



**msletb**

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

## **SERVICE PLAN 2020**



**msletb**

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

DOCUMENT CONTROL SHEET	
Document reference number	MSL – SP2020
Document title	Service Plan 2020
Document initiated by	Department of Education and Skills,
Document completed by	Corporate Services, MSLETB
Date approved by Senior Management Team, MSLETB	10 <sup>th</sup> February, 2020
Date adopted by Board of MSLETB	11 <sup>th</sup> February, 2020

## Table of Contents

<b>1. Message from the Cathaoirleach of Mayo, Sligo and Leitrim Education and Training Board.....</b>	<b>4</b>
<b>2. Foreword by the Chief Executive .....</b>	<b>4</b>
<b>3. Profile / Background MSLETB .....</b>	<b>5</b>
Geographical Map of Mayo, Sligo and Leitrim ETB.....	6
<b>4. Strategy Statement.....</b>	<b>7</b>
Implementation and Monitoring Provisions.....	9
Planning Cycle Work Flow .....	10
<b>5. Statement of Services 2020 – Goals and Strategies .....</b>	<b>11</b>
Statement of Services – Schools and Colleges .....	25
Post Leaving Certificate .....	27
School Completion Programmes.....	28
Statement of Services – Further Education and Training.....	29
Scope of Provision .....	30
MSLETB Training Centres and Training Provision.....	31
Back To Education Initiative .....	31
Adult Literacy Service .....	32
Community Education.....	32
FET Cooperation Hours.....	33
Vocational Training and Opportunities Scheme (VTOS).....	34
Community Training Centres .....	34
Adult Educational Guidance and Information Service .....	35
Evening Courses and Self-Financing Night Classes.....	35
Skills For Work.....	36
Skills For Advance – Employee Development Programme .....	36
Youth Work .....	37
Youthreach.....	38
Music Generation.....	39
<b>6. OVERVIEW OF SERVICES 2020 .....</b>	<b>43</b>
<b>7. PROJECTED EXPENDITURE .....</b>	<b>44</b>

## 1. Message from the Cathaoirleach of Mayo, Sligo and Leitrim Education and Training Board

It is with great pleasure that I introduce Mayo, Sligo and Leitrim Education and Training Board's (MSLETB) Service Plan for 2020.

This Service Plan is developed to enable MSLETB to grow and enhance its educational and training provision whilst reflecting the needs of our learners and stakeholders. This Plan identifies the relevant actions, performance indicators and targets to meet MSLETB's goals and priorities and sets out the services that will be provided to our communities in 2020.

I wish to commend the work carried out on this Service Plan and would like to thank my fellow members of the Mayo, Sligo and Leitrim Education and Training Board, all the staff of MSLETB and the many stakeholders who have contributed to its development. The delivery of this plan is the culmination of work of the highest standard and reflects the high commitment of MSLETB.

**Ms Mary Bohan, Chairperson**

## 2. Foreword by the Chief Executive

I am delighted to be publishing the MSLETB Service Plan for 2020. This Service Plan is an important part of our compliance and statutory obligations with regard to delivering the services for MSLETB for this year. MSLETB is committed to delivering the objectives outlined in this plan in line with our Statement of Strategy and delivering a wide range of services to our learners and community.

I wish to acknowledge the fine work being carried out by our staff across all our administrative offices, schools and centres in MSLETB. I would like to thank those who have compiled this plan and I would like to acknowledge the work of our Board and all our stakeholders in helping to deliver the services of MSLETB. I know that the continued commitment of all our staff will allow us to deliver this plan and I look forward to working with all those involved in 2020.

I also wish to acknowledge the support of DES and SOLAS and all our other funding stakeholders and thank them for their ongoing support.

**Tom Grady, Chief Executive (Acting)**

### 3. Profile / Background MSLETB

Education and Training Boards (ETBs) are statutory authorities which have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate second-level schools, further education colleges, multi-faith community national schools and a range of adult and further education centres delivering education and training programmes.

The general functions of ETBs are set out in the *Education and Training Boards Act 2013*. ETBs were established in 1<sup>st</sup> July 2013, with 16 new ETBs replacing the previous 33 Vocational Education Committees (VECs). County Mayo VEC, County Sligo VEC and County Leitrim VEC merged in 2013 to form Mayo, Sligo and Leitrim Education and training Board (MSLETB). Training Centres in Sligo and Ballina, previously operated under FÁS and then SOLAS, were subsequently incorporated into the new entity of MSLETB.

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 has the largest geographic area of all of the ETBs, covering an overall area of 9,014 km<sup>2</sup>. It stretches from the Drowes River near Bundoran to the Erris peninsula in the west, down to Killary harbour and across to the Shannon at Carrick-on-Shannon. MSLETB serves a population of 228,086 (CSO 2016) people and its head office is located in Castlebar, with sub offices in Sligo and Carrick-on-Shannon.



**msletb**

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

## Geographical Map of Mayo, Sligo and Leitrim ETB



**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 Training 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\*\*

## 4. Strategy Statement

Under Section 27 of the *Education and Training Boards Act 2013*, MSLETB is required to prepare and submit a Strategy Statement to the Board for a five-year period. Through the development of the Strategy Statement, MSLETB is committed to working with partners and stakeholders over a five-year period to improve the delivery of education and training services for young people and adults in Mayo, Sligo and Leitrim.

Key to the goals set out in this Service Plan 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 ever-changing emerging needs locally, nationally and internationally. The Strategy Statement sets out goals and strategies in five key areas as follows:

<b>Objective 1</b>	Excellent teaching, learning and training
<b>Objective 2</b>	Positive experience for all in an equal and inclusive environment
<b>Objective 3</b>	Strong corporate governance and compliance
<b>Objective 4</b>	Promote a positive and healthy organisational culture
<b>Objective 5</b>	Promote the standing of MSLETB as an integral part of the community

*MSLETB's Strategy Statement 2018 – 2022* informs the overall operation, policies and quality assurance of MSLETB's services.

### Our 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.

### Our Mission

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

## Our Values and Behaviours

The organisation has identified core values which underpin 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 into effect.

VALUES	BEHAVIOURS
<b>Proactive</b>	<ol style="list-style-type: none"> <li>1. We will look to be solution focused, flexible and open to new ideas</li> <li>2. We will endeavour to respond to everybody who contacts the ETB.</li> <li>3. We will use relevant data and we will endeavour to make our service responsive in meeting the needs of our people.</li> </ol>
<b>Professional</b>	<ol style="list-style-type: none"> <li>1. We will treat everyone with respect and in a professional manner in accordance with our governance principles.</li> <li>2. We will promote a positive image both inside and outside of the organisation.</li> <li>3. We will encourage and engage in continuous professional development.</li> <li>4. We will reflect on our work and revise our work practices.</li> </ol>
<b>Quality</b>	<ol style="list-style-type: none"> <li>1. We will strive for excellence in all that we do.</li> <li>2. We will actively seek and recognise new standards and ways to improve our service.</li> <li>3. We will evaluate the suitability of our systems, structures and programmes to identify and implement opportunities for improvement.</li> </ol>
<b>Collaboration</b>	<ol style="list-style-type: none"> <li>1. We will empower all those in MSLETB to work in a collaborative manner to maximise the value of the service we provide to our learners.</li> <li>2. We trust all those in MSLETB to act with integrity and behave ethically.</li> <li>3. We will seek out opportunities to enhance communication with our learners and colleagues.</li> </ol>



## Implementation and Monitoring Provisions

This Service Plan is developed to support the implementation of MSLETB's *Strategy Statement 2018 – 2022*. While the Strategy Statement sets out our priorities and aims over a 5-year period, it is important that there is a process in place to support their delivery.

In developing the Service Plan a consultation process was undertaken with Senior Managers and Principals across all areas of provision to ensure that the actions set out for delivery during the Service Plan cycle are appropriate to the overall priorities and aims set out in the Corporate Strategy Statement.

The consultation process also ensures that the outcomes set out for 2020 are achievable and are owned by the Senior Managers and Principals in their respective areas of service provision.

To support delivery on the outcomes identified, there are Project Leads and Sponsors identified in all areas of provision.

The roles of the Project Leads and Sponsors are defined as:

### **Project Lead:**

The Lead is responsible for leading the delivery of the action by working with Management, colleagues and other colleagues as appropriate to deliver the planned outcome.

### **Sponsor:**

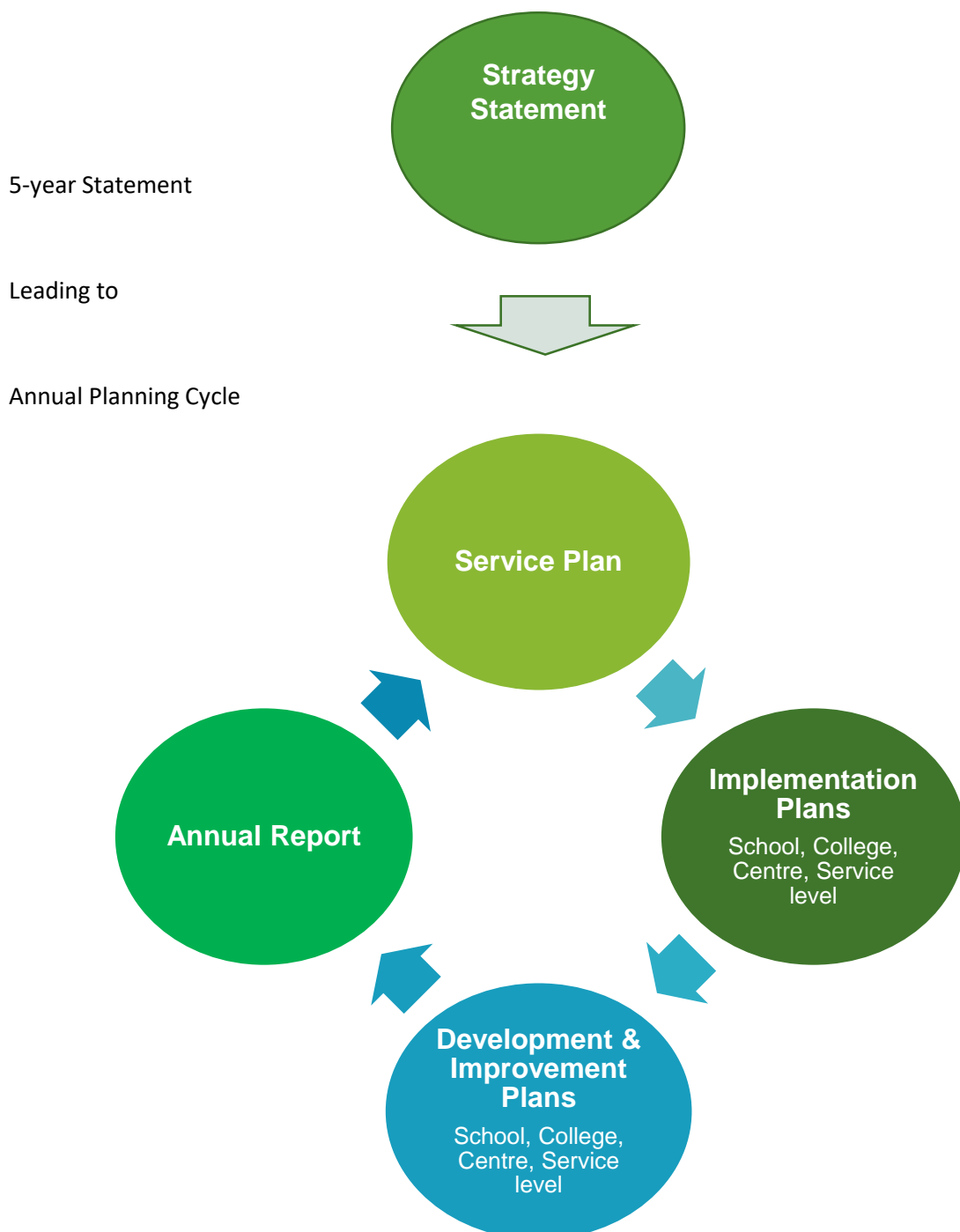
To support the Lead by meeting regularly to ensure the progress is on track and to help resolve open issues. Also helping to ensure the expected benefits from completing the action are realised.

In addition to the above, the following groups are also in place to provide assistance and/or resources where required to ensure that outcomes are delivered upon;

- Executive Group
- Senior Management Group
- FET Leadership Group
- Principals Group

These groups meet regularly and provide cross sector/location support to the project leads and sponsors by ensuring a multidimensional communication process is in place to support and monitor delivery. This support also includes, where appropriate, the establishment of cross service working groups where particular actions identified for delivery require same e.g. intranet working group, TEL Strategy.

## Planning Cycle Work Flow



It is important that the above process is utilised to ensure transparency, clarity of purpose and to focus on actively working to deliver what we have set out to achieve over the lifetime of the Strategy Statement.

## 5. Statement of Services 2020 – Goals and Strategies

Under the terms of the Performance Delivery Agreement between the Department of Education & Skills and MSLETB, the following goals and priorities were identified. The specific actions for the achievement of these priorities, together with the associated performance indicators and targets to be delivered are as follows;

Goal	Priority	Action	Performance Indicator	Target
<b>Optimise Student/Learner Experience</b>	Provide a positive learning experience for all learners, including learners from marginalised groups	<p>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.</p> <p>MSLETB will continue to communicate the vision and ensure it is at the core of how all our schools and centres operate.</p>	As per MSLETB's Strategy Statement, each Director will have responsibility and accountability within their respective areas and will provide reports at regular intervals.	To ensure that all learners engaging with MSLETB are provided with a positive learning experience.
	Provide a broad-based curriculum	<p>MSLETB will continue to promote high quality learning and teaching within all its schools.</p> <p>MSLETB will continue to engage with stakeholders to identify and develop new programmes to meet with the everchanging needs of labour force which lead to qualifications at Levels 1-6 on the NFQ or equivalent. MSLETB will continue to prioritise the development of New Generation Apprenticeships, National Career Traineeships and development and validation of new FET</p>	<p>Student participation and assessments.</p> <p>Increase in programme development - MSLETB will engage with learners and employers and aim to develop further new generation apprenticeships and</p>	<p>Schools continuously improve.</p> <p>To develop further programmes to meet the needs of all those who engage with MSLETB's services.</p>

		awards under the QQI Policies and Criteria for the validation of programmes leading to Common Award System (CAS).	National Career Traineeships and QQI awards.	
	Implement Quality Assurance systems	<p>Schools will continue to implement standards outlined in LAOS document</p> <p>MSLETB will implement a quality improvement action plan to address issues identified by the ETB in our Self-Evaluation Report emanating from the review team visit during MSLETB's Inaugural Review of Quality Assurance.</p>	<p>Good practice is identified in school inspections.</p> <p>MSLETB have established a FET QA Governance system to implement our new Quality Assurance System for FET.</p>	<p>To ensure all schools are moving towards highly effective practice.</p> <p>To successfully implement an integrated Quality Assurance System</p>
	Support students/learners at risk of educational disadvantage in line with current national policy	MSLETB will continue to prioritise and support positive interventions for students/learners at risk of educational disadvantage and other marginalised groups.	<p>MSLETB will continue to implement DEIS strategies.</p> <p>MSLETB will continue to provide Youthreach services in all counties.</p>	To provide support to all student/learners at risk of educational disadvantage.
	Provide guidance and counselling services	<p>Schools to continue to provide effective guidance and counselling.</p> <p>Continue to integrate adult guidance and information and recruitment services in MSLETB.</p>	<p>All learners in Schools will have access to guidance and counselling.</p> <p>MSLETB will integrate adult guidance and information services into</p>	To provide all learners access to guidance, counselling and information services

			all programmes and provision.	
	Provide high quality learning/training facilities	MSLETB are committed to providing suitable and appropriate facilities for Schools and Further Education and Training and are reviewing all facilities currently.	MSLETB will review all facilities and seek funding to improve facilities in need of upgrading.	All MSLETB's learning/training facilities are of a high quality.
	Promote and develop outdoor education	MSLETB will continue to provide outdoor education in our centre in Achill.	MSLETB will promote and enhance the outdoor education provision.	To increase provision of outdoor education and enhance the current provision.
	Plan for changing demographics	MSLETB will continue to monitor and review local catchment areas.	MSLETB will respond appropriately to these changes.	MSLETB will pro-actively respond and meet the needs of changing demographics.
	Engage effectively with employers	MSLETB are creating localised regional enterprise engagement groups.	Increase in enterprise engagement in each region and development of Further Education and training provision which offers upskilling and reskilling opportunities.	To develop productive relationships with employers, designed to enhance and support learner employability



**msletb**

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

	Provide and develop traineeship and apprenticeship programmes	MSLETB are a leading provider of apprenticeships and traineeships.	MSLETB will continue to expand in this sector.	All learners will be able to access local and national apprenticeships and traineeships.
	Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	In schools and FET Centres, all child protection and vulnerable adults' procedures and policies are in place.	All schools and centres have arranged appropriate training and policies and procedures are implemented.	All schools and centres have all necessary child safeguarding measures in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017.
	Priorities STEM/STEAM in schools	MSLETB has adopted the STEAM implementation plan for schools.	MSLETB will continue to monitor and review the implementation plan.	All learners will be encouraged and have access to STEAM subjects.
	Provide high quality ICT learning supports in schools/centres	MSLETB will promote the use of technology to enhance teaching and learning and incorporate technology for all learners. To promote and provide high quality ICT	MSLETB schools and centres will continue to integrate and promote ICT for all its learners in	The integration of ICT across all MSLETB Schools and Further

		facilities and to promote continuous professional development for staff.	technology enabled classrooms in schools/centres.	Education provision.
<b>Goal</b>	<b>Priority</b>	<b>Action</b>	<b>Performance Indicator</b>	<b>Target</b>
<b>Staff Support</b>	Recruitment and retention of staff	To review the current Recruitment process to ensure that a dynamic process is in place to support the recruitment of the best people to serve current and future organisational needs	Development of a Recruitment and Selection Procedure.	To ensure best practice in the recruitment and selection process.
	Support staff in ongoing professional development	Liaise and support MSLETB's Professional Development Co-Ordinator to develop an integrated Professional Development Plan for the organisation	Provide resources to MSLETB's Professional Development Co-ordinator to develop a plan.	To develop employee's skills to support the organisation current and future development.
	Support and develop high quality leadership in the ETB	Review, develop and implement a probation policy for monitoring performance during probation period including communication to Line Managers in their role in the process. This will include continuous feedback from line managers and employees to aid continuous development of the process.	Review Probation Policy for the organisation	To develop productive relationships between line managers and new employees.

	Promote awareness of health and safety	Establish an effective health and safety programme and prioritise health and safety commitments through written and effectively communicated policies for workplace safety and health.	Number of reported incidents and accidents Absenteeism related to MSDs and other H&S related issues Participation at training events.	An effective Health and Safety programme for employees, students and learners. Compliance with Health and Safety legislation and regulations.
	Provide a positive and supportive work environment	Provide training to line manager to deal with complaints under MSLETB's Harassment/Sexual Prevention Policy	Provide anti-bullying and harassment in the workforce training .	To increase the awareness of MSLETB's Harassment/Sexual Prevention Policy.
	Support staff wellbeing	Promote the services of MSLETB's Employee Assistance Programme.	Provide information relating to the Employee Assistant Programme to staff.	Provide support to MSLETB employees..
<b>Goal</b>	<b>Priority</b>	<b>Action</b>	<b>Performance Indicator</b>	<b>Target</b>
<b>Governance</b>	Develop organisational structures and systems to meet	Review adequacy of existing systems and policies and upgrade as necessary.	Tracking and managing against SLA agreements. Review of ESBS timelines.	Ensure adequate systems are in place which can respond to the



	the changing needs of the organisation	Develop systems and processes in Finance (payslips), Human Resources (Organisational Mapping) and Corporate Services (Procurement Unit) to support the delivery of services and ensure organisational compliance.	Review of Organisational Mapping phase. Number of amendments to existing policies / number of new policies.	changing needs of the organisation. Effective forecasting of future organisational requirements.
	Effectively manage finances and risk	Review adequacy of existing systems and upgrade as necessary to mitigate business risks.  Review Risk Registers and prioritise high risks as points of action.  Develop new receipting management system for schools Way2Pay.  Engage the payroll element of National Shared Services framework.	Review of Risk Registers.  Review number of schools migrated to W2P.  Audit reports.  Review of Financial Accounts.	Ensure efficient and effective Risk Management functions and internal controls.
	Efficiently use resources	Enhance management information systems to provide up to date and accurate data throughout MSLETB to improve efficiency of operations.  Identify specific training and development programmes to meet needs identified through performance management.	Review allocations from Department.  Ticket response rates.  Review Financial Accounts.	Effective and efficient use of current resources. Develop a system for identifying and planning for future organisational requirements .

		Review current resources and align them to meet statutory and regulatory priorities of MSLETB and strategic goals.	Assess final Organisational Mapping project.	
	Communicate effectively	<p>Review current internal communications and develop an internal structure and policies to deliver information to staff while complying with provisions of relevant legislation and regulations. (e.g. Sceim Teanga, Irish Sign Language Act, 2017).</p> <p>Review content and accessibility of staff intranet 'Score' and promote its use as a communication network for all staff.</p> <p>Create an internal information flow - line of filtering information throughout the organisation in a two-way system, both from the top down and bottom up. Optimise MSLETB's website to communicate information to target audiences and effectively use social media to market and promote the services of MSLETB. Continue to develop publications outlining the functions and services of MSLETB.</p>	<p>Review policy development</p> <p>Measure responses and feedback from communications</p> <p>Monitor website traffic reports.</p> <p>Measure Social Media analytics.</p>	<p>Develop modern internal and external systems to enhance communications.</p> <p>Develop a strong culture in MSLETB that clearly identifies the value of relevant and up to date communications.</p>
	Develop Service Level agreements with external stakeholders	Review adequacy of current SLAs and action poor performance of service providers.	Number of SLAs, MOUs and other agreements in place.	All Service Level Agreements are prepared and identify acceptable service levels.

		<p>Review and evaluate performance of SLAs through annual meetings with external stakeholders to discuss outcomes and identify key priorities.</p> <p>Identify what activities or service areas with external stakeholders require a Service Level Agreement and develop a standard SLA template for this purpose.</p>	Ongoing review of performance of SLAs.	Procedures are in place to ensure agreed levels are being met.
	Ensure effective data protection	<p>Continue a process of accountability and responsibility to ensure effective oversight of data protection compliance.</p> <p>Actively engage all schools, centres and administrative offices with the data protection solutions available to them.</p> <p>Build awareness and promote participation in data protection compliance and processes.</p> <p>Undertake regular data protection audits and DPIAs to maximise the security of the personal data under the control of MSLETB.</p>	<p>Review categories of Data Breaches</p> <p>GDPR Compliance Assessment Tool</p> <p>Review Data Protection Policies</p> <p>Internal Audits by DPO</p>	Compliance with data protection legislation through guidance, supervision and enhanced security in MSLETB systems and services.
	Engage effectively with stakeholders and develop partnerships	Engage with MSLETB Committees (Appendix 1) to consider the learning environment, the infrastructure required and the future education and training requirements for communities in Mayo, Sligo and Leitrim.	<p>Review MOUs and SLAs</p> <p>Review Employer Engagements</p>	Build strong relationships and develop valuable partnerships with stakeholders for delivery of

		<p>Initiate and drive discussion and debate with stakeholders, employers, staff, students and learners to identify additional services to be provided.</p> <p>Undertake a communications exercise to inform stakeholders of MSLETB's roles and responsibilities.</p>		improved operations and services.
	Follow best practice in procurement	<p>Ensure that MSLETB's public procurement function is discharged ethically, honestly and fairly in a manner that secures best value for money.</p> <p>Develop and enhance MSLETB's Procurement Unit to assist and support the organisation in compliance with the Procurement Policy.</p>	<p>Audits</p> <p>Review performance of contracts.</p>	Conduct procurement in a way that satisfies probity and accountability requirements.
	Ensure compliance with statutory and regulatory requirements	<p>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.</p> <p>Implement clear policies, procedures and roles which support strong corporate governance.</p> <p>Promote and emphasise accountability and transparency in all undertakings.</p>	Measuring compliance levels of MSLETB using Compliance Assessment Tools	Effectively demonstrate MSLETB's commitment to achieving the highest possible standard of corporate governance.

		<p>Comply with the provisions of the Public Sector Equality and Human Rights Duty and embed it into all the functions of MSLETB.</p> <p>Update Compliance Assessment Tools with regards to MSLETB's current compliance with the Code of Governance.</p>		
	<p>Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017</p>	<p>In schools and FET Centres all child protection and vulnerable adults' procedures and policies are in place.</p>	<p>All schools and centres have arranged appropriate training and policies and procedures implemented.</p>	<p>All schools and centres have all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017.</p>
<b>Protection Programmes</b>	<p>Assist the DES to meet the needs arising from the Irish Refugee Protection Programme and</p>	<p>MSLETB are currently delivering refugee resettlement programmes in Co. Sligo, Co. Mayo and Co. Leitrim.</p>	<p>Strong working partnerships between MSLETB, DES, Local Authorities and refugee resettlement workers.</p>	<p>All participants in the programme will avail of services.</p>



**msletb**

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

	provision for international protection applicants			
--	--	--	--	--

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for MSLETB will be either commenced or delivered during 2020 to ensure advancement of the overall Strategy Statement.

Goal	Priority	Action	Performance Indicator	Target
1	Excellent teaching, learning and training	Promoting Continuing Professional Development and collaboration for Teachers, Tutors and Instructors.	Participation in CPD.	Quality – delivering the best learning experience to the highest standards to all students, learners and trainees in MSLETB.
2	Positive experience for all in an equal and inclusive environment	Initiating the Public Sector Equality and Human Rights Duty and embedding it in all functions of the organisation.	Assessment of MSLETB through Values Lab Tool.	Person Centred – delivering training and education that is based on mutual respect, trust and inclusion.
3	Effective corporate governance and compliance	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.	Compliance Assessment Tool.	Creating standards of integrity and ethics in an accountable and transparent organisation that is built around our core values and commitment to our learners.

4	Promote a positive and healthy organisational culture	Continue to roll out MSLETB's Wellbeing Initiative.	Number of participants engaging.	Create a culture where respect and regard for all individuals is key in the success of the organisation.
5	Promote the standing of MSLETB as an integral part of the community	Enhance the profile of MSLETB by delivering an accessible and comprehensive website to improve the delivery of information to our students and learners.	Website traffic analytics.	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.



## Statement of Services – Schools and Colleges

MSLETB manage and operate 19 second-level schools and colleges across the three counties. Second-level education aims to provide a holistic, quality learning environment which prepares individual students for higher/ further education or immediate entry into the workplace. Second level education consists of a three-year Junior Cycle followed by a two or three-year Senior Cycle depending on whether the optional Transition Year is taken. Students usually begin the Junior Cycle at age 12. A state examination, the Junior Certificate, is taken after 3 years.

The main objective of the Junior Cycle is for students to complete a broad and balanced curriculum, and to develop the knowledge and skills that will enable them to proceed to Senior Cycle education.

The Senior Cycle caters for students in the 15-18 year age group. Immediately following the Junior Cycle, students have the option of undertaking Transition Year. Transition Year provides an opportunity for students to experience a wide range of educational inputs, including work experience, over the course of a year that is free from formal examinations. During the final two years of the Senior Cycle, students take one of three programmes, each leading to a state examination – the traditional Leaving Certificate, or the Leaving Certificate Applied programme (LCA).

MSLETB's schools and colleges form an essential part of life and living throughout their local communities. They are inclusive and enable young people to meet their full potential in society. They empower students, teachers and parents to achieve educational progress in a positive and encouraging atmosphere.

A full range of subjects, including languages, the humanities, arts, technologies and science is offered at both Junior and Senior Cycle. Students are encouraged to take part in all aspects of school life, including extra-curricular activities like drama, music, debating and sport.

In order to ensure the highest quality of teaching and learning and the best possible educational experience for its students, support will be offered by MSLETB to all schools in areas such as Continuing Professional Development, literacy and numeracy, Special Education, Technology Enhanced Learning and English as an Additional Language. In addition, support will be provided to school management and staff in areas such as leadership development and support programmes. Support will also be offered in the areas of policy-making and governance through ongoing work and training with Boards of Management and school management.

Enrolment numbers for MSLETB schools and colleges for the 2019-2020 academic year are as below:

SECOND LEVEL ENROLMENTS		
SCHOOL	LOCATION	2019-2020
<b>MAYO</b>		
Davitt College	Castlebar, Co Mayo	710
Moyne College	Ballina, Co Mayo	184
St. Brendan's College	Belmullet, Co Mayo	386
St. Tiernan's College	Crossmolina, Co Mayo	209
St. Patrick's College	Lacken Cross, Co Mayo	179
Coláiste Pobail Acla	Achill, Co Mayo	235
Gaelcholaiste Chomain	Rossport, Co Mayo	48
St. Joseph's College	Charlestown, Co Mayo	155
<b>SLIGO</b>		
Corran College	Ballymote, Co Sligo	74
Coola Post Primary	Riverstown, Co Sligo	495
Colaiste Iascaigh	Easkey, Co Sligo	139
Grange Post Primary	Grange, Co Sligo	216
Ballinode Community College	Ballinode, Co Sligo	171
<b>LEITRIM</b>		
Lough Allen College	Drumkeerin, Co Leitrim	170
Drumshanbo Vocational School	Drumshanbo, Co Leitrim	288
Carrigallen Vocational School	Carrigallen, Co Leitrim	352
Mohill Community College	Mohill, Co Leitrim	389
<b>TOTAL SECOND LEVEL STUDENTS</b>		<b>4,400</b>

## Post Leaving Certificate

Post Leaving Certificate (PLC) courses take place in schools and colleges throughout Mayo, Sligo and Leitrim. The courses are full-time and last for generally for one year, with some offering an additional qualification in a second year. They offer a mixture of practical work, academic work and work experience. Post Leaving Certificate courses offered by MSLETB are generally certified by QQI at Levels 5 and 6, with other qualifications such as ITEC, CIBTAC and CIDESCO available at some locations.

Enrolment numbers of PLC students in MSLETB schools and colleges for the 2019-2020 academic year are as below:

COLLEGE	LOCATION	2019-2020
Castlebar College of Further Education	Castlebar, Co Mayo	228
Moyne College PLC	Ballina, Co Mayo	23
Westport College of Further Education	Westport, Co Mayo	197
St Tiernan's College PLC	Crossmolina, Co Mayo	6
Gaelcholaiste Chomain PLC	Rosspport, Co Mayo	0
Sligo College of Further Education	Sligo, Co Sligo	538
North Connaught College	Tubbercurry, Co Sligo	102
Lough Allen College PLC	Drumkeerin, Co Leitrim	34
Drumshanbo VS PLC	Drumshanbo, Co Leitrim	16
<b>TOTAL PLC STUDENTS</b>		<b>1,144</b>

## School Completion Programmes

The School Completion Programme (SCP) was set up as part of the Department of Education and Skills DEIS strategy (Delivering Equality of Opportunity in Schools). This service in Mayo was established in 2007 and is available to DEIS primary and second-level schools in north and south Mayo. In 2011, the School Completion programme was integrated into the National Education and Welfare Board (NEWB) and is now within Tusla, the Child and Family Agency.

The SCP aims to increase the numbers of young people staying in primary and second-level by improving attendance, participation and retention of students who may be at risk of early school leaving. The programme focuses on targeting and providing supports and interventions to assist these students to successfully complete their formal education. Interventions include breakfast clubs, homework clubs, after-school supports, individual support for students, therapeutic supports such as counselling and art therapy, extra tuition, mentoring programmes, transition programmes and summer camps. SCP tailors supports to meet the needs of all students, but especially those who are at risk of early school leaving.

North and South Mayo School Completion Programmes are operated by MSLETB and managed by Local Management Committees, with representatives from schools, youth services and other agencies in the area.

Services were provided in 2019 to students in the following schools in Mayo:

School	No. of beneficiaries
Davitt College, Castlebar	38
Scoil Mhuire agus Pádraig, Swinford	32
Coláiste Pobail Acla, Achill	23
Moyne College, Ballina	26
St. Tiernan's College, Crossmolina	13
St. Brendan's College, Belmullet	13
Ghaelcholáiste Chomáin, Rossport	10
Scoil Íosa, Ballina	69
Scoil Phádraig, Ballina	8
Gaelscoil na gCeithre Maol, Ballina	10

## Statement of Services – Further Education and Training

The SOLAS *Further Education and Training Strategy 2014-2019* (FET Strategy) reflects the principles articulated in the Government's *Action Plan For Jobs, Pathways to Work 2016-2020* and broader education policy. The FET Strategy addresses the unique challenges faced in the sector and promotes targeted skills programmes to support job seekers to re-skill and up-skill in areas where suitable employment opportunities are emerging. In doing so, FET is developing and expanding to deliver higher quality, flexible, and progressive programmes of education and training.

MSLETB specifically supports the principles of the FET Strategy in all planning and provision. It does this by continuing to align skills development and training with the enterprise needs of the region and by continuing to contribute to the primary objective of the Action Plan for Jobs in increasing employment in the region by 10-15% in the period up to 2020 (*Action Plan for Jobs: West Region 2015-2017*). MSLETB will continue to maintain its leadership in FET provision in the region, across all sectors from basic education to specific skills and work-based training. As the provider of choice, MSLETB will be at the heart of relevant and innovative partnerships with industry driving the development and delivery of quality programmes of education and training. This will be achieved whilst maintaining a community focus where the vulnerable and those on the margins of society are included. This will be the marker of the success of FET in the region.

The Action Plan for Education set out ambitious plans for the expansion of apprenticeships and traineeships. MSLETB has significant facilities, infrastructure, skill, and competence for the delivery of apprenticeship programmes and it will continue to deliver and increase our Craft Apprenticeships capacity in line with increased demand. MSLETB has also lead out in the development of New Apprenticeships validating programmes in Craft Butchery & Sales as well as collaborating in the delivery of the Commis Chef & ICT Apprenticeships

MSLETB deliver the following apprenticeships:

- Carpentry & Joinery
- Electrical
- Electrical Instrumentation
- Vehicle Body Repair
- Toolmaking
- Commis Chef
- Craft Butchery
- Sales Apprenticeship
- Mechanical and Maintenance Fitting
- ICT Apprenticeships

Traineeships offer flexible, responsive, occupational skills development training programmes, tailored to the identified needs of a specific industry sector or sub-sector and lead to nationally recognised qualifications.

MSLETB's Community Education Service (CES) Plan will focus on engaging hard to reach learners in community settings to identify their learning needs, engage them in a short term and part-time programme and aid their progression into other accredited FET options. The CES provides grants and

tuition hours to local community and voluntary groups. The main target groups across the region include people who are long term unemployed, early school leavers, people with a disability, disadvantaged men and women, Travellers, older people, migrants and refugees / asylum seekers.

Throughout the coming year, MSLETB will:

- continue its work as an active member of the Regional Skills Forum
- maintain regular meetings with DEASP throughout the region facilitating the identification of the training needs of the unemployed
- continue its employer engagement programme to ensure it meets employer & employment needs in the region
- build our capacity and collaborate with other ETBs to increase delivery of the Craft Butchery and Sales apprenticeships
- continue its work developing new apprenticeships in partnership with industry
- Collaborate with other coordinating providers for the delivery of new apprenticeships
- continue to formulate various other Further Education and Training initiatives
- Work collaboratively with other ETBs for the delivery of Innovation Projects

## Scope of Provision

MSLETB provides a broad range of FET programmes, all of which are designed to meet the training requirements of individuals, both employed and unemployed, and the business and economic needs of employers in the region.

Programmes include the following:

- Post Leaving Certificate
- Apprenticeships
- Traineeships
- Vocational Training Opportunities Scheme (VTOS)
- Back to Education Initiative (BTEI)
- Adult Literacy
- Intensive Adult Basic Education (ITABE)
- Community Education
- Specific Skills Training
- Youthreach
- Community Training Centres
- Local Training Initiatives
- Skills For Work (SFW)
- Skills to Advance
- Evening Courses and Self-Financing Night Classes
- Adult Education Guidance and Information Service
- Services to Business
- Innovation projects: Economical & Safe driving + CRM project for the FET sector.
- Co-operation with other institutions

## MSLETB Training Centres and Training Provision

MSLETB Training Centres based in Sligo and Ballina will provide training directly and indirectly to individuals across a range of programme types.

This includes the following programme types and target numbers:

Programme type	2020 target numbers
<b>Traineeships</b>	380
<b>Specific Skills Training</b>	421
<b>Apprenticeships</b>	892
<b>Community Training Centres</b>	142
<b>Specialist Training Programmes</b>	382
<b>Local Training Initiatives (LTIs)</b>	304

## Back To Education Initiative

The Back to Education Initiative (BTEI) under MSLETB provide part-time further education programmes for adults (over 16 years of age). These programmes consisted of 309 different courses across the three counties. The aim is to give people an opportunity to combine a return to learning with other commitments, for example, family, work and other responsibilities. Programmes are offered on a part-time basis and are planned in consultation with learners, employers, community groups and other agencies, offering a flexible option to allow people to return to education. The priority target group includes early school leavers and persons who are unemployed and need to re-skill.

Courses that are offered can include:

- Subjects at Junior or Leaving Certificate Level
- QQI Major and Minor Awards at Level 3 and 4
- Progression onto QQI Major and Minor Awards at Level 5 and 6.

BTEI courses are free of charge to people in receipt of an eligible Social Welfare payment and for applicants with less than a Leaving Certificate qualification or equivalent. Fees are payable in certain other circumstances.

The overall objectives of the BTEI are to increase the participation of young people and adults with less than upper-secondary level education in a range of flexible learning opportunities. A priority of BTEI is to target individuals and groups that experience particular and acute barriers to participation in education and are more difficult to engage in the formal learning process.

Courses to be offered in 2020 include the following:

Programme Type	2020 target numbers
<b>QQI ICT modules at Level 3,4 and 5</b>	457
<b>Health, Family and Social Studies including Childcare and Healthcare</b>	1330
<b>Other BTEI Programmes</b>	676
<b>ESOL</b>	863

## Adult Literacy Service

Adult literacy in Ireland is defined by the National Adult Literacy Agency as referring to:

“Language, reading, writing, numeracy and everyday technology for communication (ICT). Literacy has personal, social and economic dimensions.”<sup>1</sup>

The Adult Literacy Service provides opportunities for adult learners to improve their learning, confidence and skills. All courses are designed to be purposeful for adults within their everyday life and reflect and develop their level and interests.

Within the Adult Literacy Service throughout the three counties, the following specific programmes will be provided in 2020:

<b>General adult literacy, numeracy and ICT programmes, including Family Learning Programmes</b>	<b>2010</b>	<b>313</b>
<b>Intensive Tuition Adult Basic Education (ITABE)</b>	221	31
<b>English for Speakers of Other Languages (ESOL)</b>	863	96
<b>Refugee Re-Settlement Programme</b>	49	5

## Community Education

Community Education refers to adult education and learning, generally outside the formal education sector. It aims to empower and support communities. It is firmly community-based, with local groups taking responsibility for, and playing a key role in, organising courses and deciding on programme content. The scheme enables disadvantaged adults to avail of community education at minimal or no cost.

Community Education can transform individual lives and contributes to social cohesion. It provides opportunities for intergenerational learning, builds self-confidence and self-esteem and for those with low skills or a negative experience of formal education. It can provide a stepping stone to further learning, qualifications and rewarding work. The European Commission has also emphasized the key role of civil society in the promotion of adult learning, particularly in cultivating non-formal and informal learning, as well as the need to prioritise learning communities and social networks.

---

<sup>1</sup> National Adult Literacy Agency: *Integrating Literacy: Guidelines for further education and training centres*, Revised edition 2013



Provision in 2020 is planned as follows:

Programme type	No. of participants	No. of courses / groups
Basic IT, Social and Personal Development, Health and Fitness, Community Arts, Community Development	4.079	467

### FET Cooperation Hours

Under Co. Sligo VEC, there was an allocation made by the DES in terms of paid teachers' hours which could be utilised in other agencies to support the provision of basic adult education within their programmes and services. This allocation has been retained over the years and the following is a summary of activities planned for 2020:

Name of Co-Operation Agency	Allocation in Hours	Number of Learners
Sligo Community Training Centre	860	16
HSE, Ballytivnan Resource House, Sligo	557	13
Cheshire Homes, Sligo	100	1

In 2020 there is an allocation of 1,517 hours to deliver the above service / programme

## Vocational Training and Opportunities Scheme (VTOS)

VTOS targets participants over 21 years of age, unemployed and have been getting certain social welfare payments for at least 6 months. In particular, it targets persons who are unemployed and / or early school-leavers. The VTOS scheme provides a wide range of courses to meet the education and training needs of unemployed people. It gives participants opportunities to improve their general level of education, gain certification, develop their skills and prepare for employment, self-employment and further education and training. VTOS programmes usually run over a two-year period and operate on a full-time basis from September to the end of June. MSLETB operates nine VTOS centres and provision for 2019 is planned as follows:

Centre	No. of student places	Location
Achill VTOS	20	Achill, Co. Mayo
Ballina VTOS	30	Cathedral Rd, Ballina, Co. Mayo
Ballinrobe VTOS	20	Neale Rd, Ballinrobe, Co. Mayo
Belmullet VTOS	20	Chapel St., Belmullet, Co. Mayo
Castlebar VTOS	40	Lucan Street, Castlebar, Co. Mayo
Swinford VTOS	20+10 <sup>2</sup>	Dublin Rd., Swinford, Co. Mayo
Sligo VTOS	40	MSLETB Building, Quay St., Sligo
Tubbercurry VTOS	20	North Connaught College, Tubbercurry, Co. Sligo
Drumshanbo VTOS	40+8 <sup>3</sup>	Drumshanbo, Co. Leitrim

## Community Training Centres

Training for early school leavers is provided through Sligo Community Training Centre (CTC) in Cleveragh, Sligo and at an Outreach Centre in Carrick-on-Shannon. Courses offered include Catering, Hairdressing, Sports and Recreation and a variety of ICT courses. A high proportion of learners who complete programmes in the CTCs progress onto mainline courses in other areas of the ETB. The CTCs give those who left school early a second chance at education and provide an opportunity for them to continue their studies.

CTCs are similar in nature to the Youthreach centres, catering for early school leavers from 16 to 21 years of age. Programmes are vocationally oriented, leading to major QQI awards at Level 3, 4 and 5. As mentioned previously, the centre is under the auspices of the MSLETB Training Centres and Training Provision.

<sup>2</sup> There are 10 dispersed places in Mayo managed and included in Swinford VTOS.

<sup>3</sup> There are 8 dispersed places in Leitrim managed and included in Drumshanbo VTOS.

In 2020, places will be provided for 196 learners in courses at the Community Training Centre.

### **Adult Educational Guidance and Information Service**

The Adult Education Guidance and Information Service provides impartial and confidential advice, guidance and information to adults in relation to their education, training and careers. The service is for adults who:

- Are considering returning to or continuing with education
- Are having difficulty in finding or keeping suitable employment due to lack of appropriate education qualifications
- Wish to explore new forms of further education or training available in Mayo, Sligo and Leitrim.
- Impartial information on local, regional and national adult education is available to the general public.

In 2020, it is estimated that 4070 users will avail of these services.

### **Evening Courses and Self-Financing Night Classes**

Mayo, Sligo and Leitrim Education and Training Board deliver night classes in several centres across the three counties. These classes are aimed at adults looking to further their qualifications, learn a new skill or explore personal interests. Evening courses are open to everybody (both employed and unemployed) however there is a fee for people in employment. Fee paying clients must apply directly to the school / centre. Unemployed persons can contact their local DSP Employment Services Office for information on their eligibility to get assistance with paying fees.

In 2020, it is planned to offer evening courses or self-financing night classes to 759.

## Skills For Work

Skills for Work (SFW) is a national programme aimed at providing training opportunities to help employees deal with the basic skills demands of the workplace. SFW offers a variety of subjects which supports the educational needs of the employee in convenient locations and times. Courses are designed to be flexible and adaptable to meet the needs of the employee and employer. SFW courses are 35 hours in duration and may offer accreditation up to Level 3 NFQ.

In 2020, programmes will be offered through Skills For Work as follows:

Programme type	No. of participants	No. of courses / groups
I.T., Language & Communications, Others	459	67

## Skills For Advance – Employee Development Programme

A new policy framework Supporting Working Lives and Enterprise Growth in Ireland: 2018-2021 further education and training policy framework for skills development of people in employment was officially launched by Minister Richard Bruton on Tuesday September 11th 2018.

This new policy will enable targeted support for vulnerable groups in the Irish workforce, particularly those who have lower skill levels and who need more opportunities to advance in their working lives. The policy also supports small and medium-sized enterprises (SMEs) who need some assistance to invest in and develop their workforce.

The launch of the policy framework, which is being promoted as the Skills to Advance initiative, marks the start of an exciting new development in further education and training provision for MSLETB and an opportunity to develop stronger links with enterprise.

This initiative offers valuable skills development opportunities to those in lower skilled jobs, working in small and medium sized enterprise in vulnerable sectors.

Employees can access upskilling and reskilling opportunities by one of three routes:

Route 1: Delivered directly to employees

Helping grow and evolve skills to advance their work options.

Route 2: Through business engagement

Developed in consultation with individual small and medium sized businesses to address the particular needs of their workforce.

Route 3: As part of regional development

To help get ahead of vulnerabilities and strong emerging opportunities in regions and industries across Ireland.

In 2020, programmes will be offered through Skills For Work as follows:

Programme type	No. of participants	No. of courses / groups
<b>Route 1 - Evening Courses</b>	324	14
<b>Route 2 - Through business engagement</b>	350	23
<b>Route 3 - Through business engagement</b>	34	3

## Youth Work

MSLETB will continue to fulfil its statutory youth work function to support the provision, coordination, administration and assessment of youth work services. The key policy and funding partner in this regard is the Youth Affairs Unit of the Department of Children and Youth Affairs (DCYA).

In relation to its youth work functions, MSLETB will carry out the following specific actions:

- Administration of Local Youth Club Grant Scheme to volunteer-led and operated youth groups.
- Implementation of National Quality Standards for Volunteer Led Youth Groups and National Quality Standards Framework for the Youth Sector.
- Administration of funding to youth projects, including under the Targeted Youth Funding Scheme, Revised Youth Funding Scheme, Youth Information Centre scheme, North West Regional Drugs and Alcohol Task Force (in partnership with the Department of Health), Comhairle na nÓg (in partnership with Sligo County Council) and other funding lines as they arise.
- Administration of the DCYA Youth Employability Initiative.
- Youth engagement and participation through support of Comhairlí na nÓg in each of Mayo, Sligo and Leitrim.

In addition to the above, MSLETB will also initiate and contribute to youth work and related activities through participation in a range of interagency committees and structures, such as the Children and Young People's Services Committee in each county.

A significant development in MSLETB's youth work activities in 2020 relates to the rollout of the new *UBU Your Place Your Space* youth funding scheme, which is managed at a local level by MSLETB. This scheme replaces the Targeted Youth Funding Scheme / Revised Youth Funding Scheme. Combined with the transfer to MSLETB of funding for local projects which took place in 2019, this has significantly increased the role of MSLETB in relation to administration and oversight of youth work projects in the region.

Under the UBU Your Place Your Space scheme, the role of MSLETB includes the following:

- Identification and evidence the needs of young people within MSLETB's functional area using the Area Profile, Needs Assessment and Service Requirement Tool (APNASR).
- Management of the Application For Funding process.
- Administration of funding with approved *UBU Your Place Your Space* organisations, including monitoring of delivery and quality of service; performance and financial oversight and provision of ongoing support to projects.

From January 2020, all existing relevant projects will be invited to apply for inclusion in the new scheme. The scheme itself is due to commence from July 2020.

## Youthreach

There are currently five Youthreach Centres under the aegis of MSLETB, with three in Mayo (Ballina, Ballinrobe and Kiltimagh), one in Sligo town and a new centre in Mohill, Co. Leitrim. Programmes operate five days per week throughout the academic year. A summer programme is also provided following the state examinations, focusing on the personal and social development of the student. The Youthreach sector already encompasses the vision and mission of MSLETB and operates according to its guiding principles.

Youthreach operates a policy of continuous enrolment, allowing programmes to remain responsive to the needs of applicants, with Individual Learning Plans generated for each participant with the assistance of a mentor. Centres employ principles of youth work, diverse teaching styles and andragogical approaches to maximise the benefits for students. Traditionally, there has been a strong vocational element of provision in MSLETB's Youthreach centres, with many students availing of work experience in the hotel, catering and tourism sectors, engineering, construction and the agri-sector. Strong links have been built with local businesses, with some students progressing to employment locally.

Services to be provided to targeted numbers as follows in 2020:

Youthreach centre	No. of learners
Ballina, Co. Mayo	40
Ballinrobe, Co. Mayo	40
Kiltimagh, Co. Mayo	30
Sligo town	40
Mohill, Co. Leitrim	25

## Music Generation

Music Generation delivers a range of music education projects for children and young people as part of a national Music Generation programme initiated by Music Network, co-funded by U2, The Ireland Funds, the DES and local Music Education Partnerships.

Music Generation believes in every child and young person's musical potential. The vision of Music Generation is inclusive access to high quality music education for children and young people, delivered by skilled professional musicians interacting in an inspirational way with children and young people in their communities.

Music Generation programmes operate in each of Mayo, Sligo and Leitrim.

### Music Generation Mayo

Music Generation Mayo is a music education service for children and young people aged 0-18 years in Co. Mayo. Locally, Music Generation Mayo is managed by Mayo Music Education Partnership (LMEP) which includes representatives from MSLETB, Mayo County Council Arts Offices, Local Community Development Committee and Mayo Education Centre.

Services offered in 2019 were as follows:

Programme Type	No. of beneficiaries
Music Access Programmes Ballina	108
2018 School's Workshops Programme	578
Erris Strings Programme	149
Beam – Music & Disability Programme	31
Céilí Ukulele – Primary School Programme	595
Harp Ensemble Programme	31
Regional Tuition Centre Programme	628
Soundworld's Early Years Music Programme	418
Brass & Reed Partnership Programme	22
The Core Ballina	490
Music Generation Mayo Lending Library (Instrument Banks)	359
Ballyhaunis Youth Services	10
Ceathru Thaidhg	14
Uilleann Pipes Classes	11
OPD opportunities for music tutors	10 CPD trainings with 84 participants
<b>TOTAL MUSIC GENERATION MAYO BENEFICIARIES</b>	<b>3,528</b>

## Music Generation Sligo

Music Generation Sligo is managed and funded locally by MSLETB, Sligo County Council, Sligo Education Centre, Sligo County Childcare Committee, Cranmore Regeneration and the local music sector.

Music Generation Sligo delivers a programme of performance music education – that is vocal and instrumental tuition, encompassing all music genres and all types of instruments and vocal styles, delivered by skilled professional musicians.

Programmes in 2019 included the following:

Programme Type	No. of beneficiaries
Discovering Music Early Years Programme	122
Discovering Music Schools Programme	4304
Instrumental and vocal tuition	377
Go See (audience development programme)	1500
Con Tutti Inclusive Music Education Programme	248
Performances and special projects	720
<b>TOTAL MUSIC GENERATION MAYO BENEFICIARIES</b>	<b>7,271</b>

## Music Generation Leitrim

Music Generation Leitrim is managed and funded locally by MSLETB, Leitrim County Council and the local music sector.

Music Generation Leitrim delivers a number of performance music education programmes, including a school-based programme Vocalworks, Leitrim Youth Choir.

Programmes in 2019 included the following:

Programme Type	No. of beneficiaries
Vocalworks primary school programme	1,041
VoiceAloud Children's Choir	21
Twinkle Twinkle Time to Sing Choir in Training	7
Cruinniu na n-og Ukulele workshop	18
After School Tuition ukulele/guitar/vocal and keyboard	57
Ukes4Youth	72
<b>TOTAL MUSIC GENERATION MAYO BENEFICIARIES</b>	<b>1,216</b>



## Statement of Services – Organisation Support and Development

The Organisation Support and Development (OSD) pillar of MSLETB is primarily based in our administrative Offices in Castlebar, Sligo and Carrick on Shannon but also has an office in Sligo Training Centre. It provides a full range of services structured under four functional areas, as follows:

- Finance
- Corporate Services
- Human Resources
- ICT Support

Within these functions the staff team has acquired a huge range of expertise covering all aspects of office supports that enables our schools and Further Education and Training centres to concentrate on the delivery of high quality teaching and Learning. The team has acquired a significant level of corporate knowledge on the extent of the services provided, including the legislative and regulatory framework under which ETBs operate.

Some of the key factors which will have a bearing on the work of this pillar in 2020 include the following:

### **Finance**

The development of a national shared services framework for ETBs covering the payroll and finance functions continues and it is expected that we will start to engage with the payroll element toward the end of Q2 2020. It is planned that we will be the last of the ETB's who currently operate the MANSER ESI system to migrate to the new CoreHR payroll system with the aim to go live in Q2 of 2021. Workforce planning and reorganisation of internal operational areas will take place in 2020 to enable the move to shared services. In relation to the payroll element, MSLETB is planning further changes to the payroll process in 2020 that will facilitate the move to shared services that includes moving all payroll processing to one office and the continued roll-out of an automated system for the submission of part-time pay claims. MSLETB will continue to engage with the Project Management Office (PMO) in relation to the progress of the shared service project and specifically to plan the timing of the implementation and how this will impact on the staffing requirement of MSLETB. The use of dual financial systems which has operated since the transfer of the former SOLAS Training centres to MSLETB in 2014 will continue, however, work is underway on a new national Financial Management System (FMS) with the procurement process at an advanced stage.

A complete receipting management system for the schools has been introduced that will see all schools moving to "Way2Pay" by Q2 this year. This reduces the amount of cash that a school may have to deal with directly in the office allowing parents to lodge directly to MSLETB bank accounts.

## **Corporate Services**

The main priorities will be to remain compliant with the Code of Practice for the Governance of Education and Training Boards (DES Circular 002/2019) which was issued in early 2019 and provides a comprehensive and extensive governance framework that informs and guides the work of the new ETB Boards along with the staff of MSLETB. We will continue to prioritise the development of a new procurement unit along with prioritising Health & Safety and Data protection compliance.

Under our Capital programme at the time of writing, there are 15 schools building projects, including additional accommodation, emergency works, temporary accommodation, Sports Capital Funding and Summer Works Schemes. In addition, there are two Whole campus evaluations taking place, two major building refurbishments underway with another due to get underway shortly. There are also four Additional Accommodation projects in progress with a fifth location nearing completion.

## **Human Resources**

The Human Resources Department continues to support MSLETB in achieving its mission and objectives. The Human Resources Department aim is to support an environment and culture in which staff can develop, flourish and contribute to the achievement of our goals. MSLETB HR Department Goals for HR in 2020 are to continue to work to ensure MSLETB's compliance with Pension Legislation. HR will support staff in ongoing professional development to enable staff to serve current and future organisational needs. We intend to establish an incremental credit committee and development expertise in the incremental credit area. We will review processes with the view of enhancing HR digital capacity and capability and we will develop HR specialist training for HR Staff, to help deliver a more effective and efficient support service for the organisation. We will continue to develop and foster closer working relationship within MSL ETB. HR will support a positive working environment and staff wellbeing within the organisation.

## **ICT Support**

Priorities in this area include the development, adoption and implementation of nationally agreed policies in the areas of Disaster Recovery and Business Continuity along with our colleagues in the ETB sector. We will continue to upgrade our networks with the replacement of old servers and the enhancement of our backup capabilities in our Admin offices. We will migrate from paper based salary slips to electronic slips in 2020. We will continue to support the schools and centres with their ICT needs by way of a technical support service.

## 6. OVERVIEW OF SERVICES 2020

MSLETB SERVICES	Post-primary Schools	Post Leaving Certificate Colleges and courses
<ul style="list-style-type: none"> <li>- Adult basic education</li> <li>-Family Learning Programmes</li> </ul>	<ul style="list-style-type: none"> <li>- English for Speakers of Other Languages (ESOL)</li> <li>- Intensive Tuition in Adult Basic Education (ITABE)</li> </ul>	Evening Classes
Back To Education Initiative (BTEI)	Community Education	Adult Education Guidance and Information Service
Youthreach	Vocational Training Opportunities Scheme (VTOS)	Achill Outdoor Education Centre
Skills For Work	Music Generation	Youth Work
School Completion Programme	<ul style="list-style-type: none"> <li>Day courses</li> <li>Traineeships</li> <li>Specific Skills Training</li> <li>Apprenticeships</li> <li>Services to Business</li> </ul>	<ul style="list-style-type: none"> <li>Community Training Centres</li> <li>Specialist Training Programmes</li> <li>Local Training Initiatives (LTIs)</li> <li>eCollege</li> <li>Skills Certification Schemes</li> </ul>

## 7. PROJECTED EXPENDITURE

	Year ended 31/12/2020 €	Year ended 31/12/2019 * €
Post Primary Schools and Head Office	39,691,401	44,754,094
Further Education and Training	36,956,366	32,611,539
Student Support Services	-	12,482
Youth Services	592,000	588,147
Agencies and Self-Financing Projects	5,400,500	5,376,297
Capital	1,950,000	1,198,476
	<b>84,590,267</b>	<b>84,541,035</b>

\* Expenditure is based on cash payments only  
 2019 values are unaudited and estimates are used where final values are not available.

## Post Primary Schools and Head Office

	Year ended 31/12/2020 €	Year ended 31/12/2019 * €
<b>Pay</b>		
Instruction	31,179,097	35,706,436
Administration	3,485,584	3,406,070
Maintenance	1,235,996	1,232,288
	<b>35,900,677</b>	<b>40,344,794</b>
<b>Non Pay</b>	<b>2,544,823</b>	<b>2,885,836</b>
<b>Associated Programmes</b>		
School Services Support Fund	468,609	743,420
Book Grant	137,076	136,870
Deis Grant and Home School Liaison	112,000	118,133
Transition Year	40,565	127,972
Junior Certificate School Programme	16,200	46,535
Leaving Cert Applied (Per Capita)	15,251	12,340
Foreign Language Assistant	4,000	3,672
Traveller Capitation	13,065	23,977
Physics, Chemistry, and Science	3,380	2,530
Special Class Grant	4,202	-
Transport Escort	35,000	34,671
Inservice Courses	3,300	3,785
School Development Planning Initiative	-	37
Assistive Technology Grant	8,000	8,179
Engineering / Technology Grant	1,000	1,096

Woodwork Health & Safety	-	9,759
ICT Grant	-	4,594
ICT Infrastructure	255,201	212,151
Leaving Cert Technology	2,000	2,084
Specialised Equipment	25,000	24,515
Gaeltacht School Recognition Scheme	82,052	7,089
Secondment Expenses	20,000	-
Junior Certificate Administration Grant	-	129
	<b>1,245,901</b>	<b>1,523,464</b>
	<b>39,691,401</b>	<b>44,754,094</b>

\* Expenditure is based on cash payments only

2019 values are unaudited and estimates are used where final values are not available.

## Further Education & Training

	Year ended 31/12/2020 €	Year ended 31/12/2019 * €
<b>Further Education and Training Payments</b>	<b>31/12/2020</b>	<b>31/12/2019</b>
<b>Further Education</b>		
VTOS	3,776,792	3,859,157
Youthreach	3,200,000	3,116,900
Adult Literacy, Community Education, ESOL, ITABE and DEIS Family Literacy	2,071,314	2,215,857
Back to Education Initiative	1,457,000	1,720,189
Adult Education Guidance Service	444,263	479,860
Youthreach Special Needs Initiative	97,000	96,822
Skills for Work	-	229,665
Skills to Advance	500,000	-
Arts Education	25,000	25,169
QQI Locally Devised Assessment	144,000	146,447
PLC Pay, Non Pay & SSSF	4,137,334	-
PLC Capitation	295,000	343,390
Guidance/Counselling/Psychological Services	33,000	32,917
QQI External Authenticators	120,000	116,882
Continuing Professional Development YR and VTOS	62,000	60,282
Quality Framework	10,000	10,210
Senior Traveller Centres	230,000	238,460
FE Premises Repairs and Maintenance	300,000	426,720
Adult Refugee Programme (Resettlement)	174,000	174,016
ETBI Enhancement Fund	-	14,615
Blackspot Provision & Supports	400,000	-
Learner Supports, Information, Curriculum Development, TEL & Promotion	190,000	-
	<b>17,666,703</b>	<b>13,307,558</b>

## Training

Specialist Training Providers (STP)	3,400,000	3,404,064
Local Training Initiatives	1,798,854	2,222,366
Bridging Foundation and Skills Training	1,700,000	2,234,171
Community Training Centres	1,931,115	1,888,003
Traineeships	2,000,000	1,450,049
Apprenticeship	4,310,000	4,068,662
Operating Costs	4,031,367	3,822,243
Evening Courses	118,327	214,423
	<b>19,289,663</b>	<b>19,303,981</b>
<b>Total</b>	<b>36,956,366</b>	<b>32,611,539</b>

## Student Support Services Payments

Grants and Scholarships	-	12,482
	<b>-</b>	<b>12,482</b>

## Youth Services Payments

Youth Work Act	140,000	136,935
Youth Club Grant	72,000	70,070
Youth Work Capital	70,000	65,641
Youth Special Projects Disadvantaged Youth	150,000	158,505
Regional Drugs Task Force Awareness Programme	160,000	156,996
	<b>592,000</b>	<b>588,147</b>

\* Expenditure is based on cash payments only  
2019 values are unaudited and estimates are used where final values are not available.