SERVICE PLAN

2022

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Contents

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

It is with pleasure that I introduce Mayo, Sligo and Leitrim Education and Training Board (MSLETB) Service Plan 2022.

This Service Plan is developed to enable MSLETB to enhance its education and training provision whilst being conscious of the needs of our learners and stakeholders.

The Service Plan identifies actions, performance indicators and targets to meet MSLETB's goals and priorities and sets out the services that will be provided to our communities in 2022.

I wish to acknowledge the work carried out on this Service Plan and would like to take this opportunity to thank my fellow members of the Mayo, Sligo and Leitrim Education and Training Board, all the staff and indeed all the stakeholders who contributed to the development of the Service Plan.

Cllr. Rosaleen O'Grady, Chairperson

2. Foreword by the Chief Executive of Mayo, Sligo and Leitrim Education and Training Board

I am very pleased to be publishing the MSLETB Service Plan for 2022. This Service Plan is an important part of our compliance and statutory obligations with regard to delivering the services for MSLETB for this year. I wish to acknowledge the fine work being carried out by our staff across all our administrative offices, schools and centres in MSLETB despite the many challenges that Covid 19 continues to present. MSLETB is committed to delivering the objectives outlined in this plan in line with our Statement of Strategy and delivering a wide range of services to our learners and community.

I would like to thank those who have compiled this plan and wish to acknowledge the work of our Board and all our stakeholders in helping to deliver the services of MSLETB. I also wish to acknowledge the support of DES and SOLAS and all our other funding stakeholders and thank them for their ongoing support.

I am confident that the continued commitment of all our staff will allow us to deliver this ambitious plan and I look forward to working with you all in 2022.

Mr. Tom Grady, Chief Executive

3. Profile and Background of Mayo, Sligo and Leitrim Education and Training Board

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

The general functions of ETBs are set out in the *Education and Training Boards Act 2013*. ETBs were established on 1st July 2013, with 16 new ETBs replacing the previous 33 Vocational Education Committees (VECs). County Mayo VEC, County Sligo VEC and County Leitrim VEC merged in 2013 to form Mayo, Sligo and Leitrim Education and Training Board. In 2014, Training Centres in Sligo and Ballina, previously operated under FÁS and then SOLAS, were incorporated into the new entity of Mayo, Sligo and Leitrim Education and Training Board (MSLETB). MSLETB now provides a wide range of education and training services across the region as outlined on page 6.

MSLETB has the largest geographic area of all ETBs covering an overall area of 9,014 km². It stretches from the Drowes River near Bundoran to the Erris peninsula in the west, down to Killary harbour and across to the Shannon at Carrick-on-Shannon. MSLETB serves a population of 228,086 (CSO 2016) people and its head office is in Castlebar, with sub offices in Sligo and Carrick-on-Shannon.
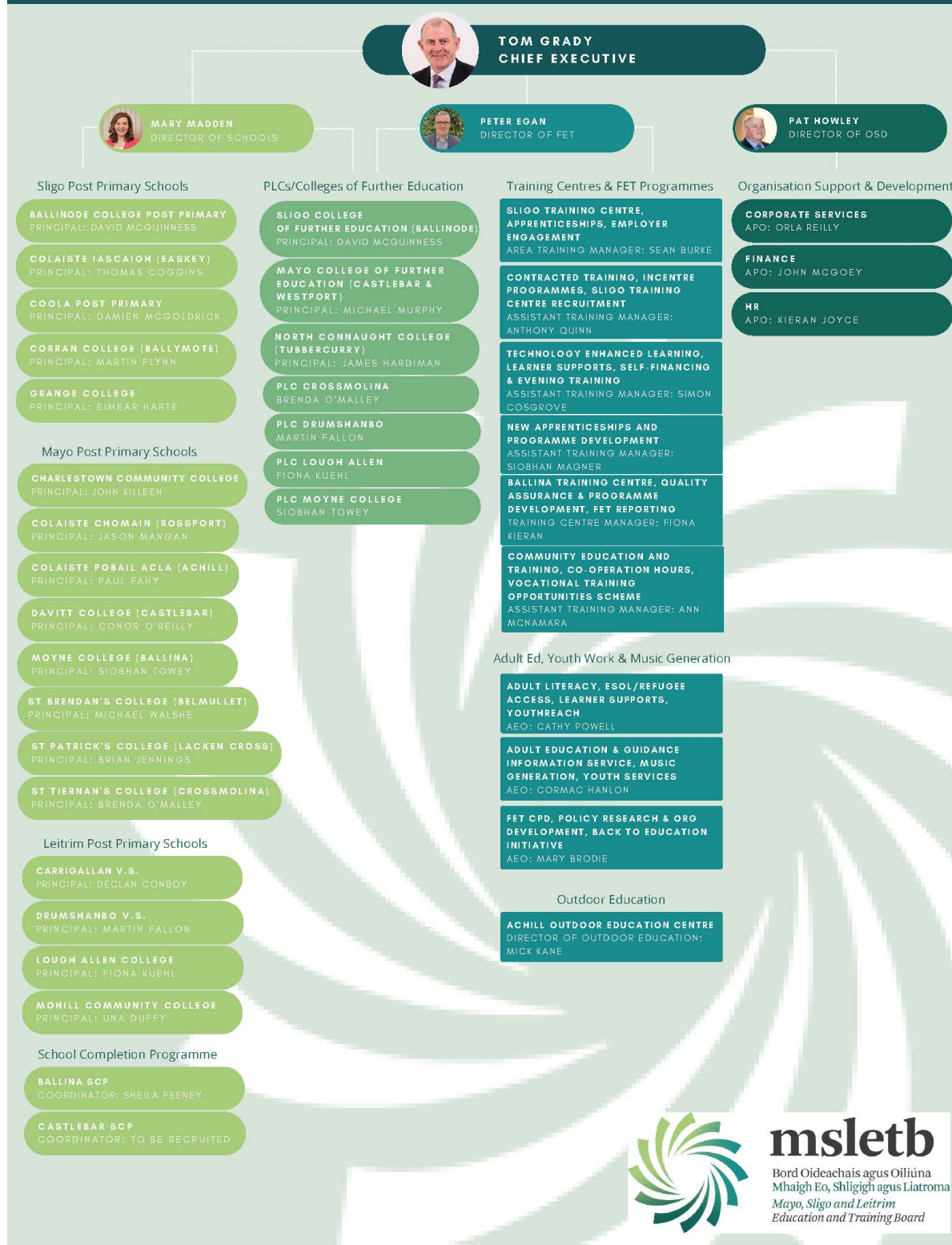
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Bord Oideachais agus Oiliúna
Mhaigh Eo, Shligigh agus Liatroma
Mayo, Sligo and Leitrim
Education and Training Board

msletb ORGANISATIONAL CHART

TOM GRADY
CHIEF EXECUTIVE

MARY MADDEN
DIRECTOR OF SCHOOLS

PETER EGAN
DIRECTOR OF FET

PAT HOWLEY
DIRECTOR OF OSD

Sligo Post Primary Schools

BALLINODE COLLEGE POST PRIMARY
PRINCIPAL: DAVID MCGUINNESS

COLAISTE IASCAIGH (EASKEY)
PRINCIPAL: THOMAS COGGINS

COOLA POST PRIMARY
PRINCIPAL: DAMIEN MCGOLDRICK

CORRAN COLLEGE (BALLYMOTE)
PRINCIPAL: MARTIN FLYNN

GRANGE COLLEGE
PRINCIPAL: EIMEAR HARTE

Mayo Post Primary Schools

CHARLESTOWN COMMUNITY COLLEGE
PRINCIPAL: JOHN KILLEEN

COLAISTE CHOMAIN (ROSSPORT)
PRINCIPAL: JASON MANGAN

COLAISTE POBAIL ACLA (ACHILL)
PRINCIPAL: PAUL FAHY

DAVITT COLLEGE (CASTLEBAR)
PRINCIPAL: CONOR O'REILLY

MOYNE COLLEGE (BALLINA)
PRINCIPAL: SIOBHAN TOWEY

ST BRENDAN'S COLLEGE (BELMULLET)
PRINCIPAL: MICHAEL WALSHE

ST PATRICK'S COLLEGE (LACKEN CROSS)
PRINCIPAL: BRIAN JENNINGS

ST TIERNAN'S COLLEGE (CROSSMOLINA)
PRINCIPAL: BRENDA O'MALLEY

Leitrim Post Primary Schools

CARRIGALLAN V.S.
PRINCIPAL: DECLAN CONBOY

DRUMSHANBO V.S.
PRINCIPAL: MARTIN FALLON

LOUGH ALLEN COLLEGE
PRINCIPAL: FIONA KUEHL

MOHILL COMMUNITY COLLEGE
PRINCIPAL: UNA DUFFY

School Completion Programme

BALLINA SCP
COORDINATOR: SHEILA FEENEY

CASTLEBAR SCP
COORDINATOR: TO BE RECRUITED

PLCs/Colleges of Further Education

SLIGO COLLEGE OF FURTHER EDUCATION (BALLINODE)
PRINCIPAL: DAVID MCGUINNESS

MAYO COLLEGE OF FURTHER EDUCATION (CASTLEBAR & WESTPORT)
PRINCIPAL: MICHAEL MURPHY

NORTH CONNAUGHT COLLEGE (TUBBERCURRY)
PRINCIPAL: JAMES HARDIMAN

PLC CROSSMOLINA
BRENDA O'MALLEY

PLC DRUMSHANBO
MARTIN FALLON

PLC LOUGH ALLEN
FIONA KUEHL

PLC MOYNE COLLEGE
SIOBHAN TOWEY

Training Centres & FET Programmes

SLIGO TRAINING CENTRE, APPRENTICESHIPS, EMPLOYER ENGAGEMENT
AREA TRAINING MANAGER: SEAN BURKE

CONTRACTED TRAINING, INCENTRE PROGRAMMES, SLIGO TRAINING CENTRE RECRUITMENT
ASSISTANT TRAINING MANAGER: ANTHONY QUINN

TECHNOLOGY ENHANCED LEARNING, LEARNER SUPPORTS, SELF-FINANCING & EVENING TRAINING
ASSISTANT TRAINING MANAGER: SIMON COSGROVE

NEW APPRENTICESHIPS AND PROGRAMME DEVELOPMENT
ASSISTANT TRAINING MANAGER: SIOBHAN MAGNER

BALLINA TRAINING CENTRE, QUALITY ASSURANCE & PROGRAMME DEVELOPMENT, FET REPORTING
TRAINING CENTRE MANAGER: FIONA KIERAN

COMMUNITY EDUCATION AND TRAINING, CO-OPERATION HOURS, VOCATIONAL TRAINING OPPORTUNITIES SCHEME
ASSISTANT TRAINING MANAGER: ANN MCNAMARA

Adult Ed, Youth Work & Music Generation

ADULT LITERACY, ESOL/REFUGEE ACCESS, LEARNER SUPPORTS, YOUTHREACH
AEO: CATHY POWELL

ADULT EDUCATION & GUIDANCE INFORMATION SERVICE, MUSIC GENERATION, YOUTH SERVICES
AEO: CORMAC HANLON

FET CPD, POLICY RESEARCH & ORG DEVELOPMENT, BACK TO EDUCATION INITIATIVE
AEO: MARY BRODIE

Outdoor Education

ACHILL OUTDOOR EDUCATION CENTRE
DIRECTOR OF OUTDOOR EDUCATION: MICK KANE

Organisation Support & Development

CORPORATE SERVICES
APO: ORLA REILLY

FINANCE
APO: JOHN MCGOEY

HR
APO: KIERAN JOYCE

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Mayo, Sligo and Leitrim
Education and Training Board

Geographical Map of MSLETB

A Post Leaving Certificate Colleges (PLC)	**K** Specialist Training Programme (STP)
B Youthreach	**L** Local Training Initiatives
C Community Education Facilitators*	**M** Back to Education Initiative (BTEI)
D Music Generation	**N** Adult Basic Education Centre
E Skills for Work** (SFW)	**O** Youth Services
F Night Class Provision	**P** The Vocational Traing Opportunities Scheme (VTOS)
G Training Centres	**Q** Adult Educational Guidance & Information Service (AEGIS)
H Post Primary Schools	**R** Achill Outdoor Education Centre
I Services to Business Advisors	
J Community Training Centres	

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

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

4. Strategy Statement

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

Key to the goals set out in this Service Plan is that the quality of learning experiences for all learners will continuously improve. MSLETB will progress towards maturing as a living, learning organisation which will lead and respond effectively to ever-changing emerging needs locally, nationally and internationally. The Strategy Statement sets out goals and strategies in five key areas as follows:

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

MSLETB's Strategy Statement 2018 – 2022 informs the overall operation, policies and quality assurance of MSLETB's services and is available to view on our website www.msletb.ie.

Our Vision

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

Our Mission

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

Our Values and Behaviours

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

VALUES	BEHAVIOURS
Proactive	1. We will look to be solution focused, flexible and open to new ideas 2. We will endeavour to respond to everybody who contacts the ETB. 3. We will use relevant data and we will endeavour to make our service responsive in meeting the needs of our people.
Professional	1. We will treat everyone with respect and in a professional manner in accordance with our governance principles. 2. We will promote a positive image both inside and outside of the organisation. 3. We will encourage and engage in continuous professional development. 4. We will reflect on our work and revise our work practices.
Quality	1. We will strive for excellence in all that we do. 2. We will actively seek and recognise new standards and ways to improve our service. 3. We will evaluate the suitability of our systems, structures and programmes to identify and implement opportunities for improvement.
Collaboration	1. We will empower all those in MSLETB to work in a collaborative manner to maximise the value of the service we provide to our learners. 2. We trust all those in MSLETB to act with integrity and behave ethically. 3. We will seek out opportunities to enhance communication with our learners and colleagues.

Implementation and Monitoring Provisions

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

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

The consultation process also ensures that the outcomes set out for 2022 are achievable and are owned by the Senior Managers and Principals in their respective areas of service provision.

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

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

Project Lead:

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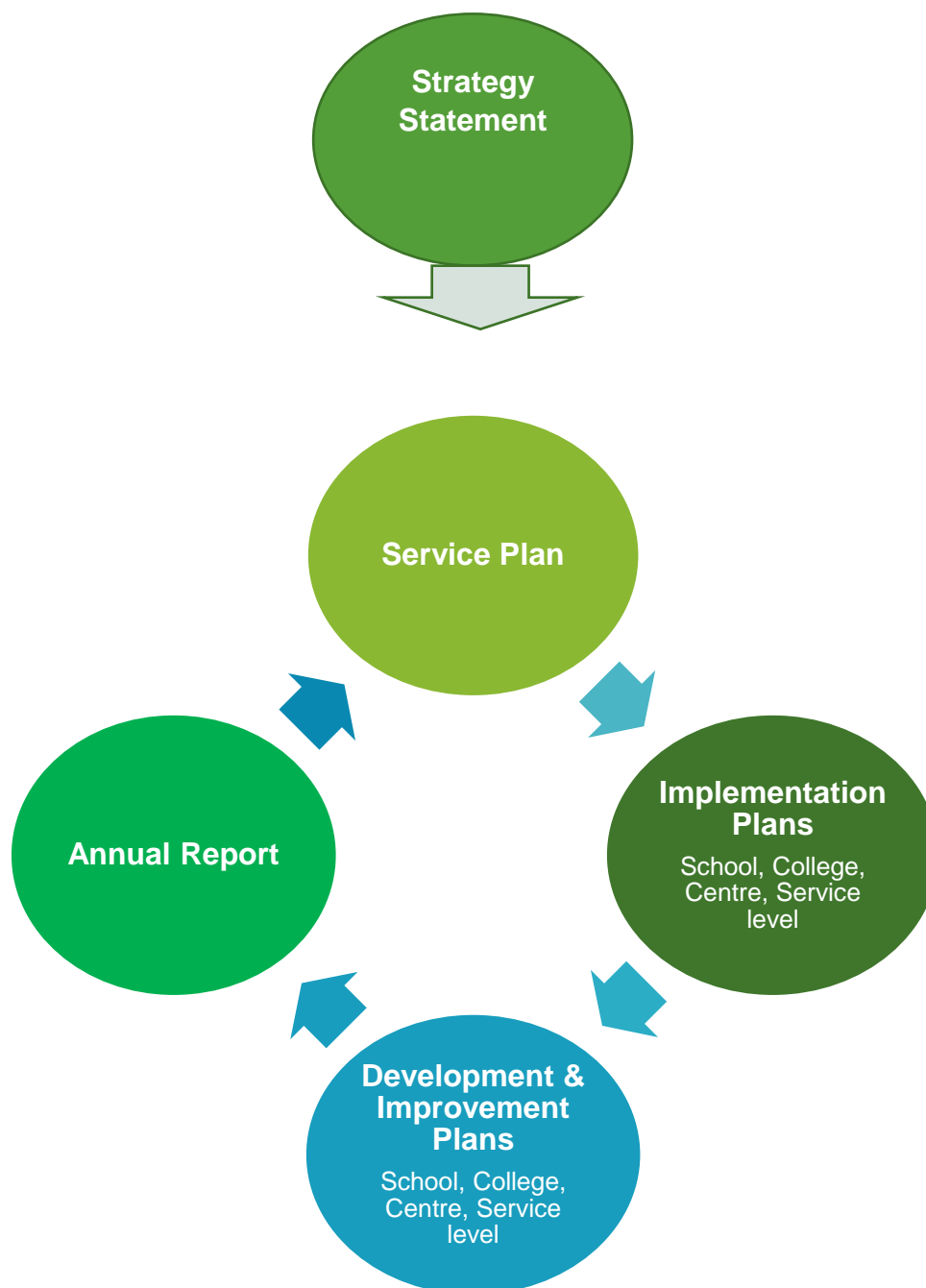
Sponsor:

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

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

- Executive Management Group
- Organisation Support and Development Leaders Group
- FET Leadership Group
- Principals Group

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

![msletb logo — Bord Oideachais agus Oiliúna Mhaigh Eo, Shligigh agus Liatroma, Mayo, Sligo and Leitrim Education and Training Board]

Planning Cycle Work Flow, 5 Year Statement Leading to Annual Planning Cycle

This process ensures transparency, clarity of purpose and to focus on actively working to deliver what we have set out to achieve over the lifetime of the Strategy Statement.

5. Statement of Services 2022 – Goals and Strategies

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

GOAL 1   OPTIMISE STUDENT/LEARNER EXPERIENCE

Priority	Action	Performance Indicator	Target
Provide a positive learning experience for all learners, including learners from marginalised groups	• MSLETB will continue to communicate the vision and ensure it is at the core of how all our schools and centres operate. • Due to the pandemic MSLETB will implement Emergency Remote Teaching and Learning (ERT) when necessary.	• Directors will have responsibility and accountability within their respective areas and will provide reports quarterly at the EMT. • Regular formal/informal feedback will be sought from Learners. • All Staff trained in ERT. • Deliver ICT support for all staff and students. • Increased progression by students to FET and HE options. Review of the MOU between GMIT/Sligo IT and LYIT and from the 1st April, 2022 á-vis Atlantic TU. • Employer feedback from work experience and employee upskilling is collected. • Improved access and retention rates.	• Feedback from students and learners is collected and followed up on a timely manner. • Complaints are dealt with in line with procedures and, where appropriate corrective action is implemented. • Learners engaging with MSLETB are provided with a positive learning experience and there will be less than 10 formal complaints per annum. • MSLETB will address the needs of marginalised learners.

Priority	Action	Performance Indicator	Target
Provide a broad-based curriculum	• Continue to promote high quality learning and teaching within all MSLETB schools. • Addition of new Leaving Cert subjects. • Principal support meetings across all schools on curriculum delivery/allocation. • Engage with FET Management Teams to include new courses to meet demand.	• Student and learner enrolment will be maintained or increase as appropriate. • Increased number of schools introducing LC subjects / programmes. • Implementation of Whole School Evaluation reports and School Inspection recommendations.	• Schools and Youthreach will continuously improve and engage positively and implement the recommendations of Whole School Evaluations in a timely and appropriate manner.
Provide a broad-based curriculum	• Continue to engage with stakeholders to identify and develop new programmes to meet with the needs of labour force which lead to qualifications at Levels 1-6 on the NFQ or equivalent. • Continued priority of development of New Generation Apprenticeships, National Career Traineeships and development and validation of new FET awards under the QQI Policies and Criteria for the validation of programmes leading to Common Award System (CAS).	• Increase in programme development – MSLETB will engage with learners and employers and aim to develop further new generation apprenticeships and National Career Traineeships and QQI awards.	• Increased progression to FET and HE. • MSLETB will adapt and develop new programmes to meet the needs of all those who engage with MSLETB's services. • MSLETB aims to develop 5 new programmes per annum.

Priority	Action	Performance Indicator	Target
Implement Quality Assurance systems	• Schools will continue to implement standards outlined in LAOS document. • MSLETB will implement a quality improvement action plan to address issues identified by ETB in the Self-Evaluation Report emanating from the review team visit during MSLETB's Inaugural Review of Quality Assurance.	• Good practice is continually identified in school inspections. • MSLETB to continue to support and monitor the newly established MSLETB Quality Council. • A new Quality Assurance System to be introduced in 2022, commencing in Q1. • Follow up on the Inaugural Review of Quality Assurance from QQ1. Action plan to be submitted and actioned from Q1.	• All schools will implement highly effective practice. As outlined in the LAOS document. • In 2022 MSLETB will successfully implement an integrated Quality Assurance System. In 2022 MSLETB will submit action plan emanating from the Inaugural Review of Quality Assurance with QQI and continue to implement an annual Quality improvement Plan. • For FET the governance system is reviewed on a bi-annual basis.
Support students/learners at risk of educational disadvantage in line with current national policy	• MSLETB will continue to prioritise and support positive interventions for students/learners at risk of educational disadvantage and other marginalised groups.	• MSLETB will continue to implement DEIS strategies. MSLETB will establish a DEIS FET Transitions Group. • Student support teams are established in all schools. • Training of all staff in ERT.	• MSLETB will continue to provide support to all students/learners of disadvantage. • Improved access and retention rates.

Priority	Action	Performance Indicator	Target
Support students/learners at risk of educational disadvantage in line with current national policy	• MSLETB will continue to prioritise positive supports and interventions for all students at risk of educational disadvantage.	• MSLETB will provide and continuously improve Youthreach services in all counties. • Continue to support DEIS targets and review in schools. MSLETB will establish a Learner Support Unit.	• The DEIS FET Transitions Groups will meet at a minimum twice per annum. • All students/learners at risk of educational disadvantage will be provided with services as required. • In 2022 MSLETB will appoint a Learner Support Officer who will establish a Learner Support Unit with a medium-term operational plan.
Provide guidance and counselling services	• Schools to continue to provide effective guidance and counselling. • Continue liaison with DCU providing outreach Career Guidance Programme.	• All learners in Schools will have access to guidance and counselling. • Increased number of Teachers in MSLETB qualified as Guidance Counsellors. • Adult Guidance service available online. MSLETB will integrate adult guidance and information services into all programmes and provision.	• All students/learners will have access to guidance counselling and information services. • In 2022 MSLETB will complete an MSLETB wide consultation on "Re- Imagining the Future Structural Organisation of an Enhanced, Learner-Focused

Priority	Action	Performance Indicator	Target
Provide guidance and counselling services	• Continue to integrate adult guidance and information and recruitment services in MSLETB.		• Further Education and Training Service within MSLETB" and commence the implementation from the report.
Provide high quality learning/training facilities.	• MSLETB are committed to providing suitable and appropriate facilities for Schools and Further Education and Training and are reviewing all facilities currently. • Rental of appropriate premises where required to deal with the pandemic. • Working in partnership with DE and SOLAS in the provision of new facilities/extensions.	• MSLETB will review all facilities and seek funding to improve facilities in need of upgrading. • Increased number of rented premises if, when and as required. • Projects completed on time. • MSLETB will work with key stakeholders, such as DE, DFHERIS and SOLAS and seek sanctions for building improvements and for new facilities/extensions.	• In 2022, MSLETB's learning /training facilities will be audited, and an action plan will be developed for the future Improvement of each facility.
Promote and develop outdoor education	• MSLETB will provide and continuously improve outdoor education in Achill. • Strong promotion of outdoor education centre in Achill.	• MSLETB will promote and enhance the outdoor education provision. • Increased schools visiting Achill OEC. • Regular upskilling of staff in outdoor education. • MSLETB will launch and commence implementation of the National Outdoor	• In 2022, MSLETB will increase provision of outdoor education and enhance the current provision. • MSLETB will implement the Outdoor Education Training Centre Strategic Framework for the Sector 2021-2023.

Priority	Action	Performance Indicator	Target
Promote and develop outdoor education		Education Training Centre Strategic Framework for the Sector 2021-2023. • New programmes in outdoor education and ecology to meet the needs of participants.	• MSLETB will develop and deliver 2 new OEC programmes with a significant element of sustainable environment and ecology.
Plan for changing demographics	• MSLETB will continue to monitor and review local catchment areas. • Liaison with Department of Education on projected enrolments.	• MSLETB will continuously review and respond appropriately to changing demographics. • Respond appropriately to needs based on changing demographics. • Recruitment of research officer.	• In 2022, MSLETB plans to recruit a Research Officer. • MSLETB will continue to review and complete a report on the needs of changing demographics in the Mayo, Sligo and Leitrim catchment.
Engage effectively with employers	• MSLETB are creating localised regional enterprise engagement groups.	• Increase in enterprise engagement in each Region and development of Further Education and Training provision which offers upskilling and reskilling opportunities. • Increase in numbers participating in work placements. • Increased online and blended learning opportunities. • Expand the employer engagement team. • MSLETB will deliver on the Skills to Advance (STA) programme.	• In 2022, MSLETB will continue to develop its Employer Engagement Team to develop productive relationships with employers, designed to enhance and support learner employability. • In 2022, MSLETB will substantively deliver on its three STA Innovation Projects, including the development of a customer relationship management tool – project SEED.

Priority	Action	Performance Indicator	Target
Engage effectively with employers		• MSLETB will achieve its targets through the Skills to Advance Innovation fund-Project SEED; IMTech and SMART Driving	
Provide and develop traineeship and apprenticeship programmes	• MSLETB are a leading provider of apprenticeships and traineeships.	• MSLETB will continue to expand apprenticeships and traineeships.	• In 2022, MSLETB will expand apprenticeships and traineeships. All learners will be able to access local and national apprenticeships and traineeships. • MSLETB will continue to expand the national apprenticeships of Sales and Butchery and develop new programmes as needed.
Ensure all necessary child safeguarding/ vulnerable adult measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	• In schools and FET Centres, all child protection and vulnerable adults' procedures and policies are in place. • Regular support and training for DLPs and DDLPs. • BOM training incorporating CPOR MSLETB will implement a refreshed vulnerable adults' procedures and polices across FET.	• All schools and centres have arranged appropriate training and policies and procedures are implemented. • Schools compliant in Child safeguarding Inspections. • Training for DLPs, DDLPs and BOM's completed. • MSLETB will monitor the implementation of child safeguarding/vulnerable adult policies.	• In 2022, MSLETB will conduct and audit to ensure all schools and centres have all necessary child safeguarding measures in place in accordance with the Child Protection Procedures for Primary and Post- Primary Schools 2017. • In 2022, MSLETB will continue to implement a refreshed vulnerable adults' procedure and polices across FET and will provide training to all staff in the new procedures.

Priority	Action	Performance Indicator	Target
Priorities STEM/STEAM in schools	• MSLETB has adopted the STEAM implementation plan for schools. • Promote and prioritise the use of technology to enhance teaching, learning and assessment in schools and centres.	• MSLETB will continue to monitor and review the implementation plan. • CPD for teachers is delivered	• In 2022 all learners will be encouraged and have access to STEAM subjects.
Provide high quality ICT learning supports in schools/centres	• Promote the use of technology to enhance teaching and learning and incorporate technology for all learners. To promote and provide high quality ICT facilities and to promote continuous professional development for staff. • As per circular 74/2020 during the COVID-19 Pandemic MSLETB will continue to provide emergency remote teaching and learning utilising blended and eLearning methodologies and platforms. • MSLETB will continue to deliver high quality professional development to all teachers, tutors and instructors to enable and empower to deliver high quality teaching and learning.	• MSLETB schools and centres will continue to integrate and promote ICT for all its learners in technology-enabled classrooms in schools/centres. • Increased numbers of teachers participating in CPD in relation to Emergency Remote Teaching and TEL. • Continue to develop and implement digital learning plans. • High quality ICT facilities in all schools and centres. • Extended provision of digital skills programmes throughout provision.	• In 2022, MSLETB will ensure that all MSLETB Schools and Further Education provision has adequate and appropriate ICT infrastructure. • In FET MSLETB will continue to deliver on the TEL Strategy and the Strategic Performance Agreement with SOLAS. • During the pandemic, in 2021 and 2022, all Teachers, Tutors, Instructors and MSLETB staff have been empowered to carry out emergency remote teaching and working. MSLETB will continue to review technology needs as required.

Priority	Action	Performance Indicator	Target
Provide high quality ICT learning supports in schools/centres	• MSLETB will ensure that all Schools and Further Education provision has adequate and appropriate ICT infrastructure. • In FET MSLETB will continue to deliver on the TEL Strategy and the Strategic Performance Agreement with SOLAS. • Through the Literacy for Life Strategy / Skills to Compete (STC) programme MSLETB will ensure that digital literacy and digital skills are expanded throughout programmes. • MSLETB will migrate standalone servers to Azure and retire physical servers. • This will allow schools and centres to access cloud services such as Microsoft Teams, OneDrive, and SharePoint.	• Deployment of new Firewall to all schools and training centres to provide DNS/DHCP services. • Migration of file server's data to OneDrive and SharePoint. • Migration of PCs/mobile devices from local domains to Azure.	• MSLETB will continue to review CPD needs and provide CPD as required. • In 2022, MSLETB will bring on a digital content partner to assist in the development of high-quality digital content across provision. • In 2022, MSLETB will deploy new Firewalls to all schools and centres identified. In 2022, MSLETB will migrate file server details to One Drive/ Sharepoint. • In 2022, MSLETB will commence the Migration of PCs/mobile devices from local domains to Azure. • MSLETB schools will engage with Digital Strategy 2022-2027 to further enhance digital technologies.
Implement national education strategies	• MSLETB will support the implementation of actions from all national education strategies (and support all other govermental	• Continue to review and monitor operational plans to ensure that local targets are aligned with the national	• In 2022, MSLETB will review all operational plans and include actions to progress all national

Priority	Action	Performance Indicator	Target
Implement national education strategies	strategies), including: – • Department of Education Statement of Strategy 2021-2023. • 'Adult Literacy for Life' - a 10-year adult literacy strategy. • Future FET: Transforming Learning the National Further Education and Training (FET) Strategy. • Action Plan for Apprenticeship 2021 to 2025	education (and other governmental strategies).	education strategies
Participation of three secondary schools in the Scéim Aitheantais do Scoileanna Gaeltachta: Coláiste Pobail Acla, St. Brendan's and Gaelcholáiste Chomáin the only school that operates solely through the medium of the Irish Language	• Use of hours awarded as per Circular 0011/2022 for Múinteoir Tacaíocht, Grant allocation of €1,200. • Use of additional support from Muintearas for a Cúintóir Teanga in each participating secondary school.	• Schools utilisation of Department supports i.e. the hours awarded under circular for additional language-support for Irish (Múinteoir Tacaíocht). • Grant allocation of €1,200 to purchase teaching resources. • School participation in the program offered from external agency Muintearas Teo.	• 5% increase per year in student taking subjects through the medium of Irish by September 2023.

Priority	Action	Performance Indicator	Target
Future growth of Coláiste Chomáin the only post primary school that uses Irish as its main medium of instruction	• Seek additional supports such as a scholarship program for additional students to take part in a TY year in a Gaeltacht school.	• Successful grant awarded from Roinn na Gaeltacht	• Increase in student numbers of minimum 12 students on a yearly basis through successful implementation of a scholarship programme. • September 2023.
To ensure curricular and extra curricular activities are carried out through the medium of Irish. To show the language as a living language	• Promote Extra Curricular Activities with staff and students through Irish. • Utilise staff with the Irish language and places that use activities through Irish for extracurricular activities.	• Increased student uptake in extracurricular activities through the medium of Irish	• Increase in the number of Extracurricular activities through Irish. • June 2023.
Enrich curriculum options to enhance rural schools offering for students	• Gaeltacht E-Hub Pilot Project 2022-2024 Physics & Chemistry	• Student uptake and school participation in Gaeltacht E-hub project.	• Uptake in project by Gaelcholáiste Chomáin . • September 2024.

Priority	Action	Performance Indicator	Target
To involve all stakeholders in the promotion of the Irish Language in the school community	Survey of Parents and community on the use of the Irish language and opportunities for them to use the language in coffee mornings etc.	Response to the surveys and Parental/Community engagement in the events organised by the school through the medium of Irish.	Working group of Parents/Community members for the promotion of the Irish Language in the school. September 2023.

GOAL 2   STAFF SUPPORT

Priority	Action	Performance Indicator	Target
Recruitment and retention of staff	• Review the current Recruitment process to ensure that a dynamic process is in place to support the recruitment of the best people to serve current and future organisational needs. • Provide staff with necessary skills and supports to assist them in performing their roles through PD opportunities. • Provide promotional opportunities within the organisation.	• Continue to recruit staff in line with our Recruitment and Selection Policy. • Analysis of number of permanent employees who leave the organisation to establish any pattern that highlights a retention issue.	• To ensure best practice in the recruitment and selection process to ensure the most suitable people are appointed to the role. • To ensure low turnover of permanent staff. • Continue to engage with the Department of Education for sanctions for replacement and specialist posts as they arise.

Priority	Action	Performance Indicator	Target
Support Staff in ongoing professional development	• Liaise and support MSLETB's Professional Development Co-Ordinator to develop an integrated Professional Development Plan for the organisation.	• MSLETB's Professional Development Co-ordinator to identify and make available PD in critical areas. • Senior Management will identify gaps in current skillsets and provide targeted training opportunities for interested staff. • Provision of interview board training to staff and Board members to increase availability for running competitions.	• To develop employee's skills to support the organisation current and future development.
Support and develop high quality leadership in the ETB	• Review policy for monitoring performance during probation period including communication to Line Managers in their role in the process. • Continue to offer opportunities to staff to engage in leadership professional development, both formal and informal.	• Probation Policy for the organisation to be delivered in Q2 2022. • Measuring outcomes against organisational needs and obligations. • Review feedback from line managers and employees to aid continuous development of the process.	• To develop productive relationships between line managers and new employees. • Encourage leadership development.
Promote awareness of health and safety	• Establish an effective health and safety programme and prioritise health and safety commitments through written and effectively communicated policies for workplace safety and health.	• Number of reported incidents and accidents. • Absenteeism related to MSDs and other H&S related issues. • Participation at training events.	• Update of Health and Safety Statements to all Schools and Centres as per statutory obligations.

Priority	Action	Performance Indicator	Target
Promote awareness of health and safety			• Provide specialist support for Safety Officers to ensure compliance with legislation. • Provide Training for Safety Representative and Fire Wardens by end of Q4 2022.
Provide a positive and supportive work environment	• Continued training to line managers to deal with complaints under MSLETB's Harassment/Sexual Prevention Policy.	• Provide anti-bullying and harassment in the workforce training. • Additional number of staff trained in 2022.	• To increase the awareness of MSLETB's Harassment/Sexual Prevention Policy.
Support staff wellbeing	• Promote the services of MSLETB's Employee Assistance Programme.	• Provide information relating to the Employee Assistant Programme to staff. • Review of number of employees using EAP service.	• Provide support to MSLETB employees.

GOAL 3 GOVERNANCE

Priority	Action	Performance Indicator	Target
Develop organisational structures and systems to meet the changing needs of the organisation	• Procure a Digital Document Management System for the Human Resources Department. • Migrate from the MANSER ESI system to SUN Financials and Purchase to Pay (P2P) system for processing of supplier invoices, payments and financial reporting with plan to go live on 1st July 2022. • Transition to ESBS Learner Payments Process – Wave 2 for VTOS & Youthreach Allowances by end of February 2022.	• Procure a Digital Document Management System for HR Department by the end of Q3 2022. • Review of work processes and significant additional training required across finance administration functions in all schools, centres and administration offices in addition to within the Finance function itself. • Review of work processes and significant additional training required for all Coordinators and administration support resources across all VTOS & Youthreach Centres.	• Deliver Digital Document Management System by end of Q3 2022. • SUN & P2P to be introduced on 1st July 2022 • Wave 2 transition to be completed by end of February 2022.

Priority	Action	Performance Indicator	Target
Develop organisational structures and systems to meet the changing needs of the organisation	• Review adequacy of new financial systems in the context of Procurement and seek amendment in practices as necessary. • MSLETB has invested in cloud resources to deal with the COVID 19 pandemic. The majority of our communications is now through the Microsoft Teams platform. MSLETB requires a unified communication platform that will allow any time anywhere communication with service users and strategic partners. To achieve this, MSLETB will tender for a replacement clouded phone system that will integrate with Microsoft Teams. • Implement a Managed Print Service (MPS) across the whole organisation to improve efficiency in printing, cost and environmental impacts.	• Analysis of Multi-Annual Procurement Plan (MAPP) to identify non-compliant procurement spend and historic spending analysis. • MSLETB will tender for a clouded phone system in Q2 of 2022 with the commencement of deployment in Q3 of 2022. • MSLETB will tender for a MPS system in Q2 2022.	• Improved efficiencies and cost reduction through compliance with Procurement Plans and Policies. • Increase the proportion of spend with contracted suppliers drawn down from National Framework Q4 2022. • It is envisaged that MSLETB will deploy the clouded phone system solution over a two-year period on a site-by-site basis. This will ensure that existing premises phone systems are fully utilised and that value for money is achieved. The overall contract will be for a four-year period and allow for continuous drawdown of the solution as necessary. • MPS will be implemented in all sites by Q3 of 2022 with savings of costs evidenced by Q4.

Priority	Action	Performance Indicator	Target
Effectively manage finances and risk	• Commence the transition from outdated Financial Reporting system to Sun Financials platform. • Review adequacy of existing systems and upgrade as necessary to mitigate business risks. • Review Risk Registers and prioritise high risks as points of action. • The board of MSLETB will review and ensure that there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The audit and risk committee will support the board in this role. • Appointment of Audit and Risk Committee members are in compliance with Code of Practice requirements.	• Planning and Preparation to be measured against transition milestone timelines. • Review of high-risk categories by Audit and Risk Committee bi-annually to measure number of risks mitigated. • Adequacy of existing financial skills and experience of Audit and Finance Committees by external members. • Ensure appraisal by Board of work carried out by Finance and Audit & Risk Committees. • The Board of will ensure that it receives adequate assurance that specified controls are operating as intended. • Review of Audits conducted compared to IAU Annual Audit Plan.	• Improved internal and external Financial Reporting from July 2022. • Continue to take actions to Deliver improved risk ratings ofsignificant high-risk activities on a quarterly basis. • Ensure that there is financial expertise on Audit and Finance Committees and provide for the Procurement of specialist advice, should the need arise. • Ensure transparent communication between Finance, Audit Committee and MSLETB Board. • Deliver adequate Systems of Internal Control in compliance with Section 10 of the 2013 Act and Code of Practice and are reported in Annual Report Q3 2022.

Priority	Action	Performance Indicator	Target
Effectively manage finances and risk	• The chair of the board will ensure that board members are provided with written reports on the work carried out by finance and audit & risk committees as required under the Code of Practice for Governance of ETBs. • Continue to engage with IAU to identify areas for closer inspection and potential audit. • Monitor progress on management responses in C&AG Management Letter.	• Implement an Audit Recommendations Tracker. • Continue to provide input to the Internal Audit Unit to identify risks and/or risk areas that my benefit from internal audit.	• Report to the Audit and Risk Committee on progress on risks identified. • Ensure Transparent and timely communication between MSLETB and the Internal Audit Unit
Efficiently use resources	• During the COVID-19 pandemic, Microsoft 365 has proven that it is an extremely effective communication and collaboration tool which improved efficiency across the organization. Staff and students have full access to the Microsoft 365 platform and to ensure full utilization continuous, CPD is required. MSLETB will continue to provide CDP training to all staff members to maximise efficiencies using cloud resources.	• All existing physical servers located in schools and training centres throughout MSETB will be retired and their service transferred to the cloud. • All existing data located on the file servers outside of the corporate network will be migrated to Microsoft SharePoint and OneDrive cloud services.	• Existing physical servers located in schools and training centres will be retired by Q2 2022. • Existing data located on file servers outside of the corporate network will be migrated to Microsoft SharePoint and OneDrive by Q2 2022.

Goal	Action	Performance Indicator	Target
Efficiently use resources	• A cloud-first Digital Strategy will be adapted and the use of cloud resources will be accelerated including the migration of schools and training centres to the Azure AD cloud. This will ensure that data is protected and all devices are centrally managed and updated regularly with the latest security and virus guard patches. • Review current resources and align them to meet statutory and regulatory priorities of MSLETB and strategic goals.	• All Windows devices currently authenticating to schools and training centres servers will be migrated to Azure AD cloud services. • All Windows devices will be centrally managed through SCCM and Intune. • Review allocations from Department. Consider needs of the Organisation and apply resources to achieve strategic goals.	• All Windows devices currently authenticating to schools and training centres servers will be migrated to Azure AD Q2 2022. • All Windows devices will be centrally managed through SCCM and Intune in Q3 2022. • Develop a system for deployment internally as required, and identify for future organisational requirements.
Communicate effectively	• Review internal communications and develop an internal structure and policies to deliver information to staff while complying with provisions of relevant legislation and regulations. • Review content and accessibility of staff intranet 'Score' and promote its use as a communication network for all staff.	• Review policy development. • Measure responses and feedback from communications. • Monitor website traffic reports. • Social Media Analytics.	• Update and implement MSLETB Sceim Teanga by Q4. • Improved staff awareness of resources within MSLETB Intranet – SCORE through training Q3. • Embed a culture in MSLETB that clearly identifies the value of relevant and up to date communications in a consistent manner across the organisation.

Goal	Action	Performance Indicator	Target
Communicate effectively	• Optimise MSLETB's website to communicate information to target audiences and effectively use social media to market and promote the services of MSLETB. • Continue to develop publications outlining the functions and services of MSLETB.		
Develop Service Level agreements with external stakeholders	• Review adequacy of current SLAs and action poor performance of service providers. • Review and evaluate performance of SLAs through annual meetings with external stakeholders to discuss outcomes and identify key priorities. • Identify what activities or service areas with external stakeholders require a Service Level Agreement and develop a standard SLA template for this purpose.	• Number of SLAs, MOUs and other agreements in place. • Ongoing review of performance of SLAs.	• All Service Level Agreements are prepared and identify acceptable service levels. • Ensure procedures are in place to ensure agreed levels are being met.

Goal	Action	Performance Indicator	Target
Ensure effective data protection	• Continue a process of accountability and responsibility to ensure effective oversight of data protection compliance. • Actively engage all schools, centres and administrative offices with the data protection solutions available to them. Build awareness and promote participation in data protection compliance and processes. • Undertake regular data protection audits and DPIAs to maximise the security of the personal data under the control of MSLETB.	• Numbers and categories of Data Breaches. • GDPR Training Tool Completion Rates. • Number of Participants at Data Protection Awareness Training. • Internal Audits by DPO. • Review of Self-Assessment Checklists returned for Schools and Centres.	• Review and implementation of Data Protection Policy Q2 2022. • Implementation of new GDPR Training Tool Q3 2022. • Completion of targeted training to key personnel Q3 2022. • Circulation of Data Protection Compliance Assessment for all sites by Q3 2022.
Engage effectively with stakeholders and develop partnerships	• Engage with MSLETB Committees to consider the learning environment, the infrastructure required and the future education and training requirements for communities in Mayo, Sligo and Leitrim initiate and drive discussion and debate with stakeholders, employers, staff, students and learners to identify additional services to be provided. • Undertake a communications exercise to inform stakeholders of MSLETBs roles and responsibilities.	• Review MOUs and SLAs. • Review Employer Engagements. • Identify Emerging needs.	• Build strong relationships and develop valuable partnerships with stakeholders for delivery of improved operations and services. • Liaise with all stakeholders to enable timely response to identified needs.

Goal	Action	Performance Indicator	Target
Follow best practice in procurement	• Ensure that MSLETB's public procurement function is discharged ethically, honestly and fairly in a manner that secures best value for money. • Develop and enhance MSLETB's Procurement Unit to assist and support the organisation in compliance with the Procurement Policy.	• Audits. • Review performance of contracts. • Analysis of Multi-Annual Procurement Plan to identify significant non-compliant spend.	• Improved efficiencies and cost reduction through compliance with Procurement Plans and Policies. • Continue to draw down from the National Frameworks.
Ensure compliance with statutory and regulatory requirements	• Continue to develop and enhance governance structures and practices across the organisation in line with the Code of Practice (COP) for the Governance of ETBs and other legislative and regulatory requirements. • Implement clear policies, procedures and roles which support strong corporate governance. • Promote and emphasise accountability and transparency in all undertakings.	• Review self-assessments of COP questionnaire completed by members of MSLETB Boards to identify improvements required. • Attendance rates at all board meetings as per the COP. • The chairs of both the audit & risk committee and the finance committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs. • Reporting deadlines set by the Department should be adhered to.	• Demonstration of MSLETB's ongoing commitment to achieving the highest possible standard of corporate governance in line with the Code of Practice Q4.

Goal	Action	Performance Indicator	Target
Ensure compliance with statutory and regulatory requirements		• Measuring compliance levels of MSLETB using Compliance Assessment Tools.	
Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	• In schools and FET Centres all child protection and vulnerable adults' procedures and policies are in place.	• All schools and centres have arranged appropriate training and policies and procedures implemented. • CPOR's completed by all BOMs. • Positive Child Safeguarding Inspection Reports. • BOM checklist completed by all Schools. • All Schools and Centres will have implemented Child Protection and Vulnerable Adults' procedures and policies.	• All schools and centres have all necessary child safeguarding measures are in place in accordance with the Child Protection Procedure for Primary and Post Primary Schools 2017. • In 2022, Schools and Centres will be audited to confirm that training and policies are up to date and in place.

GOAL 4   PROTECTION PROGRAMMES

Goal	Action	Performance Indicator	Target
Assist the various Government Departments to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.	• MSLETB are currently developing and delivering refugee resettlement programmes in Co. Sligo, Co. Mayo and Co. Leitrim. One hundred and fifty-five refugees have attended Mayo Refugee resettlement programmes in 2021. Programmes took place across MSLETB programmes and services. Refugees are also supported on Youthreach and PLC programmes in Mayo. • In 2022, MSLETB will continue to prioritise its support for Refugee Resettlement and every resource available will be deployed to aid programme refugees.	• Continue to maintain, develop and improve strong working partnerships between MSLETB, DFHERIS, SOLAS, Local Authorities/LCDC and Refugee Resettlement Workers and MSLETB play a key role in the integration Service Delivery Team – (IRPP).	• All International Protection participants in MSLETB will be prioritised and provided with services as needed.

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for MSLETB will be either commenced or delivered during 2022 to ensure advancement of the overall Strategy Statement. –

Goal	Priority	Action	Performance Indicator	Target
1	Excellent teaching, learning and training	Promoting Continuing Professional Development and collaboration for Teachers, Tutors and Instructors.	Participation in CPD.	Quality – delivering the best learning experience to the highest standards to all students, learners and trainees in MSLETB.
2	Positive experience for all in an equal and inclusive environment	Initiating the Public Sector Equality and Human Rights Duty and embedding it in all functions of the organisation.	Assessment of MSLETB through Values Lab Tool.	Person Centred – delivering training and education that is based on mutual respect, trust and inclusion.
3	Effective corporate governance and compliance	Continue to develop and enhance governance structures and practices across the organisation in line with the Code of Practice for the Governance of ETBs and other legislative and regulatory requirements.	Compliance Assessment Tool.	Creating standards of integrity and ethics in an accountable and transparent organisation that is built around our core values and commitment to our learners.
4	Promote a positive and healthy organisational culture	Continue to roll out MSLETB's Wellbeing Initiative.	Number of participants engaging.	Create a culture where respect and regard for all individuals is key in the success of the organisation.
5	Promote the standing of MSLETB as an integral part of the community	Enhance the profile of MSLETB by delivering an accessible and comprehensive website to improve the delivery of information to our students and learners.	Website traffic analytics.	Enhance the profile of MSLETB by meeting the needs of the community through the effective delivery of services and by developing an awareness of the MSLETB Brand.

Statement of Services – Schools and Colleges

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

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

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

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

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

MSLETB has three schools participating in the Gaeltacht Recognition Scheme, namely; Gaelcholáiste Chomáin, Rossport , St Brendans College, Belmullet and Coláiste Pobail Acla , Achill. The schools participating in the Scheme receive a range of supports from the Department, including additional teaching hours, advisory visits from the Inspectorate of the Department of Education, additional professional development from An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta (COGG) and funding for resources in Irish. They continue to implement the full range of Policy on Gaeltacht Education and Gaeltacht School Recognition Scheme actions.

To ensure the highest quality of teaching and learning and the best possible educational experience for its students, support will be offered by MSLETB to all schools in areas such as Continuing Professional Development, literacy and numeracy, Special Education, Technology Enhanced Learning and English as an Additional Language. In MSLETB, we also continue to prioritise the implementation of the Department of Education and Skills Digital Strategy.

In addition, support will be provided to school management and staff in areas such as Information Technology, leadership development and support programmes. Support will also be offered in the areas of policymaking and governance through ongoing work and training with Boards of Management and school management.

Response to Covid-19 Pandemic

During the Covid 19 pandemic, MSLETB schools quickly adopted to online platforms, tools and technologies to provide for the continuity of teaching and learning. The overwhelming engagement of staff in digital skills courses and the ICT infrastructure played a pivotal role in the successful transition of our schools to remote teaching and learning.

MSLETB School leaders carefully planned and implemented the Covid-19 response plan for the safe and sustainable reopening of schools for the 21/22 school year. Leaving Certificate students could progress due to the tremendous work and dedication of staff (teachers and leaders alike), who operated a second examination system (accredited grades), in addition to the conventional examinations.

Measures in the response plan include:

- Covid-19 policy
- Appointment of a Lead Worker representative
- Provision of staff training
- Control measures
    - Posters and signage
    - Reconfigured classrooms
    - Sanitising stations
    - Isolation area
    - Use of face coverings
    - Contact log for visitors
    - Enhanced cleaning arrangements

The health, safety and well-being of students, their families and all staff has always been paramount as MSLETB schools worked through the challenges posed by Covid 19.

Enrolment numbers for MSLETB schools and colleges for the 2021-2022 academic year are as below:

SCHOOL	LOCATION	2021-2022
MAYO		
Davitt College	Castlebar, Co Mayo	772
Moyne College	Ballina, Co Mayo	183
St. Brendan's College	Belmullet, Co Mayo	377
St. Tiernan's College	Crossmolina, Co Mayo	192
St. Patrick's College	Lacken Cross, Co Mayo	187
Coláiste Pobail Acla	Achill, Co Mayo	219
Gaelcholáiste Chomáin	Rossport, Co Mayo	38
St. Joseph's College	Charlestown, Co Mayo	168
SLIGO		
Corran College	Ballymote, Co Sligo	95
Coola Post Primary	Riverstown, Co Sligo	501
Colaiste Iascaigh	Easkey, Co Sligo	131
Grange Post Primary	Grange, Co Sligo	220
Ballinode Community College	Ballinode, Co Sligo	178
LEITRIM		
Lough Allen College	Drumkeerin, Co Leitrim	164
Drumshanbo Vocational School	Drumshanbo, Co Leitrim	335
Carrigallen Vocational School	Carrigallen, Co Leitrim	361
Mohill Community College	Mohill, Co Leitrim	413
TOTAL SECOND LEVEL STUDENTS		**4534**

Post Leaving Certificate

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

In 2021, MSLETB established Mayo College of Further Education and Training. This new college amalgamates Westport College of Further Education, Castlebar College of Further Education, St. Tiernan's College PLC and Moyne College PLC. The state-of-the-art FET programmes and courses offered by Mayo FET College will enable students and teachers to meet the demands of the modern social and economic environment. The College will offer exceptional educational opportunities for school leavers, lifelong learners, returning learners, employers, employees, and the wider community. It will serve as a beacon of learning for the region and afford learners the opportunity for academic, employment and social progression. Mayo College of Further Education and Training will:

- be a leading centre for learning in Mayo and the West of Ireland.
- be a technology-enhanced centre of excellence.
- have a robust European dimension with the Erasmus+ programme; and
- offer a range of social and sporting activities for learners.

The development is in line with the goals of the SOLAS Transforming Future FET: Transforming Learning the National FET Strategy 2020-2024. The college will focus on Building Skills, Fostering Inclusion and Creating Pathways.

In 2022, MSLETB will continue to develop Mayo College of FET and to review PLC provision across MSLETB to improve its quality, impact and reach.

Enrolment numbers of PLC students in MSLETB schools and colleges for the 2021-2022 academic year are as below:

COLLEGE	LOCATION	2021-2022
Castlebar College of Further Education	Castlebar, Co Mayo	194
Moyne College PLC	Ballina, Co Mayo	14
Westport College of Further Education	Westport, Co Mayo	176
St Tiernan's College PLC	Crossmolina, Co Mayo	0
Gaelcholáiste Chomáin PLC	Rossport, Co Mayo	N/A
Sligo College of Further Education	Sligo, Co Sligo	372
North Connaught College	Tubbercurry, Co Sligo	87
Lough Allen College PLC	Drumkeerin, Co Leitrim	24
Drumshanbo VS PLC	Drumshanbo, Co Leitrim	24
TOTAL PLC STUDENTS		**891**

School Completion Programmes

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

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

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

Services were provided in 2020/2021 to students in the following schools in Mayo as per SCP Retention Plan 2021/2022:

School	No. of beneficiaries
Davitt College, Castlebar	61
Scoil Mhuire agus Pádraig, Swinford	35
Coláiste Pobail Acla, Achill	29
Moyne College, Ballina	40
St. Tiernan's College, Crossmolina	23
St. Brendan's College, Belmullet	28
Ghaelcholáiste Chomáin, Rossport	14
Scoil Íosa, Ballina	35
Gaelscoil na gCeithre Maol, Ballina	15

Statement of Services – Further Education and Training

The "Future FET": Transforming Learning FET Strategy 2020 – 2024 aims to transform learning over 5 years. The Strategy is based around three strategic pillars: building skills; fostering inclusion; and facilitating pathways. This will be underpinned by a strong focus on four enabling themes: digital transformation; learner and performance focus; staffing and structures; and capital development.

The central premise of the new strategy is that FET is for everyone and will serve as a major driver of both economic development and social cohesion. It is available in every community and offers people pathways to take them as far as they would like to go on their education & training journey, regardless of any previous level of education.

The core benefits of MSLETB Further Education & Training services will offer learners:

- a better chance of a job.
- the opportunity to progress to other education and training.
- the transversal skills that will allow them to integrate and engage effectively with society.
- a means of accessing education throughout a lifetime.
- vocational skills that are linked to regional and national critical skills requirements.
- and new models of delivery which can meet their rapidly evolving needs.

MSLETB will contribute to the ambitious FET Strategic plan 2020 – 2024 and will actively engage in the implementation plan to establish Strategic Framework for Future FET to deliver the plan. MSLETB engage with SOLAS in a strategic dislodge annually to update our three-year strategic performance agreements which is shaped and informed by the Overarching Planning and Funding Parameters and Requirements for Education and Training Boards Further Education and Training Provision issued by SOLAS. The annual update facilitates reflection on the strategic context, direction and progress of the MSLETB/SOLAS SPA agreement and, facilitates addressing the needs of evolving priority areas and cohorts on an annual basis.

MSLETB specifically supports the FET Strategy and System Targets set under the National FET Strategy and reflected in national FET system targets agreed between MSLETB and SOLAS, delivered over a 3-year cycle. It does this by continuing to align skills development and training with the enterprise needs of the region and by continuing to contribute to the National Challenges posed by Cross-government policy where MSLETB FET will be expected to make a key contribution, such as in Future Jobs, Climate Change, and Project Ireland 2040.

MSLETB also consider the Wider Education & Skills Policy issues. The National Skills Strategy and 3-year Action Plan for Education set out a series of commitments in relation to the FET system, while the development of a tertiary education framework promises a more coordinated approach between FET and HE. This is particularly relevant to MSLETB: - GMIT, IT

Sligo St. Angela's college Sligo and Letterkenny IT are to become a Technological University (TU) under the Atlantic Technological University banner.

MSLETB will continue to maintain its leadership in FET provision in the region, across all sectors from basic education to specific skills and work-based training. As the provider of choice, MSLETB will be at the heart of relevant and innovative partnerships with industry driving the development and delivery of quality programmes of education and training. This will be achieved whilst maintaining a community focus where the vulnerable and those on the margins of society are included. This will be the marker of the success of FET in the region.

The Action Plan for Apprenticeships 2021 – 2025 brings all apprenticeships together under a new National Apprenticeship Office. The plan outlines an ambitious target of 10,000 new apprentice registrations per annum by 2025 which underlines the Government's commitment to reform the position of apprenticeship in the wider education and training sector. The plan sets out a structure for an apprenticeship system that is flexible and responsive, providing a strong value proposition for employers and potential apprentices.

MSLETB will continue to provide and develop apprenticeships in support of the national expansion of apprenticeships and traineeships. MSLETB has significant facilities, infrastructure, skill, and competence for the delivery of apprenticeship programmes, and it will continue to deliver and increase our Craft Apprenticeships capacity in line with increased demand. MSLETB has also led out in the development of New Apprenticeships validating programmes in Craft Butchery & Sales as well as collaborating in the delivery of the Commis Chef & ICT Apprenticeships.

MSLETB deliver the following apprenticeships:

- Carpentry & Joinery
- Electrical
- Electrical Instrumentation
- Vehicle Body Repair
- Toolmaking
- Commis Chef
- Craft Butchery
- Sales Apprenticeship
- Mechanical and Maintenance Fitting
- ICT Apprenticeships
- Plumbing (2022)
- Hairdressing

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

MSLETB's Community Education Service (CES) Plan will focus on engaging hard to reach learners in community settings to identify their learning needs, engage them in a short term and part-time programme and aid their progression into other accredited FET options. The CES provides grants and tuition hours to local community and voluntary groups. The main target groups across the region include people who are long term unemployed, early school leavers, people with a disability, disadvantaged men and women, Travellers, older people, migrants and refugees / asylum seekers.

Throughout the coming year, MSLETB will:

- provide services in response to the C19 national emergency (Emergency response to the disruption to Craft Phase training and Skills to Complete),
- continue its work as an active member of the Regional Skills Forum in the West and Northwest,
- maintain regular meetings with DSP throughout the region facilitating the identification of the training needs of the unemployed continue its employer engagement programme to ensure it meets employer & employment needs in the region delivering Skills to Advance & Skills for Work programmes,
- build our capacity and collaborate with other ETBs to increase delivery of the Craft Butchery and Sales apprenticeships,
- continue its work developing new apprenticeships in partnership with industry,
- collaborate with other coordinating providers for the delivery of new apprenticeships
- continue to formulate various other Further Education and Training initiatives,
- work collaboratively with other ETBs for the delivery of Innovation Projects: SMART Driving programme and a CRM system for the FET sector.

Scope of Provision

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

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

The Impact of COVID-19 Pandemic

The COVID-19 Pandemic and the impacts on FET:

Fortuitously, 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 developing blending learning methodologies and making equipment available across all programmes in MSLETB, supporting both our FET staff 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 new 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 different types of adult learners.

Additional and continuous investment in continually upgrading equipment, roll out of ICT devices, professional development and programme development will be required. Our digital experiences during the recent remote and blended phases of learning delivery in 2021 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.

Albeit necessary, the successful transition from face-to-face learning and in-company training to e-learning has proven far from ideal for many FET learners. In mid-2021 MSLETB returned predominantly to in centre operations particularly for practical and workshop activities. MSLETB continued to operate on this basis for the remainder of 2021 despite some disruptions. Our Ambition for 2022, as an essential services provider, is to remain on site with F2F activities as far as is practicable and in line with NPHET guidelines and departmental instructions.

During the Pandemic, MSLETB have 3 key priorities including the health, safety and welfares of our entire learning community:

1. Continuity of the highest quality of learning and completing learners on courses - engaging with the learner population, supporting immediate and ongoing continuity of learning and assessment.
2. Broader economic impact of Covid-19 how we can support citizens in MSLETB; the unemployed/Jobseekers/ persons needing support is a key focus. Working on the new Skills to Complete sectoral initiative, we plan to support those who have lost their jobs by providing new part-time courses in transversal skills and digital skills, and course tailored for emerging job opportunities.
3. Continuously scenario-planning for In-Centre activities with the capability to pivot to remote as required.

MSLETB Training Centres and Training Provision

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

This includes the following programme types and target numbers:

Programme type	2022 target numbers
Traineeships	400
Specific Skills Training*	400
Apprenticeships**	650
Community Training Centres	120
Specialist Training Programmes	150
Local Training Initiatives (LTIs)	280
Skills to Advance***	600
Skills for Work	200
Explore in Collaboration with Regional Skills	40

*This number will increase when Skills to Complete is Launched in response to C19
**Apprenticeship Numbers expected to rise with the "Accelerated Apprenticeship" intervention
*** Routes 1, 2 and 3.

Back to Education Initiative

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

Courses that are offered can include:
- Subjects at Junior or Leaving Certificate Level
- QQI Major and Minor Awards at Level 3 and 4
- Progression onto QQI Major and Minor Awards at Level 5 and 6.

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

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

Courses to be offered in 2022 include the following:

Programme Type	2022 target numbers
BTEI	2,936

Adult Literacy Service

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

"Language, reading, writing, numeracy and everyday technology for communication (ICT). Literacy has personal, social and economic dimensions."[1]

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

The new national Adult Literacy for Life – a 10-year adult literacy, numeracy and digital literacy strategy was launched on 8th September 2021. The Strategy aims to ensure where every adult has the necessary literacy, numeracy, and digital literacy to fully engage in society and realise their potential. MSLETB will play a key role in delivering on the following key commitments:

- Increasing in the number of learners engaging with literacy and language support by 20,000 by expanding the range of courses available over the first half of the strategy's lifetime.
- Reduce the number of adults in Ireland with unmet literacy needs, from 18% to 7%.
- Reduce the number of adults in Ireland with unmet numeracy needs from 25% to 12%.
- Reduce the share of adults in Ireland without basic digital skills from 47% to 20%.

Within the Adult Literacy Service throughout the three counties, the following specific programmes will be provided in 2022:

Programme Type	No. of Participants	No. of courses / groups
General adult literacy, numeracy and ICT programmes, including Family Learning Programmes	1525	258
Intensive Tuition Adult Basic Education (ITABE)	128	18
English for Speakers of Other Languages (ESOL)	888	104
Refugee Re-Settlement Programme	66	9

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[1] National Adult Literacy Agency: *Integrating Literacy: Guidelines for further education and training centres, Revised edition 2013*

Community Education

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

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

Provision in 2022 is planned as follows:

Programme type	No. of participants	No. of courses / groups
Basic IT, Social and Personal Development, Health and Fitness, Community Arts, Community Development	3381	466

FET Cooperation Hours

Under County Sligo VEC, there was an allocation made by the DES in terms of paid teachers' hours which could be utilised in other agencies to support the provision of basic adult education within their programmes and services.

This allocation has been retained over the years and the following is a summary for 2022:

Name of Co-Operation Agency	Allocation in Hours	Number of Learners
Sligo Community Training Centre	840	16
HSE, Ballytivnan Resource House, Sligo	610	13

In 2021 there is an allocation of 1,450 hours to deliver the above service / programme

Vocational Training and Opportunities Scheme (VTOS)

VTOS targets participants over 21 years of age, who are unemployed and have been getting certain social welfare payments for at least 6 months. It targets persons who are unemployed and / or early school-leavers. The VTOS scheme provides a wide range of courses to meet the education and training needs of unemployed people. It gives participants opportunities to improve their general level of education, gain certification, develop their skills and prepare for employment, self-employment and further education and training. VTOS programmes usually run over a two-year period and operate on a full-time basis from September to the end of June. MSLETB operates nine VTOS centres and provision for 2022 is planned as follows:

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

Community Training Centres

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

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

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[2] There are 10 dispersed places in Mayo managed and included in Swinford VTOS.

In 2021, places will be provided for 117 learners in courses at the Community Training Centre.

Adult Educational Guidance and Information Service

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

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

In 2022, it is estimated that 4100 users will avail of these services.

Evening Courses and Self-Financing Night Classes

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

In 2022, MSLETB will increase its part-time provision through the new Skills to Compete programme. Many new part-time courses are planned through evening course provision that is focused on emerging skill needs, transversal skills, and digital skills. There are many different examples including Cloud Computing, Cyber Security, Remote Working with Coaching, Train the Trainer, Hospitality etc.

In 2022, it is planned to offer evening courses and self-financing night classes to 1,023 Learners.

Skills for Work

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

In 2022, programmes will be offered through Skills for Work as follows:

Programme type	No. of participants	No. of courses / groups
I.T., Language & Communications, Others	209	34

Skills to Advance – Employee Development Programme

A new policy framework Supporting Working Lives and Enterprise Growth in Ireland: Minister Richard Bruton officially launched the 2018-2021 Further Education and Training policy framework for skills development of people in employment on Tuesday September 11th 2018.

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

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

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

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

Route 1: Delivered directly to employees
Helping grow and evolve skills to advance their work options.

Route 2: Through business engagement
Developed in consultation with individual small and medium sized businesses to address the needs of their workforce.

Route 3: As part of regional development
To help get ahead of vulnerabilities and strong emerging opportunities in regions and industries across Ireland.

In 2022, programmes will be offered through Skills for Work as follows:

Programme type	No. of participants	No. of courses / groups
Route 1 - Evening Courses	92	6
Route 2 - Through business engagement	316	32
Route 3 - Through business engagement	74	4

Youth Work

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

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

- Administration of grant schemes to volunteer-led and operated youth groups and projects, including the following as may be issued by the DCEDIY:

    - Local Youth Club Grant Scheme
    - Local Youth Club Equipment Scheme
    - ICT Investment Scheme
    - COVID-19 Minor Grant Scheme

- Administration of the Youth Capital Funding Scheme for Staff-led Projects.

- Administration of LGBTI+ Youth Service Grant Scheme.

- Administration of Targeted Youth Employability Support Initiative 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 youth projects, including under the following programmes:

    UBU Your Place Your Space funding scheme, for the following funded projects:
    - The BEY Project, Ballyhaunis
    - North Mayo Youth Project, Ballina
    - Involve Ballina Youth Project
    - Erris Youth Service
    - Sligo Leitrim Home Youth Liaison Service
    - Leitrim Youth Project
    - Mohill Community Youth Project
    - Leitrim Travellers Youth Project

    Youth Information Centre scheme:
    - Sligo Youth Information Centre

    Northwest Regional Drugs and Alcohol Task Force (in partnership with the Department of Health):
    - Youth Drug and Alcohol Education and Prevention Project, Sligo
    - Youth Drug and Alcohol Education and Prevention Project, Leitrim
    - RDATF Training and Development programme Comhairle na nÓg:
    - Sligo Comhairle na nÓg (in partnership with Sligo County Council)

- Administration of any other funding Schemes as issued from time to time by the DECDIY.

- Youth engagement and participation through support of Comhairlí na nÓg in each of Mayo, Sligo and Leitrim.

- Implementation of the Local Creative Youth Partnership (further details below).

In addition to the above, MSLETB will also initiate and contribute to youth work and related activities through participation in a range of interagency committees and structures, for example:

Children and Young People's Services Committee in each county:

CYPSC are county-level committees that bring together the main statutory, community and voluntary providers of services to children and young people. They provide a forum for joint planning and co-ordination of activity to ensure that children, young people and their families receive improved and accessible services. Their role is to enhance interagency co-operation and to realise the national outcomes set out in *Better Outcomes, Brighter Futures: the national policy framework for children and young people 2014 - 2020*.

Planet Youth, Mayo:

Planet youth is an international, evidence-based primary prevention model developed to reduce substance abuse rates amongst young people.

MSLETB will continue to oversee and develop youth projects and the *UBU Your Place Your Space* funding scheme, which provides out of school supports to young people. These supports offer a wide range of quality activities, which are mainly community-based. By providing this place and space, UBU Your Place Your Space aims to enable all young people to realise their maximum potential.

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

- Identification and evidence of the needs of young people within MSLETB's functional area using the Area Profile, Needs Assessment and Service Requirement Tool (APNASR).
- Management of the Application for Funding process.

- Administration of funding with approved *UBU Your Place Your Space* organisations, including monitoring of delivery and quality of service; performance and financial oversight and provision of ongoing support to projects.

MSLETB was one of two ETBs nationally that were awarded a new UBU Your Place Your Space project, following a competitive process operated by the DCEDIY during 2021. This resulted in the establishment of Erris Youth Service in late 2021. Significant work will take place throughout 2022 to develop this new project for young people across the Erris peninsula in Mayo. In addition, following a second competitive process in 2021, an application for a new UBU project in South Sligo was successfully included on a panel from which new project sites will be drawn should funding become available in 2022 and 2023. If the South Sligo project is awarded funding in this regard, it will be similarly representing a major focus of work.

In 2021, MSLETB was selected to develop a pilot Local Creative Youth Partnership (LCYP) under the Creative Ireland programme. Implementation of this new LCYP commenced in late 2021 and represents a significant body of work that will be undertaken during 2022. This work will be carried out in partnership with NYCI (National Youth Council of Ireland), the representative body for voluntary youth organisations in Ireland. The objective will be to create programmes that respond to the needs, interests and experiences of young people in 'out of school' settings, with a particular focus on those who are marginalised or experience disadvantage, to support them to act as change agents within their local communities. The target audience for Mayo, Sligo and Leitrim LCYP is children and young people up to the age of 24 years, with priority given for those aged 10-24 years.

Youthreach

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

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

Services to be provided to targeted numbers as follows in 2022:

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

Music Generation

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

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

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

Music Generation Mayo

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

Services offered in 2021 were as follows:

Programme Type	No. of beneficiaries
Erris Strings Programme	152
Music & Differently Abled Programme	20
Céilí Ukulele – Primary School Environment Programme	1041
Harp Ensemble Programme	25
After School Tuition Centre Programme (4 Locations)	101
Soundworld's Early Years Music Programme	157
Sounds of Music Programme for 5-7-year-olds	7
Brass & Reed Partnership Programme	44
The Core Ballina	42
Music Generation Mayo Lending Library (Instrument Banks)	215
Uilleann Pipes Classes	7
Mainstage Music Challenge	380
Tuesday Tips Online	4183
CPD opportunities for music tutors & staff (22 CPD opportunities provided)	66
TOTAL MUSIC GENERATION MAYO BENEFICIARIES	**6440**

Music Generation Sligo

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

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

Programmes in 2021 included the following:

Programme Type	No. of beneficiaries
Discovering Music Early Years Programme	685
Discovering Music Schools Programme	3500
Music Hubz	190
New Programming Ukulele Bash, Junior Band	36
Go See (audience development programme)	150
Con Tutti Inclusive Music Education Programme	100
Performances and special projects	200
Sligo Youth Voices	50
TOTAL MUSIC GENERATION SLIGO BENEFICIARIES	**4,911**

Music Generation Leitrim

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

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

Programmes in 2021 included the following:

Programme Type	No. of beneficiaries
Musicworks Primary School Programme	353
Shann Voices Explores	12
Shann Voices Juniors	18
After School Ukulele/Guitar	22
TV Ukulele/Music Tech	121
Youth Trad orchestra	20
Early Years	126
Bodhran Programme	88
TOTAL MUSIC GENERATION LEITRIM BENEFICIARIES	**760**

Statement of Services – Organisation Support and Development

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

- Finance
- Corporate Services, including:
    - ICT Support
    - Capital & Procurement
- Human Resources

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

MSLETB COVID 19 Response

MSLETB is committed to looking after the health, well-being and academic progress of our Staff and students. The overriding principle is that we will continue to be led by Public Health recommendations to minimise the opportunity for COVID-19 to spread, therefore maximising the safety of the whole MSLETB community.

A Covid 19 response plan devised in OSD is in place in each MSLETB location to significantly reduce the likelihood of contracting the virus while at work or school. Procedures to provide for contact tracing are in place throughout the organisation to aid the HSE with preventing the spread of the coronavirus. Funds allocated by the Department of Education are being 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. In 2022 we will continue to keep the health and safety of all our community foremost in our decision making and plans.

Climate Action Response

MSLETB is committed to achieving the targets which are set out in the National Climate Action Plan 2021 and will continue to report annually on our energy performance. MSLETB will promote a culture where resources are utilised for as long as possible and the production of waste is minimised through greater waste prevention and recycling, and the promotion of greater environmental awareness in every area of the MSLETB community.

Some of the key factors which will have a bearing on the work of OSD in 2022 include the following:

Finance

The development of a national shared services framework for ETBs covering payroll and eventually finance functions continues. MSLETB migrated its payroll processing function to the Education Shared Business Service (ESBS) in mid-October 2021.

The decision has also been taken nationally by the Department of Education in 2020 to move all 16 ETB's on to a common financial Management platform namely SUN Financial Management Systems. This rollout has already started and MSLETB will commence detailed engagement with the ESBS SUN Transition Project team in Q1 2022 with a go live date planned for 1st July 2022. Workforce planning and the reorganisation of internal operational areas will continue to take place throughout 2022 to enable the move to this new platform which will be accompanied by a Purchase to Pay (P2P) process which will require a significant time commitment and training for all budget holders and their administrative support resources across MSLETB.

MSLETB has rolled out Purchasing Cards to more than 50% of its schools in 2021 and will continue this rollout to the remaining schools and other centres during 2022 to provide improved flexibility from a procurement perspective following the closure of the school and centre bank accounts during 2021.

The decision has been taken nationally by the Department of Education in 2020 to move all 16 ETB's on to a common Learner Payment System managed by ESBS Learner Payments. Significant preparatory work has already taken place in 2021 including training of the appropriate programme and administrative resources ahead of a planned go-live in mid-February 2022.

Our Finance Team will continue to work diligently to meet all our financial management obligations including meeting statutory deadlines and reporting requirements, including our Annual Financial Statements, other Financial Reports etc.

Human Resources

The Human Resources Department continues to support MSLETB in achieving its mission and objectives. The Human Resources Department aim is to support an environment and culture in which staff can develop, flourish and contribute to the achievement of our goals. MSLETB HR Department Goal for HR in 2022 is to procure a digital document management system for the Department.

Under the Superannuation function, HR will be reviewing communication procedures regarding engaging with staff regarding their Superannuation entitlements.

HR will support staff in ongoing professional development to enable staff to serve current and future organisational needs. We will review the recruitment processes with the view of enhancing HR digital capacity and capability and we will develop HR specialist training for HR staff, to help deliver a more effective and efficient support service for the organisation. After going live with Access PeopleXD in October 2021, the HR Department, in 2022, will be ensuring that Access PeopleXD will be fully embedded in all HR processes.

We will continue to develop and foster closer working relationship within MSLETB. HR will support a positive working environment and staff wellbeing within the organisation.

Corporate Services

Corporate Services will continue to support the Chief Executive and the MSLETB Board in their ongoing work to lead and govern our organisation. Our work programme centres around ensuring that all the governance requirements as set out in the Code of Practice for the Governance of Education and Training Boards (DES Circular 002/2019) are complied with.

MSLETB takes the health, safety and welfare of all our students, learners and staff very seriously and in 2022 we will be rolling out a new Health and Safety Training programme to all our leaders to support them in complying with Health & Safety legislation. The challenges that Covid 19 has brought to our classrooms and offices continues in 2022, and we will strive to keep everyone safe and well in these difficult times.

We continue to assist the public in all administrative queries and in particular our statutory obligations under Data Protection and Freedom of Information.

Capital & Procurement

The Capital and Procurement unit of Corporate Services works with the Executive Management Team of MSLETB and School and Centre management to progress Additional Accommodation Applications, Emergency Works Applications, Summer Work Schemes, temporary accommodation submissions and FET Building upgrades. General Procurement, and in particular ICT, remains a challenge considering global supply chains and the repercussions of Brexit, however our team has overcome many obstacles to ensure compliance in 2021 and this will continue in 2022.

ICT Support

The ICT Department continues to support MSLETB in achieving its mission and objectives. Priority will be given to supporting the digitalisation of learning content for all students to learn remotely through online clouded learning platforms. Where necessary, students and staff will be supported in remote learning and working through the implementation of cloud resources such as Microsoft 365.

An extensive program of decommissioning our aging servers' infrastructure throughout MSLETB will be completed in 2022. This will involve migration of these sites to the Azure Cloud, implementing a Cloud-First Digital Strategy which will allow our students to access all MSLETB resources remotely and securely. Once completed, this will represent a significant improvement in security across the educational sector.

We will continue ongoing programs of ICT infrastructure upgrades. This will include the standardisation of network equipment, implementing a cloud management solution in preparation for the deployment of advanced ICT services such as VoIP, implementing a video conferencing solution and upgrading broadband connections to facilitate greater connectivity. 2022 will also see the deployment of a new clouded managed print service solution throughout MSLETB.

The ICT Department will support and implement MSLETB's migration to CoreHR payroll shared services. 2022 will also see the deployment of a new clouded managed print service solution throughout MSLETB.

The HSE cyber-attack has highlighted the vulnerability of government agencies to malicious and aggressive cyber-attacks. MSLETB is no exception. The ICT Department is committed to ensuring all possible preventative measures are put in place to protect the organisation against a cyber-attack. The development of a Disaster Recovery Solution will be prioritised with a full review of existing infrastructure and backup procedures.

6. OVERVIEW OF SERVICES 2022

MSLETB SERVICES	Post-Primary Schools	Post Leaving Certificate Colleges and courses
- Adult Basic Education -Family Learning Programmes	- English for Speakers of Other Languages (ESOL) - Intensive Tuition in Adult Basic Education (ITABE) - Refugee Re-Settlement	Part Tme Evening Courses
Back To Education Initiative (BTEI)	Community Education	Adult Education Guidance and Information Service
Vocational Training Opportunities Scheme (VTOS)	- Skills for Work - Skills to Advance - Skills to Compete	- Community Training Centres - Specialist Training Programmes - Local Training Inititaives (LTIs)
- Youth Work - -UBU (Your Place Your Space)	School Completion Programme	Music Generation
- Day Courses - Specific Skill Training - New Zero Energy - Building & Retrofitting	- Employer Services - Apprenticeships - Traineeships	Youthreach

7. PROJECTED EXPENDITURE

	Year ended 31/12/2022* €	Year ended 31/12/2021* €
Post Primary Schools and Head Office	44,667,712	43,748,822
Further Education and Training	49,113,119	41,610,059
Youth Services	1,115,000	1,085,824
Agencies and Self-Financing Projects	5,154,000	4,182,769
Capital	8,000,000	3,574,270
	108,049,831	**94,201,744**

* Expenditure is based on cash payments only

2021 values are unaudited and estimates are used where final values are not available.

Post Primary Schools and Head Office

Post Primary Schools and Head Office Payments	Year ended 31/12/2022* €	Year ended 31/12/2021* €
Pay		
Instruction	36,407,226	35,226,337
Administration	3,044,780	3,064,136
Maintenance	1,112,546	1,111,963
	40,564,552	39,402,436
Non Pay	**2,428,227**	**2,570,972**
Covid Pay & Non Pay	**275,000**	**547,897**
Associated Programmes		
School Services Support Fund	489,308	528,922
ICT Infrastructure	262,554	246,366
Book Grant	141,024	120,969
ICT Addressing the Digital Divide	138,867	-
Deis Grant and Home School Liaison	119,100	90,795
Gaeltacht School Recognition Scheme	82,052	20,333
Transport Escort	48,000	44,956
Transition Year	42,655	69,415
Leaving Cert Applied	19,026	20,175
Junior Certificate School Programme	16,920	25,637
Foreign Language Assistant	15,000	13,771
Assistive Technology Grant	8,000	5,625
Special Class Grant	7,236	11,081
Inservice Courses	3,500	1,581
Physics, Chemistry, and Science	2,691	2,276
Specialised Equipment	2,000	4,623
Engineering / Technology Grant	1,000	946
Leaving Cert Technology	1,000	481
Traveller Capitation	-	16,165
School Development Planning Initiative	-	723
ICT Grant	-	2,677
	1,399,933	1,227,517
	44,667,712	43,748,822

*Expenditure is based on cash payments only.

2021 values are unaudited and estimates are used where final values are not available.

Further Education & Training

Further Education and Training Payments	Year ended 31/12/2022*	Year ended 31/12/2021*
	€	€
Further Education		
Apprenticeship	8,077,446	6,448,110
PLC Pay, Non Pay & SSSF	6,164,316	5,657,948
Operating Costs	5,402,960	4,423,951
VTOS	3,875,500	3,539,795
Youthreach	3,437,000	3,325,112
Specialist Training Providers (STP)	3,130,219	3,207,710
Traineeships	2,639,030	1,709,156
Adult Literacy, Community Education, ESOL, ITABE and DEIS Family Literacy	2,576,900	2,622,423
Back to Education Initiative	2,189,149	2,044,938
Community Training Centres	2,047,112	1,795,482
Local Training Initiatives	1,583,648	1,499,724
Skills to Advance	1,501,450	332,346
Learner Supports, Learner Information & Technology Enhanced Learning	1,455,000	1,432,738
Bridging Foundation and Skills Training	1,215,401	815,194
FE Premises Repairs and Maintenance	500,000	440,644
Adult Education Guidance Service	497,310	408,756
MAED Funding	450,000	450,739
Evening Courses	310,750	126,224
Blackspot Provision & Supports	308,195	96,553
Health & Safety (incl Covid Supports)	290,000	233,056
Skills for Work	243,874	177,715
Continuing Professional Development	240,000	137,808
Senior Traveller Centres	162,000	92,910
Students with Disabilities	140,000	40,501
Refugee Programmes	125,000	102,485
Youthreach Special Needs Initiative	100,000	61,853
Cooperation Hours	100,000	92,917
Quality	90,000	172,955
FET Pathways from School	60,000	-
Certification / Authentication	58,359	27,616
Guidance/Counselling/Psychological Services	55,000	54,103

Innovation Fund	50,000	5,969
Arts Education	30,000	25,128
Breacadh	7,500	7,500
Total	**49,113,119**	**41,610,059**

Youth Services Payments

Youth Special Projects Disadvantaged Youth	590,000	580,373
Youth Work Act	185,000	179,152
Regional Drugs Task Force Awareness Programme	140,000	138,026
Youth Club Grant	100,000	94,620
Youth Work Capital	55,000	51,520
ICT Investment Capital	30,000	27,478
Covid Funding	15,000	14,655
	1,115,000	**1,085,824**

* Expenditure is based on cash payments only

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