

Mayo, Sligo & Leitrim Education & Training Board

ANNUAL REPORT 2020



msletb

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

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Forewords

I am privileged to introduce the Mayo Sligo and Leitrim Education and Training Board (MSLETB) Annual Report 2020. The report provides an opportunity to highlight the comprehensive range of activities undertaken by MSLETB schools, centres and services during the past year. The report also outlines the related financial and corporate governance aspect of work carried out in MSLETB in 2020.

I wish to commend the work carried out on this annual report and I thank all the members of the Board of MSLETB together with the executive management and staff throughout the organisation, who continue to give generously of their time and in this the most challenging period in our history, in support of building an education and training sector in this region throughout 2020. I have no doubt in light of the commitment shown by all those involved over the past most difficult year we will ensure MSLETB will continue to meet any new changes and or challenges that may arise in pursuit of providing high quality, inclusive responsive and innovative education and training services for our community.

John Caulfield, Chairperson

Mayo, Sligo and Leitrim Education and Training Board (MSLETB) is pleased to bring to you the 2020 Annual Report. During 2020, MSLETB continued to grow and improve despite the many challenges that the pandemic presented. I wish to acknowledge and thank everyone in the entire MSLETB community for the resilience demonstrated throughout the year. The efforts and commitment of staff to MSLETB ensured that our services continued and developed during the year, bringing continued success to our learners and students throughout 2020.

This report provides the opportunity to reflect on all we have achieved in 2020 as we lead in the provision of education and training in the region through cooperation and collaboration with local industry and enterprise, communities and our many stakeholders.

Public awareness of MSLETB in the region has significantly developed during the year and our core values as an organisation: Pro-activeness, Professionalism, Collaboration and Quality continue to be central to our learner centered service provision.

I wish to acknowledge the support of all our funders, our Board and all our stakeholders and I look forward to 2021 and beyond and the continued development of MSLETB.

Tom Grady, Chief Executive

The Board of Mayo, Sligo and Leitrim Education and Training Board

The Board of Mayo, Sligo and Leitrim Education and Training Board (MSLETB) was established under the *Education and Training Boards Act, 2013* ('the 2013 Act'). The Board is responsible and accountable for the proper direction and control of MSLETB as set out in the 2013 Act, national legislation and the *Code of Practice for the Governance of Education and Training Boards 2019*. The Board of MSLETB confirms that the 2019 Code of Practice for the Governance of Education and Training Boards that issued in 2019 has been adopted and that MSLETB are progressing the implementation of the up to date requirements of the Code in their governance practices and procedures across the organisation and further confirms that a confidential Chairpersons Comprehensive report has been submitted to the Minister.

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December, 2020, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

The Chairperson of the Board confirms that MSLETB has complied with its obligations under tax law and also affirms adherence to MSLETB's Procurement Policy and procedures and the implementation of a Corporate Procurement Plan. MSLETB reaffirm their commitment to meeting all requirements relating to relevant procurement policies and procedures and confirm also that in 2020, it adhered to the relevant aspects of said policies and procedures other than those areas noted for further progress in the 2020 Statement of Internal Control, for example, Canteen Services, Recruitment Agencies and others for further progress.

Following a formal resolution of the Board, the Chairperson confirms that MSLETB is adhering to the relevant aspects of the Public Spending Code.

Mayo, Sligo and Leitrim Education and Training Board met 8 times in 2020, in accordance with Section 4.3 of the Code of Practice 2019. As a result of Covid-19 and in line with Government guidelines, Board meetings were held virtually during 2020, with the exception of the February meeting.

Mr. Tom Grady is Chief Executive of MSLETB and a list of the Main Board together with the record of attendance of each Board Member is set out below:

Chief Executive: Tom Grady	
Mayo Sligo Leitrim Education and Training Board	
Members of the Main Board	Nominating Authority
Chairperson	Cllr. Mary Bohan, L.C.C. up to end Sept 2020 Cllr. John Caulfield, M.C.C. from Oct 2020
Vice-Chairperson	Cllr. Richard Finn, M.C.C up to end Sept 2020 Cllr. Rosaleen O'Grady, S.C.C. from Oct 2020
Cllr. Seán Carey, M.C.C.	Mayo County Council
Cllr. Tom Connolly, M.C.C.	Mayo County Council
Cllr. Christy Hyland, M.C.C.	Mayo County Council
Cllr. Donna Sheridan, M.C.C.	Mayo County Council
Cllr. Chris McManus, S.C.C. (Resigned 04.04.20)	Sligo County Council
Cllr. Arthur Gibbons, S.C.C. (Appointed 22.09.20)	Sligo County Council
Cllr. Marie Casserly, S.C.C.	Sligo County Council
Cllr. Paddy O'Rourke, L.C.C.	Leitrim County Council
Cllr. Enda Stenson, L.C.C.	Leitrim County Council
Ms. Nicole McGowan.	MSLETB Staff Representative
Mr. Pat Coffey.	MSLETB Staff Representative
Ms. Susan Finan.	National Parents' Assoc. for ETB Schools.
Mr. Gerard Murphy.	National Parents' Assoc. for ETB Schools.
Dr. Jennifer Van Aswegen	Disability Federation of Ireland in conjunction with AHEAD
Mr. Pat Forde	Youth Work Ireland
Mr. Malachy Molloy.	Association of Community and Comprehensive Schools
Mr. Seamus Kilgannon.	Technical Higher Education Association
Ms. Pamela Ní Thaidhg	Údarás na Gaeltachta

Name	Date of Meeting 11/02/20	Date of Meeting 24/03/20	Date of Meeting 14/05/20	Date of Meeting 23/06/20	Date of Meeting 22/09/20	Date of Meeting 20/10/20	Date of Meeting 20/11/20	Date of Meeting 15/12/20	No. of Board Meetings attended in 2020
Cllr. John Caulfield, Chairperson	Yes	No	Yes	Yes	No	Yes	Yes	Yes	6/8
Cllr. Rosaleen O'Grady, Deputy Chairperson	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	7/8
Cllr. Seán Carey,	Yes	8/8							
Cllr. Tom Connolly,	Yes	Yes	Yes	Yes	Yes	Yes	No	No	6/8
Cllr. Christy Hyland,	Yes	8/8							
Cllr. Donna Sheridan,	Yes	8/8							
Cllr. Richard Finn,	Yes	No	Yes	Yes	No	Yes	No	Yes	5/8
Chris McManus (Resigned 04.03.20)	Yes	N/A	1/1						
Cllr. Arthur Gibbons, (Appointed 22.09.20)	N/A	N/A	N/A	N/A	Yes	Yes	No	No	2/4
Cllr. Marie Casserly,	No	Yes	Yes	Yes	No	No	No	No	3/8
Cllr. Mary Bohan,	Yes	8/8							
Cllr. Paddy O'Rourke,	Yes	8/8							
Cllr. Enda Stenson,	Yes	8/8							
Ms. Nicole McGowan.	No	Yes	Yes	No	Yes	Yes	Yes	Yes	6/8
Mr. Pat Coffey.	Yes	8/8							
Ms. Susan Finan.	Yes	8/8							
Mr. Gerard Murphy.	Yes	8/8							

Name	Date of Meeting 11/02/20	Date of Meeting 24/03/20	Date of Meeting 14/05/20	Date of Meeting 23/06/20	Date of Meeting 22/09/20	Date of Meeting 20/10/20	Date of Meeting 20/11/20	Date of Meeting 15/12/20	No. of Board Meetings attended in 2020
Dr. Jennifer Van Aswegen	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	7/8
Mr. Pat Forde	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	7/8
Mr. Malachy Molloy.	No	Yes	7/8						
Mr. Seamus Kilgannon.	Yes	8/8							
Ms. Pamela Ní Thaidhg	Yes	8/8							

MSLETB Board 2020

Mayo, Sligo and Leitrim Education and Training Board

Mayo, Sligo and Leitrim Education and Training Board (MSLETB) was established on 1 July 2013 under the provisions of the 2013 Act. Section 51 of that Act requires the ETB to keep in such form and in respect of such accounting periods as may be approved by the Minister for Education and Skills with the consent of the Minister for Finance and the Minister for Public Expenditure and Reform, all proper and usual accounts of the monies received or expended by it.

In preparing those accounts, the Board is required to:

- (a) Apply the standard accounting policies for the preparation of ETB financial statements,
- (b) Make judgements and estimates that are reasonable and prudent,
- (c) Disclose and explain any material departures from the standard accounting policies.

The Board is responsible for keeping proper books of account, which disclose with reasonable accuracy at any time the financial position of the Board and which enable it to ensure that the Financial Statements comply with section 51 of the 2013 Act. The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Board considers that the Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board.

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2020. The Board manages risk for the organisation through a structured risk management programme. The Audit and Risk Committee assist the Board in its risk management function. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

Risk Management is a standing item at all Board meetings and consideration includes:

- Risk reports from senior management including the Chief Risk Officer (CRO)
- Reports of the Audit and Risk Committee
- Changes in risk ratings

The functions of the Board are either executive or reserved. Executive functions are carried out by the Chief Executive and reserved functions are carried out by the Board. Reserved functions are set out in Section 12(2) of the 2013 Act.

The Finance Committee

The Finance Committee was established in accordance with Section 45 (1)(a) of the 2013 Act. The Finance Committee is made up of five members and its key responsibility is to review the income and expenditure of MSLETB. The Finance Committee Chairperson reports back to the main Board.

The Finance Committee met on four occasions in 2020. In accordance with Section 4.11 of the Code of Practice 2019, the list of the Finance Committee together with the record of attendance of each Board Member is set out below:

Members of the Finance Committee	
Name	Internal / External Member
Cllr. Paddy O'Rourke Chairperson	Internal Member
Cllr. Mary Bohan	Internal Member
Mr. Sean Duffy	External Member
Cllr. Tom Connolly	Internal Member
Mr. John O'Malley	External Member

Name	Date of Meeting 23/03/2020	Date of Meeting 21/10/2020	Date of Meeting 13/11/2020	Date of Meeting 10/12/2020	Total No. of Meetings attended in 2020
Cllr. Paddy O'Rourke	Yes	Yes	Yes	Yes	4/4
Cllr. Mary Bohan	Yes	No	Yes	Yes	3/4
Mr. Sean Duffy	Yes	Yes	Yes	Yes	4/4
Cllr. Tom Connolly	Yes	No	No	No	1/4
Mr. John O'Malley	Yes	Yes	Yes	Yes	4/4

MSLETB Finance Committee 2020

The Audit & Risk Committee

The Audit & Risk Committee was established in accordance with Section 45 (1)(b) of the 2013 Act. The Audit & Risk Committee in MSLETB has six members and its key responsibility is oversight and monitoring of the Executive in carrying out its function. The Audit & Risk Committee meets up to four times a year and issues an Annual Report to the main Board of MSLETB.

The Audit & Risk Committee met on four occasions during 2020, in accordance with Section 7.18 of the Code of Practice 2019. The list of the Audit & Risk Committee together with the record of attendance of each Board Member is set out below:

Members of the Audit & Finance Committee	
Name	Internal / External Member
Mr. Des Mahan Chairperson	External Member
Mr. Pearce O'Malley	External Member
Mr. Lauri Quinn	External Member
Mr. Seamus Kilgannon	Internal Member
Cllr. Christy Hyland	Internal Member
Mr. Malachy Molloy	Internal Member

Name	Date of Meeting 20/03/2020	Date of Meeting 30/09/2020	Date of Meeting 08/12/2020	Date of Meeting 21/12/2020	Total no. of Meetings attended in 2020
Mr. Des Mahon	Yes	Yes	Yes	Yes	4/4
Mr. Pearce O'Malley	Yes	Yes	Yes	Yes	4/4
Mr. Lauri Quinn	Yes	Yes	Yes	Yes	4/4
Mr. Seamus Kilgannon	Yes	Yes	Yes	Yes	4/4
Cllr. Christy Hyland	Yes	Yes	No	Yes	3 / 4
Mr. Malachy Molloy	Yes	Yes	Yes	No	3 / 4

MSLETB Audit & Risk Committee 2020

Statutory Basis

Education and Training Boards (ETBs) are statutory authorities, which have responsibility for education and training. 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 2013 Act. ETBs were established on 1st July 2013, with 16 new ETBs replacing the previous 33 Vocational Education Committees (VEC). County Mayo VEC, County Sligo VEC and County Leitrim VEC merged at that point 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.

There are a total of sixteen ETBs throughout the country, as shown in Figure 1 below.



Figure 1: Education and Training Boards (ETBs) in Ireland

Geographical Structure

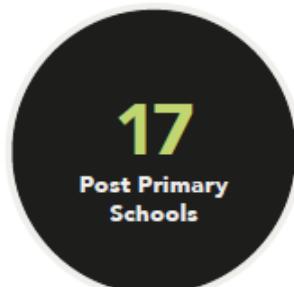
MSLETB has the largest geographic area of all of the ETBs, covering an overall area of 9,014 km². It stretches from the Drowes River near Bundoran to the Erris peninsula down to Killary harbour and across to the Shannon at Carrick-on-Shannon. MSLETB serves a population of 228,086 (CSO 2016) people and its Head Office is located in Castlebar, with offices in Sligo and Carrick-on-Shannon, as illustrated below.



MSLETB operates the following services throughout Mayo, Sligo and Leitrim:

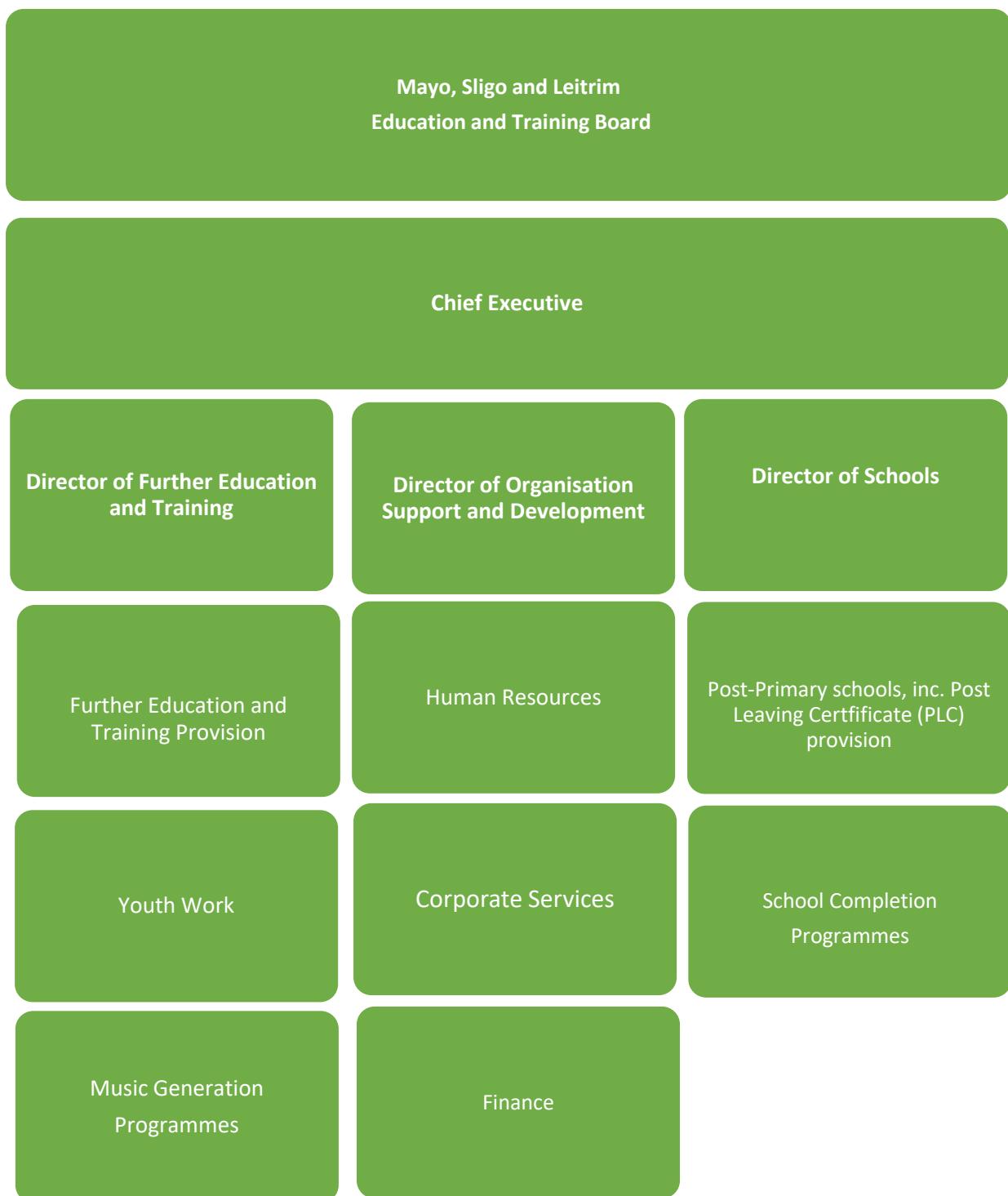


MSLETB provides Opportunities for Life and Living in:



Organisational Structure

The Board of MSLETB is responsible and accountable for the proper direction and control of the organisation. The Chief Executive is the accounting officer for MSLETB and is supported by an Executive Management Team consisting of three appointed Directors.



Statement of Services

Organisation Support and Development (OSD)

The role of the Director of Organisation Support and Development is to lead on the delivery of organisational and strategic administrative initiatives including structures, policies, systems, initiatives and interventions, which enhance the capability of MSLETB to deliver on strategic goals and ensure best practice in MSLETB's Corporate Governance. This is done in collaboration with the Schools and FET Directorates.

MSLETB COVID 19 Response

In the effort to get control of the global pandemic, and in support of the Department of Education and Skills' national response to protect the health and safety of its staff, students and general public, MSLETB responded by moving all OSD staff to remote working with onsite attendance only for essential operations that could not be carried out extraneously. OSD Staff and functions were central to MSLETB's response to combating the coronavirus. Our ICT Support Service assisted all MSLETB Schools, Further Education and Training Centres and Administrative Office staff by providing laptops and other ICT devices with remote access software to allow for connectivity whilst working from home. Training was provided to enable all our stakeholders to have the skills to utilise the software necessary to allow for working and learning from home. Recruitment of teaching and learning staff took place through a remote interview process. Payroll function continued to be administered on time and Corporate Services continued to progress procurement frameworks while prioritising Health & Safety and Data Protection compliance.

A Covid 19 response plan devised in OSD was put in operation in each MSLETB location to significantly reduce the likelihood of contracting the virus while at work or school. Funds allocated by the Department of Education and Skills were used to mitigate against spread by providing minor works grants, Personal Protective Equipment, and cleaning/sanitiser products in the effort to make our buildings as safe as possible.

Over the last year we continued to make changes to the way OSD operates in order to best utilise our resources, enhance our operations and harmonise our systems to enable a smooth transition to shared services where applicable.

Our apprenticeship learner payments were transitioned to the Department's Shared Service Unit as required by the Department of Revenue. Internal preparation in the areas of pensions, migration of payroll to CoreHR and the financial management guidelines for schools and centres was carried out in addition to the normal day to day activities. Significant changes took place where transition to electronic ePayslips and travel and subsistence remittances away from paper-based documents was implemented. Efficiencies were also gained with transitioning supplier payments to electronic remittances with significant savings on postage and stationary contributing to a more sustainable environment.

Corporate Services continues to support the Chief Executive and the Board along with the preparation of annual reports and service plans, development of policy and procedure and the organisation and delivery of training for staff in the areas of Health & Safety, Data Protection and Procurement. There was ongoing work on the development of our Corporate Procurement Plan which facilitates planning for future procurement through the 3-year Multi Annual Procurement Plan. In 2020, our Procurement Unit delivered several projects which supported requirements in our offices, schools and centres.

In 2020 additional student accommodation was delivered in St Tiernan's Crossmolina and Coláiste Iascaigh along with the commencement of phase 3 of Coola Post Primary School development plan. Several other smaller projects on school repairs and summer works were also completed across the ETB in 2020.

The ICT Support department of MSLETB experienced a huge increase in workload due to the pandemic. MSLETB staff and students moved to remote working, teaching and learning practically overnight in March 2020 with the deployment of 1400 devices to support this transition. This had the knock-on effect of having to provide increased security measures to protect our network and the expansion of our Microsoft Teams and SharePoint platforms. Significant infrastructural upgrades also took place across our network in 2020. There was also a large increase in the provision of ICT Training and Professional Development to support staff with remote delivery and the full utilisation of the features of Microsoft Office 365 platform to capture the efficiencies of their system in support of the work across the ETB.

Human Resources (HR) continue to advertise a significant number of posts across the organisation with Recruitment and Garda Vetting remaining a priority. Management of contracts for staff, Teacher allocation, Pension calculations and employee relations continue to demand a high level of input from the HR team. Significant recruitment took place remotely in 2020 due to the pandemic with close to 2,000 applications being processed by the unit. An electronic management system for part-time staff was rolled out for all our programmes in 2020. This system requires significant input from HR staff, but it will lead to greater efficiencies in how part-time salaries are processed.

OSD Staff assisted the IAU-ETB's in carrying out a number of Audits in 2020 including a review of our previous audit recommendations.

The functions within each Department are as follows:

- Finance:**
1. Payroll
 2. Creditors
 3. Learner Allowances
 4. Travel & Subsistence
 5. Treasury Management
 6. Budgeting & Forecasting
 7. Financial Reporting

- Human Resources:**
1. Contracts / Leave / Absences
 2. Recruitment
 3. Staff Training and Development
 4. Pensions
 5. Employee Relations
 6. HR Reporting / Compliance
 7. Garda Vetting
 8. Teacher Allocation

- Corporate Services:**
1. Chief Executive / Board of Management Support
 2. Governance and Compliance
 3. Health and Safety
 4. Insurance and Legal
 5. Risk Management
 6. Procurement
 7. Buildings and Estate Management
 8. IT Services
 9. Communications
 10. Data Protection and Freedom of Information

Some of the key projects carried out in each of the departments are outlined below:

Finance

Covid-19

The Finance Teams (payroll, supplier payments, learner payments, travel and subsistence and finance) demonstrated a level of professionalism, collaboration and resilience in the face of the significant challenges presented by the outbreak of the pandemic from Q1 2020. They ensured that all staff, learner, and supplier payments continued to be processed and paid on time, every time during the year through a combination of remote working and attendance at the offices when absolutely necessary to ensure all critical functions and tasks were delivered successfully.

In addition to the normal day-to-day activities carried out in the finance department, work is ongoing on the following key projects:

Annual Financial Statements

The MSLETB 2020 Financial Statements were submitted to the Office of the C&AG by 30th March, 2021.

Shared Services

The development of a national shared services framework for ETBs covering the payroll and finance functions continues. Significant internal “readiness” work took place in late 2020 particularly in the area of Pensions. The CORE HR project team was established in order to successfully deliver to enable the transfer of payroll to Payroll Shared Services by mid Oct 2021. A new CORE HR Operations Team comprised of both HR and Payroll staff is currently being established to engage in extensive training and development required to operate this with this new system and its associated processes and to ensure payroll operations can continue to operate successfully post go-live.

SUN Financials

During 2020 a decision was taken by the Shared Services Unit of the Department of Education to stabilise the financial reporting of all ETB's who utilise the ESI (Manser) reporting system to one common system – SUN Financials – which is being utilised by a number of other ETBs. The process of transition commenced in Q3 2020 and two ETBs. MSLETB is scheduled to transition on 1st July, 2022. A project team will be established and internal “readiness” will commence later in 2021.

Learner Payments

Apprenticeship learner payments were successfully transitioned to a payroll process with ESBS in Q1 2020 in accordance with Revenue requirements. Other Training Centre learners were successfully transitioned to a learner payment process with ESBS in August 2020. The transition of remaining Further Education learners – VTOS and Youthreach – is expected to take place during summer 2021. In advance of this further local consolidation of all learner payments is planned during Q2 2021.

Payroll

A project team was established in May 2020 to plan and implement the transition to electronic payslips and electronic travel & subsistence remittances away from the traditional paper-based documents. Approximately 80% of employees were transitioned in July 2020 with the remainder in Oct 2020. This has achieved efficiency improvements in payroll, delivered savings on postage and a reduction in stationery consumption contributing to a more sustainable environment.

Supplier Payments

A project team was established in March 2020 to implement the transition from paper-based Supplier Remittances to Electronic Supplier Remittances. This transition was successfully delivered by this small project team in April 2020. This has achieved efficiency improvements in supplier payments, delivered savings on postage and a reduction in stationery consumption contributing to a more sustainable environment.

Travel & Subsistence

As a component of the transition to electronic payslips all claimants of travel and subsistence also receive their remittances electronically from mid-2020. Similarly, this has achieved efficiency improvements in travel and subsistence payments, delivered savings on postage and a reduction in stationery consumption contributing to a more sustainable environment.

School Bank Accounts

During 2020, a decision was taken by the Executive Management Team of MSLETB to close all school and centre bank accounts from 1st January 2021 in line with audit recommendations from the Internal Audit Unit and in order to follow best practice and strong governance across the sector.

Financial Management Guidelines for Schools and Centres

During Q2 2020, a small project team was established to prepare and collate a set of procedures and guidelines for financial management in Schools and Centres. This document was completed and circulated in Q4 2020 to all senior colleagues across MSLETB. Training on these procedures and guidelines is planned for delivery to all appropriate colleagues across MSLETB in Q2 2021.

Corporate Services

Corporate Services staff vacated MSLETB Administrative Offices on 13th March, 2020 and began to work remotely in compliance with Government advice in response to Covid-19. The Corporate Services Team have shown adaptability and resilience in the sudden shift to remote working while continuing to maintain a sustained level of productivity and business continuity.

The response and continued engagement and focus from the Team has enabled the core activities of Corporate Services to operate. The following key projects were progressed in 2020:

Risk Management:

An overall review of MSLETB's Risk Management structure was undertaken in 2020 with the assistance of IPB. This included an analysis of the key risks that the organisation faces in achieving its strategic goals and reviewing existing control measures. Three Risk Registers were updated and approved for the following pillars:

- Schools Risk Register
- FET Risk Register
- OSD Risk Register

In addition, a new Risk Management Policy was adopted in July, 2020 which supports MSLETB's ability to deliver on its strategic and operational objectives and minimise the adverse effects of risk. The Audit and Risk Committee support the Board in advising on key risks and ensuring risk is being reasonably managed. Risk Management is now a standing item on the Board meeting agenda where changes in risk ratings are monitored and emerging risks identified.

Covid-19 Response Plan:

Following the announcement from Government in March, 2020 that all schools and Centres were to close and employees were to work remotely where possible, Corporate Services initiated plans to take a coordinated approach to ensuring appropriate health and safety measures were implemented across the organisation in line with government guidelines.

A Project Management Team was set up to develop a Covid-19 Response Plan template that was suitable for use across all sites within MSLETB. This was developed in consultation with health and safety experts to ensure all requirements from the HSE, NPHE and HSA were delivered in the Plan. In addition, a Covid-19 Project Manager was appointed to support all MSLETB Schools, Centres and Offices in implementing the Plan and assist with the safe re-opening of schools and centres in line with government protocols.

Corporate Services coordinated the nomination and training of approximately 40 Lead Worker Representatives to ensure compliance with the Covid-19 Response Plan across the ETB as well as targeted training for ancillary staff to ensure appropriate sanitisation procedures were followed.

Website Development:

A new corporate MSLETB website was launched in July, 2020 which replaced the former website with a more user-friendly and informative platform and strengthens MSLETBs presence in the community. It supports MSLETB's Vision to be a dynamic Education and Training Board providing a positive experience for all its learners by providing accurate up to date information on services available to learners and pertinent information about the organisation. Corporate Services continue to develop the website to ensure it provides relevant information to ETB staff, learners, students and all stakeholders and continues to evolve with organisational requirements.

Procurement:

- Corporate Services developed and implemented an updated Procurement Policy for MSLETB. The Procurement Unit delivered targeted training to key personnel on compliant Procurement Practices incorporating the revised Procurement Policy.
- An important element of the Corporate Procurement Plan, MAPP was completed for the second time in 2020, and was used to support the budgeting process, strategic planning and supplier management within the organisation.
- The Procurement Unit supported the re-opening of Schools and Centres in procuring PPE and other equipment necessary during the Covid-19 pandemic.
- A range of organisational Procurement projects were delivered including ICT/TEL (Over 1000 devices were procured for Learner, Teacher and Admin use in 2020 to facilitate remote Learning & working across MSLETB), Concession Catering, Print Management Services, Consultancy and Minor Works Projects.

Data Protection and Freedom of Information:

As staff, students and learners transitioned to remote working and learning and using cloud based platforms, the Data Protection Unit focused on applying organisational and technical measures to protect the personal data processed on these platforms and mitigate emerging risks associated with this transition. Remote Working guidance was developed and circulated to assist MSLETB staff in protecting personal data and using safe work practices to safeguard personal data of students, learners and staff while learning and working remotely. A number of training webinars were developed with ICT to deliver targeted training to further address and prevent data breaches when using cloud-based services.

The Data Protection and Freedom of Information Unit also progressed the following:

- Multiple complex Data Access Requests and Freedom of Information requests were processed and completed in line with relevant legislation.
- The Data Protection Unit managed 13 Data Breaches in 2020 along with handling complaints and liaising and reporting to the Data Protection Commission.
- 12 Data Protection Impact Assessments were carried out with the assistance of the Data Protection Officer (DPO) in 2020.

Policy/Report preparations:

Corporate Services developed the following corporate Plans and Policies in 2020:

MSLETB Service Plan 2020, MSLETB Annual Report 2019, Risk Management Policy, Procurement Policy and Covid-19 Response Plan Template.

Insurance and Legal issues:

Corporate Services department continued to provide advice in 2020 to all staff throughout the ETB in respect of legal issues arising, potential claims, and personal injuries claims.

Health and Safety:

Responding to the Covid-19 pandemic and preparing MSLETB Schools and Centres for re-opening was the primary focus in terms of Health and Safety in 2020. MSLETB continues to review all health and safety risks on an ongoing basis and apply appropriate control measures to ensure that accident/incident or near miss occurrences are avoided, thereby safeguarding the safety, health and welfare of staff, students/learners and contractors who have reason to enter any MSLETB buildings.

Buildings:

Additional accommodation work completed (in retention stage) on 2 schools St. Tiernan's, Crossmolina and Coláiste lascaigh, Easkey – buildings are occupied. Works are continuing on Coola Post Primary – delayed due to Covid 19 Pandemic. Grange Post Primary School and Ballinode College progressed with Stage 1/2a submissions submitted to the Department for approval to proceed to the next stage in December, 2020. The following applications were lodged and are being progressed for additional accommodation and refurbishment of existing accommodation at Carrigallen VS., St Tiernan's, Crossmolina, St Brendan's College, Belmullet, and Moyne College, Ballina.

- Temporary Accommodation erected and occupied at Coláiste lascaigh, Easkey.
- Corran College, Ballymote; Coláiste Isacaigh, Moyne College, Ballina; Lough Allen College, Drumkeeran & Drumshanbo VS. All have had works completed under the Emergency Works Scheme in 2020.
- Moyne College, Coláiste Pobail Acla and Grange PPS all completed works through the Summer Works Scheme.
- 2 schools namely Carrigallen VS and Grange PPS had to use non ETB properties due to the Covid 19 pandemic & 4 centres had to be furnished as general classrooms.

ICT Project review 2020:

MSLETB continued to improve and upgrade ICT systems at all its schools, centres and administrative offices in 2020. MSLETB also provided CPD for its staff on all new software packages including Teams, SharePoint and Microsoft 365.

Infrastructure Projects Completed:

- The Covid-19 pandemic has increased the ICT infrastructure within MSLETB with the Deployment of over 1400 devices to support remote learning and working. We are now reliant on mobile devices to support staff and students in their working and learning lives. This influx of devices has greatly increased demands on our ICT support services. There has been a fundamental shift in learning with the utilisation of cloud services such as Microsoft Teams and SharePoint to provide online learning.
- Expansion of managed wireless networks in all Schools and FET Centers to facilitate COVID19 special restrictions; including the creation of new schools campus in Grange PPS, Carrigallen Secondary School and WCFE.

- One of the direct responses to COVID-19 was the procurement and imaging of 400 new laptops for distribution to disadvantaged students to support remote learning throughout the further education sector. These devices have been distributed to FET centres throughout the region.
- A major project was undertaken to replace all corporate servers with 3 new ‘Dell Host Production Servers’. 6 existing production servers were migrated to 2 production servers and a replication server. The existing 20 virtual servers were consolidated to 12 virtual servers, running the latest Windows server operating system. File servers in Mayo, Sligo and Leitrim were consolidated to a single production file server. A full ‘Backup Solution’ is now in place with data backed up to disks, replication servers and finally to the cloud.
- A major project was undertaken to implement UPS’s (uninterruptible power supply) infrastructure in both Castlebar HQ and Sligo Training Centre, our core production and replication sites.
- A project to upgrade the ‘System Center Configuration Manager’ (SCCM) was completed in 2020. This system allows for the centralized management and automation of system updates and a creation of a managed desktop image for all desktop and mobile devices in MSLETB. SCCM also provides an automated update service for all ‘Virtual Servers’ on the MSLETB domain.
- Deployment of 37 firewalls and 40 switches deployed to Schools and Centres. As part of the project, we redesigned network subnets on each site to allow for further network expansion and greater connectivity.
- Upgrade to school broadband continues with upgrades to CCFE, Coláiste Lascaigh, St. Tiernans College and Coola PPS.
- Upgrade of broadband connections to FET sites; Sligo Youth Reach and Further Education Centre, Castle Street, Sligo completed. Fibre connection has been installed which upgrades internet connect to 200 MB.
- Upgrade of the printer infrastructure within MSLETB was completed with the deployment of 180 printing devices throughout the organisation.
- New phone system has been deployed to St. Brendan's College Belmullet, Sligo Training Centre, Coláiste Lascaigh, Drumshanbo Vocational School and Further Education Centre, Castle Street, Sligo.
- MSLETB continue to migrate schools to “cloud only schools” using Azure AD and Intune.
- Upgraded network cable infrastructure at several sites including-
 - Ballinrobe Youth Reach (Networking Rewiring and new Comms Cabinet).
 - Moyne College (Fibre Backbone between Comms Cabinet)
 - Further Education Centre, Castle Street, Sligo (Networking Expansion both wired and wireless.).
 - Kiltimagh Youth Reach (Networking Rewiring and new Comms Cabinet).
- New Wireless Point-2-Point Link connecting sites in Grange PP and Carrigallen Secondary School.
- Extension & new building projects requiring new ICT infrastructure includes-
 - Grange PPS (prefab classrooms)
 - Carrigallen Secondary School (New Building)

- St. Tiernan's College (New Building)
- Coláiste lascaigh Secondary School (New Building & prefab classrooms)
- Davitt College (Prefab classrooms)
- Coola Post Primary (New Building)
- Sligo TC (New Catering Building)

- Deployed Laptop trollies for Schools and Further Education Sites.
- Upgraded desktop computers at a number of Schools and Centers.
- Upgraded of all MSLETB Devices from Windows 7 to Windows 10 Pro.
- Installed AIO (all in one) computers in the new FE Centre in Swinford VTOS.
- Further developed the MSLETB Intranet (built on a SharePoint platform) and migrated documents from on premises solutions to cloud.
- E-remittances project has been completed; suppliers are now notified by email of payment- this represents a vast saving in time and money for MSLETB and is environmentally friendly.
- Electronic payslips project has been completed. Employee payslips are now issued by secure email. This represents a vast saving in time and money for MSLETB and is environmentally friendly.
- Microsoft multi-factor authentication has been implemented to all MSLETB staff and tutors increasing security of the organisation.
- Tenders Completed in 2020-
 - MPS
 - Visualizers
 - SCCM
 - Admin server
 - Projector

ICT Training and CPD 2020:

There was a large increase in the demand for training in 2020 due to Covid-19 and remote working requirements. Training was provided for all sections, administration, Further Education & Schools. Training focuses on areas such as Security, Remote Working/Learning, and the Microsoft Cloud Platform Microsoft 365. An intensive program of training was initiated to upskill staff members on the ever-revolving Microsoft 365 Platform which includes SharePoint, Streams, MS Teams, OneDrive, and Standard MS application. This ongoing CPD allowed MSLETB to quickly transition its learning to 'remote learning' while ensuring the quality of learning. MSLETB is committed to supporting CPD as we transition to the Cloud.

There has been a fundamental shift in learning with the utilization of cloud services such as Microsoft Teams and SharePoint to provide online learning. The ICT Department is committed to ensuring the best quality of service to staff and students of MSLETB during this challenging period. Working with our strategic partners, we are endeavoring to increase productivity, using cloud resources and ongoing continuous ICT training.

Human Resources

The Human Resources Department provides a full range of services for staff of MSLETB and also to support Managers in Colleges / Centres. Services also include, but are not limited to the following:

Recruitment (Management, Teaching, Instruction, Special Needs Assistant, Administrative, Maintenance and other posts) for all posts within the organisation.

Management of contracts for all categories of staff, terms and conditions of appointment, roll-out and implementation of national agreements etc.

- Retirement and superannuation calculations for all employees, provision of estimates, processing of ill-health retirement applications, administration of pension scheme requirements.
- Teacher Allocation for the scheme.
- Employee relations matters including maintaining productive working relationships with the main trade unions in the sector, advising and supporting managers and employees in dealing with workplace relations issues.

2020 saw a high level of activity in the Human Resources Department, which included the following:

BTEI Conversion: Work continued on Phase II of this project 2020. This project arose following a national agreement reached between the Department of Education and the TUI, which enables the conversion of tutors in the BTEI, programme in all ETBs nationally, in accordance with set criteria.

Garda Vetting: HR processed a total of 1,100 Garda Vetting applications in 2020 – MSLETB Leitrim HR Office processed 635 applications and the HR Sligo Office processed 465 applications. This will become centralised in Sligo in 2021.

Recruitment: In 2020 there was significant recruitment across the three pillars: Schools, Further Education and Training and Organisation Support and Development. MSLETB held over 280 recruitment competitions in 2020, in total over 1,950 job applications were processed by the HR Department. The HR Department has been successful in delivering all recruitment remotely using the Microsoft Teams platform since April 2020.

Pension: There were 23 retirements in 2020, (3 were part of the Spouses & Children Scheme) which involved calculating individual pensions and lump sum payments. Two HR staff are attending pension training delivered by Public Authority Pension Service. All HR Staff will attend pension training arranged by ETBI in 2021.

Document Centred Solutions (DCS): The DCS system, which enables the electronic processing of part time salary claims, was rolled out to most of the remaining targeted programmes in 2020. All post primary schools and the vast majority of FET programmes in MSLETB are now using this system with a small number remaining to be trained. The system involves significant input by HR staff in respect of monitoring and approvals. It has been broadly acknowledged that this system has led to greater overall efficiencies in how part time salary claims are processed throughout the Organisation.

ESBS Core/HR Project: Under the Department of Education (DE) Shared Services Plan for 2017 – 2020, Education Shared Business Services (ESBS) has been set up to implement the establishment of an operational Payroll Shared Services for the delivery of Payroll and Travel and Subsistence for all 16 ETBs.

The complete migration of MSL ETB's payroll to shared services is underway and scheduled to go live in October 2021.

Training & Development

- One-day Workshop delivered by the IPA organised for HR staff in February 2020. This workshop covered a number of HR topics.

Tara 365 provided a series of I.T. training sessions in a variety of Microsoft 365 applications for HR staff in Q.4 2020.

Financial Summary

MSLETB is funded primarily by the Department of Education (DE) for the delivery of second level teaching and by the Department of Further and Higher Education, Research, Innovation and Science through SOLAS the Further Education and Training Authority in the delivery of further education and training programmes.

In 2020, funding for other projects was provided by other Government Departments and Agencies including:

- Department of Social Protection
- Department of Children, Equality, Disability, Integration and Youth
- Department of Health

Funds are also raised through charges for services such as tuition fees, room rental and activities at local level.

MSLETB is audited annually by the Comptroller and Auditor General (C&AG) who presents a report on the Board's financial stewardship to the Oireachtas.

MSLETB are responsible for the keeping of accounts and MSLETB is fully compliant with its obligations under revenue legislation.

Key Relationships

MSLETB values the links that have been made with major stakeholders in the public and private sector. This involves MSLETB consulting, engaging and collaborating with a wide range of public bodies and providers of education and training. MSLETB works closely with the three local authorities in its functional area and has entered into partnership arrangements on a number of initiatives such as Music Generation and Sligo Sport and Recreation Partnership.

MSLETB also works closely with the Local Community Development Committees, Local Partnership Committees, Sligo LEADER Partnership, Leitrim Integrated Development Company, Mayo North East Partnership Company, South West Mayo Development Company, Regional Skills Forum, FIT (FastTrack to Information Technology) and Local Enterprise Offices. It also has representation on the governing bodies of IT Sligo and Galway-Mayo Institute of Technology.

During the year, MSLETB co-operated with a large number of organisations and institutions through the provision of teaching hours or financial assistance. Such organisations include Youth Services, Community Training Workshops, and the National Learning Network.

MSLETB values and continues to develop links with industry across the region to ensure that the provision of Further Education and Training services are appropriate to the needs of the various industrial sectors and to ensure that our students are in a position to attain relevant and meaningful employment.

MSLETB Schools

The year 2020 was mainly characterised by MSLETB's innovative response to challenges posed by the Covid virus pandemic. In September, 5,460 students were enrolled in the organisation's 19 post primary schools, which also included two colleges of further education. (See Geographical Structure Page 10).

MSLETB 2020 course offerings targeted both post-primary and post leaving certificate students. The 6-national certificate programmes includes the following; Junior Certificate Programme, Junior Certificate Schools Programme, Transition Year Programme, Leaving Certificate Program, Leaving Certificate Vocational Programmes and Leaving Certificate Applied Programs. The variety of Post Leaving Certificate (PLC) courses on offer for the year 2020 can be found on the MSLETB website (Further Education and Training – Search Courses).

ICT & Office 365

On 29th February, the presence of the Covid 19 virus in Ireland determined the course of events for the rest of the year as organisations sought to combat the virus. March 12th 2020 saw the Department of Education closing all educational buildings as part of the first lockdown to curb the spread of Covid 19. MSLETB's digital strategy in investing computer hardware in all schools prior to virus outbreak enabled all schools to swiftly and smoothly adapt to providing education via online medium. Information Communication Technology (ICT) programs were promptly organised. School-based support/training in Office 365 was put in place to enhance teachers' knowledge and skills in embedding technology and digital learning in their virtual classrooms. Tremendous effort in adapting and working with the curriculum by all MSLETB schools saw students progress to the end of the academic year.

Challenges for Leaving Certificate & Junior Cycle

In May, after much debate and uncertainty, the Department of Education ruled that the Leaving Certificate for the first time in the history of the state was to be conducted by a model of calculated grades. There were two main phases in the process of arriving at a Calculated Grade-(i) school-based calculations and (ii) national standardisation phase. At Junior Cycle, the written examinations were cancelled and replaced by: (i) A State Certificate of completion of Junior Cycle from the Department of Education (ii) A School Report setting out the learning achievements of students in Junior Cycle.

Board of Management Training

In addition to the previously mentioned digital training, MSLETB provided additional professional development to its members. Members of the Board of Management (BOM) attended a tailored comprehensive course on their roles and responsibilities. BOMs also received education on the 'Child Protection Program' facilitated by the Professional Development Service for Teachers (PDST). The development of Child Protection policies and procedures to support the implementation of the Children First National Guidance for the Protection of Welfare and Children 2017 was the focus of ongoing work throughout the year by all schools. In addition, a series of comprehensive in-service training was delivered in Kiltimagh to new and existing Assistant Principals post-holders in February. In June, Dr Harry Barry, a General Practitioner, Cognitive Behavioural Therapist and Irish author based

in Drogheda presented a timely webinar on Mental Health to all MSLETB leaders. Media Training by Johnny Fallon (Carr Communications) took place in September to prepare a media statement and respond to queries as well as handling social media in a crisis situation. A representative from IPB provided training for schools on the risk management and the risk register was updated to include the risk of Covid virus outbreak in school.

Reopening of Schools

In July, the Department of Education announced a roadmap and a suite of resources to assist schools in the safe re-opening of schools. This roadmap and the funding package recognised the challenges faced by schools in ensuring the safe return of staff and students to school in the context of COVID-19. It set out clear plans and practical guidance on the measures schools needed to take to operate safely and minimise the risk of the introduction, or spread of Covid 19 infection in schools. MSLETB schools opened in September and remained opened in full until the end of the year, which is a testament to the meticulous preparation and the trojan work by all school leaders, staff and students.

Inspection Reports

Inspections were also conducted in MSLETB Schools by the Department of Education-see table 1 below. The resulting reports found the quality of teaching and learning very good and school management were commended on their commitment to students' care and wellbeing. The Inspectors commented that overall quality of leadership and management was good with highly effective leadership and management practices evident in areas such as leading teaching and learning and developing leadership capacity. For more details on these reports see Appendix 3.

Date	Location	Subject
08/01/2020	Colaiste Pobail Acla	Physical Education
12/02/2020	Corran College	Physical Education
12/02/2020	Coola Post Primary	Business
10/03/2020	St Tiernan's College	Business
13/11/2020	Coola Post Primary	Whole School Evaluation
13/11/2020	Ballinode College	Evaluation of Action Planning for Improvement in DEIS Schools

Table 1: Schedule of inspections conducted in MSLETB schools in 2020.

In addition, the Department also introduced 'Supporting the Safe Reopening of Schools (SSRS)' visits to schools that were specifically designed to:

- support school leaders and staff as they implement the COVID – 19 Response Plan
- provide an assurance to the public that schools are a safe working and learning environment for teachers, other school staff and for learners.

All six MSLETB schools visited were found to be fully compliant (Davitt College, St Brendan's College, St Joseph's CC, Colaiste Pobail Acla, Lough Allen College, Mohill CC).

As everyone adapted to a new life with Covid, various innovative activities and events organized by schools to provide educational opportunities and environments are clearly evident in individual school websites (Individual school websites appear in appendix I).

Table 2 below showcases the variety of events conducted during the year, which were forwarded by schools for inclusion in this report.

Fairy Garden <i>Corran College</i> <i>Ballymote</i>	Students unveiled a fabulous fairy garden at the local town park. Principal of Corran College Mr. Martin Flynn said, "We are so proud of this group of students. In a time of uncertainty and pessimism due to Covid restrictions, each student here has used their creativity to create a project that has given a marvelous lift to the community."
Amber Flag application <i>St Tiernan's College</i> <i>Crossmolina</i>	The Pieta Amber Flag initiative enables schools across the country to raise awareness of promoting positive mental health in their school setting. A Wellbeing noticeboard, a non-uniform fundraiser day and walk a mile challenge and a poster competition for junior groups.
'Choosing our Future' Science week Charity Fundraisers European Parliament Ambassador Schools Programme <i>Drumshanbo Vocational School</i>	Embracing the 25th Anniversary of Science Week, the students had fun learning by holding daily competitions and exploring experiments, puzzles, science poster competitions, energy conversion car experiments, and a variety of science quizzes. Charities North West STOP, Childhood Cancer Foundation, Jigsaw, Simon, St. Vincent de Paul and Breast Cancer Ireland were the beneficiaries of fund-raising efforts. Healthfest a virtual event organised with Board Bia was open to students. Participation of students in the European Parliament Ambassador Schools Programme.
BT Young Scientist (Virtual) PDST Poem <i>Mohill Community College</i>	'Grey water' project Two winners on Covid themed poems in a national poem competition.
5 weeks of Wellbeing Public-Speaking Programme <i>Colaiste lascaigh Sligo</i>	Week 1. Get active, Week 2. Get connected, Week 3. Take Notice, Week 4. Give, Week 5. Keep Learning.
'Údarás na Gaeltachta Clár na gComhlachtaí Competition' <i>Colaiste Chomáin Rossport</i>	TY Students and their mini-company BOSSK Creations took part in the All-Ireland Final of the competition in April after winning the Regional Final.

Table 2: Variety of Events Conducted in MSLETB Schools in 2020.

MSLETB schools have shown resilience, adaptability and an extraordinary work ethic and commitment to provide educational opportunities for their students in these challenging times.

North and South Mayo School Completion Programme

The North Mayo & South Mayo School Completion Programme (SCP) is part of the integrated service Tusla Education & Welfare Support Service (TESS). It aims to have a positive impact on levels of pupil retention in primary and second level schools and on the number of pupils who successfully complete the senior cycle.

The Programme targets young people of school-going age, both in and out of school to arrange supports to address inequalities in education access, participation and outcomes. It is based on the project model with an integrated approach involving primary and post primary schools, parents and relevant statutory, voluntary and community agencies in each local area.

SCP focuses on targeting and providing supports and interventions to assist these students to successfully complete their formal education. Students are referred to the programmes by the SCP intake Referral Process. Their needs are assessed and the programme provides universal, brief and targeted interventions to address these needs

These include Individual support, issued based group work programmes, mentoring programmes, breakfast clubs, homework clubs, after-school supports, individual support for students, therapeutic supports such as counselling and art therapy, extra tuition, transition programmes and summer camps

North and South Mayo School Completion Programmes is operated by Mayo Sligo & Leitrim ETB and is managed by Local Management Committees, with representatives from schools, youth services and other agencies in the areas.

The aim of the SCP is:

- To retain young people in the formal education system to completion of Senior Cycle, or equivalent.
- To improve the quality of participation and educational attainment of targeted children and young people in the educational process.
- To bring together all the relevant local stakeholders (home, school, youth community, statutory and voluntary) to tackle early school leaving.
- To offer positive supports in school towards the prevention of educational disadvantage.
- To encourage young people who have left mainstream education to return to school.
- To influence in a positive way policies relating to the prevention of early school leaving in the education system.

There are three second level schools involved in the South Mayo SCP, namely;

- Davitt College, Castlebar
- Scoil Mhuire agus Pádraig, Swinford
- Coláiste Pobail Acla, Achill

There are four second level schools involved in the North Mayo SCP, namely;

- Moyne College, Ballina
- St. Tiernan's College, Crossmolina
- St. Brendan's College, Belmullet
- Ghaelcholáiste Chomáin, Rossport

There are also two primary schools in the programme, namely;

- Scoil Íosa, Ballina
- Scoil Phádraig, Ballina

School Completion Programme staff:

- Local Coordinator for North Mayo SCP
- Project Workers for North Mayo SCP
- Administrator for North Mayo SCP
- Local Coordinator for South Mayo SCP
- Project Worker for North Mayo SCP

Sligo School Completion Programme

Sligo School Completion Programme is managed by a Local Management Committee (LMC) made up of local school principals and youth work coordinators.

The function is to support children in Primary and Post Primary schools who are at risk, generally of early school leaving. Most schools involved are DEIS (Delivering Equality of Opportunity in Schools) schools. There are three ETB schools involved in Sligo, Ballinode Community College, Corran College and Coláiste Iascaigh. The total number of targeted children would be approximately 60 across the three schools.

Sligo School Completion Programme employs a coordinator, part-time administrator and three project workers. The project workers spend a day / day and a half each week in their designated schools and work with targeted children. This could be one on one or small group work. They also help with activities like homework clubs, games clubs, etc. The target list of students is drawn up by the schools care team and approved by the School Completion Programme LMC.

Funding is managed and approved by the LMC and allocated to schools based on their target list and proposed interventions.

Further Education and Training (FET)

Development of FET Services in MSLETB

MSLETB provides a broad range of FET programmes throughout the region. All FET provision and its associated services are designed to meet the education and training requirements of individuals, both employed and unemployed, and the business and economic needs of employers in the region.

The responsibility for the management of MSLETB's FET provision lies with the FET Leaders and PLC Principals Group, which has oversight of all MSLETB FET provision.

In MSLETB, learners and staff are at the centre of the organisation. MSLETB currently employs approximately 650 staff to deliver further education and training and associated services in the area.

The table below outlines membership of related governance and oversight groups.

CE & Directors Group	Management Leadership Group	FET Leaders & PLC Principals Group	QA Group	Programme Approval Committee
Chief Executive	Chief Executive	FET Director	FET Director	FET Director
Director of FET	Director of FET	3 Adult Education Officers	Adult Education Officers	Adult Education Officers
Director of OSD	Director of OSD	Area Training Manager	Area Training Manager	Area Training Manager
Director of Schools	Director of Schools	Training Centre Manager	Assistant Training Managers	Assistant Training Manager
	Assistant Principal Officer Finance	3 Assistant Training Managers	Training Standards Officers	Training Standards Officers
	Assistant Principal Officer HR	8 Post Leaving Certificate Principals	Quality Management System Team Lead	Quality Management System Team Lead
	Assistant Principal Officer Corporate Services		Quality Assurance FE Staff MSLETB	Quality Assurance FE Staff MSLETB
	Area Training Manager			
	Adult Education Officers			

Sector Targets 2017 – 2020 FET Sector Provision Targets
• 10% more learners will secure employment.
• 10% more learners will progress to other further or higher education.
• 10% increase in the rate of certification on courses primarily focused on transversal (social mobility) skills development.
• 10% increase of adults, who are seeking FET level provision, engaging in lifelong learning interventions .
• From 2019, for three years, an average increase of 10,000 learners per annum securing relevant qualifications.
• 30,500 new apprentice and trainee registrations in the period 2019 to 2020.
• FET literacy and numeracy strategy delivered , and objectives achieved including improved screening and assessment systems, ESOL policy, and awareness.
• 10% increase in Stakeholder satisfaction with FET provision.

The stated vision for MSLETB is to provide innovative high-quality education and FET services and programmes that provide learners with transformative opportunities for life and living in the West of Ireland. MSLETB's FET provision offers a wide variety of lifelong education and training opportunities. FET is for anyone who is over 16 and wants to learn new skills or enhance existing skills to get the right job, progress to third level or support the achievement of personal goals. MSLETB's overarching strategic statement outlines the strategic Mission, Vision and Goals from 2019 to 2022. This statement documents the framework against which all schools and centres operate.

The Mission, Vision and Goals are underpinned by MSLETB Core Values as follows:

- **Learner centred** – deliver professional, high quality, learner-centred education and training services
- **Professional** – treat everyone with respect and adhere to governance principals; engage in CPD; revise and improve work practice
- **Collaborative** – work together with colleagues, stakeholders and learners and improve communication with learners and colleagues
- **Proactive** - solution focused, flexible and open to new ideas and making services more responsive in meeting the needs of learners and stakeholders
- **Quality** – actively work on innovative approaches and standards to improve services; evaluating systems, work practices and programmes to identify and implement opportunities for improvement.

Establishment of the Department of Further and Higher Education, Research, Innovation and Science

In 2020 the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) was established. The role of DFHERIS is to fund and create policy for the higher and further education and research sectors. It will also oversee the work of the state agencies and public institutions operating in these areas, including ETBs.

The establishment of DFHERIS is a game changer for the ongoing improvement and value proposition of Further Education and Training (FET). The role of DFHERIS is to make sure that the FET sector supports and encourages Ireland's social and economic development, and particularly to make sure that public investment and policy in FET and the other areas it is responsible for will give opportunities to everyone, including the most vulnerable in society.

The on-going impacts of Covid-19

In 2020, the global pandemic had far-reaching impacts across all MSLETB services as facilities had to close and normal activity and routines were severely disrupted. In March when the full brunt of the pandemic hit, MSLETB successfully implemented emergency remote learning across FET Services. At this time, the focus was reset to continue teaching and learning, remotely; to support learners complete their courses; and, to prepare for reopening. Our priority throughout 2020 was the health, safety, and welfare of our entire FET community.

Fortunately, prior to the pandemic, in line with our strategic goals and Strategic Performance Agreements with SOLAS, MSLETB had significantly invested in Technology Enhanced Learning (TEL) and in particular developing blended learning methodologies and making equipment available across all programmes in MSLETB, supporting both Tutors and Learners. In response to the pandemic MSLETB was able to immediately implement wide scale emergency remote learning, building on our existing work and accelerating our goal of including TEL within all facets of FET delivery. The necessary wide scale adoption of the novel approaches points to many positives, which suits a more andragogical approach to delivery including, offering a framework applicable to teaching that allows FET to appeal to student's different life experiences; personalise the students' educational experience; and tailor education to diverse types of adult learners.

However, the rapid transition from face-to-face learning and in-company training to e-learning is far from ideal for many FET learners. The aim is to return to on-site based blended learning whenever feasible. Additional and continuous investment in continually upgrading equipment, network plant, professional development and programme development will be required. Our digital experiences during the recent remote and blended phases of learning delivery will inform our thinking around the co-existence of both on-site and virtual learning structures in the context of our visualisation of the new FET College of the Future, as planned in the SOLAS FET Strategy 2020-2024.

FET Programmes

During 2020, MSLETB offered both full-time and part-time courses in a wide range of fields to a large and diverse population of adult and post second-level learners. Numbers of enrolments were down due to the impacts of the pandemic, particularly in community and contracted training provision, but also across all provision types.

In 2020, approx. 11,000 learners have participated in FET provision across the following programmes:

Post Leaving Certificate (PLC) courses take place in schools and colleges throughout Mayo, Sligo and Leitrim. The courses are full-time and last 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 Mayo, Sligo and Leitrim Education and Training Board are certified by QQI at levels 5 and 6, with qualification such as ITEC, CIBTAC and CIDESCO available in some centres.

Apprenticeships are the recognised means by which people are trained to become craftspeople in Ireland. The apprenticeship system typically consists of 3 off-the-job phases and 4 on-the-job phases.

The Sales Apprenticeship was formally validated by QQI in January 2020. The original start date of April was postponed to September 2020 due to the impact of Covid19 and its restrictions.

A cohort of 21 apprentices commenced the programme in September 2020 representing 12 companies across 8 counties. A second intake of approx. 20 apprentices is planned for February 2021.

Prior to commencing, the programme team delivered an employer briefing, a workplace mentor-training programme and a week's induction (mornings only) for the apprentices completely online as agreed by the Programme Board and noted by the CSG.

To enhance the online delivery of the programme, induction week consisted of developing the ICT skills of the apprentices to ensure they were comfortable and ready for the online class experience. Microsoft Office, Teams and MOODLE as a VLE as well as pilot classes were included as part of this training. Induction week also included guest lecturers, health and wellbeing presentations, presentation by the CSG and the formal SOLAS induction to the apprenticeship.

Face to face classes were cancelled and thus the programme was delivered online and will continue to do so until at least September 2021 or as per HSA guidelines.

A key highlight during the year was Minister Simon Harris announcing the 2020 Generation Apprenticeship Employer of the Year in the large company category winner. With its Headquarter in Galway, the SalesSense International CEO Ger Teahon is chair of the Sales Apprenticeship CSG.

Further intakes are expected to take place in June and October 2021 with up to 50 new apprentices commencing the programme. The team plan to engage with collaborating providers in Q4 with the plan to deliver the programme in more locations in 2022.

MSLETB is also delivering all the new generation apprenticeships and the off the job phases in Craft Butchery, Commis Chef and the new ICT apprenticeship.

Traineeships provide job-specific training, which combines direct training and a significant period of Work Based Learning (WBL) with an employer. National Career Traineeships are available across a broad range of sectors. Traineeships are full-time and all year round to facilitate those entering the workforce for the first time and for people in employment wishing to up-date or acquire new skills. All programmes lead to QQI major awards at levels 4 to 6 on the National Framework of Qualifications. Traineeships typically take nine months.

Vocational Training Opportunities Scheme (VTOS) is a European Social Fund supported intervention in the Irish labour market to enable, as a priority group, unemployed people who have been on the Live Register for at least six months or a person in receipt of statutory redundancy but not in receipt of a qualifying payment for the required period to access education and training with a view to progression to employment.

Back to Education Initiative (BTEI) provides part-time Further Education programmes for young people and adults. The aim is to give people an opportunity to combine a return to learning with family, work and other responsibilities. Programmes are offered on a part-time basis, in the mornings, afternoons or evenings across Mayo, Sligo and Leitrim.

Adult Basic Education Adult Learners can avail of classes in reading, writing, spelling, I.T. and everyday maths in small groups. They all start at the beginning and go at the student's pace. Adult learners can also avail of themed literacy courses for example in health, culinary, horticulture or car maintenance while improving literacy skills.

Family Learning offers parents the opportunity to enhance their own skills and improve their ability to help their children learn.

English for Speakers of Other Languages (ESOL) helps adults improve their spoken and written English.

Adult Literacy is part of the Adult Basic Education Service, which provides literacy and numeracy tuition in a supportive environment for adults who need to develop their skills in reading, writing, spelling, maths and using everyday technology.

Intensive Tuition in Adult Basic Education (ITABE) is a 14-week course, 6 hours per week, which offers the learner the opportunity to improve their basic skills in reading, writing and numeracy intensively.

Community Education refers to adult education and learning outside of 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.

Specific Skills Training courses typically take six months to complete and are designed to meet the needs of industry and business across a range of sectors. Typically, programmes offered are major awards at level 4 – 6 on the National Framework of Qualifications or industry Certification from a recognized external accredited body. Courses are full-time and are scheduled throughout the calendar year to facilitate those seeking employment for the first time and for persons wishing to update or acquire new skills to increase their future employment opportunities.

Youthreach is a programme of education and training and work experience for early school leavers, aged between 16 and 20, provided in an out of school setting. Youthreach aims to develop the core skills needed for further learning and to prepare young people to progress to further education/training or to employment. MSLETB operate five Youthreach Centres, three in Mayo, one in Sligo and one in Leitrim. These centres offer learners a range of certification opportunities, Junior Certificate, Leaving Certificate Applied and a number of QQI awards from level two to five on the national framework of qualifications.

Community Training Centres MSLETB provide community-based training for early school leavers as part of the national Youthreach programme. Community Training Centres are independent, community-based organisations, which provide training and related supports for early school leavers primarily aged between 16 – 21 years who have left school with no formal qualifications. Programmes at the centre are being enhanced to promote greater focus on skills development that are likely to match local employment opportunities.

Local Training Initiatives MSLETB in partnership with community-based groups provide a range of person centred, proactive training/job related services, to assist individuals enter/re-enter the active labour market. In addition, these initiatives aim to promote the removal of barriers and provide supports, which ensure access to Programmes, Services and Employment for individuals and groups experiencing exclusion and labour market disadvantage. Local Training Initiatives enable MSLETB to address these objectives and at the same time provide support to Community/Voluntary Organisations to address local service and development needs. Initiatives are firmly rooted in the community and encourage people who otherwise might not avail of mainstream training to develop their existing skills and learn new skills in an environment that is tailored to their particular local needs.

Skills To Advance (STA) is a national programme aimed at providing educational training opportunities to help employees deal with the basic educational skills demands in the workplace. STA courses may include a variety of subjects, which supports the educational needs of employees. All courses include literacy and numeracy elements integrated into a variety of subjects ranging from communications, maths, computing, reading, writing, spellings and personal development skills. The courses are designed and delivered in a flexible and adaptable way to meet the needs of the employer and employee. Courses can be tailored to suit workplace needs. Courses are usually approximately 35 hours in duration and may lead to QQI accreditation at Level 3.

Music Generation Music Generation Mayo, Music Generation Sligo and Music Generation Leitrim offer performance music education services for children and young people aged 0-18 yrs. They are part of Music Generation – Ireland's National Music Education Programme, initiated by Music Network, and co-funded by U2, The Ireland Funds, the Department of Education and Skills and Local Music Education Partnerships, (LMEPs). Each service is managed locally by a Music Education Partnership in their respective counties, under lead partner MSLETB.

Outdoor Education Centres MSLETB operates two Outdoor Education Centres, in Achill, Co. Mayo and in Ballinaglera, Co. Leitrim. Achill Outdoor Education and Training Centre, which was established in 1971 led to the development of eleven other ETB centres around the country and to the development of the outdoor industry countrywide. The centre develops tailor-made programmes, using adventure activities and the outdoor environment as a catalyst in the physical, social and intellectual development of participants.

Achill Outdoor currently deliver a range of outreach programs aimed at MSLETB Learners built around resilience and wellbeing using the medium of outdoor activities. This has been very important for everyone during and post the Covid pandemic.

Participants include MSLETB's own schools, Youthreach, Scouts, Gaisce as well as education centres and primary, second and third level institutions countrywide. It also caters for youth groups and the public from the age of seven upwards and provides summer environmental/outdoor sports camps. The Centre also delivers a range of environmental programs including primary and secondary level field studies and ecology workshops. Achill outdoor deliver skills training to GMIT Outdoor students including surfing, sea kayaking and rock climbing. The center is a recognised training Centre for all outdoor sports and provides community education on Environmental stewardship such as Clean Coasts, Water framework directive and Climate adaptation.

Achill OETC also delivers a level 5 Outdoor/ Environmental Traineeship. The center also is beginning a surf instructorship with lifeguarding. Both traineeships are designed to prepare trainees for a career in the Outdoor/ Environmental/ Coaching and education sector. Key modules range from Mountaineering/ Sea Kayaking coaching qualifications to Ecology and Field Studies methods and assessments.

MSLETB also runs a QQI Level 6 Sports, Recreation & Exercise & QQI Level 5 Outdoor Sports and Recreation in conjunction with "Lough Allen Adventure" Outdoor Pursuits Centre in Ballinaglera, Co Leitrim.

Evening courses and self-financing night classes MSLETB 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 DEASP Employment Services Office for information on their eligibility to get assistance with paying fees.

Refugee Resettlement Programme MSLETB is actively working with Local Authorities (through the Local Community Development Committee) and other stakeholders to identify and provide services for citizens in general and, specifically, marginalised and at-risk groups, e.g. refugees in each of the three counties and new initiatives to assist Traveller groups.

Youth Work The Legislative function of MSLETB in relation to youth work is to:

"Support the provision, coordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister for Children and Youth Affairs in relation to such support". (Education and Training Boards Act, 2013, Section 10(1)(j)).

The youth work capacity of MSLETB is funded by the Department of Children, Equality, Disability, Integration and Youth (DCEDIY).

The activities of MSLETB in relation to youth work in 2020 encompassed the following services:

- Administration and oversight of the following grant schemes to volunteer-led and operated youth groups:
 - Local Youth Club Grant Scheme
 - COVID-19 Minor Grant Scheme
 - ICT Investment Grant Scheme
- Implementation of National Quality Standards for Volunteer Led Youth Groups and National Quality Standards Framework for the Youth Sector
- Administration and oversight of funding to staff-led youth projects, under the following schemes:
 - Targeted Youth Funding Scheme
 - Revised Youth Funding Scheme
 - Youth Information Centre Scheme
 - UBU Your Place Your Space Scheme
 - Youth Capital Funding Scheme
 - LGBTI+ Youth Service Grant Scheme
 - North West Regional Drugs and Alcohol Task Force projects (as funded by the Department of Health)
 - Comhairle na nÓg (in partnership with Sligo County Council) and other funding lines.
- Youth engagement and participation through support of Comhairlí na nÓg in each of Mayo, Sligo and Leitrim.
- Planet Youth (Mayo) - international, evidence-based primary prevention model developed in order to reduce substance abuse rates amongst young people.
- Youth Mental Health Initiatives in Mayo, Sligo and Leitrim

In addition to the services outlined above, MSLETB supported the coordination of youth work activities with other services through participation in a wide range of interagency committees. Significantly, these included Children and Young People's Services Committees and their various sub-structures in each county. MSLETB Youth Officers, through their participation in

these groups, played an important role throughout the year in guiding a partnership approach to achieving the target outcomes set out in the Better Outcomes, Brighter Futures: The National Policy Framework for Children and Young People, 2014-2020.

Of particular note in 2020, under the DCEDIY's Youth Reform programme, the new UBU Your Place Your Space scheme commenced in July 2020. This incorporated existing projects previously funded under the Targeted and Revised Youth Funding Schemes. It built on work carried out previously to identify needs through the Area Profile, Needs Assessment and Service Requirement process. This identified and evidenced the needs of young people with reference to funded projects

Other Services provided by MSLETB:

Adult Education 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, continuing with education or Progress into Higher Education or training.
- Those wishing to rediscover the joy of learning or receive help with basic 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.

The service has a fully qualified Adult Educational Guidance Counsellor and an Adult Guidance Information Officer. The service is confidential and allows you to talk through concerns about your education without feeling judged and to receive information about the best options for you.

During Covid 19 Lockdown MSLETB Adult Education Guidance and Information service team adapted and reacted quickly and successfully meeting clients, individual, and groups of learners remotely and safely.

In each of the counties, offices were closed to the public, however the Guidance service adapted by meeting clients virtually, over the phone, via emails. Engagements with the clients remained consistent with pre-covid levels.

The service also met groups of learners virtually by working closely with programme Co-ordinators and Tutors in full time courses such as VTOS, Youthreach, PLC and Apprenticeship and contracted training Programmes, and in Part-Time services such as BTEI and Adult Literacy. Information Officers reached potential clients via social media and collaborating with the newly established 1800 number.

During this time, the Guidance service also hosted very successful innovative projects such as a series of Wellness Webinars, Unlock your Future, Next Steps, development of Information Libraries, career mapping, virtual summer workshops.

Co-operation with other institutions

MSLETB has a Memorandum of Understanding with the Department of Employment Affairs and Social Protection (DEASP) in the west and north-west region. The purpose of this Framework is to establish more structured links at national, divisional and area levels between the DEASP and MSLETB. This framework facilitates the exchange of data between the organisations and the referral of clients to suitable education and training interventions provided by the ETB. The objective is to provide DEASP clients with the knowledge, skills, competencies and supports to assist them to find a job or to progress to further education and training, if appropriate. Specific goals agreed include;

- MSLETB actively works with our 3 Local Authorities of Mayo, Sligo and Leitrim on joint initiatives and participates actively on the Local Community Development Committees.
- MSLETB participates on other national and local groups to promote education, training, youth services and music development.
- MSLETB have entered into a Memorandums of Understanding with Sligo IT and GMIT to provide accelerated access for applicants and opportunities for progression.

Employer Engagement

MSLETB has established an Employer Engagement Group and an employer database. MSLETB continue to network and collaborate with employers, employer groups (IBEC, ACBI, CIF, IHF RAI, etc.), Regional Skills Fora (RSF), education providers, state agencies (SOLAS, IDA, Enterprise Ireland, LEOs, etc.) and other stakeholders. MSLETB is currently developing a structure that can provide an organised, managed two-way communications/ interactive system between employers and the ETB.

The Mitigating Against Educational Disadvantage Fund (MAEDF)

Mayo, Sligo Leitrim ETB in conjunction with SOLAS launched an open call for funding in November 2020 aimed primarily at local Community Education Providers/Groups. The Mitigating Against Educational Disadvantage Fund (MAEDF) aimed to address educational disadvantage which may be experienced by adult learners and had a particular focus on supporting the engagement and reengagement of adult learners in the community. This call aimed to reduce barriers to participation in Further Education and Training (FET) by facilitating wider access to digital technologies, equipment, materials, and other supports.

MSLETB provided funding to 42 groups between 3 counties to the total sum of €252,546.12.

Contact Information

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Mhaigh Eo, Shligigh agus Liatroma
An Baile Nua,
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WEBSITE

<http://msletb.ie>

Glossary

BTEI	Back to Education Initiative
C&AG	Comptroller and Auditor General
CE	Chief Executive
CPD	Continuous Professional Development
CTC	Community Training Centre
DE	Department of Education
DSP	Department of Social Protection
ESOL	English for Speakers of Other Languages
FET	Further Education and Training
HSE	Health Service Executive
HSA	Health and Safety Authority
ICT	Information and Communications Technology
LCDC	Local Community Development Committee
LTI	Local Training Initiative
MEP	Music Education Partnership
MSLETB	Mayo, Sligo and Leitrim Education and Training Board
NCGE	National Centre for Guidance in Education
NFQ	National Framework of Qualifications
NPHET	National Public Health Emergency Team
NQSF	National Quality Standards Framework for the Youth Work Sector
PDST	Professional Development Service for Teachers
PLC	Post Leaving Certificate
QQI	Quality and Qualifications Ireland
SCP	School Completion Programme
SEN	Special Education Needs
SFW	Skills For Work
SSRP	Sligo Sport and Recreation Partnership
STB	Services To Business
TY	Transition Year
VEC	Vocational Education Committee
VTOS	Vocational Training Opportunities Scheme

Appendix 1: MSLETB Schools, Centres and Committees

SCHOOLS	DETAILS
Mayo	
Coláiste Pobail Acla	Polranny, Achill Sound, Co. Mayo, F28 CP49 http://colaistepobailacla.ie/
Davitt College and Castlebar College of Further Education	Springfield, Castlebar, Co. Mayo, F23 VY15 www.davittcollege.com /Newtown, Castlebar, Co. Mayo, F23 EW84 https://ccfe.ie/
Moyne College	Ballina, Co. Mayo, F26 W884 www.moynecollege.ie
Coláiste Chomain	Rossport, Co. Mayo, F26 YR99 www.gcr.ie
St. Brendan's College	Belmullet, Co. Mayo, F26 C782 www.stbrendanscollege.com
St. Joseph's Community College	Lowpark, Charlestown, Co. Mayo, F12 WE19 www.sjcc.ie
St. Patrick's College	Lacken Cross, Killala, Co. Mayo, F26 NW52 www.lackencross.ie
St. Tiernan's College	Crossmolina, Co. Mayo, F26 WK25 mayosligoleitrim.etb.ie/school/st-tiernans-college/
Westport College of Further Education	Westport, Co. Mayo, F28 TP82 www.westportcfce.ie
Sligo	
Ballinode Community College and Sligo College of Further Education	Clarion Road, Sligo, F91 DY66 www.ballinodecollege.com / www.sligocfe.ie
Coláiste Iascaigh	Easkey, Co. Sligo, F26 EC56 www.colaiscaigh.ie
Coola Post Primary School	Riverstown, Co. Sligo, F52 XE71 www.coola.ie
Corran College	Ballymote, Co. Sligo, F56 DP86 www.corrancollege.com

Grange Post Primary School	Grange, Co. Sligo, F91 F722 grangepps.ie
North Connaught College	Tubbercurry, Co. Sligo, F91 X883 northconnaughtcollege.net
Leitrim	
Carrigallen Vocational School	Carrigallen, Co. Leitrim, H12 TD72 mayosligoleitrim.etb.ie/school/carrigallen-vocational-school
Drumshanbo Vocational School	Drumshanbo, Co. Leitrim, N41 D623 www.dvs.ie
Lough Allen College	Drumkeerin, Co. Leitrim, N41 XT98 www.loughallencollege.ie
Mohill Community College	Mohill, Co. Leitrim, N41 YT72 mohillcommunitycollege.ie

FURTHER EDUCATION AND TRAINING CENTRES	DETAILS
Mayo:	
Ballina Training Centre	Carrowcushlaun West, Ballina, F26 P278
Claremorris Part-time Further Education Centre	Chapel Lane, Claremorris, Co. Mayo, F12 F5W7
Achill Further Education Centre	Achill Outdoor Education Centre, Achill, Co. Mayo, F28 H7F2
VTOS Swinford	Swinford, Co. Mayo, F12 DC93
VTOS / Youthreach Ballina	Cathedral Road, Ballina, Co. Mayo, F26 FEF4
VTOS / Youthreach Ballinrobe / Ballinrobe Further Education Centre	Ballinrobe, Co. Mayo, F31 FK54
Youthreach Kiltimagh	Kiltimagh, Co, Mayo, F12 CK33
Belmullet Further Education Centre	Belmullet, Co. Mayo, F26 D8H2
Ballina Further Education Centre	Ballina, Co. Mayo, F26 E264
Ballyhaunis Further Education Centre	Ballyhaunis, Co. Mayo, F35 A064
Castlebar Further Education and Training Centre	Castlebar (Kingsbridge), F23 FW70
Sligo:	
Adult Education Centre, Sligo	Castle Street, Sligo, F91 DK33
Ballinode College / Sligo College of Further Education	Clarion Village, Ballinode, Sligo
Sligo Training Centre	Ballytivnan, Sligo, F91 N284
Youthreach Sligo	Cleveragh Industrial Estate, Sligo, F91 FY68
Leitrim:	
PLC - Mayflower, Drumshanbo	Drumshanbo, Co. Leitrim, N41 Y8P6
Adult Education - Bee Park Centre, Manorhamilton	Manorhamilton, Co. Leitrim, F91 HCD9
Adult Education - Presentation House, Carrick-on-Shannon	Carrick-on-Shannon, Co. Leitrim, N41 A2H5
Marion College	Mohill, Co. Leitrim, N41 CY58

MAYO, SLIGO AND LEITRIM ETB COMMITTEES

Audit Committee

Finance Committee

Further Education and Training Committee

Youth Work Committee

Youthreach Advisory Committee

Achill Outdoor Education and Training Centre Advisory Committee

**MSLETB also has representatives on the Institutes of Technology Committees
at IT Sligo, Galway-Mayo IT and Letterkenny IT**

Appendix 2: Financial Information

The MSLETB Annual Financial Statements for the year ended on 31st December, 2020 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2020.

MSLETB will publish the audited financial statements within one month of receipt from the C&AG.

Financial data in relation to the following are included in the Annual Financial Statement:

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories including management compensation in total;
 - Salaries and short term employee benefits
 - Post-employment benefits
 - Termination benefits
- Key management compensation if any;
- Details of the number of employees whose total employee benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and €60,000 upwards and an overall figure for total employer pension contributions.

Appendix 3: Links to Reports

Inspection reports or links to the reports of the schools:

- Subject Inspections:
<https://www.education.ie/en/Publications/Inspection-Reports-Publications/Subject-Inspection-Reports-List/>
- Whole School Evaluations:
<https://www.education.ie/en/Publications/Inspection-Reports-Publications/Whole-School-Evaluation-Reports-List/>
- Evaluation of Action Planning for Improvement in DEIS Schools:
<https://www.education.ie/en/Publications/Inspection-Reports-Publications/Evaluation-of-Action-Planning-for-Improvement-in-DEIS-Schools/>