus on outreach, community-based learning, confidence building, digital inclusion, and foundational skills development, with strong collaboration across local community partners. The intention is to create low threshold, highly supportive learning pathways that can lead to further engagement in FET or employment. In 2025 16 REACH projects were supported with a total of 1020 beneficiaries.

In 2026, Tipperary ETB will support programmes through a ring-fenced fund of €100,000 and expects to support up to 20 projects/community organisations.

Specialist Skills Development

Once again in 2026, Specialist Skills Development funding will support the provision of advanced, and sector specific upskilling programmes aligned with regional labour market needs. Over the course of the year, Tipperary ETB will provide specialist training in areas such as technology and artificial intelligence, manufacturing, pharma, construction, healthcare, hospitality, creative industries, and emerging digital sectors. Courses funded under this stream are designed to enable immediate employment progression or reskilling, often delivered in partnership with local employers.

Programme	2026 Projection	Number of Intakes/Course Instances
NZEB & Retrofit Insulation Skills	294	21
MMC (Modern Methods of Construction)	37	5

Pharma/Manufacturing	40	2
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Innovation Projects (Skills to Advance & Others)

A new suite of upskilling programmes has been developed to equip employees with the competencies required for a rapidly changing world of work. New courses in Artificial Intelligence (AI), Robotics, and Immersive Technologies (VR/AR/MR) have been added to the training schedule for 2026, reflecting emerging skills demands across multiple sectors. These programmes are delivered as 5-credit or 10-credit QQI micro-credential modules, providing short, focused learning opportunities that certify a learner’s mastery of a specific skill or topic, resulting in a QQI Specific Purpose qualification.

Each module is stackable, enabling learners to progress at their own pace and build a personalised pathway of advanced skills within their chosen field. Drawing on the most up-to-date technological developments, these programmes will be relevant to a wide range of industries, including manufacturing, engineering, business, healthcare, education, the creative industries, and entrepreneurship, ensuring that workers and employers have access to cutting-edge, future-ready training.

Programme	2026 Projection	Number of Intakes/Course Instances
QQI L5 MQ Enhancing Productivity with AI	28	2
QQI L5 MQ Immersive Technology	12	1
QQI L6 Utilising Robotics in Advanced Manufacturing	12	1

ETB Specific Initiatives

In 2026, Tipperary ETB will continue to development and consolidation of Tipperary FET College as the unified identity for FET provision across the county. This investment in staff, structures and programmes will enable Tipperary ETB to progress key internal transformation projects that strengthen the governance, coherence, and visibility of the integrated FET college model, ensuring a consistent learner experience across all campuses. Priority areas will include building staff capability to support new ways of working, technology enhancements that enable flexible and high-quality delivery, and the advancement of equality, inclusion, and wellbeing initiatives that reinforce the ETB’s values.

Funding will also support new programme development and strategic partnerships that expand the relevance and reach of Tipperary FET College within the region. In addition, part-time and self-financing provision will continue to provide adaptable, demand-led learning opportunities that respond to local needs while generating sustainable reinvestment to further enhance FET provision.



12. Statement of Services – Youth Work Team



Tipperary Education and Training Board Youth Work Team aims 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 €1.9 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.



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 Tipperary ETB. There are 10 UBU projects across Tipperary managed by 4 youth work organisations. These projects are located in the following areas: Cahir, Carrick on Suir, Clonmel, Fethard/Killenaule, Thurles/Templemore, Tipperary Town, Nenagh, North Tipperary Traveller project, Roscrea, Rural Outreach Youth Project.

Figure 17: Youth Night 2025 at Cahir Castle

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. 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

Local Creative Youth Partnership (LCYP)

Tipperary ETB was successful in its application for a local creative youth coordinator in Spring 2025 with financial support for the initiative provided by the Department of Education and Youth, the Department of Children, Disability and Equality, and the Department of Culture, Communications and Sport. A key element to the work of the LCYP will be putting children and young people at the heart of developing and implementing opportunities to engage with creative activities.

13. 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.

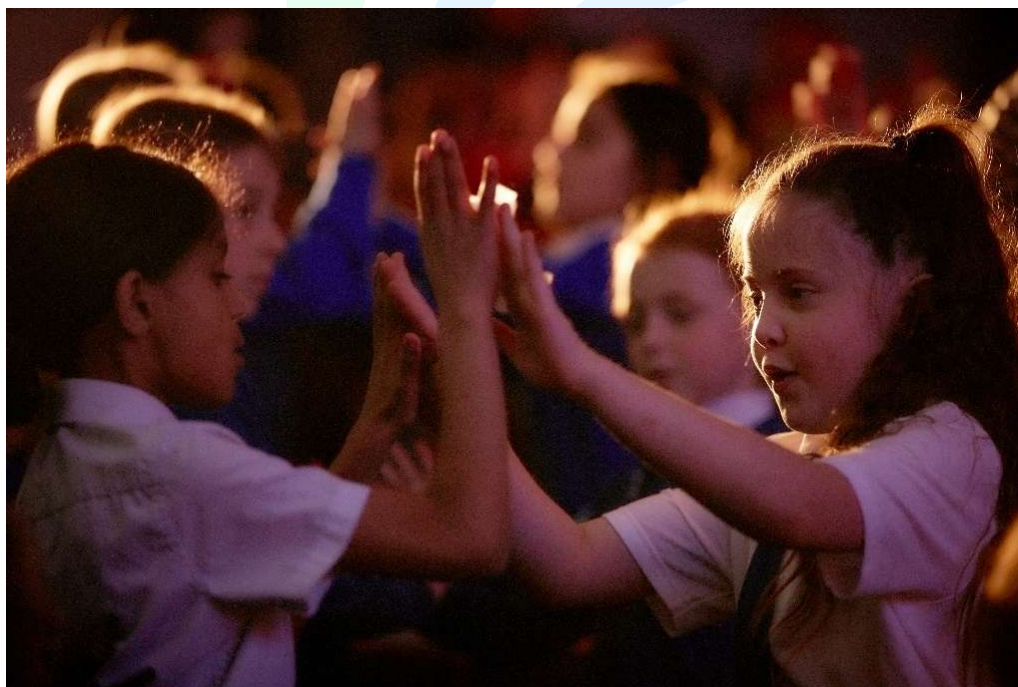


Figure 18: Music Generation Tipperary's Sing for Spring at Horse and Jockey Hotel.

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.



14. 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 2026.

15. Tipperary ETB Strategic Goals and Priorities

The Tipperary ETB Statement of Strategy 2023-2027 is our roadmap for the development of our organisation and our services to meet the ever-changing education and training needs of our students, those of our economy and our community.

In alignment with national priorities and in consultation with our stakeholders, six core strategic goals and priorities were identified for Tipperary ETB in the Strategy. The Implementation Group has mapped 97 priority actions to these goals, each action assigned both an overall strategic owner and individual leads to ensure clear accountability.

As demonstrated in the table below, a number of these priority actions have already been completed. Others are substantially complete, in progress or scheduled for completion across the remainder of the Strategy's lifespan and some goals will continue to evolve and impact our work well beyond 2027.

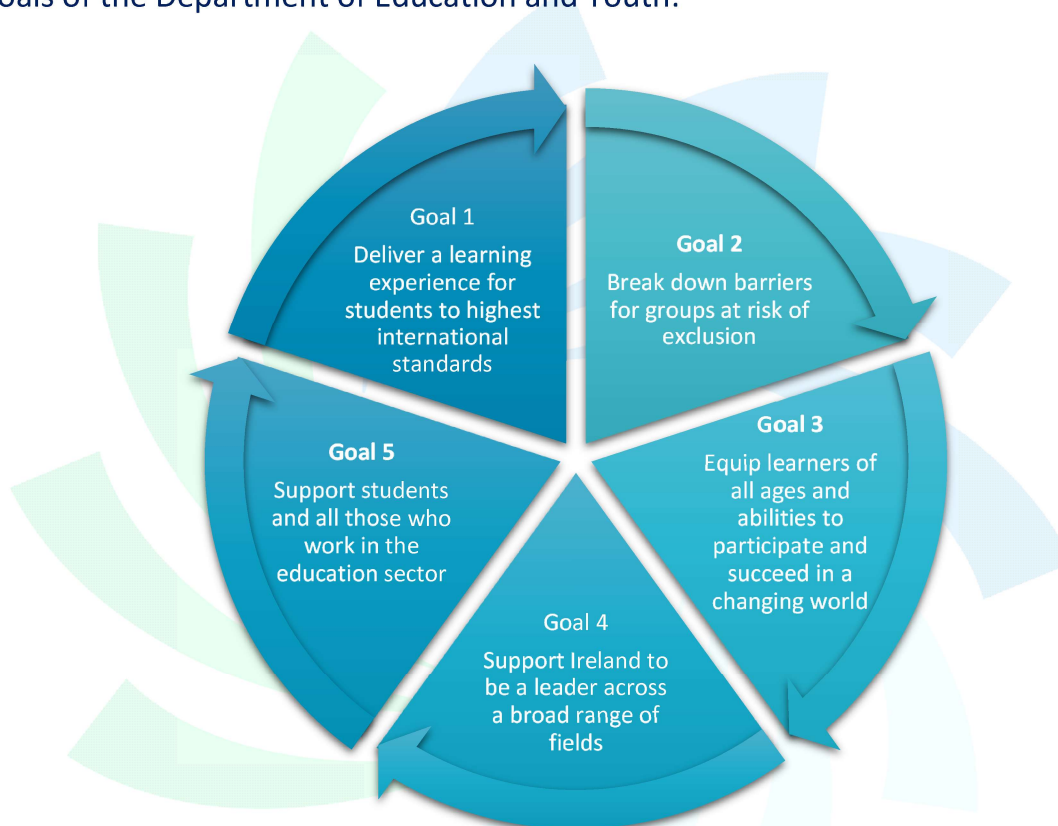
Summary of status of priority actions by Strategic Goal as of June 2025.

Goal	Completed	In Progress	Not due for action	Substantially complete	Total
Goal 1 - Leadership and Stewardship	18	20	4	5	47
Goal 2 - Organisational Empowerment and Accountability		6		1	7
Goal 3 - Communication and Transparency	4	10		2	16
Goal 4 - Service and Fairness		10		2	12
Goal 5 - Continuous Organisational and Capacity Development	2	6	1		9
Goal 6 - Accomplishment and Measurement	3	1	1	1	6
Total	27	53	6	11	97

16. Mission of the Department of Education and Youth

The mission of the Department of Education and Youth is to ensure that all children and young people have access to an enjoyable experience of learning and development to facilitate them to realise their full potential and contribute to Ireland's social, economic, and cultural development.¹


Goals of the Department of Education and Youth:



The key functions of the Department of Education and Youth 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,

¹ Inclusive Education for all – Department of Education and Youth Statement of Strategy 2025 -2028

-  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 of Education and Youth 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 of Education and Youth 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 of Education and Youth, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.

17. Department of Education and Youth Performance Delivery Goals

In addition to Tipperary ETB’s strategic priorities, the Service Plan also supports goals, which have been agreed under the terms of the 2024 Performance Delivery Agreement (PDA) between the Department of Education and Youth 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
<p>1. Provide a positive learning experience for all learners, including learners from marginalised groups</p>	<p>Tipperary ETB has 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 Patron’s Framework with the support of a dedicated Ethos co-ordinator, Inclusion Co-ordinator leading on RISE/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, 	<p>Increased enrolments, seamless pathways for progression and numbers completing their courses.</p>	<p>Increased enrolments, fit for purpose facilities, participation and numbers completing their courses with simplified pathways to Further/Higher Education.</p>

KP1 – Optimise Student/Learner Experience

- 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 School Development Support Co-ordinator leading out on specific projects such as the shared day of Excellence in English,
- The opening of Nenagh Special School in 2025 was a major milestone, providing an appropriate education for students, aged 4 to 18 years old, who have a diagnosis of autism and complex learning needs or complex learning needs, with a professional recommendation for a Special School who require the support of a Special School setting,
- Implementation of DEIS supports across schools, with access to HSCL and School Completion Programme supports,
- The work of HSCL and student support teams for our students.

Further Education and Training

- 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,
- The Admissions Hub provides a streamlined and equitable entry point for learners, offering a more structured, coordinated, and

KP1 – Optimise Student/Learner Experience

- consistent experience from initial enquiry through to recruitment and course assignment,
- 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,
 - The FET Student Council Chair and Vice Chair attend FET Committee meetings and members of the FET Student Council participated in a range of external national events with AONTAS and ETBI,
 - Initiatives such as inclusion and access for underrepresented learner groups, such as the EU Just Transition Fund project,
 - Continued embedding of our Area Based Planning (ABP) model to ensure that Tipperary ETB is responsive to local area needs and demographics, with unified planning provision and creation of learner pathways,
 - 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,
 - Provision of Mental Health Supports,

KP1 – Optimise Student/Learner Experience			
	<ul style="list-style-type: none"> • 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, • Implementation of the Wellbeing Strategy across all Pillars aligned to our Core Values, • 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, • Implementation of DEIS supports across schools, with access to HSCL and School Completion Programme supports, • Active DEIS plans to address educational disadvantage, • Engagement by HSCL and school support teams, • Inclusion Co-ordinator leading on RISE/Provision Mapping and developing inclusive schools, <ul style="list-style-type: none"> ○ Planning for and opening of new ASD classes where needed, • Opening of new Special School in Sept 2025. 	<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

Further Education and Training

- 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,
- 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,
- The Technology Equity Scheme mitigates against educational disadvantage by loaning devices and enabling connectivity,
- Implementation of Universal Design for Learning strategy across FET and the wider ETB,
- Initiatives such as inclusion and access for underrepresented learner groups, such as the EU Just Transition Fund project,
- Continuation of integrated supports for apprentices in maths, digital skills, and literacy,
- The introduction of the Admissions Hub provides consistent targeted supports in identifying and addressing learner needs,
- Provision of micro credentials providing flexible pathways for students to progress in employment and in further and higher education,

KP1 – Optimise Student/Learner Experience			
	<ul style="list-style-type: none"> • Identify, via Area Based Planning, provision which is responsive to local area needs, demographics, and geography, • 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. 		
<p>3. Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools (2025)</p>	<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. Tipperary ETB receives formal notification of annual review, • 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 schools will have fully implemented the Child Protection Procedures (2025) by 1 September 2026.</p>

KP1 – Optimise Student/Learner Experience			
<p>4. Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools (2025)</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 review of Child Safeguarding. Tipperary ETB receives formal notification of annual review, • 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. • Participation by all staff in schools (teaching and non-teaching) in Oide’s updated training on Children First (2025) 	<p>Compliance with the Child Protection Procedures for Primary and Post-Primary Schools</p>	<p>Ensure and support compliance on a continuous basis.</p> <p>All schools will have fully implemented the Child Protection Procedures (2025) by 1 September 2026.</p>

KPI 2 – Protection Programmes			
Priority	Action	Performance Indicator	Target
<p>Assist the DEY, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants</p>	<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. 	<p>Tipperary ETB will continue to develop the range of learner supports available across all FET provision in Tipperary ETB through coordination</p>	<p>Increased participation in provision for International Protection applicants.</p>

KPI 2 – Protection Programmes			
Priority	Action	Performance Indicator	Target
	<ul style="list-style-type: none"> 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 and Training</p> <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, Initiatives such as inclusion and access for underrepresented learner groups, such as the EU Just Transition Fund project, 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. 	<p>of literacy, numeracy, digital skills, and language (ESOL) supports to ensure wider access for new communities in the county.</p>	

KPI 3 - Governance			
Priority	Action	Performance Indicator	Target
1. Attendance rates at Board meetings	<p>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.</p> <p>Attendance for all meetings minuted and reported in both the Annual Report.</p> <p>The Chair has reminded members of their attendance obligations. Non-compliance addressed.</p>	Record of attendance at Board Meetings and Sub Committee meetings.	Continued good attendance at meetings
2. Board Self Assessments	<p>All Boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.</p> <p>Annual Board self-assessment carried out with additional training provided.</p>	Annual review by Board Members will guide the format of meetings going forward and identify training needs etc.	Annual evaluation
3. Financial expertise on Audit and Finance committees	<p>Appointments to the Audit and Finance committees should be made by the Board in consultation with committee chairs.</p> <p>External members of committees should bring the required audit and financial skills and experience to the role.</p>	Appointments to Audit and Finance Committees are as per the Code of Governance.	External appointees to the Audit and Finance Committees have expertise in finance and audit.

KPI 3 - Governance			
Priority	Action	Performance Indicator	Target
<p>4. Board appraisal of work carried out by Finance and Audit & Risk Committees</p>	<p>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.</p> <p>Written reports are provided to the Board from Audit & Risk and Finance Committees after each meeting.</p> <p>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.</p>	<p>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.</p>	<p>After each meeting and annually.</p>
<p>5. Self-Assessment by Finance and Audit & Risk Committees</p>	<p>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.</p>	<p>Annual review by Committees</p>	<p>Assessments performed annually and any identified areas for improvements addressed.</p>

KPI 3 - Governance			
Priority	Action	Performance Indicator	Target
6. Staff Development	The Chief Executive will ensure that: <ol style="list-style-type: none"> 1. A member of staff is appointed as the Training Manager. 2. A training needs analysis in financial management is carried out on an annual basis. 3. A training programme on financial management is developed and implemented 	1. 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.	Annual plans identified for staff.
		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.	Increased participation in CPD
		2. Tipperary ETB has four qualified accountants on its	

KPI 3 - Governance			
Priority	Action	Performance Indicator	Target
		<p>staff with relevant experience in financial management. Three staff hold accounting technician qualifications.</p> <p>3. Budget holders receive training on financial management. Refresher training is provided.</p>	Internal upskilling of Finance staff and budget holders.
7. Departmental reporting deadlines	<p>Tipperary ETB will continue to adhere to Departmental Reporting Guidelines.</p> <p>Compliance calendar in place outlining all statutory reporting deadlines.</p> <p>Returns to the Department of Education and Youth must be accurate and reporting deadline adhered to.</p>	Review of same at Annual Oversight Agreement meeting with DEY officials.	<p>Timely reporting.</p> <p>Develop additional reporting in conjunction with ESBS.</p>
8. Risk Management Policy	<p>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 support the Board in this role.</p> <p>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.</p>	<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 	Comprehensive Risk Management

KPI 3 - Governance			
Priority	Action	Performance Indicator	Target
	Individual support and Corporate/IPB training sessions with schools and centres provided.	<ul style="list-style-type: none"> Audit and Risk Committee meetings Quarterly review in place.	
9. Internal Controls	<p>The Tipperary ETB Board should ensure that it receives adequate assurance that specified controls are operating as intended.</p> <p>At meetings both the Board and Committee members receive presentations and training pertaining to different aspects of our organisation to assist in the understanding of financial statements and procedures.</p> <p>Topic specific presentations made to the Board, Audit and Risk Committee and Finance Committee,</p> <p>All internal and external Audit Reports circulated to the Board, the Audit and Risk Committee and the Finance Committee.</p> <p>The Audit & Risk Committee and Finance Committee meet the following on an annual basis.</p> <ul style="list-style-type: none"> Auditors from the Comptroller and Auditor General Director of the Internal Audit Unit ETBs. (IAU-ETBs). 	<p>Informed Board, Finance, Audit & Risk Committees.</p> <p>Internal compliance schedule sent to schools and centres with overarching compliance schedule completed by the Director of Schools and the Director of FET.</p> <p>Comprehensive review of the SIC by the Senior Leadership Team, the Audit and Risk Committee and the Tipperary ETB Board.</p> <p>All internal and external Audit Reports circulated to the Board, the Audit and Risk Committee and the Finance Committee.</p>	<p>Regular and annual reviews.</p> <p>The Statement of Internal Controls is reviewed annually by the Audit and Risk Committee as well as the Board.</p>

18. Tipperary ETB Expenditure and Receipts

Tipperary ETB Projected Receipts

The following is a summary of our projected 2026 Receipts as well as our estimated 2025 actual receipts (which are subject to change, our 2025 Financial Statements are not yet complete).

Tipperary ETB Receipts		
	2026 (Estimated)	2025 (Draft)
	€	€
Primary Provision		
Pay	41,872	41,166
Non-Pay	140,927	181,754
Total Primary	182,799	221,920
Post-primary Provision		
Pay	53,693,425	50,162,685
Non-Pay	3,022,568	2,872,571
Other Associated Grants (Pay & Non-Pay)	3,291,283	3,331,206
Capital	3,800,000	5,680,611
Total Post-primary	63,807,276	62,047,073
SOLAS - Further Education and Training		
Further Education and Training - Provision	36,844,580	36,263,886
Further Education and Training - Capital	1,300,000	3,951,594
	38,144,580	40,215,480
Self-Financing / Other Agencies	6,089,054	6,019,728
Youth Services	1,931,543	1,750,370
Projected/Estimated Receipts	110,155,252	110,254,571

Tipperary ETB Projected Payments

The following is a summary of our projected 2026 Payments as well as our estimated 2025 actual payments (which are subject to change, our 2025 Financial Statements are not yet complete).

Tipperary ETB Payments		
	2026 (Estimated)	2025 (Draft)
	€	€
Primary Provision		
Pay	41,872	56,919
Non-Pay	147,522	116,081
Total Primary	205,522	173,000
Post-primary Provision		
Pay	53,693,425	50,207,474
Non-Pay	3,022,568	2,795,663
Other Associated Grants (Pay & Non-Pay)	3,630,030	3,179,373
Capital	3,800,000	4,708,730
Total Post-primary	64,146,023	60,891,240
SOLAS - Further Education and Training		
Further Education and Training - Provision	36,844,580	34,342,887
Further Education and Training - Capital	3,600,000	869,392
	40,444,580	35,212,279
Self-Financing / Other Agencies	5,701,660	6,172,861
Youth Services	1,931,543	1,733,083
Projected/Estimated Expenditure	112,429,328	104,182,463

19. Abbreviations

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

Frequently used abbreviations by Tipperary ETB	
DEY	Department of Education and Youth
CYP	Children and Young People
DCG	Design and Communication Graphics
DCDE	Department of Children, Disability and Equality
DCS	Document Centric Solutions
DCU	Dublin City University
DEY	Department of Education and Youth
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
ECDL	European Computer Driving Licence
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
FAR	Funding Allocation Request
FET	Further Education and Training
GAA	Gaelic Athletic Association
HE	Higher Education
HEA	Higher Education Authority

Frequently used abbreviations by Tipperary ETB	
HSE	Health Service Executive
IAU	Internal Audit Unit
ICT	Information and Communications Technology
IPA	Institute of Public Administration
IT	Information Technology
ITABE	Intensive Tuition in Adult Basic Education
ITS	Information Technology Services
LCYP	Local Creative Youth Partnership
LMEP	Local Music Education Partnerships
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex and others
ME	Music Educators
MG	Music Generation
MGNDO	Music Generation National Development Office
MGT	Music Generation Tipperary
MIC	Mary Immaculate College
NCSE	National Council for Special Education
NEPS	National Educational Psychological Service
NFQ	National Framework of Qualifications
NSSO	National Shared Services Office
NTDC	North Tipperary Development Company
NTO	National Tertiary Office
NZEB	Nearly Zero Energy Building standard
OSD	Organisation Support and Development
P2P	Purchase 2 Pay

Frequently used abbreviations by Tipperary ETB	
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
REALT	Regional Education and Languages Teams
RISE	Realising Inclusive Special Education
RLC	Regional Literacy Coordinator
SADS	Sudden Adult Death Syndrome
SCP	Schools Completion Programme
SEAI	Sustainable Energy Authority Ireland
SEED	Strategic Employer Engagement Database
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
SOC	Security Operations Centre
SOLAS	Seirbhís Oideachais Leanúnaigh agus Scileanna

Frequently used abbreviations by Tipperary ETB	
SPA	Strategic Performance Agreement
SPS	Single Pension Scheme
STEM	Science, Technology, Engineering and Mathematics
TD	Teachta Dála
TEL	Technology Enhanced Learning
TESS	TUSLA Education Support Service
TUS	Technological University of the Shannon
TY	Transition Year
UDL	Universal Design for Learning
USI	Union of Students Ireland
VLAN	Virtual Local Area Network
VTOS	Vocational Training Opportunities Scheme
WSTCYS	Waterford and South Tipperary Community Youth Service

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