



msletb

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

Service Plan 2024

OPPORTUNITIES FOR
LIFE AND LIVING

DOCUMENT CONTROL SHEET

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Contents

Message from the Cathaoirleach of Mayo, Sligo and Leitrim Education and Training Board ..3	3
Foreword by the Chief Executive of Mayo, Sligo and Leitrim Education and Training Board ..3	3
Profile and Background of Mayo, Sligo and Leitrim Education and Training Board	4
Overview of Services 2024.....	5
MSLETBs Strategy Statement 2023-2027	7
Implementation and Monitoring Provisions.....	9
Strategic Roadmap: Mapping a 5-Year Vision into Annual Planning Cycles	9
Statement of Services 2024 – Goals and Strategies.....	10
Statement of Services – Schools and Colleges	47
Post Leaving Certificate	48
School Completion Programmes	50
Statement of Services – Further Education and Training.....	51
Scope of Provision.....	53
MSLETB Training Centres and Training Provision	54
Back to Education Initiative.....	54
Adult Literacy Service.....	55
Community Education.....	56
FET Cooperation Hours	57
Vocational Training and Opportunities Scheme (VTOS).....	57
Community Training Centres	58
Adult Educational Guidance and Information Service	58
Evening Courses and Self-Financing Night Classes	59
Skills for Work	59
Skills to Advance – Employee Development Programme.....	60
Youth Work.....	61
Youthreach	64
Music Generation	65
Statement of Services – Organisation Support and Development	68
Projected Expenditure	72

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 2024. 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 2024.

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 MSLETB, all the staff and indeed all the stakeholders who contributed to the development of the Service Plan.

Cllr. John Caulfield, Chairperson

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 2024. This Service Plan is an important statutory document outlining our plans for delivery of MSLETB services for the year ahead. I wish to acknowledge the fine work being carried out by our staff across all our administrative offices, schools and centres. MSLETB is committed to delivering the objectives outlined in this plan in line with our *Statement of Strategy 2023 – 2027* 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 Chairperson, Board and all our stakeholders in helping to deliver the services of MSLETB. I also wish to acknowledge the support of the Department of Education (DE), the Department of Higher and Further Education, Research, Innovation and Science (DHFERIS), SOLAS, Department of Children, Equality, Disability, Integration and Youth (DCEDIY) and all our 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 2024.

Mr. Tom Grady, Chief Executive

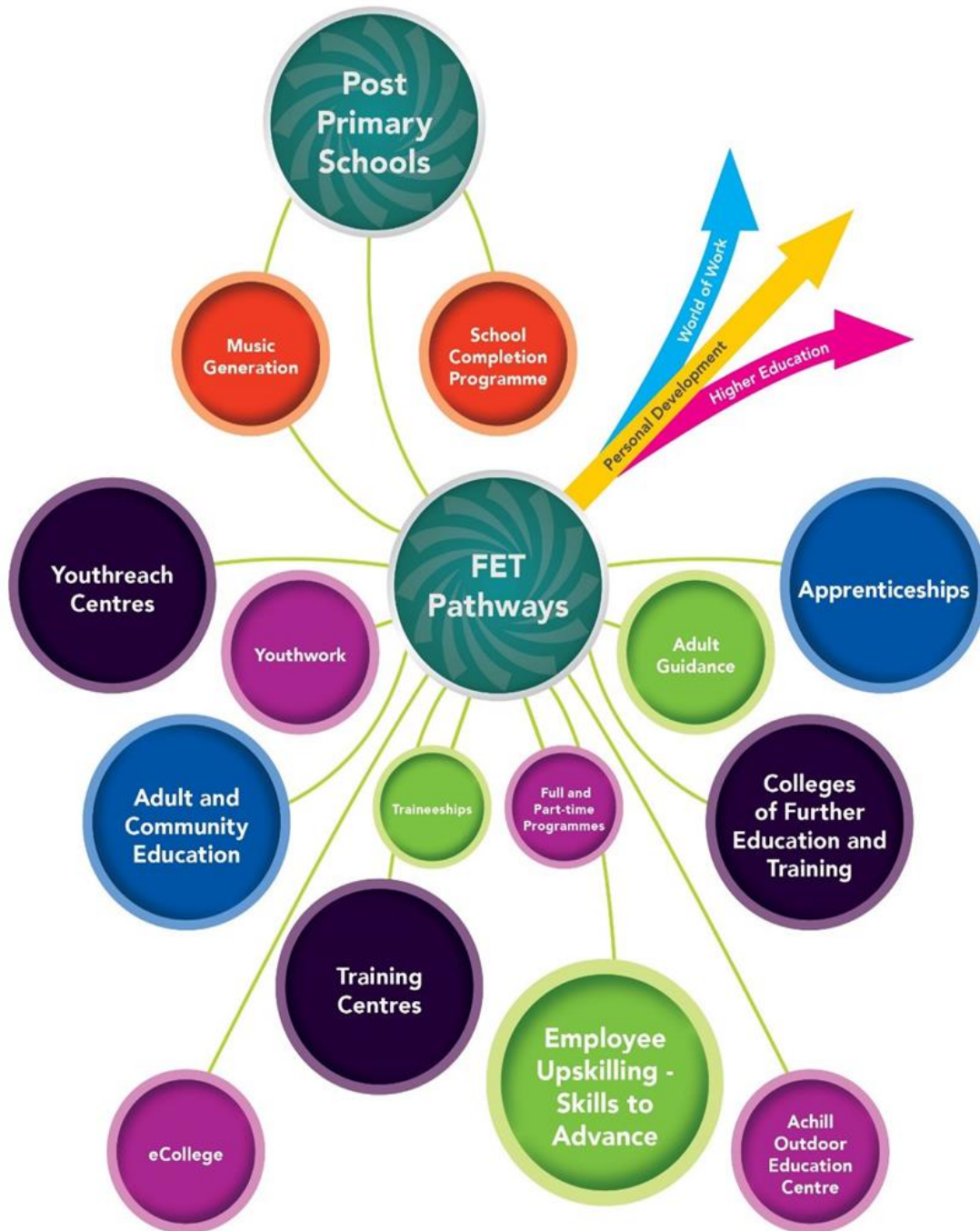
Profile and Background of Mayo, Sligo and Leitrim Education and Training Board

Mayo, Sligo and Leitrim Education and Training Board (MSLETB) was established in accordance with the *Education and Training Boards Act, 2013* and is one of sixteen Education and Training Boards (ETBs) nationally in Ireland.

MSLETB provides education and training to a diverse range of learners across Mayo, Sligo, and Leitrim through Further Education and Training Centres, and Schools. The Head Office of MSLETB is in Castlebar, County Mayo, with additional administration offices in Quay Street, Sligo and Carrick-On-Shannon, County Leitrim. The board is centrally managed through three Directorates: Further Education and Training, Schools, and Organisational Support and Development.



Overview of Services 2024



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

ST JOSEPH'S COMMUNITY COLLEGE (CHARLESTOWN)
PRINCIPAL: JOHN KILLEEN

COLAISTE CHOMAIN (ROSSPORT)
PRINCIPAL: MARK IRWIN

COLAISTE POBAIL ACLÁ (ACHILL)
PRINCIPAL: JASON MANGAN

DAVITT COLLEGE (CASTLEBAR)
PRINCIPAL: CONOR O'REILLY

MOYNE COLLEGE (BALLINA)
PRINCIPAL: SIOBHAN TOWEY

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

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: CORMAC FLYNN

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 & BALLINA)
PRINCIPAL: MICHAEL MURPHY

NORTH CONNAUGHT COLLEGE (TUBBERCURRY)
PRINCIPAL: JAMES HARDIMAN

PLC DRUMSHANBO
MARTIN FALLON

Training Centres & FET Programmes

SLIGO TRAINING CENTRE, APPRENTICESHIPS, EMPLOYER ENGAGEMENT - AREA TRAINING
MANAGER: ANTHONY QUINN

CONTRACTED TRAINING, TRAINEESHIPS, SKILLS TO ADVANCE & SKILLS FOR WORK
ASSISTANT TRAINING MANAGER: TO BE RECRUITED

EVENING TRAINING COURSES AND COMMUNITY TRAINING (SLIGO & LEITRIM), SERVICES TO BUSINESS
ASSISTANT TRAINING MANAGER: JAMES MCLOUGHLIN

NEW APPRENTICESHIPS, PROGRAMME DEVELOPMENT AND INNOVATION - IMMERSIVE TECHNOLOGY PROJECT
ASSISTANT TRAINING MANAGER: SIOBHAN MAGNER

BALLINA TRAINING CENTRE, Q.A. & PROGRAMME DEVELOPMENT, FET REPORTING
TRAINING CENTRE MANAGER: TO BE RECRUITED
ASSISTANT TRAINING MANAGER: ANN MCNAMARA

Adult Ed, Youth Work & Music Generation

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

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

NZEB CENTRE OF EXCELLENCE
AEO: TREVOR SWEETMAN

FET CPD, POLICY RESEARCH & ORG DEVELOPMENT, BACK TO EDUCATION INITIATIVE
AEO: TO BE RECRUITED

Outdoor Education

ACHILL OUTDOOR EDUCATION CENTRE
DIRECTOR OF OUTDOOR EDUCATION: MICK KANE

Organisation Support & Development

CORPORATE SERVICES

- CHIEF EXECUTIVE / BOARD OF MANAGEMENT SUPPORT
- GOVERNANCE AND COMPLIANCE
- HEALTH & SAFETY ADMINISTRATION
- INSURANCE & LEGAL
- RISK MANAGEMENT
- PROCUREMENT
- BUILDINGS & ESTATE MANAGEMENT
- DATA PROTECTION
- FREEDOM OF INFORMATION

APO: ORLA REILLY

HUMAN RESOURCES

- CONTRACTS / LEAVE / ABSENCES / CORE HR
- RECRUITMENT
- STAFF TRAINING & DEVELOPMENT
- PENSIONS
- EMPLOYEE RELATIONS
- HR REPORTING / COMPLIANCE
- GARDA VETTING
- TEACHER ALLOCATION

APO: KIERAN JOYCE

ICT SERVICES

- NETWORK, SERVER & SYSTEM ADMINISTRATION
- VIRTUALIZATION
- CLOUD INFRASTRUCTURE MANAGEMENT
- MOBILE DEVICE MANAGEMENT
- DATABASE MANAGEMENT
- HELP DESK / TECHNICAL SUPPORT
- SOFTWARE DEVELOPMENT
- SHARED SERVICES
- ICT PROJECT MANAGEMENT
- ICT INFRASTRUCTURE MANAGEMENT
- ICT PROCUREMENT & VENDOR MANAGEMENT
- BUSINESS INTELLIGENCE & ANALYTICS
- ICT GOVERNANCE & COMPLIANCE
- ICT SECURITY

APO: SEAMUS MALONEY

FINANCE

- CREDITORS
- LEARNER ALLOWANCES
- TRAVEL & SUBSISTENCE
- TREASURY MANAGEMENT
- BUDGETING & FORECASTING
- FINANCIAL REPORTING

APO: JOHN MCGOEY



MSLETBs Strategy Statement 2023-2027

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 MSLETBs Strategy Statement 2023-2027* ('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.

Central to the goals set out in this Service Plan is the continuous improvement of the quality of learning experiences for all learners. MSLETB aims to evolve into a dynamic, learning-oriented organisation that effectively leads and responds to ever-changing emerging needs at a local, national, and international levels. The Strategy Statement outlines strategic goals.



The Strategy Statement also serves as a guiding document for the overall operation, policies, and quality assurance of MSLETB's services. It is available to view on our website www.msletb.ie.

Our Vision

The vision of MSLETB is to be an innovative and dynamic Education and Training Board providing a positive and inclusive experience for all our learners, within 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 enhancing their learning, life and living.

Our Values

MSLETB 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.



Implementation and Monitoring Provisions

The Service Plan is crafted to facilitate the implementation of the Strategy Statement. While the Strategy Statement outlines our priorities and aspirations, it is essential that we have a structured process in place to ensure its successful execution. This is realised through the annual Service Plan.

During the development of the Service Plan, a consultative approach was adopted, involving discussions with senior managers across all areas of provision. This ensured that the actions outlined under the Strategic Goals for the Service Plan period align appropriately, and are attainable, in relation to the overarching priorities and aspirations set out in the Strategy Statement.

To support the execution of the identified actions, Project Leads and Sponsors are designated in all areas of provision. The Project Lead is accountable for delivering the specified action, collaborating with management and colleagues to achieve the planned outcome. The role of a Sponsor is to aid the Project Lead by conducting regular meetings to ensure progress is on track and to address any challenges that may arise.

Moreover, various Senior Management Teams, including the Executive Management Team, Organisational Support and Development Leaders, Further Education and Training (FET) Leadership, and the Principals group, are available to provide support to the Project Lead and Sponsor. These teams convene regularly, offering cross-sector and cross-location assistance to Project Leads and Sponsors. This is achieved by establishing multidimensional communication processes to facilitate support and monitor delivery. Additionally, support extends to the creation of cross-service working groups when identified actions require collaborative efforts.

Strategic Roadmap: Mapping a 5-Year Vision into Annual Planning Cycles

This process guarantees transparency and a clear understanding of objectives, emphasizing active efforts to achieve the goals outlined in the Strategy Statement throughout its duration. Individual schools, centres, and service levels will receive Development, Improvement, and Implementation Plans.



Statement of Services 2024 – Goals and Strategies

Under the terms of the *Performance Delivery Agreement* between the Department of Education and 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.	<ul style="list-style-type: none"> MSLETB will continue to communicate the vision of our ETB and ensure it is at the core of how all our schools and centres operate. 	<ul style="list-style-type: none"> Directors will have responsibility and accountability within their respective areas and will provide reports quarterly at the EMT. 	<ul style="list-style-type: none"> Feedback from students and learners is collected and followed up on a timely manner.
	<ul style="list-style-type: none"> MSLETB will continue to reach out and support learners who are marginalised. 	<ul style="list-style-type: none"> Regular formal/informal feedback/learner voice will be sought from Learners and actioned. 	<ul style="list-style-type: none"> Professional Development is provided to all Senior Management on policies and procedures relating to students and learners.
	<ul style="list-style-type: none"> MSLETB will continue to seek feedback from students and learners on all aspects of MSLETBs provision. 	<ul style="list-style-type: none"> Information and Communications Technology (ICT) support will be provided for all staff and students. 	<ul style="list-style-type: none"> Complaints are dealt with in line with procedures and, where appropriate corrective action is implemented.
		<ul style="list-style-type: none"> Increased progression by students to FET and Higher Education (HE) options. MSLETB will participate and engage in the new Tertiary Education Pilot between 	<ul style="list-style-type: none"> Learners engaging with MSLETB are provided with a positive learning experience and there will be less than 10 formal complaints per annum.

Priority	Action	Performance Indicator	Target
Provide a positive learning experience for all learners, including learners from marginalised groups.		Atlantic Technological University (ATU), Donegal and Galway Roscommon ETBs.	
		<ul style="list-style-type: none"> Employer feedback from work experience and employee upskilling is collected. 	<ul style="list-style-type: none"> MSLETB will address the needs of marginalised learners.
		<ul style="list-style-type: none"> Improved access and retention rates. 	<ul style="list-style-type: none"> The Tertiary Education Pilot which commenced in 2023 will continue and be supported and resourced by MSLETB in 2024.
Provide a broad-based curriculum.	<ul style="list-style-type: none"> Continue to promote high quality learning and teaching within all MSLETB schools. 	<ul style="list-style-type: none"> Student and learner enrolment will be maintained or increase as appropriate. 	<ul style="list-style-type: none"> Schools and Youthreach will continuously improve and engage positively and implement the recommendations of Whole School Evaluations in a timely and appropriate manner.
	<ul style="list-style-type: none"> Addition of new Leaving Cert subjects. 	<ul style="list-style-type: none"> Increased number of schools introducing Leaving Certificate (LC) subjects / programmes. 	<ul style="list-style-type: none"> Increased progression to FET and Higher Education (HE).
	<ul style="list-style-type: none"> Principal support meetings across all schools on curriculum delivery/allocation. 	<ul style="list-style-type: none"> Implementation of Whole School Evaluation reports and School Inspection recommendations. 	<ul style="list-style-type: none"> MSLETB will adapt and develop new programmes to meet the needs of all those who engage with MSLETB's services.

Priority	Action	Performance Indicator	Target
Provide a broad-based curriculum.	<ul style="list-style-type: none"> Engage with FET Management Teams to include new courses to meet demand. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> MSLETB aims to develop 5 new programmes per annum
	<ul style="list-style-type: none"> 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 National Framework Qualifications (NFQ) or equivalent. 		
	<ul style="list-style-type: none"> Continued priority of development of New Generation Apprenticeships, National Career Traineeships and development and validation of new FET awards under the Quality and Qualifications Ireland (QQI) Policies and Criteria for the validation of programmes leading to Common Award System (CAS). 		

Priority	Action	Performance Indicator	Target
Implement Quality Assurance systems	<ul style="list-style-type: none"> Schools will continue to implement standards outlined in Looking At Our Schools (LAOS) document. 	<ul style="list-style-type: none"> Good practice is continually identified in school inspections. 	<ul style="list-style-type: none"> All schools will implement highly effective practice. As outlined in the LAOS document.
	<ul style="list-style-type: none"> MSLETB will implement a quality improvement action plan to address issues identified by MSLETB in the Self-Evaluation Report emanating from the review team visit during MSLETB's Inaugural Review of Quality Assurance. 	<ul style="list-style-type: none"> MSLETB to continue to support and monitor the newly established MSLETB Quality Council. 	<ul style="list-style-type: none"> In 2024 MSLETB will successfully implement an integrated Quality Assurance System. In 2024 MSLETB will submit an updated 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.	<ul style="list-style-type: none"> MSLETB will continue to prioritise and support positive interventions for students/learners at risk of educational disadvantage and other marginalised groups. 	<ul style="list-style-type: none"> MSLETB will continue to implement Delivering Equality of Opportunity in Schools (DEIS) strategies. MSLETB will establish a DEIS FET Transitions Group. 	<ul style="list-style-type: none"> MSLETB will continue to provide support to all students/learners of disadvantage.

Priority	Action	Performance Indicator	Target
Support students/learners at risk of educational disadvantage in line with current national policy.	<ul style="list-style-type: none"> MSLETB will continue to prioritise positive supports and interventions for all students at risk of educational disadvantage. 	<ul style="list-style-type: none"> Student support teams are established in all schools. 	<ul style="list-style-type: none"> Improved access and retention rates.
		<ul style="list-style-type: none"> Training of all staff in Emergency Remote Teaching (ERT). 	<ul style="list-style-type: none"> The DEIS FET Transitions Groups will meet at a minimum twice per annum.
		<ul style="list-style-type: none"> MSLETB will provide and continuously improve Youthreach services in all counties. 	<ul style="list-style-type: none"> The DEIS FET Transitions Groups will meet at a minimum twice per annum.
		<ul style="list-style-type: none"> Continue to support DEIS targets and review in schools. MSLETB will establish a Learner Support Unit. 	<ul style="list-style-type: none"> All students/learners at risk of educational disadvantage will be provided with services as required. MSLETB has appointed a Learner Support Officer who will establish a Learner Support Unit in 2024 with a medium-term operational plan.

Priority	Action	Performance Indicator	Target
Provide guidance and counselling services.	<ul style="list-style-type: none"> Schools to continue to provide effective guidance and counselling. 	<ul style="list-style-type: none"> All learners in schools will have access to guidance and counselling. 	<ul style="list-style-type: none"> All students/learners will have access to guidance counselling and information services.
	<ul style="list-style-type: none"> Continue liaising with Dublin City University (DCU) providing outreach Career Guidance Programme. 	<ul style="list-style-type: none"> Increased number of Teachers in MSLETB qualified as Guidance Counsellors. 	<ul style="list-style-type: none"> In 2024 MSLETB will continue to implement the recommendations of the “Re-Imagining the Future Structural Organisation of an Enhanced, Learner-Focused ETB Service”
	<ul style="list-style-type: none"> Continue to integrate adult guidance and information and recruitment services in MSLETB. 	<ul style="list-style-type: none"> Adult Guidance service available online. MSLETB will integrate adult guidance and information services into all programmes and provision. 	
Provide high quality learning/training facilities.	<ul style="list-style-type: none"> MSLETB are committed to providing suitable and appropriate facilities for schools and FET and are reviewing all facilities currently. 	<ul style="list-style-type: none"> MSLETB will review all facilities and seek funding to improve facilities in need of upgrading. 	<ul style="list-style-type: none"> Following the audit of all centres and buildings in MSLETB in 2023 an action plan will be developed for the future Improvement of each facility in 2024
		<ul style="list-style-type: none"> Increased number of rented premises if, when and as required. 	<ul style="list-style-type: none"> MSLETB will complete and update the FET Estates Strategy in 2024.
	<ul style="list-style-type: none"> Working in partnership with DE and SOLAS in the provision of new facilities/extensions. 	<ul style="list-style-type: none"> Projects completed on time. 	<ul style="list-style-type: none"> The College of the Future Project will be progressed in 2024.
		<ul style="list-style-type: none"> MSLETB will work with key stakeholders, such as DE, DFHERIS and SOLAS and seek sanctions for building improvements and for new facilities/extensions. 	<ul style="list-style-type: none"> MSLETB is actively engaged in establishing a new multi- million Euro central campus in Castlebar. In 2024 MSLETB will submit the Provisional Business Case for the development and will endeavour to expedite and prioritise this critical infrastructure project.

Priority	Action	Performance Indicator	Target
Provide high quality learning/training facilities.			MSLETB will deliver on the capital investments it has achieved through the Strategic Infrastructure Upgrade Funds in 2024.
	<ul style="list-style-type: none"> MSLETB will engage with SOLAS and the College of the Future Unit on the Strategic Projects identified. 	<ul style="list-style-type: none"> The preliminary stage of the College of the Future Projects commenced in 2023 and will continue through 2024 and beyond. 	Continued engagement with Solas to deliver a successful project.
Promote and develop outdoor education.	<ul style="list-style-type: none"> MSLETB will provide and continuously improve outdoor education in Achill. 	<ul style="list-style-type: none"> MSLETB will promote and enhance the outdoor education provision. 	<ul style="list-style-type: none"> In 2024, MSLETB will increase provision of outdoor education and enhance the current provision.
	<ul style="list-style-type: none"> Strong promotion of outdoor education centre in Achill. 	<ul style="list-style-type: none"> Increased schools visiting Achill Outdoor Education Centre. 	<ul style="list-style-type: none"> MSLETB will assist in the development of the <i>National Outdoor Education Training Centre Strategic Framework for the Sector 2024-2027</i>.
		<ul style="list-style-type: none"> Regular upskilling of staff in outdoor education. 	
		<ul style="list-style-type: none"> MSLETB will launch and commence implementation of the <i>National Outdoor Education Training Centre Strategic Framework for the Sector 2024-2027</i>. 	
	<ul style="list-style-type: none"> MSLETB will work with all stakeholders to improve and promote the Outdoor Education Centre (OEC). 	<ul style="list-style-type: none"> MSLETB will continue to improve and develop the OEC programme offerings in 2024 including strengthening links with ATU. 	

Priority	Action	Performance Indicator	Target
Plan for changing demographics.	<ul style="list-style-type: none"> MSLETB will continue to monitor and review local catchment areas. 	<ul style="list-style-type: none"> MSLETB will continuously review and respond appropriately to changing demographics. 	<ul style="list-style-type: none"> MSLETB will continue to review and complete a report on the needs of changing demographics in the Mayo, Sligo, and Leitrim catchment.
	<ul style="list-style-type: none"> Liaison with Department of Education on projected enrolments. 	<ul style="list-style-type: none"> Respond appropriately to needs based on changing demographics. 	<ul style="list-style-type: none"> MSLETB will have an annual list of Long-Term Projected Enrolment (LTPE), from the Department of Education for provision consideration.
Engage effectively with employers	<ul style="list-style-type: none"> MSLETB are creating localised regional enterprise engagement groups. 	<ul style="list-style-type: none"> Increase in enterprise engagement in each region and development of FET provision which offers upskilling and reskilling opportunities. 	<ul style="list-style-type: none"> In 2024, MSLETB will continue to develop its Employer Engagement Team to develop productive relationships with employers, designed to enhance and support learner employability.
		<ul style="list-style-type: none"> Increase in numbers participating in work placements. 	<ul style="list-style-type: none"> In 2024, MSLETB will substantively deliver on its three STA Innovation Projects, including the development of a customer relationship management tool – project SEED and a new project in Immersive Technology for offshore wind energy development.
		<ul style="list-style-type: none"> Increased online and blended learning opportunities. 	
		<ul style="list-style-type: none"> Expand the employer engagement team. 	
		<ul style="list-style-type: none"> MSLETB will deliver on the Skills to Advance (STA) programme. 	
<ul style="list-style-type: none"> MSLETB will achieve its targets through the Skills to Advance Innovation fund-Project Strategic Employer Engagement Development (SEED); Immersive Technology (IMTech) and SMART Driving 			

Priority	Action	Performance Indicator	Target
Provide and develop traineeship and apprenticeship programmes	<ul style="list-style-type: none"> MSLETB are a leading provider of apprenticeships and traineeships. 	<ul style="list-style-type: none"> MSLETB will continue to expand apprenticeships and traineeships. 	<ul style="list-style-type: none"> In 2024, MSLETB will expand apprenticeships and traineeships. All learners will be able to access local and national apprenticeships and traineeships.
			<ul style="list-style-type: none"> MSLETB will continue to expand the national apprenticeships of Sales and Butchery and develop new programmes.
			<ul style="list-style-type: none"> MSLETB will commence the development of two new apprenticeships in 2024 in Digital Marketing and Media and Immersive Technology. MSLETB will continue to explore other new generation apprenticeships.

Priority	Action	Performance Indicator	Target
Ensure all necessary child safeguarding/vulnerable adult measures are in place in accordance with the <i>Child Protection Procedures for Primary and Post-Primary Schools (revised 2023)</i>	<ul style="list-style-type: none"> In schools and FET Centres, all child protection and vulnerable adults' procedures and policies are in place. 	<ul style="list-style-type: none"> All schools and centres have arranged appropriate training and policies and procedures are implemented. 	<ul style="list-style-type: none"> In 2024, MSLETB will conduct a review to ensure all schools and centres have all necessary child safeguarding measures in place in accordance with the <i>Child Protection Procedures for Primary and Post- Primary Schools (revised 2023)</i>
	<ul style="list-style-type: none"> Regular support and training for Designated Liaison Persons (DLPs), and Deputy designated Liaison Persons (DDLPs). 	<ul style="list-style-type: none"> Schools compliant in Child safeguarding Inspections. 	<ul style="list-style-type: none"> In 2024, 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.
	<ul style="list-style-type: none"> Board of Management (BOM), training incorporating Child Protection Oversight Report (CPOR), MSLETB will implement a refreshed vulnerable adults' procedure and polices across FET. 	<ul style="list-style-type: none"> Training for DLPs, DDLPs and BOM's completed. MSLETB will monitor the implementation of child safeguarding/vulnerable adult policies. 	

Priority	Action	Performance Indicator	Target
Priorities Science Technology, Engineering, Arts and Mathematics (STEM/STEAM) in schools	<ul style="list-style-type: none"> MSLETB has adopted the STEAM implementation plan for schools. 	<ul style="list-style-type: none"> MSLETB will continue to monitor and review the implementation plan. 	<ul style="list-style-type: none"> In 2024 all learners will be encouraged and have access to STEAM subjects.
	<ul style="list-style-type: none"> Promote and prioritise the use of technology to enhance teaching, learning and assessment in schools and centres. 	<ul style="list-style-type: none"> CPD for teachers is delivered. 	
Provide high quality ICT learning supports in schools/centres	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> MSLETB schools and centres will continue to integrate and promote ICT for all its learners in technology-enabled classrooms in schools/centres. 	<ul style="list-style-type: none"> In 2024, MSLETB will continue to ensure that all MSLETB schools and Further Education provision has adequate and appropriate ICT infrastructure.
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Continue to develop and implement digital learning plans. 	<ul style="list-style-type: none"> In FET MSLETB will continue to deliver on the Technology Enhanced Learning (TEL) Strategy and the Strategic Performance Agreement with SOLAS.
	<ul style="list-style-type: none"> MSLETB will ensure that all schools and Further Education provision has adequate and appropriate ICT infrastructure. 	<ul style="list-style-type: none"> High quality ICT facilities in all schools and centres. 	<ul style="list-style-type: none"> MSLETB will continue to review technology and implement digital transformation initiatives as required.

Priority	Action	Performance Indicator	Target
Provide high quality ICT learning supports in schools/centres	<ul style="list-style-type: none"> In FET MSLETB will continue to deliver on the TEL Strategy and the Strategic Performance Agreement with SOLAS. 	<ul style="list-style-type: none"> Extended provision of digital skills programmes throughout provision. 	<ul style="list-style-type: none"> MSLETB will continue to review Continuing Professional Development (CPD) needs and provide CPD as required.
	<ul style="list-style-type: none"> Through the Literacy for Life Strategy / Skills to Compete (STC) programme MSLETB will ensure that digital literacy and digital skills are expanded throughout programmes 	<ul style="list-style-type: none"> Deployment of new Firewall to all schools and training centres to provide DNS/DHCP services. 	<ul style="list-style-type: none"> In 2024, MSLETB will bring on a digital content partner to assist in the development of high-quality digital content across provision.
	<ul style="list-style-type: none"> MSLETB will migrate standalone servers to Azure and retire physical servers. 	<ul style="list-style-type: none"> Migration of file server's data to OneDrive and SharePoint. 	<ul style="list-style-type: none"> In 2024, MSLETB will deploy new Firewalls to all schools and centres identified.
	<ul style="list-style-type: none"> This will allow schools and centres to access cloud services such as Microsoft Teams, OneDrive, and SharePoint. 	<ul style="list-style-type: none"> Migration of file server's data to OneDrive and SharePoint. 	<ul style="list-style-type: none"> In 2024, MSLETB will migrate file server details to One Drive/ SharePoint.
		<ul style="list-style-type: none"> Migration of PCs/mobile devices from local domains to Azure. 	<ul style="list-style-type: none"> In 2024, MSLETB will commence the Migration of PCs/mobile devices from local domains to Azure.
			<ul style="list-style-type: none"> MSLETB schools will engage with Digital Strategy 2022-2027 to further enhance digital technologies.

Priority	Action	Performance Indicator	Target
Implement national education strategies.	<ul style="list-style-type: none"> • MSLETB will support the implementation of actions from all national education strategies (and support all other governmental strategies), including: – • <i>Department of Education Statement of Strategy 2023-2025.</i> • <i>'Adult Literacy for Life' - a 10-year adult literacy strategy.</i> • <i>Future FET: Transforming Learning the National Further Education and Training (FET) Strategy.</i> • <i>Action Plan for Apprenticeship 2021 to 2025</i> • <i>Straitéis 20 Bliain don Ghaeilge 2010-2030 (The 20-Year Strategy for the Irish Language 2010-2030)</i> • <i>Polasáí don Oideachas Gaeltachta 2017 (Policy on Gaeltacht Education 2017).</i> 	<ul style="list-style-type: none"> • Continue to review and monitor operational plans to ensure that local targets are aligned with the national education (and other governmental strategies). 	<ul style="list-style-type: none"> • In 2024, MSLETB will review all operational plans and include actions to progress all national education strategies. • MSLETB will establish an Adult Literacy for Life (ALL) Team to commence implementation of the national Adult Literacy for Life Strategy.

Priority	Action	Performance Indicator	Target
Participation of three secondary schools in the Scéim Aitheantais do Scoileanna Gaeltachta: Coláiste Pobail Acla, St. Brendan's and Gaelcholáiste Chomáin. Gaelcholáiste Chomáin is the only school that operates solely through the medium of the Irish Language.	<ul style="list-style-type: none"> Use of hours awarded as per Circular 0011/2022 for Múinteoir Tacaíocht, Grant allocation of €1,200. 	<ul style="list-style-type: none"> Schools' utilisation of Department supports i.e., the hours awarded under circular for additional language-support for Irish (Múinteoir Tacaíocht). 	<ul style="list-style-type: none"> 5% increase per year in student taking subjects through the medium of Irish by September 2024.
	<ul style="list-style-type: none"> Use of additional support from Muintearas for a Cúintóir Teanga in each participating secondary school. 	<ul style="list-style-type: none"> Grant allocation of €1,200 to purchase teaching resources. School participation in the program offered from external agency Muintearas Teo. 	<ul style="list-style-type: none"> Successful recognition has now been achieved by one of the participating secondary schools Gaelcholáiste Chomáin.
Future growth of Coláiste Chomáin the only post primary school where Irish is the main medium of instruction	<ul style="list-style-type: none"> Seek additional supports such as a scholarship program for additional students to take part in a Transition Year (TY) in a Gaeltacht school. 	<ul style="list-style-type: none"> Successful grant awarded from Roinn na Gaeltacht. 	<ul style="list-style-type: none"> Increase in student numbers of minimum 12 students on a yearly basis through successful implementation of a scholarship programme.
	<ul style="list-style-type: none"> Gaeltacht scholarships are in support of further growth in student numbers and community participation through Bean an Tí scheme. 	<ul style="list-style-type: none"> Continue to make representations seeking a specific grant award for an area in rural decline, decreasing population trends classification as a disadvantaged area. 	<ul style="list-style-type: none"> Academic Year 2024 / 2025

Priority	Action	Performance Indicator	Target
To ensure curricular and extra-curricular activities are carried out through the medium of Irish. To show the language as a living language	<ul style="list-style-type: none"> Promote Extra Curricular Activities with staff and students through Irish. 	<ul style="list-style-type: none"> Increased student uptake in extracurricular activities through the medium of Irish 	<ul style="list-style-type: none"> Increase in the number of extracurricular activities through Irish.
	<ul style="list-style-type: none"> Utilise staff with the Irish language and places that use activities through Irish for extracurricular activities. 	<ul style="list-style-type: none"> Workshops provided through the Irish language and targeted in areas of Drama, Craft, and technical skill development to enhance and increase student participation for full retention. 	<ul style="list-style-type: none"> Academic Year 2024 / 2025.
	<ul style="list-style-type: none"> Extra-Curricular activities in support of requirement for T1 (L1) in all Irish secondary school. 		
Enrich curriculum options to enhance rural schools offering for students	<ul style="list-style-type: none"> Gaeltacht E-Hub Pilot Project 2022-2024 Physics & Chemistry. 	<ul style="list-style-type: none"> Student uptake and school participation in Gaeltacht E-hub project. 	<ul style="list-style-type: none"> Uptake in project by Gaelcholáiste Chomáin based upon student demand for subjects on offer through the E-Hub Project.
	<ul style="list-style-type: none"> Seek additional subjects to be made available through the E-Hub Project. 	<ul style="list-style-type: none"> Extension of subjects will increase student participation rates. 	
Resources for transition program from primary to post primary operating through the medium of the Irish Language	<ul style="list-style-type: none"> The journey from primary to post primary is recognised as having challenges for students. Students require additional supports to make this transition a positive experience. 	<ul style="list-style-type: none"> Workshops to empower students with regard their language skills and confidence ensuring successful transition and retention. 	<ul style="list-style-type: none"> Improved student transition from primary to secondary with increased student participation by end of first academic term. <p>Academic year 2024 / 2025.</p>
To involve all stakeholders in the promotion of the Irish Language in the school community	<ul style="list-style-type: none"> Completion of a community data gathering activity encompassing bealoideachais and phrases associated with local Irish dialect. 	<ul style="list-style-type: none"> Positive response, community participation engagement in the events organised by the school for data collection. 	<ul style="list-style-type: none"> Publication of gathered data and through a shared online portal on the school website of Gaelcholáiste Chomáin. <p>September Academic year 2024 / 2025.</p>

GOAL 2 STAFF SUPPORT

Priority	Action	Performance Indicator	Target
Support Staff in Ongoing Professional Development	<ul style="list-style-type: none"> Collaborate with Professional Development Coordinator for an integrated plan. 	<ul style="list-style-type: none"> Availability of PD in critical areas. 	<ul style="list-style-type: none"> Enhance employee skills for current and future organisational needs.
	<ul style="list-style-type: none"> Identify skill gaps and offer targeted training opportunities. 	<ul style="list-style-type: none"> Increased participation in training programs. 	<ul style="list-style-type: none"> Provide interview board training and skill-specific workshops.
Recruitment and Retention of Staff	<ul style="list-style-type: none"> Review and enhance Recruitment Process. 	<ul style="list-style-type: none"> Compliance with Recruitment and Selection Policy. 	<ul style="list-style-type: none"> Maintain best practices in hiring suitable candidates.
	<ul style="list-style-type: none"> Provide Professional Development opportunities. 	<ul style="list-style-type: none"> Analysis of permanent staff turnover for potential retention issues. 	<ul style="list-style-type: none"> Maintain low turnover of permanent staff.
Support and Develop High-Quality Leadership	<ul style="list-style-type: none"> Support line managers to effectively implement MSLETB probation policy. 	<ul style="list-style-type: none"> Effective relationships between Line Managers and new employees. 	<ul style="list-style-type: none"> Policy successful implementation through 2024
	<ul style="list-style-type: none"> Encourage staff participation in leadership development. 	<ul style="list-style-type: none"> Evaluation of outcomes aligned with organisational needs 	<ul style="list-style-type: none"> Promote continuous leadership development
Promote Awareness of Health and Safety	<ul style="list-style-type: none"> Establish effective health and safety program and prioritise policies. 	<ul style="list-style-type: none"> Participation in training events and compliance checks. 	<ul style="list-style-type: none"> Provide specialist support for safety compliance. Empower designated safety personnel with required training.
	<ul style="list-style-type: none"> Continuous training for Line Managers to handle complaints per Harassment/Sexual Prevention Policy. 	<ul style="list-style-type: none"> Increased awareness and trained staff. 	<ul style="list-style-type: none"> More staff trained in policy compliance in 2024.
Provide a positive and supportive work environment.	<ul style="list-style-type: none"> Promote MSLETB's Employee Assistance Programme (EAP). 	<ul style="list-style-type: none"> Review the usage of EAP services by employees. 	<ul style="list-style-type: none"> Encourage utilisation and support staff wellbeing.

Priority	Action	Performance Indicator	Target
Implement Work-Life Balance Initiatives	<ul style="list-style-type: none"> Evaluate and enhance existing flexible work arrangements. 	<ul style="list-style-type: none"> Introduce remote working policy and flexible working policy. 	<ul style="list-style-type: none"> Improved perception and utilisation of work-life balance initiatives.
	<ul style="list-style-type: none"> Introduce wellness programs tailored to diverse staff needs. 	<ul style="list-style-type: none"> Participation rates in wellness activities. 	<ul style="list-style-type: none"> Increased engagement and satisfaction through diverse wellness initiatives.
Foster a Culture of Continuous Feedback	<ul style="list-style-type: none"> Implement regular feedback mechanisms for staff. 	<ul style="list-style-type: none"> Rate of staff participation in feedback channels. 	<ul style="list-style-type: none"> Increased communication, morale, and opportunities for improvement.
	<ul style="list-style-type: none"> Train managers on delivering constructive feedback. 	<ul style="list-style-type: none"> Evaluation of manager performance in providing feedback. 	<ul style="list-style-type: none"> Improved managerial skills in communication and support.

GOAL 3 GOVERNANCE

Priority	Action	Performance Indicator	Target
Develop organisational structures and systems to meet the changing needs of the organisation	<ul style="list-style-type: none"> Assess and procure a Digital Document Management System for the Human Resources (HR) Department subject to budget approval. 	<ul style="list-style-type: none"> Assess the viability of procuring a Digital Document Management System for HR Department by the end of Q1 2024. 	<ul style="list-style-type: none"> Deliver Digital Document Management viability assessed by end of Q1 2024. If viable, proceed to procurement Q4 2024.
	<ul style="list-style-type: none"> Consider sectorial financial shared services proposals nationally, contribute to those proposals and consider what changes are required in MSLETB to meet those changes. 	<ul style="list-style-type: none"> Proactively engage with ESBS rollout plan. Continue to assess our readiness to deploy new Shared Service systems. 	<ul style="list-style-type: none"> Align MSLETB with the national rollout plan.
	<ul style="list-style-type: none"> Work towards improving practices identified through Data Protection Gap Analysis finding and increased staff training. 	<ul style="list-style-type: none"> Gaps identified by gap analysis have in the majority been addressed. Data Protection Office has commenced site visits, training and drop-in sessions continuing for 2024. 	<ul style="list-style-type: none"> Improve Data Protection practice across the organisation and increase staff training and development by Q4 2024.
	<ul style="list-style-type: none"> Continue to review adequacy of new financial systems in the context of P2P and Procurement and implement amendments in policy and practice as necessary. 	<ul style="list-style-type: none"> Update Financial Authority Matrix and Procurement Policy to reflect any changes. Continue to review periodically the P2P system to ensure it is being utilised to its best efficiency. 	<ul style="list-style-type: none"> Implement new Financial Authority Matrix and Procurement Policy and deliver staff training Q2 2024.

Priority	Action	Performance Indicator	Target
Develop organisational structures and systems to meet the changing needs of the organisation.	<ul style="list-style-type: none"> Analyse Multi-Annual Procurement Plan (MAPP) to identify non-compliant procurement spend and historic spending analysis. 	<ul style="list-style-type: none"> Review priorities in terms of aggregated cost and begin the procurement planning and process. 	<ul style="list-style-type: none"> Secure tenders in areas of noncompliance by Q4 2024.
	<ul style="list-style-type: none"> MSLETB will continue to invest in cloud infrastructure supporting the unified communication platform purchased in 2023 through Microsoft Teams. Target is to reduce physical phone systems and associated line rental. A full audit of all sites will be carried out across the organisation to identify current expenditure in this area and its necessity. 	<ul style="list-style-type: none"> MSLETB intends to transfer up to 10 sites to the MS Teams platform over the next 12 months depending on budget constraints. Significant saving envisaged for the organisation 	<ul style="list-style-type: none"> MSLETB will continue to deploy the clouded phone system solution over a five-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.
	<ul style="list-style-type: none"> MSLETB will continue with the implementation of a One Device policy for staff in OSD and Training Centres. This will reduce the ICT hardware and support required and allow staff flexibility on working arrangements. 	<ul style="list-style-type: none"> MSLETB ICT section will facilitate the transition by individual sections in Q3/Q4 2024. 	<ul style="list-style-type: none"> All OSD and Training Centre staff will be working from One Device by Q4 2024 allowing for savings on hardware, and technical support as well as offering flexibility on working arrangements to staff.

Priority	Action	Performance Indicator	Target
Effectively manage finances and risk	<ul style="list-style-type: none"> Continue to develop the Financial Reporting process in the Sun Financials platform. 	<ul style="list-style-type: none"> The processes and reports from the Sun Financial system meeting the needs of MSLETB Financial Reporting requirement. 	<ul style="list-style-type: none"> Improved internal and external Financial Reporting in 2024.
	<ul style="list-style-type: none"> Review adequacy of existing systems and upgrade as necessary to mitigate business risks. 	<ul style="list-style-type: none"> Review of high-risk categories by Audit and Risk Committee bi-annually to measure number of risks mitigated. 	<ul style="list-style-type: none"> Continue to take actions to Deliver improved risk ratings of significant high-risk activities on a quarterly basis.
	<ul style="list-style-type: none"> Continue to review Risk Registers and prioritise high risks as points of action. 	<ul style="list-style-type: none"> Review individual directorate Risk Registers quarterly and review Corporate Risk Review quarterly through the Executive Management Team (EMT). 	<ul style="list-style-type: none"> Reduce the likelihood and impact of risks on the organisation.
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Ensure the Board is satisfied with the work carried out by Finance and Audit & Risk Committees. 	<ul style="list-style-type: none"> Ensure transparent communication between Finance, Audit and Risk Committee, and MSLETB Board.
Financial expertise on audit and finance committees	<ul style="list-style-type: none"> Following Local Elections in 2024, appointments to audit and finance committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role. 	<ul style="list-style-type: none"> Consultation with Audit and Finance Committee Chairs regarding the appointment of new committee members. 	<ul style="list-style-type: none"> Ensure that external new committee members bring the required audit and financial skills, and experience to the Audit and Risk Committee, when appointed to the role.

Priority	Action	Performance Indicator	Target
Effectively manage finances and risk	<ul style="list-style-type: none"> The chair of the board will continue to 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. 	<ul style="list-style-type: none"> The Board of will ensure that it receives adequate assurance that specified controls are operating as intended. 	<ul style="list-style-type: none"> 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 2024.
	<ul style="list-style-type: none"> MSLETB will continue to engage with IAU to identify areas for closer inspection and potential audit. 	<ul style="list-style-type: none"> Implement an Audit Recommendations Tracker in 2024. 	<ul style="list-style-type: none"> Improve MSLETBs ability to address areas of risk and report to the Audit and Risk Committee on progress on the risks identified.
	<ul style="list-style-type: none"> MLSETB will continue to monitor progress on management responses in C&AG Management Letter. 	<ul style="list-style-type: none"> Continue to provide input to the Internal Audit Unit to identify risks and / or risk areas that my benefit from internal audit. 	<ul style="list-style-type: none"> Ensure Transparent and timely Communication between MSLETB and the Internal Audit Unit.
Efficiently use resources.	<ul style="list-style-type: none"> Utilise resources to reduce our carbon footprint. 	<ul style="list-style-type: none"> Conduct online Teams meeting where possible and conduct online Interviews where possible to reduce carbon emissions, use digital files as opposed to hardcopy, turn off heat at weekends in schools and centres when not required, turn off lighting and reduce use where possible, reduce printing across all units. 	<ul style="list-style-type: none"> Reduce energy use throughout the organisation and towards 2030 Climate Action Targets.

Priority	Action	Performance Indicator	Target
Efficiently use resources.		<ul style="list-style-type: none"> MSLETB will continue to move to cloud first digital strategy, reducing on premise hardware such as servers etc. Continue to roll out our single device policy across OSD and Training Centres. 	<ul style="list-style-type: none"> All OSD and Training Centre staff will be working from One Device by Q4 2024 allowing for savings on hardware, and technical support as well as offering flexibility on working arrangements to staff.
			<ul style="list-style-type: none"> All file servers to be replaced by Q4 2024.
	<ul style="list-style-type: none"> The cloud-first Digital Strategy will be extended to all corporate site across the organisation. This will ensure that data is protected, and all devices are centrally managed and updated regularly with the latest security and virus guard patches. 	<ul style="list-style-type: none"> All Windows devices currently authenticating to schools and training centres servers will be migrated to Azure AD cloud services. 	<ul style="list-style-type: none"> All Windows devices currently authenticating to schools and training centres servers will be migrated to Azure AD Q3 2024.
		<ul style="list-style-type: none"> All Windows devices will be centrally managed through SCCM and Intune. 	<ul style="list-style-type: none"> All Windows devices will be centrally managed through SCCM and Intune in Q3 2024.
	<ul style="list-style-type: none"> Greater adoption of clouded file storage with the transfer of file servers to SharePoint. 	<ul style="list-style-type: none"> Migration of Castlebar HQ file server to SharePoint 	<ul style="list-style-type: none"> Migration of Castlebar file server to SharePoint will be completed in the Q3 of 2024.
		<ul style="list-style-type: none"> Full transfer of all MSLETB websites to the new provider. 	<ul style="list-style-type: none"> Continue security and improvement of this infrastructure.

Priority	Action	Performance Indicator	Target
Efficiently use resources.	<ul style="list-style-type: none"> Continue the consolidation of existing websites into the single supplier for hosting and development. This will continue to provide cost savings and greater uniformity of communication through the common design and management of MSLETB websites. This will also provide greater security implementation as all security features are within a single supplier. 	<ul style="list-style-type: none"> Improved security under contract with data processing agreement in place 	<ul style="list-style-type: none"> Develop a system for deployment internally as required and identify for future organisational requirements.
	<ul style="list-style-type: none"> Review current resources and align them to meet statutory and regulatory priorities of MSLETB and strategic goals. 	<ul style="list-style-type: none"> Review allocations from Department. 	
		<ul style="list-style-type: none"> Consider needs of the Organisation and apply resources to achieve strategic goals 	
Communicate effectively.	<ul style="list-style-type: none"> Review internal communications and develop an internal structure and policies to deliver information to staff while complying with provisions of relevant legislation and regulations. 	<ul style="list-style-type: none"> Implementation of new policies across MSLETB. 	
	<ul style="list-style-type: none"> Review content and accessibility of staff intranet 'SCORE' and promote its use as a communication network for all staff. 	<ul style="list-style-type: none"> Measure responses and feedback from communications. 	<ul style="list-style-type: none"> Improved staff awareness of resources within MSLETB Intranet – SCORE through training Q3.
	<ul style="list-style-type: none"> Comply with Section 10A (Advertising by Public Bodies) of the <i>Official Languages (Amendment) Act 2021</i> 	<ul style="list-style-type: none"> Collate data from all internal stakeholders regarding requirement to advertise through Irish 	<ul style="list-style-type: none"> Report through new portal (when available) to Coimisinéir Teanga in Q1 2024
	<ul style="list-style-type: none"> Optimise MSLETB's website to communicate information to target audiences and effectively use social media to market and promote the services of MSLETB. 	<ul style="list-style-type: none"> Monthly Social Media Analytics. 	<ul style="list-style-type: none"> Embed a culture in MSLETB that clearly identifies the value of relevant and up to date communications in a consistent manner across the organisation.

Priority	Action	Performance Indicator	Target
Communicate effectively.		<ul style="list-style-type: none"> Monitor all communication channels and measure their effectiveness with target audience. Monitor website traffic reports. 	<ul style="list-style-type: none"> To ensure all MSLETB associated websites are user-friendly and inclusive by using appropriate language, visual design, and mobile optimisation.
	<ul style="list-style-type: none"> Continue to develop publications outlining the functions and services of MSLETB. 	<ul style="list-style-type: none"> Provision of in-house communications collateral to improve employee engagement and enhance organisation cultures 	<ul style="list-style-type: none"> To implement one corporate voice across all MSLETB websites, social media and publications that reflects the value and mission of the organisation.
Develop Service Level Agreements (SLAs) with external stakeholders Develop Service Level agreements with external stakeholders.	<ul style="list-style-type: none"> Review adequacy of current SLAs and action poor performance of service providers. 	<ul style="list-style-type: none"> Number of SLAs, MOUs, and other agreements in place. 	<ul style="list-style-type: none"> All SLAs are prepared and identify acceptable service levels.
	<ul style="list-style-type: none"> Review and evaluate performance of SLAs through annual meetings with external stakeholders to discuss outcomes and identify key priorities. 	<ul style="list-style-type: none"> Ongoing review of performance of SLAs. 	<ul style="list-style-type: none"> Ensure procedures are in place to ensure agreed levels are being met.
	<ul style="list-style-type: none"> Identify what activities or service areas with external stakeholders require a SLA and develop a standard SLA template for this purpose. 		
Ensure effective Data Protection	<ul style="list-style-type: none"> Actively engage all schools, centres, and administrative offices, identify data protection risks and areas for improvement. 	<ul style="list-style-type: none"> DPO to visit all schools, centres and administrative offices. 	<ul style="list-style-type: none"> Completion of site visits by end Q2 2024.
	<ul style="list-style-type: none"> Build awareness and promote participation in data protection 	<ul style="list-style-type: none"> Targeted data protection training and drop-in sessions. 	<ul style="list-style-type: none"> Throughout 2024.

Priority	Action	Performance Indicator	Target
Ensure effective Data Protection	compliance and processes across the organisation.	<ul style="list-style-type: none"> ETBI GDPR Training Tool completion rates. 	<ul style="list-style-type: none"> Quarterly monitoring of each pillar (Schools, OSD & FET).
	<ul style="list-style-type: none"> Continue a process of accountability and responsibility to ensure effective oversight of data protection compliance. 	<ul style="list-style-type: none"> Number and categories of Data Breaches. 	<ul style="list-style-type: none"> Throughout 2024.
		<ul style="list-style-type: none"> Risks identified in Data Protection Gap Analysis. 	<ul style="list-style-type: none"> Continue to work on reducing and eliminating risks identified in Gap Analysis.
	<ul style="list-style-type: none"> Undertake regular data protection audits and Data Protection Impact Assessments (DPIAs) to ensure appropriate agreements are in place and maximise the security of the personal data under the control of MSLETB. 	<ul style="list-style-type: none"> Review Data Processing Agreements in place. 	<ul style="list-style-type: none"> Review of existing DPA and DSA by end of Q2 2024.
		<ul style="list-style-type: none"> Completion of DPIAs where required 	<ul style="list-style-type: none"> Throughout 2024.
		<ul style="list-style-type: none"> Continue to update and review Records of Processing Activity (ROPA's). 	<ul style="list-style-type: none"> End Q3 2024.
Engage effectively with stakeholders and develop partnerships.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Review Memorandums of Understanding (MOUs) and SLAs. 	<ul style="list-style-type: none"> Build strong relationships and develop valuable partnerships with stakeholders for delivery of improved operations and services.
		<ul style="list-style-type: none"> Review Employer Engagements. 	
	<ul style="list-style-type: none"> Undertake a communications exercise to inform stakeholders of MSLETBs roles and responsibilities. 	<ul style="list-style-type: none"> Identify Emerging needs. 	

Priority	Action	Performance Indicator	Target
Follow best practice in procurement	<ul style="list-style-type: none"> Ensure that MSLETB's public procurement function is discharged ethically, honestly, and fairly in a manner that secures best value for money. 	<ul style="list-style-type: none"> Review findings of Audits 	<ul style="list-style-type: none"> Improved efficiencies and cost reduction through compliance with Procurement Plans and Policies.
	<ul style="list-style-type: none"> Develop and enhance MSLETB's Procurement Unit to assist and support the organisation in compliance with the Procurement Policy. 	<ul style="list-style-type: none"> Review performance of contracts. 	<ul style="list-style-type: none"> Continue to draw down from the National Frameworks.
		<ul style="list-style-type: none"> Analysis of Multi-Annual Procurement Plan to identify significant non-compliant spend. 	
Ensure compliance with statutory and regulatory requirements.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Review self-assessments of COP questionnaire completed by members of MSLETB Boards to identify improvements required. 	<ul style="list-style-type: none"> Demonstration of MSLETB's ongoing commitment to achieving the highest possible standard of corporate governance in line with the Code of Practice Q4
	<ul style="list-style-type: none"> Implement clear policies, procedures and roles which support strong corporate governance. 		
	<ul style="list-style-type: none"> Encourage full attendance rates at board meetings 	<ul style="list-style-type: none"> Individual boards should re-emphasise the requirement for attendance at all board meetings as per COP of ETBs. 	
	<ul style="list-style-type: none"> Promote and emphasise accountability and transparency in all undertakings. 	<ul style="list-style-type: none"> The chairs of both the Audit & Risk Committee and the Finance Committee should ensure that a self-assessment exercise is completed annually as required 	

Priority	Action	Performance Indicator	Target
Ensure compliance with statutory and regulatory requirements.		under the COP for the Governance of ETBs.	
		<ul style="list-style-type: none"> Returns to the Department must be accurate and Reporting deadlines adhered to. 	<ul style="list-style-type: none"> Meet the guidelines as set out by the Department.
	<ul style="list-style-type: none"> Ensure compliance with the Code of Practice for the Governance of the ETBs. 	<ul style="list-style-type: none"> Measuring compliance levels of MSLETB using Compliance Assessment Tools. 	<ul style="list-style-type: none"> Meet full compliance with the Assessment Tool.
Staff Development	<ul style="list-style-type: none"> A member of staff has been appointed as the training manager. This staff member will ensure that: <ul style="list-style-type: none"> -training needs analysis in financial management is carried out on an annual basis - a training programme on financial management is developed and implemented 	<ul style="list-style-type: none"> Completion of Training Analysis 	<ul style="list-style-type: none"> The analysis will be carried out by Q 3 and training developed and implemented as required by Q4.
		<ul style="list-style-type: none"> The results of the analysis and training programme details 	
		<ul style="list-style-type: none"> Implementation of Training analysis 	<ul style="list-style-type: none"> Ongoing evaluation and adjustments
	<ul style="list-style-type: none"> Monitor Effectiveness 	<ul style="list-style-type: none"> Feedback from staff on training effectiveness 	
Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools (revised 2023)	<ul style="list-style-type: none"> In schools and FET Centres all child protection and vulnerable adults' procedures and policies are in place. 	<ul style="list-style-type: none"> All schools and centres have arranged appropriate training and policies and procedures implemented. 	<ul style="list-style-type: none"> 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.
		<ul style="list-style-type: none"> CPOR's completed by all BOMs. 	<ul style="list-style-type: none"> In 2024, Schools and Centres will be audited to confirm that

Priority	Action	Performance Indicator	Target
Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools (revised 2023)		<ul style="list-style-type: none"> Positive Child Safeguarding Inspection Reports. 	training and policies are up to date and in place.
		<ul style="list-style-type: none"> BOM checklist completed by all Schools. 	
		<ul style="list-style-type: none"> All Schools and Centres will have implemented Child Protection and Vulnerable Adults' procedures and policies. 	<ul style="list-style-type: none"> All newly appointed DLP's and DDLP's will receive training.

GOAL 4 PROTECTION PROGRAMMES

Priority	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.	<ul style="list-style-type: none"> MSLETB is delivering refugee resettlement programmes in Sligo, Mayo, and Leitrim. Programmes take place across MSLETB programmes and services. Refugees are supported by all of the services of the ETB and adult learners are supported especially in English for Speakers of Other Languages (ESOL), Youthreach and PLC programmes. 	<ul style="list-style-type: none"> Continue to maintain, develop, and improve strong working partnerships between MSLETB, DE, DFHERIS, SOLAS, DCEDIY, Local Authorities/LCDC the Partnership Companies and Refugee Resettlement Workers and MSLETB play a key role in the Integration Service Delivery Team – Irish Refugee Protection Programme (IRPP). 	<ul style="list-style-type: none"> All International Protection participants in MSLETB will be prioritised and provided with services as needed.
Continue to support the Regional Education and Language Teams (REALT) hosted by the 16 regional education and training boards (ETBs) to support the education needs of children from Ukraine arriving in Ireland.	<ul style="list-style-type: none"> A core function of the REALT is to help families to find a school place. This work involves working with the families, school principals and communities to locate school places, providing relevant information as well as signposting to supports across the system. 	<ul style="list-style-type: none"> MSLETB will continue to develop and support the cross regional REALT Team's supporting the educational needs of Ukrainian citizens arriving in the MSLETB Region. 	<ul style="list-style-type: none"> All educational needs of Ukrainian children and adults will be supported by the ETB.
	<ul style="list-style-type: none"> In 2024, MSLETB will continue to prioritise its support for Refugee Resettlement, particularly the high volume of Ukrainian nationals arriving into our region and every resource available will be deployed to assist all programme refugees. 		<ul style="list-style-type: none"> MSLETB will continue to develop its ESOL services to support the requirements for English as a language for all Ukrainian citizens.

Specific Strategic Priorities for MSLETB:

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for MSLETB will be either commenced or delivered during 2024 to ensure advancement of the overall Strategy Statement. –

Goal	Priority	Action	Performance Indicator	Target
1	Excellent teaching, learning, and training	<ul style="list-style-type: none"> Promoting Continuing Professional Development and collaboration for Teachers, Tutors, and Instructors. Establish a Professional Development Office to coordinate CPD. 	<ul style="list-style-type: none"> Increased Participation rates in CPD and other training and career development supports. 	<ul style="list-style-type: none"> Quality – delivering the best learning experience to the highest standards to all students, learners, and trainees in MSLETB.
		<ul style="list-style-type: none"> Develop further education and training offerings to support innovation and respond to emerging skill needs. 	<ul style="list-style-type: none"> Evidence of innovation in course/programme offerings to support emerging skill needs. 	<ul style="list-style-type: none"> Ensure opportunities for upskilling/reskilling are available as required.
				<ul style="list-style-type: none"> To respond to needs of all stakeholders as they arise.
		<ul style="list-style-type: none"> Foster progress of learners at risk of educational disadvantage or with additional/special educational needs. Supporting schoolwide Inclusive and Special Education in our schools. 	<ul style="list-style-type: none"> Course/programme completion rates Supporting the Provision Mapping Process by establishing a community of practice. 	<ul style="list-style-type: none"> Ensure learners have the supports they require to achieve and progress. To have all schools involved in this initiative.
		<ul style="list-style-type: none"> Develop MSLETB's Irish language provision and promote the development of transition year programme, scholarship arrangements and related initiatives. 	<ul style="list-style-type: none"> Improvement in progress and outcomes of learners at risk of educational disadvantage or with additional/special educational needs, 	<ul style="list-style-type: none"> Supporting Irish language delivery in MSLETB through innovative opportunities and initiatives.

Goal	Priority	Action	Performance Indicator	Target
1	Excellent teaching, learning, and training.	<ul style="list-style-type: none"> Create a positive teaching & learning environment that supports the wellbeing of staff in our schools. 	<ul style="list-style-type: none"> Feedback from stakeholders and learners on course/programme offerings and professional development opportunities. Staff based initiatives organised by School Ethos Leadership teams. 	<ul style="list-style-type: none"> Continued embedding of Core Values by Ethos Coordinator.
2	Development and Innovation	<ul style="list-style-type: none"> Establish MSLETBs version of the College of Future. Conduct a review and evaluation of the current approach to information collation, analysis, and utilisation. 	<ul style="list-style-type: none"> Colleges to be fully established by 01st September 2024. Conduct a review and evaluation of the current approach to information collation, analysis, and utilisation. 	<ul style="list-style-type: none"> To fully implement the <i>National FET Strategy 2020-2024</i>, MSLETB will restructure its FET programmes and services into Colleges of the Future. Conduct a review and evaluation of the current approach to information collation, analysis, and utilisation.
		<ul style="list-style-type: none"> Develop a plan for high-quality teaching and learning support that includes effective planning, delivery, review, and feedback mechanisms. 	<ul style="list-style-type: none"> Increased quality of teaching and learning and support provision through effective planning, delivery, review, and feedback. 	<ul style="list-style-type: none"> To enhance the quality of teaching, learning, and support services through regular planning, delivery, review, and feedback mechanisms.
		<ul style="list-style-type: none"> Review and benchmark the approach to employer engagement and identify areas for improvement to address identified needs. 	<ul style="list-style-type: none"> Strengthened employer engagement and regional stakeholder collaboration. 	<ul style="list-style-type: none"> To increase employer engagement and address their identified needs through benchmarking and augmenting the approach.

Goal	Priority	Action	Performance Indicator	Target
2	Development and Innovation	<ul style="list-style-type: none"> Engage with regional stakeholders to gather information about their needs and preferences for learning solutions and use that information to develop targeted learning solutions. 		<ul style="list-style-type: none"> To engage with regional stakeholders and develop targeted learning solutions to support the delivery of initiatives.
		<ul style="list-style-type: none"> Increase provision and facilities for training Apprentices to assist deal with the national backlog. 	<ul style="list-style-type: none"> MSLETB will train and support increased numbers of Apprentices. 	<ul style="list-style-type: none"> To increase Phase 2 Apprenticeship Training Facilities and to support additional Phase 4 and Phase 6 throughput via ATU and South West College, NI.
		<ul style="list-style-type: none"> Continue the process of establishing a dedicated Learner Support Unit for FET students and work to enhance related services for second level students. 	<ul style="list-style-type: none"> Growth in innovative course, programme, and apprenticeship offerings 	<ul style="list-style-type: none"> To provide better support to FET students through a dedicated Learner Support Service.
		<ul style="list-style-type: none"> Launch pilot projects for innovative courses, programmes, and apprenticeships to address emerging needs, and gather feedback to inform future development. 		
		<ul style="list-style-type: none"> Begin the process of conducting a mid-cycle review of lessons learned and experience in innovative programme development, and document findings for future reference. 	<ul style="list-style-type: none"> Successful mid-cycle review of lessons learned and experience in innovative programme development. 	<ul style="list-style-type: none"> To review and reflect on the lessons learned and experience in innovative program development and make necessary improvements.
		<ul style="list-style-type: none"> Continue to support the inclusion of international protection applicants and marginalised groups. 	<ul style="list-style-type: none"> REALT will continue to work in collaboration with local stakeholders 	<ul style="list-style-type: none"> To meet needs of all International protection applicants and marginalised groups

Goal	Priority	Action	Performance Indicator	Target
2	Development and Innovation		to meet international protection applicants' needs.	<ul style="list-style-type: none"> Ongoing 2024
		<ul style="list-style-type: none"> Continue to promote CNS model of Primary school. 	<ul style="list-style-type: none"> Provide information sessions for Board of management, Principals and Primary schools 	
3	Learning Environment and Digital Enablement	<ul style="list-style-type: none"> Define, prioritise, and establish specific KPIs for the infrastructural capital development program. 	<ul style="list-style-type: none"> Effective project management and delivery of infrastructural capital development projects. 	<ul style="list-style-type: none"> Effectively manage the infrastructural capital development program, support non-ETB schools in delivering infrastructural development projects, optimise the use of MSLETB facilities and resources, promote a culture of sustainability, embrace technology enhanced learning and innovative solutions, streamline administrative requirements, and realise cost savings.
		<ul style="list-style-type: none"> Develop a draft protocol for the optimal use of MSLETB facilities and resources and seek feedback from stakeholders. 	<ul style="list-style-type: none"> Optimal use of MSLETB facilities and resources. 	
		<ul style="list-style-type: none"> Conduct a sustainability audit of existing MSLETB facilities and develop an action plan to address any gaps. Launch a pilot phase of the MSLETB-wide sustainability awareness campaign. 	<ul style="list-style-type: none"> Integration of sustainability and green agenda principles in resource planning and facility upgrade decisions. 	
		<ul style="list-style-type: none"> Assess existing hardware, software, and training needs, and develop a plan to address any identified gaps. 		

Goal	Priority	Action	Performance Indicator	Target
3	Learning Environment and Digital Enablement	<ul style="list-style-type: none"> Launch a pilot phase of the remote, blended, and TEL solutions, and assess its effectiveness. 	<ul style="list-style-type: none"> Adoption and success of TEL and related innovative solutions. 	
		<ul style="list-style-type: none"> Establish a Technology Enhanced Learning Office and appoint a champion for TEL to lead in the development of Digital Transformation Plan. 	<ul style="list-style-type: none"> MSLETB will have a clear overall Digital Transformation Plan/ Roadmap. 	
		<ul style="list-style-type: none"> Conduct a review of existing administrative processes, identify areas for improvement and implement IT solutions to support efficiency and cost savings. 	<ul style="list-style-type: none"> Streamlined administrative requirements and cost savings through IT solutions. 	
4	Communication and Engagement	<ul style="list-style-type: none"> Conduct market research and audience analysis to identify the target audience and their learning needs 	<ul style="list-style-type: none"> Increased awareness of MSLETB offerings, services, and pathways among key audiences. 	<ul style="list-style-type: none"> Effectively engage with key audiences and ensure awareness of MSLETB's offerings, services, and pathways. This is expected to be progressed significantly in 2024. There are a number of initiatives across MSLETB planned to improve the awareness of services on offer to all citizens in our catchment.
		<ul style="list-style-type: none"> Develop a communication and engagement plan that outlines the strategies, channels, and messages to be used. 	<ul style="list-style-type: none"> Alignment of communication and engagement strategies with MSLETB's overall goals and objectives. 	
		<ul style="list-style-type: none"> Partner with relevant organisations and stakeholders to promote MSLETB offerings, services, and pathways. 	<ul style="list-style-type: none"> Collaboration with stakeholders and partners to promote 	

Goal	Priority	Action	Performance Indicator	Target
4	Communication and Engagement	<ul style="list-style-type: none"> Develop brand guidelines to ensure consistency in all communication and engagement activities. 	MSLETB offerings, services, and pathways	Effectively engage with key audiences and ensure awareness of MSLETB's offerings, services, and pathways. This is expected to be progressed significantly in 2024. There are a number of initiatives across MSLETB planned to improve the awareness of services on offer to all citizens in our catchment
		<ul style="list-style-type: none"> Train and educate staff on the communication and engagement strategies, as well as on the use of technology and digital platforms. 	<ul style="list-style-type: none"> Effective and efficient engagement with audiences through technology and digital platforms. Consistency and alignment of communication and engagement activities with MSLETB's overall brand and image. 	
5	Culture & Organisation	<ul style="list-style-type: none"> Promote and embody MSLETB's values. 	<ul style="list-style-type: none"> Establishing an action plan to actively promote MSLETB's values and ensure their evidence across the organisation. 	<ul style="list-style-type: none"> To create a positive and supportive work environment that aligns with MSLETB's values, is compliant with relevant regulations, and delivers on its commitments to stakeholders, students, and the wider community. This includes promoting a culture of leadership and development, supporting students and communities, and ensuring organisational efficiency and effectiveness through regular review and implementation of relevant strategies.
			<ul style="list-style-type: none"> Public Sector Duty 	
		<ul style="list-style-type: none"> Deliver on the College of the Future commitments and obligations. 	<ul style="list-style-type: none"> Creating a customised implementation plan to support and deliver College of the Future commitments and obligations. 	
		<ul style="list-style-type: none"> Regularly review the organisational structure and staffing. 	<ul style="list-style-type: none"> Conducting a review of the organisational structure and staffing to. 	

Goal	Priority	Action	Performance Indicator	Target
5	Culture & Organisation		identify areas for improvement	
		Develop and implement an updated People Strategy.	<ul style="list-style-type: none"> Developing and implementing an updated People Strategy 	
			<ul style="list-style-type: none"> to attract and retain staff, while optimising efficiency in supporting the organisation's culture. 	
		<ul style="list-style-type: none"> Promote leadership and team development. 	<ul style="list-style-type: none"> Providing training and developmental supports to promote leadership and team development. 	
		<ul style="list-style-type: none"> Implement the ethos development program across all schools. 	<ul style="list-style-type: none"> Implementing the ethos development programme across all schools. 	
		<ul style="list-style-type: none"> Promote student voice mechanisms and respond to priority needs 	<ul style="list-style-type: none"> Developing and implementing an organisation-wide plan to promote student voice mechanisms 	
		<ul style="list-style-type: none"> Support new members and refugees in the community. 	<ul style="list-style-type: none"> Supporting new members of the communities and those with international protection status. 	
		<ul style="list-style-type: none"> Ensure full compliance with governance, safeguarding, legislative, human rights, and sustainability obligations. 	<ul style="list-style-type: none"> Establishing effective assurance frameworks to ensure full compliance 	
	<ul style="list-style-type: none"> All Mandated persons fully trained. All DLP's and DDLP's trained. BOM all trained. 			

Goal	Priority	Action	Performance Indicator	Target
5	Culture & Organisation		with governance, safeguarding, legislative, human rights, and sustainability obligations.	
		<ul style="list-style-type: none"> Support schools and centres in complying with all requirements relating to child safeguarding. 	<ul style="list-style-type: none"> All schools fully compliant. 	
		<ul style="list-style-type: none"> Deliver on strategy direction documents and service plans of key stakeholders and government departments. 	<ul style="list-style-type: none"> Delivering on the strategy direction documents, agreements and service plans of key stakeholders and government departments in all areas of MSLETB's services. 	

Statement of Services – Schools and Colleges

The seventeen second-level schools and colleges in MSLETB seek to provide a holistic, quality learning environment for all students. These educational institutions are committed to promoting and developing the wellbeing of all members of their local and school communities. MSLETB's culture of inclusivity and empowerment in a positive and encouraging atmosphere provide students and staff alike the opportunity to reach their full educational potential.

Second-level education prepares pupils for two life choices - third level education or immediate entry into the workplace. A full range of subjects, including languages, the humanities, arts, technologies, and science are on offer and students are encouraged to take part in all aspects of school life, including extra-curricular drama, music, debating and sport.

Second level education consists of a three-year Junior Cycle followed by a two -year Senior Cycle (three years if Transition Year is included). The Junior Cycle provides a broad and balanced curriculum, to develop student's knowledge and skills to progress to Senior Cycle in the 15–18-year age group. The optional Transition Year provides students with a wide variety of educational experiences (including work), over 12 months free from formal examinations. The two-year Senior Cycle offers three distinct programmes, each leading to separate state examinations – the traditional Leaving Certificate (LC), Leaving Certificate Applied programme (LCA) and the Leaving Certificate Vocational Programme (LCVP)

MSLETB has three schools participating in the Gaeltacht Recognition Scheme, namely; Gaelcholáiste Chomáin, Rosspoint , 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.

MSLETB will continue to support schools involved in a groundbreaking project 'provision mapping'. This project will deliver excellence in education across schools by supporting inclusive school improvement. Led by ETBI and supported by a dedicated coordinator in MSLETB, new provision mapping resources, workshops and networks will be established to empower school leaders to identify gaps, surpluses, and strengths in education provision so they can plan and allocate resources to deliver better outcomes for all students.

MSLETB continues to support the Implementation of the '*ETBI Patrons' Framework on Ethos*'. Led by ETBI and supported by a dedicated Ethos coordinator. MSLETB will continue with raising awareness and embedding the ethos and core values in our school communities through Teaching and Learning and School Activities for 2024.

Enrolment numbers for MSLETB schools and colleges for the 2023-2024 academic year are as below:

SCHOOL	LOCATION	2023-2024
MAYO		
Davitt College	Castlebar, Co Mayo	859
Moyne College	Ballina, Co Mayo	207
St. Brendan's College	Belmullet, Co Mayo	365
St. Tiernan's College	Crossmolina, Co Mayo	203
St. Patrick's College	Lacken Cross, Co Mayo	202
Coláiste Pobail Acla	Achill, Co Mayo	237
Gaelcholáiste Chomáin	Rosspport, Co Mayo	35
St. Joseph's College	Charlestown, Co Mayo	199
SLIGO		
Corran College	Ballymote, Co Sligo	118
Coola Post Primary	Riverstown, Co Sligo	530
Colaiste Iascaigh	Easkey, Co Sligo	205
Grange Post Primary	Grange, Co Sligo	263
Ballinode Community College	Ballinode, Co Sligo	254
LEITRIM		
Lough Allen College	Drumkeerin, Co Leitrim	184
Drumshanbo Vocational School	Drumshanbo, Co Leitrim	428
Carrigallen Vocational School	Carrigallen, Co Leitrim	357
Mohill Community College	Mohill, Co Leitrim	498
TOTAL SECOND LEVEL STUDENTS		5144

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 2024, MSLETB will continue to develop Mayo College of FET and to review PLC provision across MSLETB to improve its quality, impact, and reach.

COLLEGE	LOCATION	2023-2024
Mayo College of Further Education and Training	Ballina, Castlebar and Westport.	629
Sligo College of Further Education	Sligo, Co Sligo	485
North Connaught College	Tubbercurry, Co Sligo	102
Lough Allen College PLC	Drumkeerin, Co Leitrim	12
Drumshanbo VS PLC	Drumshanbo, Co Leitrim	17
TOTAL PLC STUDENTS		1245

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 2022/2023 to students in the following schools in Mayo as per SCP Retention Plan 2022/2023

School	No. of beneficiaries
Davitt College, Castlebar	60
Scoil Mhuire agus Pádraig, Swinford	28
Coláiste Pobail Acla, Achill	20
Moyne College, Ballina	56
St. Tiernan's College, Crossmolina	21
St. Brendan's College, Belmullet	28
Ghaelcholáiste Chomáin, Rossport	13
Scoil Íosa, Ballina	22
Gaelscoil na gCeithre Maol, Ballina	22
Our Lady's Secondary Belmullet	9

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 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 employment.
- 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 dialogue 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 with the advent of the Atlantic Technological University.

MSLETB has, with the establishment of the Mayo College of FET, strategically moved towards the “FET College of the Future” concept. In 2024 MSLETB will establish “FET Colleges of the Future” in Sligo and Leitrim. MSLETB has submitted proposals for strategic infrastructure capital projects to support the “FET College of the Future” concept.

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. In 2022 MSLETB submitted two new Occupational Profiles to the National Apprenticeship Office for an apprenticeship in Immersive Technologies and an Apprenticeship in Digital Media and marketing. The National Apprenticeship Alliance approved both applications; these apprenticeships will continue to be developed in 2024. 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 taken the lead in the development of New Apprenticeships validating programmes in Craft Butchery & Sales as well as collaborating in the delivery of the Commis Chef, Hairdressing & ICT Apprenticeships.

MSLETB deliver the following apprenticeships:

- Carpentry & Joinery
- Electrical
- Electrical Instrumentation
- Instrumentation
- Vehicle Body Repair
- Toolmaking
- Commis Chef
- Craft Butchery
- Sales Apprenticeship
- Mechanical and Maintenance Fitting
- ICT Apprenticeships (Cyber, Software and Networking)
- 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, members of the Traveller community, older people, migrants, and refugees / asylum seekers.

Throughout the coming year, MSLETB will:

- provide support to eliminate the Phase 2 Craft Apprenticeship training delays by adopting the three intake model for the identified apprenticeships.
- continue its work as an active member of the Regional Skills Forum in the West and Northwest,
- maintain regular meetings with Department of Social Protection (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;
 - Apprenticeship in Immersive Technologies
 - Apprenticeship in Digital Media and Marketing
- 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, Immersive Technologies Innovation Project.
- Co-operation with other institutions

MSLETB Training Centres and Training Provision

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

This includes the following programme types and target numbers:

Programme type	2024 target numbers
Traineeships	200
Specific Skills Training	340
Apprenticeships*	1025
Community Training Centres	115
Specialist Training Programmes	155
Local Training Initiatives (LTIs)	175
Skills to Advance**	1466
Skills for Work	200

*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 2024 include the following:

Programme Type	2024 Target Beneficiaries
BTEI	2,424

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 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 that 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:

- Increase 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%.

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

Within the Adult Literacy Service throughout the three counties, the following specific programmes will be provided in 2024:

Programme Type	No. of Projected Beneficiaries
General adult literacy, numeracy, and ICT programmes, including Family Learning Programmes	1687
Intensive Tuition Adult Basic Education (ITABE)	98
English for Speakers of Other Languages (ESOL)	3207
Refugee Re-Settlement Programme	20

In addition to our literacy programmes, we will develop a Learner Support Unit to ensure that, as far as possible, all learners are provided with the supports required to allow them to fully participate and benefit from the educational opportunities available while participating in a Further Education and Training course at MSLETB.

The Learning Support Unit will be a one stop shop of wrap around supports for new and existing learners.

Supports offered include:

- an online Information platform to support learners to access information on all Further Education and Training Courses
- Access and support with Application forms
- Initial Screening for Literacy/Numeracy/Language/IT skills
- Assessments for Dyslexia
- Reasonable accommodations
- TEL and ICT
- Guidance and Information Service
- Psychological supports
- Financial supports

Community Education

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

Community Education can transform individual lives and contributes to social cohesion. It provides opportunities for intergenerational learning, builds self-confidence and self-esteem and for those with low skills or a negative experience of formal education. It can provide a stepping stone to further learning, qualifications and rewarding work.

The European Commission has also emphasised 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 2024 is planned as follows:

Programme type	No. of beneficiaries
Basic IT, Social and Personal Development, Health and Fitness, Community Arts, Community Development and other non-accredited programme.	3,742

FET Cooperation Hours

Under County Sligo Vocational Education Committee, 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. The Community Training Centre in 2024 have hired a resource person directly to provide basic adult education services.

This allocation from DES has been retained over the years and has been altered for 2024. The following is a summary for 2023/2024:

Name of Co-Operation Agency	Allocation in Hours	Number of Learners
HSE, Ballytivnan Resource House, Sligo	698	13

In 2023/2024 there is an allocation of 700 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 2024 is planned as follows:

Centre	No. of student places	Location
Mayo College of FET Achill VTOS Hub	20	Achill, Co. Mayo
Mayo College of FET Ballina VTOS Hub	30	Cathedral Rd, Ballina, Co. Mayo
Mayo College of FET Ballinrobe VTOS Hub	20	Neale Rd, Ballinrobe, Co. Mayo
Mayo College of FET Castlebar VTOS Hub	40	Lucan Street, Castlebar, Co. Mayo
Mayo College of FET Swinford VTOS Hub	20	Dublin Rd., Swinford, Co. Mayo
Sligo VTOS	40	MSLETB Building, Quay St., Sligo
Tubbercurry VTOS	20	North Connaught College of Further Education, Tubbercurry, Co. Sligo
Drumshanbo VTOS	40+8	FET Centre, Drumshanbo, The Enterprise Centre, Drumcoora, 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 significant portion of learners who complete programmes in the CTCs progress onto mainstream FET courses in other areas of the ETB while others advance to employment. The CTCs give those who left school early a second chance at education and provide an opportunity for them to continue their studies in a supportive environment.

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 and 4. The centre is under the auspices of MSLETB Training Centres.

In 2024, places will be provided for 115 beneficiaries in courses at the Community Training Centre.

Adult Educational Guidance and Information Service

The Adult Educational Guidance 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.
- Wish to upskill and enhance employment opportunities.
- 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.

The Adult Educational Guidance Service provides a comprehensive service offered at pre-entry stage, on-programme and as students exit MSLETB FET provision. An information service is also available to the general public. Guidance is provided on a one-to-one and group basis, with a projection of 1000 one-to-one sessions and a further 180 groups sessions. Group sessions are delivered both internally within MSLETB FET full and part-time provision and externally supporting local stakeholders and community groups.

The Adult Educational Guidance Service will be involved in innovate development work such as MSLETB Exhibitions, Leitrim Learners Conferences, Course Prospectus's, MSLETB Directory of Services and Guidance Summer School.

In 2024, it is estimated that 5,500 users will avail of these services.

Evening Courses and Self-Financing Night Classes

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

In 2024, MSLETB will increase its part-time provision through the Skills to Advance and Skills to Compete initiatives. 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 Accounting, Cloud Computing, Cyber Security, Hairdressing, Welding, Training, Delivery and Evaluation, Hospitality, Agriculture, and Computing.

In 2024, it is planned to offer evening courses and self-financing night classes to 980 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 2024, programmes will be offered through Skills for Work as follows:

Programme type	No. of participants
I.T., Language & Communications, Others	200

Skills to Advance – Employee Development Programme

The “Skills to Advance” Initiative, funded by the National Training Fund through SOLAS, was initiated through and supported by the *Supporting Working Lives and Enterprise Growth in Ireland: 2018-2021 Further Education and Training* policy framework for skills development of people in employment.

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. It further offers 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 2024, programmes will be offered through Skills for Advance as follows:

Programme type	No. of participants
Route 1 Evening Courses	819
Route 2 Through business engagement	450
Route 3 Through business engagement	192

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 Local Youth Club Grant Scheme and any others as may be issued by the DCEDIY.
- Administration of the Youth Capital Funding Scheme for Staff-led Projects / volunteer led and operated youth groups as appropriate.
- 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:

Mayo	Sligo/ Leitrim	Leitrim
The BEY Project, Ballyhaunis	South Sligo UBU	Sligo Leitrim Home Youth Liaison Service
North Mayo Youth Project, Ballina		Leitrim Youth Project
Involve Ballina Youth Project		Mohill Community Youth Project
Erris Youth Service		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
 - RDATEF 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 (CTPSC) 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*.

Planet Youth, Mayo

Planet Youth is an international, evidence-based primary prevention model developed to reduce substance abuse rates amongst young people. Every two years, a comprehensive lifestyle questionnaire is administered to 15-16 year olds in all post-primary schools in Co. Mayo, including Youthreach centres. There are questions on their substance use, physical health, mental health, physical activity, family and school experience, internet use, bullying and many other categories. This offers services and organisations an opportunity to improve health outcomes for young people in many areas of their lives. The data also provides direction for youth services to reflect on the data results and respond accordingly, thus improving the overall outcomes for young people.

UBU Your Place Your Space:

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.

2024 sees the commencement of Cycle Two of this youth work programme. It follows a substantial body of work carried out utilising the Area Profile, Needs Assessment and Service Requirement tool. Ongoing work with funded projects will entail management of the application for funding process and administration of funding with approved *UBU Your Place Your Space* organisations, including:

- Monitoring of delivery and quality of service
- Performance and financial oversight
- Provision of ongoing support to projects.

PEACE Plus:

MSLETB will work in partnership with South West College and others on the development and implementation of the Youthscares programme, which is to be funded under PEACE Plus.

Local Creative Youth Partnership:

In 2021, MSLETB was selected to develop a pilot Local Creative Youth Partnership (LCYP) under the Creative Ireland programme. The vision of the LCYP is to empower and nurture young people to achieve their creative potential. Its mission is to build opportunities in local communities where young people can explore, develop, and express their creativity, with a particular focus on those experiencing marginalisation. 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.

2023 saw a busy year of activities for the new LCYP programme, including the development of a three-year strategic and operational plan. Work under the LCYP will continue in 2024, in partnership with National Youth Council of Ireland (NYCI), the representative body for voluntary youth organisations in Ireland. Actions will be focussed on the following key aims:

Exposure and engagement:

To increase the range of creative experiences for and with young people aged 10 – 24 years, and their supporters with a particular focus on those experiencing marginalisation.

Promotion and participation:

To ensure more information and opportunities are available to young people to participate in creative experiences and programmes.

Capacity and collaboration:

To engage with those services that work with young people to build their confidence and capacity to use and model creative approaches.

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 one 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 2024:

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 operates 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 2024 are as follows:

Programme Type	No. of beneficiaries
Erris Strings Programme	162
Music & Differently Abled Programme	16
Céilí Ukulele – Primary School Environment Programme	1509
Fret Frenzy	26
Harp Ensemble Programme	45
After School Tuition Centre Programme (4 Locations)	257
Soundworld’s Early Years Music Programme (Musical Minds)	30
Foxford Brass & Reed Partnership Programme	18
The Core Ballina	73
Music Generation Mayo Lending Library (Instrument Banks)	800
Uilleann Pipes Classes	12
Involve Traveller Ballina	12
Youth Projects (Millview, Ballinrobe, Ballyhaunis, Erris)	44
Various Summer Projects (Camps, Open Days)	88
Buala Beats (Secondary Schools)	200
Ukrainian Programmes	22
Western Harps	24
Baby & Toddler Sessions	80
Ceol na nÓg	1561
Mayo Children’s Chorus	22
Ukrainian Support	9
Harp and Uilleann Pipe Ensemble	8

Programme Type	No. of beneficiaries
Double Bass Lessons	3
CPD opportunities for music tutors & staff (93 Hours)	22
TOTAL MUSIC GENERATION MAYO BENEFICIARIES	5043

Music Generation Sligo

Music Generation Sligo deliver an exciting range of long-term music performance programmes for children and young people throughout county Sligo. Music Generation Sligo provides opportunities to all children and young people to access and participate in high quality music performance education that will encourage and inspire Sligo's future young musicians. Music Generation Sligo is funded locally by MSLETB, Sligo County Council, Cranmore Regeneration fund, Sligo Education Centre and local performance music education partnerships.

Music Generation Sligo delivers vocal and instrumental tuition, encompassing all music genres and all types of instruments and vocal styles, delivered by skilled professional musician educators.

Programmes in 2023 included the following:

Programme Type	No. of beneficiaries
Discovering Music & Discovering & Performing Music School Programming	3188
MusicHubz afterschool music performance instrumental tuition	748
Ukulele Bash Performance Programme	137
Go See (audience development programme)	2,050
Con Tutti Inclusive Music Education Programme	200
Performances and special projects (culture night projects/gala concert/school celebration concert)	4,500
Sligo U Voices	137
Junior Band programme	18
Teenage Band programme	12
Junior & Senior Harp Ensemble	14
Cruinniu na nog music generation Sligo projects	500
Musical Horizons Summer Music School	200
TOTAL MUSIC GENERATION SLIGO BENEFICIARIES	11,704

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 2023 included the following:

Programme Type	No. of beneficiaries
Musicworks Primary School Programme	1673
Little Music Makers	21
Shannon Voices Vocal	34
After School Ukulele/Guitar/Bodhran/Harp	139
TY Ukulele	91
Keyboards	6
Primary school SingUP Programme	332
Creative Sounds	4
SingUPs/Performances	1362
Cruinniu/Culture Night/Festival performances	207
Summer Schools	98
Bucket Drumming workshops	66
TOTAL MUSIC GENERATION LEITRIM BENEFICIARIES	4,033

Statement of Services – Organisation Support and Development

The Organisation Support and Development (OSD) pillar of MSLETB continues to be a cornerstone of administrative excellence, strategically positioned across Castlebar, Sligo, Carrick-on-Shannon, and the Sligo Training Centre. Comprising Finance, Corporate Services, Human Resources, and Information and Communication Technology (ICT) Support, our dedicated team leverages extensive expertise to provide comprehensive support services, enabling our educational institutions to focus on delivering exceptional teaching and learning experiences.

In 2024, our mission remains committed to deliver effective and efficient support services while advancing the overarching objectives of MSLETB. With a focus on ensuring financial stability, optimising corporate services, nurturing a positive work culture through HR, and implementing cutting-edge technology solutions, we aim to be instrumental in driving organisational success and innovation.

Key Initiatives Planned for 2024:

- **Finance:** Our Finance team is committed to meeting all financial management obligations, including statutory deadlines and reporting requirements. In 2024, we will focus on streamlining financial processes, enhancing financial reporting capabilities, and ensuring prudent fiscal management across MSLETB.
- **Corporate Services:** Corporate Services remains dedicated to upholding governance standards, compliance, and organisational efficiency within MSLETB. In 2024, the establishment of the new elected Board to Mayo, Sligo, and Leitrim Education and Training Board will mark a significant milestone. The advancement of additional student accommodation continues to be a priority along with the implementation of a revised procurement policy to support ongoing improvements.
- **Human Resources:** In the Human Resources domain, our focus in 2024 will be on finalising the procurement of a digital document management system, launching an online Induction System for new employees, and continuing the re-vetting process for staff. We will also prioritise ongoing professional development for staff and review recruitment processes to enhance digital capacity and capability.
- **ICT Support:** The ICT Support function will focus on advancing our ICT infrastructure through ongoing upgrade programmes. This includes standardising network equipment, implementing a cloud management solution, and introducing a Unified Communication Platform integrated within the MS Teams platform. Additionally, we will support the introduction of a cloud document management system to streamline workflow processes and enhance accessibility.

Climate Action Response: Aligned with our commitment to sustainability and environmental responsibility, MSLETB acknowledges its role in contributing to Ireland's climate action plan

targets. We recognise the transformative power of education in fostering environmental stewardship and sustainability. As part of our sectoral response, we are dedicated to integrating sustainable practices and environmental education into our programmes and curriculum. Moreover, we are committed to minimising our carbon footprint.

Finance

The development of a national shared services framework for ETBs covering payroll, learner payments and eventually finance functions continues. MSLETB transitioned its reporting on SAP (including Contracted Training) to the Purchase to Pay (P2P) and SUN Financials reporting systems in November 2023. All sixteen ETBs are using these common reporting systems from 1st January 2024. In Q4 2023 MSLETB engaged in a further standardisation project that being to transition its Travel & Subsistence Claims process to ESBS from January 2024.

During 2023 ESBS and the sector have commenced the transition to a single technology platform for ETB Finance in the coming years which aims to standardise, centralise and optimise ETB Financial and Accounting processes through a Shared Services model with continuous improvement thereafter. MSLETB has expressed its preference to transition to this Finance Shared Service on 1st July 2025. This aims to establish a single governance structure to reduce the risk in delivering Finance & Accounting processes and to provide quality financial and management accounting reports for regulatory compliance, business analytics & management decision making.

The Finance Team will continue to work diligently to meet all 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 provides a full range of services for staff of MSLETB as well as supporting Managers in Schools / Colleges / Centres.

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 Human Resources Department Goals for 2024 are to finalise the procurement of a digital document management system for the Department, the launch of an online Induction System for new employees and the continuation of the re-vetting process for staff.

Under the Superannuation function, the Human Resources Department will be reviewing communication procedures regarding engaging with staff regarding their Superannuation entitlements. A number of projects are planned regarding statutory requirements in relation to updating pension databanks and overall scheme liabilities. The Pensions section continue to work on a project in conjunction with ESBS which involves verifying all Single Public Service Pension Scheme (SPSPS) contributions and pension and lump sum accruals from 2013 to date.

The Pensions section will also organise further Retirement Planning seminars for employees during 2024.

The Human Resources Department will continue to 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 continue to provide HR specialist training for Human Resources staff, to help deliver a more effective and efficient support service for the organisation.

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

Corporate Services

Corporate Services supports the Chief Executive, the MSLETB Board and all staff in all areas of governance and compliance across the organisation. Aligned with the *Code of Practice for the Governance of Education and Training Boards (DES Circular 002/2019)* and the *Education and Training Board Act, 2013*, our diverse work program covers critical areas such as Data Protection, Freedom of Information, Governance and Compliance, Insurance, Procurement, Buildings and Capital, and Health and Safety.

2024, will bring the establishment of the new Board to Mayo, Sligo, and Leitrim Education and Training Board. Our proactive approach has set the stage for a smooth transition, including preparations for the upcoming Staff Election, scheduled to run through Q2 and Q3, with the new Board anticipated to be ratified in September 2024.

In 2023, we welcomed a Health and Safety Officer to our team, reinforcing our commitment to staff, student and learner well-being. This addition is pivotal in ensuring adherence to statutory obligations and fostering a positive and safe teaching and learning environment.

In the realm of Buildings and Capital, 2023 saw the recruitment of a dedicated Buildings Officer, leading our team in administering various capital and works projects for education sites. These projects encompass modular and additional accommodations, minor works, emergency, and summer works schemes.

Looking ahead to 2024, we are poised to support our FET colleagues in the preparation and submission of a Preliminary Business Case for the Mayo College of the Future—a meticulous process involving collaboration with Solas and the Department of Further and Higher Education, Research, Innovation, and Science. Despite constraints in time and resources, our commitment to delivering a comprehensive and impactful submission remains unwavering.

Our commitment to efficient and compliant procurement continues, with a revised Procurement Policy set to be implemented in support of ongoing improvements. Projects ranging from school lunches to ICT services procurement exemplify our dedication to fostering an efficient and effective service for our operations.

As we navigate the dynamic landscape of education and training, MSLETB Corporate Services stands at the forefront, driven by a vision of excellence, collaboration, and continuous improvement.

ICT Support

The ICT Department remains dedicated to assisting MSLETB in realising its mission and objectives. Our foremost priority is facilitating the digitization of learning content, enabling all students to engage in remote learning through online cloud-based platforms.

MSLETB is committed to ensuring that cybersecurity stands at the forefront of its policies and decision-making. To this end, we continue to invest in technologies and robust measures to safeguard our digital assets. As the digital landscape evolves, we recognise the dynamic nature of cyber threats. Therefore, we remain vigilant in staying abreast of the latest cybersecurity trends and best practices. This commitment extends to fostering a culture of cybersecurity awareness among our staff and stakeholders, ensuring that everyone plays a role in maintaining a secure digital environment.

We are committed to advancing our ICT infrastructure through ongoing upgrade programs. This involves standardizing network equipment and implementing a cloud management solution to pave the way for the deployment of cutting-edge ICT services. As part of this initiative, we are replacing all government network switches to ensure the adoption of the latest technology and guarantee the security of connectivity.

MSLETB remains committed to its Cloud-First Digital Strategy, undertaking the migration of all file servers to the cloud, and transitioning device authentication to Azure AD. This strategic shift not only allows MSLETB to streamline its physical on-premises server infrastructure to the bare minimum, but also ensures enhanced connectivity and security for the organization. Moreover, we are set to introduce a Unified Communication Platform, seamlessly integrated within the MS Teams platform. This forward-thinking initiative is poised to foster collaboration and elevate connectivity for remote working, thereby contributing to a more efficient and collaborative work environment.

Our digital transformation will continue with the proposed introduction of a cloud document management system to streamline the management of documents, enhance accessibility, and further optimize our workflow processes. This strategic initiative reflects our ongoing commitment to embracing cutting-edge technologies for the benefit of our organization's efficiency and effectiveness.

Projected Expenditure

	Year ended 31/12/2024*	Year ended 31/12/2023*
	€	€
Post Primary Schools and Head Office	52,016,194	50,228,712
Further Education and Training	59,234,653	52,609,991
Youth Services	1,885,944	1,794,272
Agencies and Self-Financing Projects	6,817,600	6,124,030
Capital	6,170,395	9,249,395
	126,124,786	120,006,400

* Expenditure is based on cash payments only
 2023 values are unaudited and estimates are used where final values are not available.

Post Primary Schools and Head Office

	Year ended	Year ended
Post Primary Schools and Head Office	31/12/2024*	31/12/2023*
Payments	€	€
Pay		
Instruction	41,900,970	40,704,151
Administration	3,462,513	3,164,866
Maintenance	1,207,611	1,160,215
	<u>46,571,094</u>	<u>45,029,232</u>
Non Pay	3,309,926	3,070,940
Covid Pay & Non Pay	-	127,631
Associated Programmes		
Book Grant	569,595	190,696
School Services Support Fund	531,828	554,504
ICT Infrastructure	235,000	112,093
Summer programme	160,000	149,815
Deis Grant and Home School Liaison	147,000	192,252
ICT Addressing the digital Divide	105,863	118,953
Transport Escort	90,000	86,615
Gaeltacht School Recognition Scheme	82,052	342,925
Transition Year	57,950	73,064
School Attendance Campaign Support Grant	38,381	3,757
Leaving Cert Applied	26,576	35,506
ESBS Pensions Project	26,308	18,692
Junior Certificate School Programme	18,900	58,582
Traveller Capitation	14,518	11,619
Assistive Technology Grant	10,000	8,909
Special Class Grant	5,025	25,431
Foreign Language Assistant	5,000	918
Schools Excellence Fund	4,700	1,300
Physics, Chemistry, and Science	3,978	2,823
Inservice Courses	2,500	1,363
ESBS Payroll Project	-	99
ESBS SUN / P2P Project	-	8,773
H&S Technology Rooms	-	2,220
	<u>2,135,174</u>	<u>2,000,909</u>
	<u>52,016,194</u>	<u>50,228,712</u>

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Further Education & Training

Further Education and Training Payments	Year ended 31/12/2024*	Year ended 31/12/2023*
	€	€
Apprenticeship	11,782,995	10,121,696
PLC	7,251,503	6,746,730
Operating Costs	6,320,006	5,740,957
VTOS	4,790,394	3,878,326
Youthreach	3,997,368	3,489,687
Specialist Training Providers (STP)	2,850,338	2,684,942
Adult Literacy, DEIS Family Literacy & ITABE	2,761,329	2,342,029
Back to Education Initiative	2,529,632	2,369,218
ESOL	2,182,070	1,432,212
Technology Enhanced Learning	1,898,120	1,036,247
Traineeships	1,701,725	2,580,776
Community Training Centres	1,667,590	1,811,077
Skills Training	1,429,835	1,361,209
Skills to Advance	1,293,056	1,170,560
Local Training Initiatives	1,249,141	1,872,906
FET Premises Repairs and Maintenance	825,000	66,177
Greenskills / NZEB / Retrofitting	754,425	385,947
Community Education	713,885	647,010
Adult Education Guidance Service	540,491	522,779
Evening Courses	511,873	490,730
FET Insurances	275,000	252,534
Combined Learner Support	243,141	187,095
Outdoor Education Centre	226,381	224,150
Quality	206,101	143,116
Blackspot Provision & Supports	200,430	135,307
Promotion / Advertising	180,000	177,671
Skills for Work	166,134	162,236
Refugee Programmes	160,000	521
Continuing Professional Development	130,534	88,287
Reach (MAEDF) Funding	100,000	100,826
FET Communication Costs	66,420	61,984
Senior Traveller Centres	62,236	62,255
Students with Disabilities	50,000	53,460
Cooperation Hours	30,000	25,957
FET Pathways from School	30,000	10,729
Innovation Projects & Supports	30,000	4,500
Health & Safety Systems	10,000	152,922
Certification / Authentication	10,000	7,726
Breacadh	7,500	7,500
Total	59,234,653	52,609,991

Youth Services Payments

UBU - Your Place Your Space	890,000	848,788
Youth Work Services	231,195	218,794
Local Creative Youth Partnership	175,000	154,479
Regional Drugs Task Force Awareness Programme	133,749	133,749
Youth Club Grant	125,000	112,870
Youth Information Centre	95,000	92,744
Youth Café Capital	85,000	80,861
DCEDIY - Integration Fund Allocation	150,000	142,935
Minor Covid-19 Grants	1,000	9,052
	1,885,944	1,794,272

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msletb

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

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