msletb

Bord Oideachais agus Oiliúna
Mhaigh Eo, Shligigh agus Liatroma

Mayo, Sligo and Leitrim
Education and Training Board

Strategy Statement

2023-2027

OPPORTUNITIES
FOR LIFE AND LIVING

MSLETB Services

Table of Contents

1. Introduction by Chair of MSLETB 02
2. Foreword by Chief Executive 05
3. MSLETB Profile 06
   MSLETB Locations 08
4. Strategy Development Consultation Process 11
5. Guiding Principles 12
6. Human Rights and Equality Public Sector Duty 14
6. Strategic Priorities, Objectives and Goals 16
   1. Teaching and Learning 18
   2. Development and Innovation 20
   3. Learning Environment and Digital Enablement 22
   4. Communication and Engagement 24
   5. Culture and Organisation 26
7. Monitoring and Implementation 28
8. Contact Information 29

Introduction

Introduction by Chair of Mayo, Sligo and Leitrim ETB, Cllr Mary Bohan

It is with great pleasure that I introduce the Mayo, Sligo and Leitrim Education and Training Board (MSLETB) Strategy Statement 2023-2027. This is the second strategy statement produced by MSLETB which sets out our core values, mission and strategic goals. This statement is built on the long tradition of innovation and responsiveness to the needs of learners and communities across the counties of Mayo, Sligo and Leitrim. I believe this strategy will shape and guide our organisation as we continue to provide innovative and high quality education and training services.

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

> This statement is built on the long tradition of innovation and responsiveness to the needs of learners and communities across the counties of Mayo, Sligo and Leitrim.

Foreword

Foreword by Chief Executive of Mayo, Sligo and Leitrim Education and Training Board (MSLETB), Tom Grady

This is the second Strategy Statement for MSLETB and it presents the strategic direction for our organisation over the next five years. This Strategy Statement has been developed following a wide-ranging consultation process and takes into account key policy, strategy and legislation at local, national and European level.

This process of consultation brought about broad agreement in terms of the vision, mission, core values and guiding principles for MSLETB for 2023 to 2027. It is my intention, with the support of MSLETB staff and stakeholders, together with our Board, to ensure that this strategy is delivered over the next five years.

Our three organisational areas of; (i) Further Education and Training, (ii) Organisation Support and Development and (iii) Schools will ensure that the strategy is realised. It will be delivered in every school, centre, office and service provided to our clients, while ensuring that the guiding principles and goals are implemented during the period of the plan.

I am confident that with the support of all MSLETB staff, we can make further progress in fulfilling our mission statement to provide our communities with opportunities for enhancing their learning, life and living.

Our services will continue to be delivered in compliance with strong corporate governance while meeting government and public service requirements. We plan to continue to be highly innovative and agile, while maintaining a learner centred and inclusive approach to all our work.

Thank you to all who have contributed to the development of our Strategy Statement. Your contribution is hugely valued and your engagement will ensure that MSLETB will be positioned to meet the needs of our region in the provision of Education and Training services to our communities.

3

MSLETB Profile

Mayo, Sligo and Leitrim Education and Training Board (MSLETB) was established under the Education and Training Boards Act, 2013 and is one of sixteen Education and Training Boards (ETBs) nationally in Ireland. MSLETB delivers education and training to thousands of learners across the three counties through Further Education and Training Centres and Schools. The Head Office of MSLETB is in Castlebar, County Mayo, and there are also administrative offices in Sligo and Carrick-On-Shannon, County Leitrim. MSLETB is centrally managed under three Directorates – Further Education and Training, Organisation Support and Development and Schools.

Further Education and Training (FET)

Through FET, MSLETB provides a wide variety of lifelong Education and Training options to everyone over 16. FET includes Apprenticeships, Traineeships, Post Leaving Cert courses, Community Education and Training, Youthreach and Adult Education, as well as core Literacy and Numeracy services. FET is for everyone who wants to learn new, or enhance existing skills in further education, or to support the achievement of personal goals, including progression to higher education or employment. MSLETB offers a comprehensive range of Adult Guidance services, including personal one-to-one sessions.

MSLETB is a leading ETB in new programme development for future skills and is also a leading ETB in new apprenticeship development. MSLETB also provides the Music Generation Programme which is a national partnership programme whose mission is to create inspiring experiences for children and young people through music.

MSLETB has an innovative, expanding and progressive Youth Services Unit. This unit supports the provision, coordination, administration, and assessment of Youth Work services in its functional areas across the three counties.

Organisation, Support and Development (OSD)

OSD leads on the delivery of organisational and strategic administrative initiatives including structures, policies, systems, and interventions which enhance the capability of MSLETB to deliver on strategic goals and ensure best practice in MSLETB's corporate governance.

OSD supports FET and Schools, as well as the Board and Chief Executive, in areas of Finance, Human Resources and Corporate Services. Its services include Data Protection and Freedom of Information, Estate Management, Capital and Procurement, Corporate Governance, Employee Relations, Financial Services, Health and Safety and Risk Management.

This directorate implements best practice in the delivery of services and has made significant efficiencies in areas such as Financial Management, Information and Communications Technology and Procurement. OSD aims to have innovative, responsive, and agile approach to its business. It works closely with government departments, all funders, and all stakeholders to implement and improve its services for the benefit of all students, learners, staff, and our wider community.

Schools

MSLETB is the patron of seventeen post-Primary schools, including one Gaelcholáiste, and is joint patron with six Community Schools and one Comprehensive School. It has eight schools in Mayo, five in Sligo and four in Leitrim.

MSLETB schools are state, co-educational, and multi-denominational schools underpinned by the core values of Excellence in Education, Care, Equality, Community and Respect.

MSLETB Schools aim to provide the highest quality educational experience for learners in line with the Department of Education's 'Looking at our Schools Quality Framework'. MSLETB schools offer an extensive and innovative curriculum which supports learners to reach their full personal and academic potential.

MSLETB prepares learners for higher/further education or immediate entry into the workplace. A full range of subjects is offered at both Junior and Senior cycle. MSLETB schools also provide specialised programmes such as Junior Cycle School Programme, Leaving Certificate Applied, Leaving Certificate Vocational Programme and Transition Year.

MSLETB Locations

16,724 LEARNERS	**1,554** STAFF	**1,968** FET COURSES
17 Post Primary Schools	**12** Main Further Education and Training Centres	**9** Local Training Initiatives
8 • 5 X PLC Colleges • Mayo College of FET ◦ 3 x FET Campuses	**5** Youthreach Centres	**5** Specialist Training Centres
3 Music Generation Programmes	**2** Community Training Centres	**2** Main Regional Training Centres

4

Strategy Development Consultation Process

In developing our strategy for the period 2023 to 2027, an extensive consultative process (incorporating interviews, workshops, surveys and submissions) was developed to capture the differing perspectives, experiences and suggestions of all stakeholders.

The various stakeholder groups included:

- MSLETB Board
- Learners
- Parents of Students
- Staff
- Students
- Local Authority Chief Executives
- Employers
- Senior Civil and Public Servants
- Solas
- Big Red Barn
- NALA
- Mellette Electrical
- Local County Councils
- IBEC
- Westport Woods Hotel
- Atlantic Technological University (ATU)
- ETBI
- QQI
- Rehab
- King & Moffat Building Services
- Department of Education

5

Guiding Principles

Consistent with the Education and Training Boards Ireland (ETBI) values of excellence, care, equality, community and respect, the MSLETB mission, vision and values have been developed to support all stakeholders across region while recognising the varying requirements of each.

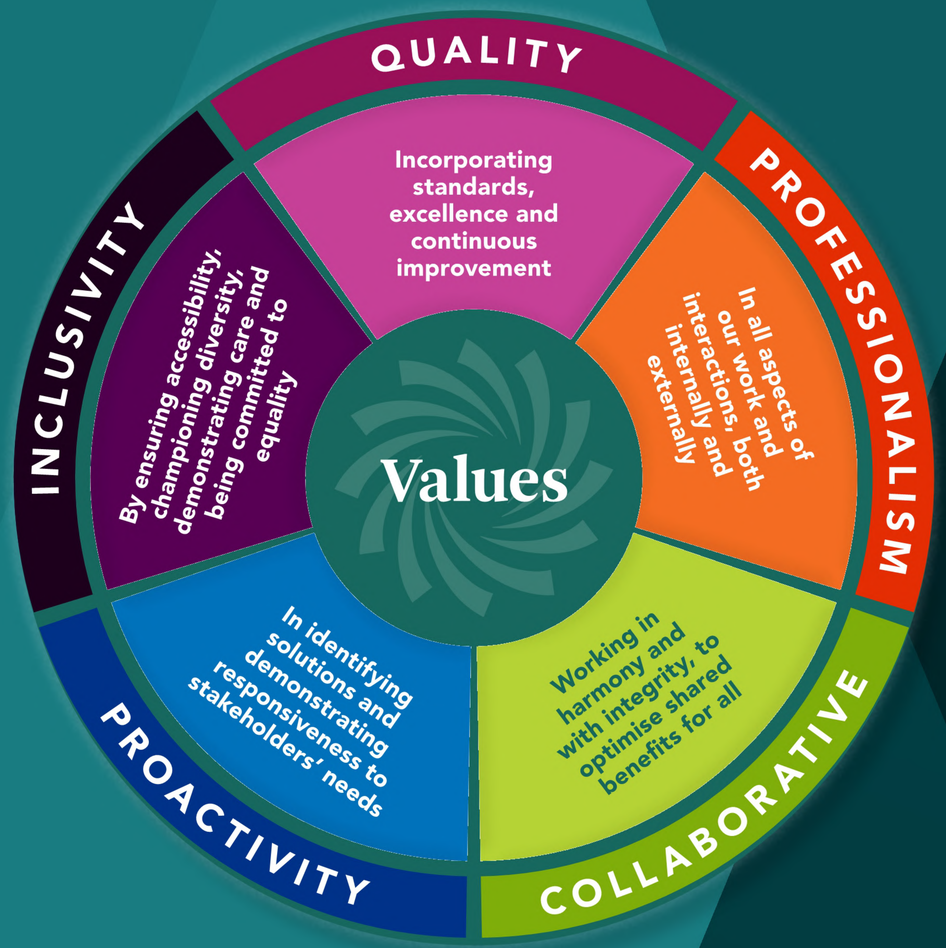
Vision

To be an innovative and dynamic ETB providing a positive and inclusive experience for all our learners, within a professional, caring and collaborative education and training environment

Mission

To provide those in our communities with opportunities for enhancing their learning, life and living

Values



Human Rights and Equality Public Sector Duty

Section 42 of the *Irish Human Rights and Equality Commission Act 2014* establishes a positive duty on public bodies to have regard to the need to eliminate discrimination, promote equality and protect the human rights of staff and the people to whom services are provided.

Consistent with our values and overall philosophy, we are committed to the promotion of equality and human rights in all aspects of our work. This extends to cover all stakeholders, not least our own staff, learners, and the working environment in which we all operate. We will continue to promote diversity, integration, equality, openness, transparency and inclusivity.

In striving to deliver on this commitment, we will develop an action plan which will incorporate a new assessment of human rights and equality across MSLETB. We will determine by review how further enhancements may be made across activities, policies, programmes and initiatives. The results of the review will inform the development of our action plan – progress against which will be outlined in our annual reports.

MSLETB mission, vision and values have been developed to support all stakeholders across region – while recognising the varying requirements of each.

Strategic Goals

01 Teaching and Learning

GOAL

Pursue continuous improvement, ensuring targeted/relevant offerings together with high levels of professionalism, excellence and accessibility in teaching and learning.

Objectives

1.1 Continuously review and update course/programme offerings, structure and content to reflect stakeholder feedback, priorities[1] and associated needs

1.2 Ensure that continuous professional development (CPD)/leading practice is: (i) shared proactively, across MSLETB and (ii) incorporated into all aspects of teaching, learning and course/programme design

1.3 Explore feasibility and encourage practical learning[2] at second level, by piloting relevant modules as leaving certificate cycle offerings

1.4 Formalise teacher, tutor and leader CPD through the provision of structured and accessible training and career development supports

1.5 Position MSLETB as the 'provider of choice' for second level, PLC, apprenticeship and adult learning through the pursuit of excellence and by meeting stakeholders' priority requirements

1.6 Explore and identify scope for greater reach and collaboration with others operating in the areas of community engagement[3] and further education and training

1.7 Continuously develop our training and further education offerings to support innovation and respond to clearly defined, emerging skill needs

1.8 Develop and integrate MSLETB's training and further education offerings to:
- Address systematically identified current and emerging skill needs
- Clearly define and develop associated pathways for learners
- Support specialisation/specialist skill development by establishing centres of educational excellence, i.e. as appropriate

1.9 Streamline course/programme offerings to ensure clarity[4], efficiency and value-for-money, while eliminating duplication or areas of potential overlap

1.10 Foster the progress of learners at risk of educational disadvantage or with additional/special educational needs, through the provision and implementation of related supports[5]

1.11 Develop and articulate our Community National School (CNS) proposition, with a view to establishing and providing this offering across the MSLETB region

1.12 Develop MSLETB's Irish language provision and promote the development of our transition year programme, scholarship arrangements and related initiatives

[1] As identified through our consultation processes with employers, learners, prospective learners, parents guardians, etc.
[2] E.g. nursing, engineering, etc.
[3] E.g. LEADER Partnerships, Local Community Development Committees (LCDCs), Rehab, etc.
[4] Of content, choice and options – including full and part-time
[5] E.g. Inclusion mapping, inclusion coaches, DEIS programmes, special education training, etc.

02 Development and Innovation

GOAL

Innovate and enhance our offerings, to anticipate and respond to current and emerging needs, while also assuring quality

Objectives

2.1 Evaluate our approach to information collation and leverage data/insights to develop our offerings, enhance decision making and improve our work systems and processes

2.2 Continue to provide the highest quality teaching and learning, while supporting provision through effective planning, delivery, review and feedback[6] to inform continuous improvement

2.3 Review, benchmark and augment our approach to employer engagement[7] – ensuring that feedback informs course/programme offerings and addresses identified needs

2.4 Engage with regional stakeholders to support the delivery of initiatives[8] by identifying and addressing relevant needs through the development of targeted learning solutions

2.5 Establish and develop a dedicated Learner Support Unit for FET students, while augmenting related services provided to those at second level

2.6 Continue to pilot, develop and offer innovative courses, programmes and apprenticeships to address identified and emerging needs

2.7 Complete mid-cycle review of lessons learned and our experience in innovative programme development, i.e. to support the establishment of this as a core competency for MSLETB

[6] From learners, peers, management, stakeholders and others
[7] To include active participation on relevant working groups and with economic/skills fora
[8] Both locally and nationally

03 Learning Environment and Digital Enablement

GOAL

Ensure that the necessary infrastructural and technological requirements are provided to meet staff and learners' requirements in an efficient and effective manner

Objectives

3.1 Define, develop, monitor and report against KPIs to ensure effective project management and delivery of our infrastructural capital development programme

3.2 Continue to support and assist relevant non-ETB schools with the delivery of their infrastructural development projects, when requested by the Department of Education

3.3 Develop protocols and address impediments to ensure optimal use of MSLETB facilities and resources for e.g. evening courses, community programmes, as hubs, etc.

3.4 Ensure that resource planning and facility upgrade, leasing, procurement and related investment decisions are informed by sustainability and green agenda principles

3.5 Develop and implement MSLETB-wide awareness campaign to promote a culture of sustainability in the use of materials, energy and consumables

3.6 Determine and address hardware, software and training requirements[9] necessary to ensure that technology enhance learning (TEL) and related innovative solutions are adopted and embraced across MSLETB

3.7 Leverage technology to ensure that remote, blended and TEL solutions are available and optimised for those in employment, based remotely or with other access limitations

3.8 Ensure that administrative[10] requirements are streamlined and IT solutions are successfully implemented/fully utilised to support innovation, deliver anticipated process efficiencies and realise cost savings

[9] For teachers, tutors, instructors and those with special educational needs
[10] Corporate Service

04 Communication and Engagement

GOAL

Target engagement to determine learning needs, and ensure that awareness of our solutions and pathways is optimised amongst key audiences

Objectives

4.1 Develop an integrated communication and engagement strategy[11] to optimise awareness of our proposition and offerings amongst key stakeholder groups/ audiences

4.2 Ensure consistency of branding, messaging and promotion of MSLETB's value proposition across all of our schools, colleges, centres and office/ administrative activities

4.3 Review[12], develop and streamline our website to ensure accessibility/clarity of messaging and learning options/pathways

4.4 Enhance outreach and engagement/collaboration with partnerships, consortia, community and voluntary bodies to improve awareness of our offerings amongst relevant audiences

4.5 Identify scope to develop and offer bespoke programmes, dedicated traineeships[13] and apprenticeships on the basis of our collaboration with partnerships, consortia, community and voluntary bodies

4.6 Establish and formalise engagement/CPD sessions with school and adult guidance counsellors to optimise awareness of learning and career pathways[14]

4.7 Develop an awareness campaign to ensure that FET pathways are highlighted to learners and parents at key stages in the school/educational cycle, as well as to all others[15] who can benefit from our offerings

4.8 Work with key stakeholders[16] to implement the Government's policy on tertiary education and collaborate in the pursuit of related emerging strategies

[11] Incorporating digital and social media
[12] Benchmarking against relevant comparator organisations
[13] E.g. earn and learn traineeships/apprenticeships
[14] From PLC to apprenticeships and routes to further and higher education
[15] Whether in Higher Education, employment, job seekers or those contemplating a return to the workforce
[16] Including Atlantic Technological University (ATU) and the University of Galway

05 Culture and Organisation

GOAL

Develop our culture, structure and organisation to support all in meeting their potential within a professional and progressive learning environment

Objectives

5.1 Ensure that our values are actively promoted, embraced and evidenced across MSLETB – informing our behaviours, actions and decisions

5.2 Support and deliver upon our College of the Future commitments and obligations, through staff, learners and other stakeholder engagement and the adoption of a customised implementation plan

5.3 Undertake periodic reviews of our organisational structure and staffing to identify and address requirements necessary to deliver our mandate and strategic objectives

5.4 Develop and implement an updated People Strategy to attract, retain, develop, motivate and integrate all staff, while optimising performance and supporting our culture

5.5 Actively promote leadership and team development through:
- The systematic identification of related needs
- Provision of training and developmental supports
- Sharing of leading practice
- The establishment of formalised links for career progression

5.6 Ensure the full implementation of the ethos development programme across all schools – to meet and exceed the expectations we establish for parents/learners

5.7 Develop and pursue organisation-wide implementation plan to promote student voice mechanisms and respond to priority needs

5.8 Continue to support new members of our communities and respond to the unique needs of those afforded International Protection (refugee) status

5.9 Ensure full compliance with our governance, safeguarding, legislative, human rights, and sustainability obligations through the implementation of effective assurance frameworks

7 Monitoring and Implementation

The Executive Management Team (EMT) will be responsible for monitoring and assessing performance against the above objectives, together with the development of supporting key performance indicators (KPIs) and delivery timelines. Progress against KPIs and delivery timelines will be reviewed on a quarterly basis and related updates will be provided to the Board of MSLETB.

8 Contact Information

PRÍOMHOIFIG MSLETB
An Baile Nua
Caisleán An Bharraigh
Co. Mhaigh Eo
F23 DV78

T +353 (0)94 902 4188
F +353 (0)94 902 4187
E infomayo@msletb.ie

HEAD OFFICE MSLETB
Newtown
Castlebar
Co. Mayo
F23 DV78

FO-OIFIG MSLETB
Sráid Na Cé
Sligeach
F91 XH96

T +353 (0)71 91 94800
F +353 (0)71 91 44121
E infosligo@msletb.ie

SUB-OFFICE MSLETB
Quay Street
Sligo
F91 XH96

FO-OIFIG MSLETB
Ardán Sheoirse Naofa
Cora Droma Rúisc
Co. Liatroma
N41 W2X7

T +353 (0)71 96 20024
F +353 (0)71 96 21362
E infoleitrim@msletb.ie

SUB-OFFICE MSLETB
St. George's Terrace
Carrick-on-Shannon
Co. Leitrim
N41 W2X7

msletb

Bord Oideachais agus Oiliúna
Mhaigh Eo, Shligigh agus Liatroma

Mayo, Sligo and Leitrim
Education and Training Board

www.msletb.ie