



# Strategy Statement

## 2018-2022

*Opportunities for  
Life and Living*



**etb**

Bord Oideachais agus Oiliúna  
Mhaigh Eo, Shligigh agus Liatroma  
*Mayo, Sligo and Leitrim*  
Education and Training Board



An Roinn Oideachais  
agus Scileanna  
Department of  
Education and Skills

**SOLAS**  
learning works



**EUROPEAN UNION**  
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# Introduction

A message from Tereasa McGuire  
Chairperson of MSLETB



It is with great pleasure that I introduce the Mayo, Sligo and Leitrim Education and Training Board (MSLETB) Strategy Statement 2018-2022. This is the first strategy statement produced by our newly-formed organisation and sets out our core values, mission and strategic goals. This statement is built on the long tradition of innovation and responsiveness to the needs of learners and communities across the counties of Mayo, Sligo and Leitrim. I believe this strategy will shape and guide our organisation as we continue to provide innovative and high quality education and training services.

I wish to express my gratitude to my fellow members of the Mayo, Sligo and Leitrim Education and Training Board, to all of the staff of MSLETB and to the many stakeholders who have contributed in the development of this strategy and to wish them every success as we work together to support people to live and work in the West.



**Tereasa McGuire**  
*Cathaoirleach, MSLETB*

# Foreword

A message from Tom Grady  
Chief Executive of MSLETB



The first ever Strategy Statement for Mayo, Sligo and Leitrim Education and Training Board will provide the strategic direction of our organisation for the next five years. This Strategy Statement has been developed following a wide-ranging consultation process and we have also considered key policies and legislation at local, national and European level.

This process of consultation brought about an agreement in terms of the vision, mission and core values for MSLETB. It is my intention, with the support of my colleagues and the Board, to ensure that the values of pro-activeness, professionalism, collaboration and quality become strongly associated with the work of MSLETB over the next five years.

Our three organisational pillars of Schools, Further Education and Training, and Organisation Support and Development will ensure that the strategy is realised across the organisation in every school, centre and programme and that the strategic priorities and goals are implemented during the period of the plan.

I am confident that with the support of all MSLETB staff, we can make real progress in fulfilling our mission statement of providing opportunities for life and living for people in our community.

A handwritten signature in blue ink that reads "Tom Grady." The signature is fluid and cursive.

Tom Grady  
Chief Executive, MSLETB



# Executive Summary

Mayo, Sligo and Leitrim Education and Training Board (MSLETB) is committed to providing opportunities for life and living and this Strategy Statement will strengthen MSLETB's resolve to achieve this mission. This Strategy Statement represents the output of a consultative and developmental process to consider the organisation's overall direction, in keeping with its obligations under the Education and Training Boards Act, 2013.

This dynamic document sets out the direction for MSLETB for a five-year period. It builds on previous work in developing the core values for MSLETB, during which staff and Board members contributed to the development of organisational values and behaviours. This Strategy Statement outlines the vision, mission and priority objectives of MSLETB as a new organisation with statutory responsibility for education and training services in Mayo, Sligo and Leitrim.

Through the implementation of the Strategy Statement, MSLETB is committed to working with partners and stakeholders over the five-year period to improve the delivery of education and training services for young people and adults in Mayo, Sligo and Leitrim. Key to all the objectives set out is that the quality of learning experiences for all learners will continuously improve. MSLETB will progress towards maturing as a living, learning organisation which will lead and respond effectively to emerging needs locally and nationally.

This Strategy Statement will underpin the overall strategies, policies and quality assurance of MSLETB's education and training provision.

# Strategic Goals of MSLETB



# Profile of MSLETB

MSLETB was established on 1st July 2013 with the commencement of the Education and Training Boards Act (2013).

The new organisation saw the merger of Co. Mayo VEC, Co. Sligo VEC and Co. Leitrim VEC to form the new Education and Training Board (ETB).

In 2014, Training Centres in Sligo and Ballina formerly operated by FÁS / SOLAS were incorporated into MSLETB. MSLETB now provides a wide range of education and training services across the region as outlined on page 8.



# MSLETB Services





# MSLETB

*Providing opportunities for life and living in:*



# Location of Services

The location of the services provided by MSLETB are shown below:



**A** Post Leaving Certificate Colleges (PLC)

**B** Youthreach

**C** Community Education Facilitators\*

**D** Music Generation

**E** Skills for Work\*\* (SFW)

**F** Night Class Provision

**G** Training Centres

**H** Post Primary Schools

**I** Services to Business Advisors

**J** Community Training Centres

**K** Specialist Training Programme (STP)

**L** Local Training Initiatives

**M** Back to Education Initiative (BTEI)

**N** Adult Basic Education Centre

**O** Youth Services

**P** The Vocational Traing Opportunities Scheme (VTOS)

**Q** Adult Educational Guidance & Information Service (AEGIS)

**R** Achill Outdoor Education Centre

Three Community Education Facilitators operate within MSLETB with courses running in various locations throughout the three counties\*

Two Skills for Work Facilitators operate within MSLETB with courses running in various locations throughout the three counties\*\*

# Governance and Legislative Framework

MSLETB is committed to developing effective structures and processes to achieve the objectives and goals outlined in this Strategy Statement. This will be achieved with continued adherence to our legal, regulatory and government obligations.

## ► 1 Legislation

There have been significant developments in the education and training landscape in Ireland in recent years. The Education and Training Board Act (2013) (ETB Act) provided for the establishment of 16 ETBs, replacing the 33 former VECs that had existed up to that point. The Further Education and Training Act (2013) was the basis for the establishment of An tSeirbhís Oideachais Leanúnaigh agus Scileanna (SOLAS), the Further Education and Training Authority. In addition, the Qualifications and Quality Assurance (Education and Training) Act (2012) established Quality and Qualifications Ireland (QQI) as the independent state agency responsible for promoting quality and accountability in education and training services in Ireland.



## ► 2 Statutory Functions of MSLETB

Under the ETB Act, MSLETB is required to maintain and establish schools and centres for education and to plan, provide, coordinate and review the provision of education and training within its service areas. Under the direction of the Minister for Education and Skills, the organisation is also required to provide support services to other education and training providers. Such supports may include capital projects and land, human resources, financial services, legal services, ICT and corporate governance. MSLETB is also required to support the provision, administration, coordination and assessment of youth work.

These statutory functions represent a widening of the previous functions of VECs, in particular in relation to the addition of the training role previously carried out by FÁS, the formal adoption in ETB legislation of the youth work function and the facility to deliver support services to other education and training providers.





### ► 3 Corporate Governance

MSLETB is governed by a Board consisting of 21 members. Reporting to the Board, the CE is the Accounting Officer for MSLETB and holds responsibility for the executive management of the organisation. In line with the governing legislation, the Board has established a number of committees, including Finance and Audit Committees, Boards of Management and other committees as required. These committees are composed of Board members and / or agreed other representation.

The Board has overall responsibility for ensuring that an effective system of internal control is maintained and operated. The Executive has day-to-day responsibility for implementing the system of internal control. This system of internal control is operated based on detailed administrative procedures, segregation of duties, specific authorisation thresholds and regular review by management of reports outlining actual and budgeted results of the various programmes.

Corporate Governance comprises the systems and procedures by which ETBs are directed and controlled. Accordingly, MSLETB is subject to sectoral Codes of Practice for Governance of Education, Training Boards and Circulars as published by the Department of Education & Skills and are implemented by MSLETB as required.

The CE is responsible for the performance of the executive functions of the Board and is accountable to the Board for the performance of such functions. The CE must provide information regarding performance to the Board and to the Minister for Education and Skills as may be required.





## ► 4 Planning and Reporting Requirements

Under Section 27 of the ETB Act, the Chief Executive (CE) of an ETB is required to prepare and submit a Strategy Statement to the Board for a five-year period. This must specify the objectives of the Board, the priorities of the specified objectives and the strategies for achieving those objectives. The organisation is also required to adopt and publish an annual Service Plan and an Annual Report.

As well as accounting directly to the DES, MSLETB is also accountable to SOLAS for the delivery of a range of training services. In this regard, MSLETB signs an annual agreement with SOLAS, setting out its Further Education and Training (FET) targets and commitments.



## ► 5 Organisational Structure

The organisation is structured under the three pillars of Schools, FET and Organisation Support and Development, with Directors appointed as follows:

- Director of Schools
- Director of Further Education and Training and
- Director of Organisation Support and Development

The head office of MSLETB is located in Castlebar, Co. Mayo, with administrative offices also in Sligo and Leitrim. The administrative offices are central to MSLETB operations and act as the hub for all.

Administration is organised under the functions of Human Resources, Finance and Corporate Services. School Principals, Managers, Coordinators and Programme Leaders are responsible for the day-to-day management of services. MSLETB also operate two Training Centres in Sligo and Ballina. The organisation employs in the region of 1,700 staff.



# Developing the Strategy Statement

This Strategy Statement is prepared under Section 27 of the ETB Act, whereby each ETB is directed to prepare and submit a Strategy Statement to the Board for a five-year period. In line with this requirement, consultation took place with key stakeholders. Arising from this consultation process the strategy statement has been compiled. MSLETB's strategic goals have been aligned with the objectives of the Department of Education & Skills *Action Plan for Education 2016-2019*.

A key part of the Strategy Statement has been the development of core values for MSLETB. All MSLETB staff were given the opportunity to contribute to the development of these core values.

Behaviours underpinning these core values were identified and are listed as part of this Strategy Statement. Additionally, the priority objectives for the organisation in the context of these core values were identified and leaders across the entire scope of MSLETB services contributed to the strategies that underpin these objectives.

The CE and Directors, as the Senior Management Team, were responsible for the overall development of the Strategy Statement. The plan in its draft format was reviewed by education leaders within MSLETB, with the plan finalised by the Senior Management Team and ratified by the Board of MSLETB.

The CE, along with the Director of Schools, Director of Further Education and Training and Director of Organisation Support and Development, are tasked with leading the implementation of the Plan, in partnership with important external stakeholders, board members, colleagues, students and learners from the community.



## Vision

The vision of MSLETB is to be a dynamic Education and Training Board providing a positive experience for all its learners in a professional, caring and collaborative education and training environment.



## Mission

The mission of MSLETB is to provide those in our communities with opportunities for life and living.



## Values and Behaviours

The organisation has identified core values which underpin the work of MSLETB and relate to the work of the organisation with learners, staff and community. Alongside each of these values, corresponding behaviours have been mapped, outlining how the organisation puts the values in to effect.





Supporting people  
to live and work in  
the West.



# MSLETB Core Values



## Quality

### *We will:*

- ▶ Strive for excellence in all that we do
- ▶ Actively seek and recognise new standards and ways to improve our service
- ▶ Evaluate the suitability of our systems, structures and programmes to identify and implement opportunities for improvement



## Professional

### *We will:*

- ▶ Treat everyone with respect and in a professional manner in accordance to our governance principles
- ▶ Promote a positive image both inside and outside of the organisation
- ▶ Encourage and engage in continuous development
- ▶ Reflect on our work and revise our work practices



## Collaboration

### *We will:*

- ▶ Empower all those in MSLETB to work in a collaborative manner to maximise the value of the service we provide our learners
- ▶ Trust all those in MSLETB to act with integrity and behave ethically
- ▶ Seek out opportunities to enhance communication with our learners and colleagues



## Proactive

### *We will:*

- ▶ Look to be solution focused, flexible and open to new ideas
- ▶ Endeavour to respond who everybody who contacts the ETB
- ▶ Use relevant data and endeavour to make our service responsive in meeting the needs of our people

# Goal 1

## Excellent teaching, learning and training

Quality is one of the core values of Mayo, Sligo and Leitrim ETB. It is pivotal to delivering the best learning experience to the highest standards to all students, learners and trainees in MSLETB.

### Strategies

1.1	Schools and centres will promote and foster a culture in which learning flourishes and where improvement, collaboration, innovation and creativity in teaching, learning and assessment take place.
1.2	Teachers / Tutors / Instructors recognise and affirm Continuing Professional Development (CPD) and collaboration as intrinsic to enriching their work.
1.3	Use of whole-school initiatives to enhance literacy and numeracy skills.
1.4	Use of Assessment For Learning (AFL) strategies across all subject areas.
1.5	Involving students by enabling them to work collaboratively during tasks in a range of subjects and programmes and providing them with opportunities and skills to further their independent learning.
1.6	Learners are taught strategies to organise their learning activities which will enable them to work confidently as part of a team.
1.7	Professional collaboration – sharing expertise across the ETB sector. Recognising examples of good teaching / learning practices and sharing them across the sector.

## Goal 2

# Positive experience for all in an equal and inclusive environment

Central to MSLETB core values is the goal of being 'person-centred'. We aim to deliver training and education that is based on mutual respect, trust and inclusion.

### Strategies

2.1	Implementation of <i>School Self-Evaluation – Guidelines for Post-Primary Schools (2012)</i> and <i>Looking at Our School 2016 – A Quality Framework for Post-Primary Schools</i> in all MSLETB Post-Primary Schools.
2.2	Integrating ICT in the teaching and learning process by engaging students in ICT learning activities and environment.
2.3	Continuous Professional Development (CPD) for Teachers. High quality targeted CPD for all teaching staff in response to the needs of the learners and in line with PDST and SOLAS CPD Strategy.
2.4	Holistic development. Support the holistic development of all learners and emphasise the importance of physical, emotional and psychological wellbeing within the learning environment.
2.5	Engagement in meaningful learning activities through collaboration and guidance within MSLETB and with external agencies.
2.6	Encouragement, facilitation and awareness of opportunities and alternative career paths.
2.7	Coeducational, multi-denominational environment.
2.8	Effective delivery of Relationships and Sexuality Education (RSE), Social, Personal and Health Education (SPHE), Pastoral Care and Guidance programmes.
2.9	Effective student support systems and strong policies.

## Goal 3

### Effective corporate governance and compliance

MSLETB continues to create a strong corporate governance and compliance structure. Our culture of integrity and ethics is built around our core values and commitment to our learners.

#### Strategies

3.1	Continue to develop and enhance governance structures and practices across the organisation in line with the Code of Practice for the Governance of ETBs and other legislative and regulatory requirements.
3.2	To meet all statutory and regulatory requirements in relation to our Finance, Human Resources and Corporate Services functions.
3.3	To develop systems and processes in Finance, Human Resources and Corporate Services to support the delivery of services and ensure organisational compliance.
3.4	Implementation of clear policies, procedures and roles which support strong corporate governance.
3.5	Clear understanding and effective communication of responsibilities and circulars.
3.6	Engage in effective risk management procedures. Consistent reviewing of the adequacy of existing systems and upgrading as necessary.
3.7	Continued emphasis on accountability and transparency in all undertakings.

## Goal 4

### Promote a positive and healthy organisational culture

MSLETB's values and behaviours underpin who we are and what we do. We aim to foster a culture where respect and regard for all individuals is key in the success of the organisation.

#### Strategies

4.1	Promoting respectful relationships and culture at the core of all interactions.
4.2	Promoting wellbeing as a central tenet of our characteristic spirit.
4.3	Promoting a student-friendly, staff-friendly and management-friendly working environment.
4.4	Encourage and support the professional development of staff through targeted learning and development initiatives.
4.5	Communicating the core values and culture of MSLETB through staff inductions.
4.6	Encouraging suggestions for improved wellbeing within the organisation.
4.7	Making the Employment Assistance Programme available to all staff.



## Goal 5

### Promote the standing of MSLETB as an integral part of the community

Our aim is to enhance the profile of MSLETB by meeting the needs of the community through the effective delivery of services and by developing an awareness of the MSLETB brand.

#### Strategies

5.1	Promoting the organisation as a leading provider of education and training in Mayo, Sligo and Leitrim.
5.2	Promoting the standing of MSLETB in line with goals and strategies of the DES, SOLAS and other relevant stakeholders.
5.3	Building and promoting strong links with stakeholders and the community.
5.4	Developing and implementing promotional and marketing initiatives.
5.5	Monitor, evaluate and review our service provision and adapt our approaches accordingly.
5.6	Develop and maintain our facilities to promote a positive and attractive learning and working environment.
5.7	Continued emphasis on accountability and transparency in all undertakings.

# Implementing and Monitoring

Implementation of the Strategy Statement involves, in the first instance, communication of the plan to key personnel in the organisation. The Senior Management Team, School Leaders and the Leadership Management Group of MSLETB will have overall responsibility for implementation of this Strategy Statement.

The process of ongoing evaluation currently embedded in MSLETB will be utilised to monitor implementation. This evaluation will include a qualitative approach, as well as quantitative measures of performance. Each Director will have responsibility and accountability within their respective areas and will provide reports at regular intervals during the lifetime of the Strategy Statement.

The implementation of the strategies will be monitored by the Senior Management Team through the Leadership Management Group within MSLETB, chaired by the CE.

This group will meet on a regular basis. The three Directors within the organisational structure will ensure the various priorities are actioned through the management structures as above, alongside School Principals and FET leaders.



# Glossary

AFL	Assessment For Learning
BTEI	Back to Education Initiative
CE	Chief Executive
CPD	Continuous Professional Development
DES	Department of Education and Science
ESOL	English for Speakers of Other Languages
ETB Act	Education and Training Boards Act, 2013
FET	Further Education and Training
ICT	Information and Communications Technology
ITABE	Intensive Tuition in Adult Basic Education
LTI	Local Training Initiative
MSLETB	Mayo, Sligo and Leitrim Education and Training Board
PLC	Post Leaving Certificate
QQI	Quality and Qualifications Ireland
RSE	Relationships and Sexuality Education
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna (SOLAS), the Further Education and Training Authority
SPHE	Social, Personal and Health Education
VEC	Vocational Education Committee
VTOS	Vocational Training Opportunities Scheme

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