



msletb

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

Service Plan 2025

OPPORTUNITIES FOR
LIFE AND LIVING

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1. Message from the Cathaoirleach

It is with pleasure that I introduce Mayo, Sligo and Leitrim Education and Training Board's (MSLETB) Service Plan, 2025. 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 2025.

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. Joseph Queenan, Chairperson

2. Foreword by the Chief Executive

I am very pleased to present the MSLETB's Service Plan for 2025, an important statutory document outlining our plans for the provision of MSLETB services for the year ahead. MSLETB is committed to implementing the objectives outlined in this plan in line with our *Statement of Strategy 2023 – 2027* and delivering a wide range of services to meet the needs of our learners and community. We are committed to our values as public servants, and we will continue to provide our services to our learners in an effective and efficient manner.

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 wish to acknowledge the fine work being carried out by our staff across all our administrative offices, schools and centres. I wish to also 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 2025.

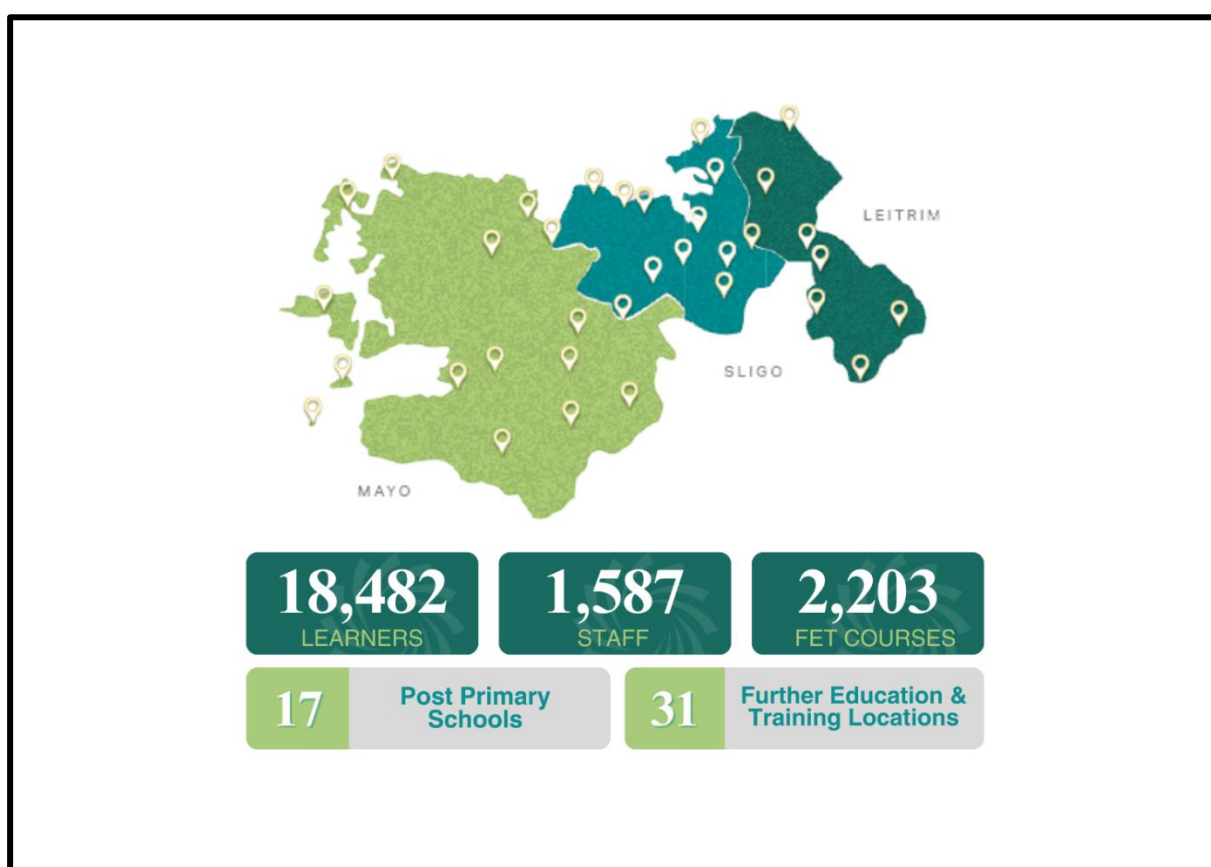
Mr. Tom Grady, Chief Executive

3. Profile and Background

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.

Geographical Map of MSLETB





Organisational Chart



4. MSLETB's 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 every five years. As outlined in MSLETB's *Strategy Statement 2023-2027* ('the Strategy Statement'), MSLETB is committed to working with partners and stakeholders 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 the 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 leads and responds to ever-changing emerging needs at a local, national, and international levels. The Strategy Statement outlines strategic goals set out in the table below.



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.

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.

Mission

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

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.

Throughout 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 (EMT), 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.



5. Statement of Services 2025 – 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 quarterly reports at the EMT. 	<ul style="list-style-type: none"> Feedback from students and learners is collected and followed up in 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 Atlantic Technological University (ATU), Donegal and Galway Roscommon ETBs. 	<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.		<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 2025.
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 and inspections 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 apprenticeships, 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.
	<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 including new Micro-Qualifications.

Priority	Action	Performance Indicator	Target
Provide a broad-based curriculum.	<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). 		
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 2025 MSLETB will successfully implement an integrated Quality Assurance System. In 2025 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.

Priority	Action	Performance Indicator	Target
Implement Quality Assurance systems.			<ul style="list-style-type: none"> For FET, the governance system is reviewed on an 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.
	<ul style="list-style-type: none"> MSLETB's newly established County Colleges of the Future will link with all stakeholders to promote and support transfer, access and progression for all students/learners at risk of educational disadvantage and other marginalised groups. 	<ul style="list-style-type: none"> MSLETB'S newly established County Colleges of the Future leadership teams will review progress annually to ensure engagement with all stakeholders. 	<ul style="list-style-type: none"> All stakeholders identified and engaged with.
	<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/colleges. 	<ul style="list-style-type: none"> Improved access and retention rates.
		<ul style="list-style-type: none"> MSLETB will provide and continuously improve Youthreach services in all counties. 	<ul style="list-style-type: none"> The Youthreach Advisory Board is established and will provide advice and support to MSLETB on reaching all early school leavers in MSLETB catchment.
		<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.
			<ul style="list-style-type: none"> MSLETB has established a Learner Support Unit and will develop an action plan for this service in 2025.

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 2025 MSLETB will continue to implement the recommendations of the <i>“Re-Imagining the Future Structural Organisation of an Enhanced, Learner-Focused ETB Service”</i>
	<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/updated for the future improvement of each facility in 2025.
		<ul style="list-style-type: none"> Increased number of rented premises if, when and as required. 	<ul style="list-style-type: none"> MSLETB will update the FET Estates Strategy in 2025.
	<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 2025.
		<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 2025 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.	<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 2025 and beyond. 	MSLETB will deliver on the capital investments it has achieved through the Strategic Infrastructure Upgrade Funds in 2025. 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 2025, 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 endeavour to deliver 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 commence the 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 2025 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"> Liaise 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 through its County College of FET Networks, will improve and increase engagement with employers. 	<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 2025, 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 2025, MSLETB will substantively deliver on its three STA Innovation Projects, including new Micro-Qualifications in Data Analytics and Agriculture.
		<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 of Micro Qualifications. 	

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 2025, 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 2025 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</i> (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 are implemented. 	<ul style="list-style-type: none"> In 2025, 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 2025, MSLETB will continue to implement a refreshed vulnerable adults' procedure and policies 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 policies across FET. 	<ul style="list-style-type: none"> Training for DLPs, DDLPs and BOM's completed. 	
		<ul style="list-style-type: none"> MSLETB will monitor the implementation of child safeguarding/vulnerable adult policies. 	
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 2025 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. 	

Priority	Action	Performance Indicator	Target
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 2025, 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.
	<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"> Development of new Firewall to all schools and training centres to provide DNS/DHCP services. 	<ul style="list-style-type: none"> In 2025, MSLETB will review and improve learning content and implement a Learner Management System to improve digital content across provision.
	<ul style="list-style-type: none"> MSLETB completed the migration of standalone servers to Azure and retired physical servers from educational centres in 2024. This is in line with MSLETB's cloud-first digital strategy. 	<ul style="list-style-type: none"> In 2024, MSLETB completed the migration of file server data to OneDrive and SharePoint. MSLETB will continue to develop SharePoint as a file depository and central information store for all educational 	<ul style="list-style-type: none"> In 2025, MSLETB will redesign and upgrade ten educational centre SharePoint sites to Modern Pages, enhancing both functionality and user experience.

Priority	Action	Performance Indicator	Target
Provide high quality ICT learning supports in schools/centres.		centres. To further develop this collaborative medium, MSLETB will proceed to update all SharePoint sites to Modern Pages, which will provide greater accessibility and security.	
		<ul style="list-style-type: none"> In 2024, all MSLETB devices were migrated to Azure AD and are now authenticated from the cloud. 	
	<ul style="list-style-type: none"> MSLETB will continue to invest in collaborative cloud-based technology. To this end, MSLETB has commenced a program to implement a cloud phone system within Microsoft Teams. To date, 12 sites have been upgraded, including all the Mayo College campuses. This unified communication platform will enhance communication and collaboration while allowing staff to work remotely from any location. 	<ul style="list-style-type: none"> MSLETB will expand the rollout of this system to five additional educational sites in 2025. 	<ul style="list-style-type: none"> In 2025, MSLETB will expand the rollout of this system to five additional educational sites.
	<ul style="list-style-type: none"> MSLETB continued its network infrastructure upgrades at educational sites in 2024, completing upgrades at seven locations. These sites were converted to a single manufacturer solution, which is cloud-managed, providing greater accessibility and security. These upgrades are being executed to increase access to cloud resources such as Microsoft 365 and Moodle. 	<ul style="list-style-type: none"> In 2025, MSLETB will execute network infrastructure upgrades at five additional educational sites. 	<ul style="list-style-type: none"> In 2025, MSLETB will carry out network infrastructure upgrades at five more educational sites. MSLETB schools will engage with <i>Digital Strategy 2022-2027</i> 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>Polasaí 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 2025, MSLETB will review all operational plans and include actions to progress all national education strategies.
			<ul style="list-style-type: none"> 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 2025.
	<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 2025/2026

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 2025/2026.
	<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 to 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 2025/2026.</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 2025/2026.</p>

Priority	Action	Performance Indicator	Target
Development of links with all Gaeltacht Post Primary schools.	<ul style="list-style-type: none"> Promotion of the Irish language through the implementation of a project that integrates language development with sport. 	<ul style="list-style-type: none"> Growth in active student participation over a three-year programme... 	<ul style="list-style-type: none"> Pilot end of academic year 25-26
		<ul style="list-style-type: none"> Engagement of state agencies, including Roinn na Gaeltachta, Údarás na Gaeltachta, and TG4. 	<ul style="list-style-type: none"> Project implementation 2025-26, 2026-27 & 2027-28.
		<ul style="list-style-type: none"> Development of technical skills at a coaching level. 	
		<ul style="list-style-type: none"> Insights into career opportunities through the Irish language. 	<ul style="list-style-type: none"> Student progression opportunities for students to pursue careers introduced through programme participation.

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 for all staff for self-development including in areas where the organisation deems are critical areas where skills are required. 	<ul style="list-style-type: none"> Enhance employee skills for development and 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 internal notification of PD opportunities. 	<ul style="list-style-type: none"> Improve skills of staff teams.
		<ul style="list-style-type: none"> Increase awareness with staff of the role of the PD Co-ordinator. 	<ul style="list-style-type: none"> Provide interview board training and skill-specific workshops.
		<ul style="list-style-type: none"> Increased participation in training programs. 	<ul style="list-style-type: none"> Provide Governance Training for Committees and BOM's
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"> Apply for and receive Dept sanction for specialist posts
		<ul style="list-style-type: none"> Identify and address gaps in current skillset. 	<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"> Provide comprehensive induction for new staff.
			<ul style="list-style-type: none"> Policy successful implementation through 2025.
			<ul style="list-style-type: none"> Instigate effective mentoring to support staff in their roles.
	<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

Priority	Action	Performance Indicator	Target
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.
		<ul style="list-style-type: none"> Provide health and safety updates to staff to increase awareness. 	<ul style="list-style-type: none"> Empower designated safety personnel with required training.
			<ul style="list-style-type: none"> Encourage reporting of Health and Safety hazards
Provide a positive and supportive work environment.	<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.
	<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.
			<ul style="list-style-type: none"> Circulate reminders of the availability of the EAP service on a quarterly basis.
Implement Work-Life Balance Initiatives.	<ul style="list-style-type: none"> Evaluate and enhance existing flexible work arrangements. 	<ul style="list-style-type: none"> Review remote working policy and flexible working policy for effectiveness. 	<ul style="list-style-type: none"> Improved perception and utilisation of work-life balance initiatives to benefit both staff and MSLETB.
	<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"> Procure a Digital Document Management System for the Human Resources (HR) Department. 	<ul style="list-style-type: none"> Procure Digital Document Management System for HR Department by the end of Q2 2025. 	<ul style="list-style-type: none"> Implement Digital Document Management System by end of Q4 2025.
	<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"> Continue to actively engage all schools, centres, and administrative offices, identify and address data protection risks and areas for improvement. 	<ul style="list-style-type: none"> Data Protection Officer (DPO) to visit all schools, centres, and administrative offices. 	<ul style="list-style-type: none"> Completion of site visits by end Q3 2025.
		<ul style="list-style-type: none"> Assist in addressing identified risks and areas for improvement. 	<ul style="list-style-type: none"> Ongoing throughout 2025.
	<ul style="list-style-type: none"> Active participation in Information Security Management System (ISMS) team to assist MSLETB in meeting Cyber Security Baseline Standards. 	<ul style="list-style-type: none"> Attend monthly ISMS meeting, contribute to completion of agreed actions. 	
	<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"> Approve and update agreed changes to Financial Authority Matrix and Procurement Policy as required.

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"> Continue to maintain compliance in Q4 2025.
	<ul style="list-style-type: none"> MSLETB is continuing its investment in cloud infrastructure to support the unified communication platform purchased in 2023 through Microsoft Teams. The primary goal is to reduce reliance on physical phone systems and associated line rental costs. MSLETB has completed a comprehensive audit of all sites across the organisation and determined that significant savings can be achieved by migrating all phone systems to SIP and retiring all physical phone lines within the organisation. Additionally, moving to the cloud enhances MSLETB's disaster recovery (DR) capabilities and business continuity. 	<ul style="list-style-type: none"> The ICT Department has successfully completed the deployment of MS Teams to 12 MSLETB sites in 2024 and anticipates completing an additional 8 sites in 2025, subject to budget availability. Significant savings have been achieved with the transfer of these sites to MS Teams. 	<ul style="list-style-type: none"> MSLETB will continue to deploy the cloud-based phone system solution over a four-year period on a site-by-site basis. This strategy ensures that existing phone systems in premises are fully utilised, maximising their value and achieving cost-effectiveness.
	<ul style="list-style-type: none"> MSLETB has successfully implemented a Single Device policy for staff in OSD and Training Centres. This initiative has reduced the need for ICT hardware and support, while also providing staff with greater flexibility in their working arrangements. This policy has been adopted by MSLETB and extended to all staff across the organisation. 	<ul style="list-style-type: none"> MSLETB's ICT section will continue with the implementation of the Single Device Policy for all staff in 2025. 	<ul style="list-style-type: none"> The adoption of the Single Device Policy for all staff in MSLETB will significantly reduce ICT costs. By standardising on a single device, the organization will minimize the variety of hardware required, leading

Priority	Action	Performance Indicator	Target
Develop organisational structures and systems to meet the changing needs of the organisation.			to lower procurement and maintenance costs. These savings can be redirected to other important initiatives or resources. Overall, the Single Device Policy promotes a unified and cohesive approach to technology use, benefiting the entire organisation.
Risk Management Policy.	<ul style="list-style-type: none"> Continue to rollout available tools from the Sun Financials platform to enhance timely financial reporting. 	<ul style="list-style-type: none"> The 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 2025.
	<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 	<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.

Priority	Action	Performance Indicator	Target
Risk Management Policy.	committee should support the board in this role		
Internal Controls.	<ul style="list-style-type: none"> The board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended. 	<ul style="list-style-type: none"> Ensure the Board is satisfied with the work carried out by the Executive Team, ensure Board updates are adequate and reflective of all relevant controls 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 to report in Annual Report Q3 2025.
Effectively manage finances and risk.	entity's outcomes. The audit and risk committee will support the board in this role.		
	<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 2025. 	<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 may benefit from internal audit. 	<ul style="list-style-type: none"> Ensure transparent and timely communication between MSLETB and the Internal Audit Unit.
Financial expertise on audit and finance committees.	<ul style="list-style-type: none"> 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.
Board appraisal of work carried out by Finance and Audit & Risk Committees.	<ul style="list-style-type: none"> The chair of each board should ensure that board members are provided with written reports on the work carried out 	<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 to

Priority	Action	Performance Indicator	Target
Board appraisal of work carried out by Finance and Audit & Risk Committees.	by finance and audit & risk committees as required under the Code of Practice for Governance of ETBs.		report in Annual Report Q3 2025.
Self-Assessment by Finance and Audit & Risk Committees.	<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 under the Code of Practice for the Governance of ETBs. 	<ul style="list-style-type: none"> The requirement for an annual self-assessment exercise will be included in the annual Agenda 	<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.
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. 	<ul style="list-style-type: none"> Reduce energy use throughout the organisation and towards 2030 Climate Action Targets.
	<ul style="list-style-type: none"> Utilise resources to reduce our carbon footprint. 	<ul style="list-style-type: none"> 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"> MSLETB will continue to advance its cloud-first digital strategy, minimizing reliance on on-premise hardware such as servers and PXE systems. We will also continue implementing our Single Device Policy for staff across all MSLETB sites. 	<ul style="list-style-type: none"> The single device policy has been implemented in OSD and the Training Centres. MSLETB has formally adopted this policy for all staff and aims to fully implement it in 2025, subject to available finances. This initiative is expected to result in savings on hardware and technical support, while also providing staff with more flexible working

Priority	Action	Performance Indicator	Target
Efficiently use resources.			<ul style="list-style-type: none"> arrangements. Additionally, it underscores MSLETB's commitment to meeting its environmental obligations
			<ul style="list-style-type: none"> All file servers were successfully replaced and migrated to the cloud in 2024, reducing costs in ICT support and energy consumption. MSLETB will continue to reduce its physical server infrastructure in 2025.
	<ul style="list-style-type: none"> MSLETB will continue its cloud-first Digital Strategy. This will ensure that data is protected and that all devices are centrally managed and regularly updated with the latest security and virus guard patches. 	<ul style="list-style-type: none"> All Windows devices that were authenticating to schools and training centres servers have been migrated to Azure AD cloud services in 2024. This project ensures that all devices are centrally managed from the cloud, and this will continue with the introduction of cloud services to deploy and update third-party applications. 	<ul style="list-style-type: none"> The introduction of cloud services to deploy and update third-party applications in Q3 of 2025 will enhance MSLETB's security by ensuring all non-Microsoft applications are patched with the necessary security updates. This will also reduce ICT costs by cutting the time required to deploy applications.
		<ul style="list-style-type: none"> All Windows devices in 2024 were migrated to management in SCCM and Intune. 	<ul style="list-style-type: none"> MSLETB intends to convert all user account authentication to Azure AD services in 2025. This will allow us to retire all physical Active Directory servers, improving security, enhancing disaster recovery and business

Priority	Action	Performance Indicator	Target
Efficiently use resources.			<ul style="list-style-type: none"> continuity, and reducing ICT costs and energy consumption.
	<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"> All file servers in MSLETB were converted to SharePoint 2024. 	<ul style="list-style-type: none"> MSLETB will continue its transition to the cloud with the transfer of all user account authentication to Azure AD services in 2025. This will allow us to retire all physical Active Directory servers by Q3 of 2025. MSLETB intends to be serverless by Q4 of 2025. This will improve security, enhance disaster recovery and business continuity, and reduce ICT and energy costs.
		<ul style="list-style-type: none"> All MSLETB websites were transferred to the new single Web service provider in 2024. 	<ul style="list-style-type: none"> MSLETB will continue to develop and update existing websites, ensuring that these developments enhance accessibility while meeting all cybersecurity and data protection requirements.
	<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 	<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.

Priority	Action	Performance Indicator	Target
Efficiently use resources.	are within a single supplier.		
	<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 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 and promote its use as a communication network for all staff. 	<ul style="list-style-type: none"> Measure responses and feedback from an accessibility and communications perspective. 	<ul style="list-style-type: none"> Improved staff awareness of resources within MSLETB Intranet 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 2025
	<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.
		<ul style="list-style-type: none"> Monitor all communication channels and measure their effectiveness with target audience. 	<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"> Monitor website traffic reports. 	
	<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 brand guidelines & collateral to improve employee 	<ul style="list-style-type: none"> To implement one corporate voice across all MSLETB websites, social media and

Priority	Action	Performance Indicator	Target
Communicate effectively.		engagement and enhance organisation cultures.	publications that reflects the value and mission of the organisation.
Develop Service Level Agreements (SLAs) 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"> Review and update Records of Processing Activity (ROPAs). 	<ul style="list-style-type: none"> Ongoing review and updating of ROPAs for each pillar in MSLETB (Schools, OSD & FET). 	<ul style="list-style-type: none"> Q3 2025
	<ul style="list-style-type: none"> Continue to build awareness and promote participation in data protection compliance and processes across the organisation. 	<ul style="list-style-type: none"> Targeted data protection training, drop-in sessions and in house training. 	<ul style="list-style-type: none"> Ongoing monitoring of each pillar (Schools, OSD & FET) throughout 2025.
	<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 2025.
		<ul style="list-style-type: none"> Timely completion of Data Subject Rights Requests. 	
		<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.

Priority	Action	Performance Indicator	Target
Ensure effective Data Protection.	<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 2025.
		<ul style="list-style-type: none"> Completion of DPIAs where required 	<ul style="list-style-type: none"> Throughout 2025.
Engage effectively with stakeholders and develop partnerships. 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"> Undertake a communications exercise to inform stakeholders of MSLETBs roles and responsibilities. 	<ul style="list-style-type: none"> Review Employer Engagements. Identify Emerging needs. 	<ul style="list-style-type: none"> Liaise with all stakeholders to enable timely response to identified needs.
Departmental returns and reporting deadlines.	<ul style="list-style-type: none"> Returns to the Department must be accurate and reporting deadline adhered to. 	<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"> Meet the deadlines as set out by the Department.
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"> Implement clear policies, procedures and roles which support strong corporate governance. 	<ul style="list-style-type: none"> Improved efficiencies and cost reduction through compliance with Procurement Plans and Policies.

Priority	Action	Performance Indicator	Target
Follow best practice in procurement.	<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"> Promote and emphasise accountability and transparency in all undertakings. Analysis of Multi-Annual Procurement Plan to identify significant non-compliant spend. 	<ul style="list-style-type: none"> Continue to draw down from the National Frameworks.
	<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.
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"> Encourage full attendance rates at board meetings by continuous monitoring of attendance and periodic reminders. 	<ul style="list-style-type: none"> Meet the requirements as set out in the code.
Board Self Assessments.	<ul style="list-style-type: none"> All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required. 	<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.
Comply with obligations under Public Sector Equality and Human Rights Duty "the Duty".	<ul style="list-style-type: none"> Update Internal SCORE Staff Intranet to include information and details of work carried out on the Duty. 	<ul style="list-style-type: none"> Build awareness of the Duty internally and externally. 	<ul style="list-style-type: none"> Q2 2025.
	<ul style="list-style-type: none"> Set up a dedicated page on the Duty on our new website. 	<ul style="list-style-type: none"> Build awareness of the Duty internally and externally. 	<ul style="list-style-type: none"> Q2 2025.
	<ul style="list-style-type: none"> Duty Working Group members to identify key areas in their respective sections regarding the development/review of plans, strategies, policies, procedures, services or initiatives. 	<ul style="list-style-type: none"> To ensure organisations documents, procedures, initiatives include a focus on the Duty. 	<ul style="list-style-type: none"> Throughout 2025.

Priority	Action	Performance Indicator	Target
Comply with obligations under Public Sector Equality and Human Rights Duty “the Duty”.	<ul style="list-style-type: none"> Duty Working Group to meet quarterly. 	<ul style="list-style-type: none"> Actions outlined in our Implementation Plan. 	<ul style="list-style-type: none"> Throughout 2025.
	<ul style="list-style-type: none"> Organisational re-branding to include a focus on equality and diversity, to be guided by our Assessment of Equality and Human Rights Issues document 	<ul style="list-style-type: none"> Actions outlined in our Implementation Plan. 	<ul style="list-style-type: none"> Q3 2025.
	<ul style="list-style-type: none"> Include a section on the Duty in our Newsletter. 	<ul style="list-style-type: none"> Build awareness of the Duty internally and externally. 	<ul style="list-style-type: none"> Q3 2025.
Staff Development.	<p>A member of staff has been appointed as the training manager. This staff member will ensure that:</p> <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"> The Professional Development Officer will conduct a training needs analysis in financial management in 2025 and a training programme on financial management will be developed and implemented. 	<ul style="list-style-type: none"> Q2, 2025
	<ul style="list-style-type: none"> Review and revision of Professional Development procedures. 	<ul style="list-style-type: none"> Uptake of Training. 	<ul style="list-style-type: none"> Review procedures completed by Q2.
	<ul style="list-style-type: none"> Implementation of a structured professional development (PD) webinar series, targeting both specialised areas within MSLETB and broader subject areas of relevance to the wider MSLETB audience. 	<ul style="list-style-type: none"> Upskilling of staff members. 	<ul style="list-style-type: none"> Ongoing evaluation and assessment.
	<ul style="list-style-type: none"> Monitor Effectiveness 	<ul style="list-style-type: none"> Feedback from staff on training effectiveness 	<ul style="list-style-type: none"> Ongoing evaluation and adjustment.

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"> 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 (revised 2023).
		<ul style="list-style-type: none"> CPOR's completed by all BOMs. 	
		<ul style="list-style-type: none"> Positive Child Safeguarding Inspection Reports. 	<ul style="list-style-type: none"> In 2025, Schools and Centres will be audited to confirm that training and policies are up to date and in place.
		<ul style="list-style-type: none"> BOM checklist completed by all Schools and forwarded to CE. 	
		<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, services for Ukrainian citizens, beneficiaries of Temporary Protection (BOTPS), and provision for International Protection Accommodation Services (IPAS).	<ul style="list-style-type: none"> MSLETB will deliver services for Ukrainian citizens and refugee resettlement programmes in Sligo, Mayo, and Leitrim. Programmes and services take place across MSLETB. 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, adult guidance and PLC programmes. MSLETB will continue to advocate for additional funding to support the Protection Programme Services. 	<ul style="list-style-type: none"> Continue to monitor progress, maintain, develop, and improve strong working partnerships between MSLETB, DE, DFHERIS, SOLAS, DCEDIY, and Local Authorities/LCDC the Partnership Companies and Refugee Resettlement Workers. MSLETB will continue to 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. In 2025, 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 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. 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 2025 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"> Promote Continuing Professional Development and collaboration for Teachers, Tutors, and Instructors 	<ul style="list-style-type: none"> Mandate the Professional Development Office to coordinate CPD initiatives. 	<ul style="list-style-type: none"> Increased participation rates in CPD. 	<ul style="list-style-type: none"> Achieve growth in CPD uptake
		<ul style="list-style-type: none"> Introduce targeted CPD programmes for emerging educational technologies and methodologies. 	<ul style="list-style-type: none"> Staff feedback on relevance and quality of CPD offerings. 	<ul style="list-style-type: none"> Positive feedback from participants.
	<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"> Expand course offerings to include climate-related skills and green economy training. 	<ul style="list-style-type: none"> Evidence of innovation in course/programme offerings. 	<ul style="list-style-type: none"> Launch new climate-focused courses.
		<ul style="list-style-type: none"> Integrate climate action into existing curricula where applicable. 	<ul style="list-style-type: none"> Learner enrolment in new programmes. 	<ul style="list-style-type: none"> Achieve enrolment increase in sustainability-related programmes.
	<ul style="list-style-type: none"> Foster progress of learners at risk of educational disadvantage or with additional/special educational needs. 	<ul style="list-style-type: none"> Expand the Provision Mapping Process by deepening community of practice initiatives. 	<ul style="list-style-type: none"> Completion rates for courses/programmes. 	<ul style="list-style-type: none"> Engage all schools in the initiative.
		<ul style="list-style-type: none"> Pilot digital accessibility tools for learners with special needs. 	<ul style="list-style-type: none"> Stakeholder feedback on inclusivity measures. 	<ul style="list-style-type: none"> Pilot successful implementation of accessibility tools in at least 5 centres.
	<ul style="list-style-type: none"> Develop MSLETB's Irish language provision and 	<ul style="list-style-type: none"> Enhance the availability of Irish language programmes. 	<ul style="list-style-type: none"> Improved learner outcomes in Irish language assessments. 	<ul style="list-style-type: none"> Launch new Irish language courses.

Goal	Priority	Action	Performance Indicator	Target
1. Excellent teaching, learning, and training.	promote related initiatives.			
	• Create a positive teaching and learning environment that supports staff wellbeing.	• Develop a scholarship programme for transition year students.	• Participation in scholarship initiatives.	• Provide 24 scholarships in the first year.
		• Implement staff wellbeing initiatives through the School Ethos Leadership teams.	• Stakeholder feedback on staff wellbeing programmes.	• Achieve staff satisfaction with wellbeing initiatives.
		• Offer stress management and resilience workshops.	• Participation in workshops and initiatives.	
2. Development and Innovation.	• Establish MSLETB's version of the College of the Future.	• Advance infrastructure and programmes to meet the College of the Future criteria.	• Establishment of new college structures.	• Fully operational College of the Future model by September 2025.
		• Conduct a review of employer needs to inform programme design.	• Stakeholder feedback on the relevance of programmes.	
	• Integrate ISMS to ensure data security and compliance across all operations.	• Appoint an ISMS Office.	• Staff trained in ISMS protocols.	• Staff trained by Q4 2025.
		• Implement ISMS training for staff to ensure compliance with ISO 27001 standards.	• ISO 27001 certification commenced.	• Certification achieved by year-end.
	• Support the inclusion of international protection applicants and	• Enhance collaboration with local stakeholders through REALT.	• Enrolment and completion rates for marginalised learners.	• Increase enrolment by for these groups.
		• Expand FET opportunities tailored to marginalised groups.	• Feedback from stakeholders and participants.	

Goal	Priority	Action	Performance Indicator	Target
2. Development and Innovation.	marginalised groups.			
3. Learning Environment and Digital Enablement.	<ul style="list-style-type: none"> Embed sustainability in infrastructural and technological planning. 	<ul style="list-style-type: none"> Conduct sustainability audit of MSLETB facilities. 	<ul style="list-style-type: none"> Completion of audit and action plan. 	<ul style="list-style-type: none"> Achieve energy savings by year-end.
		<ul style="list-style-type: none"> Implement findings via an action plan targeting energy efficiency and resource optimisation. 	<ul style="list-style-type: none"> Reduction in energy usage and waste. 	<ul style="list-style-type: none"> Pilot green initiatives in facilities management.
	<ul style="list-style-type: none"> Launch TEL solutions to meet diverse learner needs. 	<ul style="list-style-type: none"> Introduce Digital Transformation Plan led by a TEL Champion. 	<ul style="list-style-type: none"> Adoption rates for TEL solutions. 	<ul style="list-style-type: none"> Digital Transformation Plan launched by Q2 2025
		<ul style="list-style-type: none"> Launch and evaluate a blended learning pilot programme. 	<ul style="list-style-type: none"> Learner feedback on blended learning programmes. 	<ul style="list-style-type: none"> Pilot evaluated and scaled as appropriate
4. Communication and Engagement.	<ul style="list-style-type: none"> Optimise awareness of MSLETB's offerings. 	<ul style="list-style-type: none"> Develop a refreshed communication strategy using digital and social media channels. 	<ul style="list-style-type: none"> Increased engagement rates on digital platforms. 	<ul style="list-style-type: none"> Achieve growth in digital engagement.
		<ul style="list-style-type: none"> Partner with stakeholders to promote MSLETB pathways. 	<ul style="list-style-type: none"> Stakeholder collaboration metrics. 	<ul style="list-style-type: none"> Partner with new organisations.
5. Culture and Organisation.	<ul style="list-style-type: none"> Promote MSLETB's values across all activities. 	<ul style="list-style-type: none"> Actively embed MSLETB's values through targeted campaigns. 	<ul style="list-style-type: none"> Evidence of values integration in staff feedback and organisational initiatives. 	<ul style="list-style-type: none"> All managers trained by Q4 2025.
		<ul style="list-style-type: none"> Conduct values-based leadership training for managers. 	<ul style="list-style-type: none"> Participation in leadership training. 	<ul style="list-style-type: none"> Values campaigns executed quarterly.

Goal	Priority	Action	Performance Indicator	Target
5. Culture and Organisation.	<ul style="list-style-type: none"> Ensure compliance with governance and legislative obligations. 	<ul style="list-style-type: none"> Strengthen assurance frameworks for safeguarding, human rights, and sustainability. 	<ul style="list-style-type: none"> Training completion rates. 	<ul style="list-style-type: none"> Achieve compliance across the organisation
		<ul style="list-style-type: none"> Train all mandated persons in updated protocols. 	<ul style="list-style-type: none"> Audit results on governance compliance. 	

6. Statement of Services 2025

Schools

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 students for many key areas: Further Education and Training, Higher 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 a wide range of extra-curricular activities.

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 has successfully integrated all our second-level schools into the Provision Mapping process and will continue to support all schools in this groundbreaking initiative for Inclusive and Special Education. This project will deliver excellence in education across schools by supporting inclusive school improvement. Under the leadership of Dr. Johanna Fitzgerald from ETBI, MSLETB's dedicated Inclusion Coordinator will support schools in identifying, listing, and evaluating evidence-informed provisions. A SENCO collaborative professional learning network will be established for all schools in MSLETB.

MSLETB will continue 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 ETB Ethos and Core Values in all schools through the provision of the school curriculum and school activities for 2025. MSLETB will also support schools by scheduling 4/5 Professional Learning Networks for Ethos Leads. MSLETB will

support schools with training in the Identity, Multi-Belief and Values Education (IMBV) Short Course.

Enrolment numbers for MSLETB schools and colleges for the 2024-2025 academic year are as below:

SCHOOL	LOCATION	2024-2025
MAYO		
Davitt College	Castlebar, Co Mayo	880
Moyne College	Ballina, Co Mayo	217
St. Brendan's College	Belmullet, Co Mayo	329
St. Tiernan's College	Crossmolina, Co Mayo	239
St. Patrick's College	Lacken Cross, Co Mayo	204
Coláiste Pobail Acla	Achill, Co Mayo	254
Gaelcholáiste Chomáin	Rosspport, Co Mayo	30
St. Joseph's College	Charlestown, Co Mayo	202
SLIGO		
Corran College	Ballymote, Co Sligo	134
Coola Post Primary	Riverstown, Co Sligo	549
Colaiste Iascaigh	Easkey, Co Sligo	256
Grange Post Primary	Grange, Co Sligo	282
Ballinode Community College	Ballinode, Co Sligo	246
LEITRIM		
Lough Allen College	Drumkeerin, Co Leitrim	176
Drumshanbo Vocational School	Drumshanbo, Co Leitrim	467
Carrigallen Vocational School	Carrigallen, Co Leitrim	311
Mohill Community College	Mohill, Co Leitrim	474
TOTAL SECOND LEVEL STUDENTS		5,250

Further Education and Training

The “*Future FET*” aims to transform learning over the next 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 new FET Strategy will be released in early 2025.

The central premise of the current 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 and will actively engage in the implementation plan to establish Strategic Framework for Future FET to deliver the plan. The annual dialogue with SOLAS 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 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. Sligo College of Further Education & Training (Sligo CFET) has signed a Memorandum of Understanding (MOU) with the University of Ulster (UU) in 2024 that will provide Sligo CFET graduates with advanced entry and preferential pathways into a range of courses at the University of Ulster. In 2024 a number of Sligo CFET graduates progressed to UU, and we expect the new MOU will increase opportunities for 2025 and beyond and enhance the supports on offer for our learners.

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 has, with the establishment of the Mayo College of FET in 2021, strategically moved towards the “FET College of the Future” concept. In 2024 MSLETB established the “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. A Central College of the Future was established with wrap around services to support the three Colleges of FET.

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.

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

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.

Erasmus

Erasmus+ mobilities play a vital role in fostering international collaboration and enhancing educational experiences across MSLETB’s FET, Adult Education, and School sectors. MSLETB staff will be participating in professional development courses across Europe such as Empowering Educators for Global Citizenship: Conflict Resolution and 21st Century Skills, STEM, Social Theatre for Intercultural Dialogue and Discover the 7Cs: Learning for Life and Work in the 21st Century aimed at improving pedagogical and methodological approaches, ensuring that teaching standards and learner outcomes continually evolve.

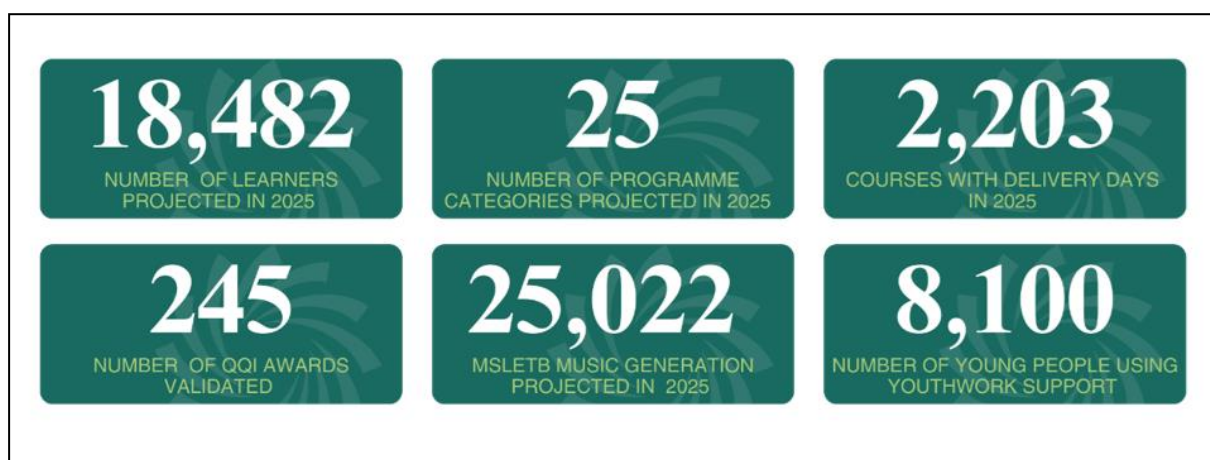
Youthreach centres are becoming increasingly active in mobilities, enabling their learners to experience personal and professional growth through international engagement. Meanwhile, schools and PLCs play an active role within the Erasmus+ framework, contributing significantly to the growing activity anticipated in 2025.

These diverse mobilities reflect MSLETB's commitment to providing learners and staff with rich, immersive experiences that enhance skillsets, broaden perspectives, and strengthen partnerships across Europe.

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.

For additional information on the programmes available in your area please contact your local MSLETB college.



MSLETB Colleges of the Future Vision: A Transformative Journey

Since 2021, MSLETB has made significant strides towards realising its "College of the Future" vision. This innovative approach aimed to revolutionise further education and training in the region through strategic integration and expansion.

Mayo College of Further Education and Training

The cornerstone of MSLETB's vision was laid in 2021 with the establishment of Mayo College of Further Education and Training. This pioneering institution was formed by merging Castlebar College of Further Education and Westport College of Further Education, creating a more robust and future-oriented educational entity. In 2022, the college's reach was extended by incorporating Moyne College Ballina PLC provision and six VTOS centres across Mayo, further solidifying its presence in the region.

Establishment of Sligo and Leitrim Colleges of Further Education and Training

Building on the success of Mayo College, MSLETB made a critical step forward in 2024 by establishing Sligo College of FET and Leitrim College of FET by amalgamating all PLC and VTOS provision and entities within each County. This expansion aligned with MSLETB's adopted

definition of a College of FET as an overarching concept, integrating campuses, centres, hubs, and FET locations across the ETB.

MSLETB College of FET: A Centralised Support System

In addition to the three county-based colleges, MSLETB has established an overarching MSLETB College of FET. This central entity is intended to provide crucial support to the county colleges and house a range of centralised services benefiting learners across the entire ETB. Integrated Network of FET Centres.

Integration for Regional and National Impact

The next phase of development is focused on creating an integrated network of local, multi-functional FET Centres. These centres will offer a diverse range of formal and informal programmes, courses, and modules across all QQI Framework Levels. The delivery methods are planned to be flexible, including face-to-face, online, and blended learning settings, catering to the diverse needs of learners.

The establishment of these learner focused colleges is set to serve as a foundation for fully integrating all FET provisions. This integration aims to best serve the needs of each county, the region, the whole ETB, and contribute to national educational goals. By implementing this comprehensive and forward-thinking approach, MSLETB has positioned itself to transform the landscape of further education and training in Mayo, Sligo, and Leitrim. The 'College of the Future' vision promises to deliver consistent, accessible, and high-quality further educational and training opportunities that are responsive to the evolving needs of learners and the broader community. In 2025, MSLETB will continue to make innovative strategic progress toward its 'College of the Future' vision.

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. For additional information on the programmes available in your area please contact your local MSLETB Training Centre.

Green Skills and Nearly Zero Energy Buildings (NZEB)

MSLETB has a strong and growing focus on Green Skills and Nearly Zero Energy Buildings (NZEB). There is significant ambition to grow this provision in line with the national commitments set out in the Housing for All Strategy and the National Recovery and Resilience Plan at the NZEB Centre of Excellence, Collooney, Sligo. When fully operational, the Centre will offer training to approximately 1,500 learners annually. Training currently consists of training in NZEB Fundamental Awareness, Thermal Insulation Installation and External Wall Insulation. The intention is to further enhance and broaden the range of courses in this sector in 2025.

This facility will provide skills training for individuals who are unemployed and for individuals in employment wishing to upskill. In addition, the two Electrical workshops will provide a high-

class facility for Phase II Electrical Apprentices, helping to meet the demand experienced nationally in this sector. The centre will contribute significantly to national policy priorities on Housing for All including housing construction, retrofitting of homes, and carbon reduction.

PLC Provision

The Post Leaving Certificate (PLC) courses are a full-time programme for young people who have completed their Leaving Certificate and adults returning to education. PLC courses are generally at Quality and Qualifications Ireland (QQI) Level 5 or Level 6. Courses commence in September and finish the following May. All courses are one academic year in duration.

FET Pathways for Schools

Mayo College is offering youth provision courses through Achill Outdoor Education Centre, comprising of outdoor education taster activities combined with instruction in FET pathways. The focus of these sessions are TY students, allowing them to understand the FET training possibilities and progression opportunities available to them locally while experiencing first hand a taste of one of the courses on offer.

Tertiary Programmes

These degree programmes were developed with Further Education and Training and Higher Education colleges. The Tertiary programmes are a transitional pathway from Further Education to Higher Education which can be driven by the career you want, not the points you get and look beyond the learner's educational attainment and grades. Participants can commence their third-level education in a Further Education setting in year one and progress into a Higher Education college, ATU (Atlantic Technological University), after successfully completing year one.

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 360 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. 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.

Adult Literacy Service

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.

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.

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. In 2025 it is estimated that this allocation would reach approximately 14 learners.

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.

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.

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 that is available to the general public.

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.

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.

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 at NFQ Level 5 and 6 to those in lower skilled jobs, working in small and medium sized enterprise in vulnerable sectors.

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).

Children and Young People’s Services Committee (CYPSC) 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.

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.

Youthscape's Peace Plus Programme

MSLETB works in partnership with South West College and others on the development and implementation of the Youthscape's programme. Youthscape's mission is to empower young people with skills for personal development, citizenship and good relations, which is to be funded under PEACE Plus. This initiative will play a crucial role in bridging gaps between education and employment, providing young people with the skills, confidence, and opportunities they need to succeed in today's dynamic job market.

Local Creative Youth Partnership (LCYP)

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.

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, County 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.

Music Generation

Music Generation delivers a range of music education projects for children and young people as part of a national Music Generation programme initiated by Music Network, co-funded by U2, The Ireland Funds, the DES, and local Music Education Partnerships. Music Generation believes in every child and young person's musical potential. The vision of Music Generation is inclusive access to high quality music education for children and young people, delivered by skilled professional musicians interacting in an inspirational way with children and young people in their communities. Music Generation programmes operate in Mayo, Sligo and Leitrim.

Organisation Support and Development

The Organisation Support and Development (OSD) pillar of MSLETB continues to be a cornerstone of administrative excellence, strategically positioned across the organisation. Currently comprising Finance, Corporate Services, Human Resources (HR), and Information and Communication Technology (ICT) Support, our dedicated team leverages extensive expertise to provide comprehensive support services, enabling our schools and FET Centres to focus on delivering exceptional teaching and learning experiences.

In 2025, our mission remains committed to deliver effective and efficient support services while advancing the overarching objectives of MSLETB. With a renewed focus on governance, compliance, sustainability and resource optimisation, we aim to be instrumental in driving organisational success and innovation. This year we will establish a new Procurement, Property and Sustainability Unit to deliver on our key requirements in our ETB allowing our Corporate Services Unit to concentrate on governance and compliance.

Key Initiatives Planned for 2025:

Finance:

Our Finance team is committed to meeting all financial management obligations, including statutory deadlines and reporting requirements. In 2024, we will focus on:

- Transfer to a single technology platform finance shared service in line with ESBS rollout.
- Strengthening financial reporting capabilities to support strategic decision making.
- Ensuring prudent fiscal management across MSLETB.
- Advancing and embedding a robust asset management recording system to ensure accurate tracking and reporting of organisational assets.

Corporate Services:

Corporate Services will continue to oversee governance, compliance and organisational efficiency. Key Priorities for 2025 include:

- Supporting the newly established Board of MSLETB in fulfilling its governance responsibilities.
- Continue to oversee governance, compliance and organisational efficiency
- Meet all statutory requirements regarding reporting, oversight, audit and risk management
- Implementing compliance frameworks to ensure regulatory adherence.
- Strengthening data protection measures in line with Information Security Management System (ISMS) requirements.
- Support the organisational needs in respect of Health & Safety

Procurement, Property and Sustainability Unit:

This new department (previously part of Corporate Services) will lead the following initiatives:

- Delivering and implementing a comprehensive procurement strategy to ensure value for money and regulatory compliance.
- Overseeing property management and estate development to meet the requirements of our service users
- Driving sustainability initiatives, in alignment with Ireland's Climate Action Plan, to reduce MSLETB's carbon footprint and integrate green practices into daily operations.
- Enhancing procurement processes to support efficient resource allocation and management.

Human Resources:

The HR team will focus on enhancing workforce capabilities and ensuring a positive work culture through the following initiatives:

- Implementing the new digital document management system to improve operational efficiency.
- Rolling out an online Induction System for new employees to enhance onboarding experiences.
- Continuing the re-vetting process to maintain compliance and safeguarding standards.
- Strengthening recruitment processes to attract and retain top talent, with a focus on digital capability.

ICT Support:

The ICT Support function will continue to advance MSLETB's technology landscape through:

- Continue delivery of ISMS Project to improve cyber security and data protection
- Standardising network infrastructure to improve reliability and security.
- Expanding cloud management solutions for improved accessibility and collaboration.
- Continue the rollout of a Unified Communication Platform integrated within MS Teams to enhance connectivity.
- Supporting the rollout of a cloud document management system to streamline workflows.

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. The newly created Procurement, Property and Sustainability Unit will:

- Lead the development of sustainability initiatives across all MSLETB operations.
- Collaborate with educational institutions to integrate sustainability education into curricula.
- Promote energy efficiency projects and implement carbon reduction strategies.

Human Resources

The Department provides a full range of services for staff of MSLETB as well as supporting Managers in Schools, Colleges and Centres.

The services include Recruitment & Selection, Payroll, Pensions, Gardaí Vetting, Leave Management, Allocations & Utilisation of Personnel, Policies & Procedures, Staff Contracts, and the Management of Employee Relations / Industrial Relation.

The Human Resources (HR) Department continues to support MSLETB in achieving its mission and objectives on a day-to-day basis. The Departments aim is to support an environment, culture in which staff can develop professionally and contribute to the achievement of our goals.

MSLETB HR Department Goals for HR in 2025 are to finalise the procurement of a digital document management system for the Department, explore the options regarding an integrated Recruitment IT Platform with the view of enhancing HR digital capacity and capability, introduce an online Induction System for new employees and the continuation of the re-vetting process for staff.

Under the Superannuation function, HR will continue to develop communication procedures for engaging with staff regarding their Superannuation entitlements. Work is ongoing regarding statutory requirements in relation to the updating of pension databanks and overall scheme liabilities. The Pensions Section will also organise further Retirement Planning seminars for employees during 2025.

The Government's Climate Action Plan requires public sector bodies to adopt the Public Sector Climate Action Mandate. The HR Department will support the Organisation through its various HR functions in contributing to this strategy.

Under the Public Sector Duty Legislation (Human Rights & Equality) the HR Department was part of the internal working group chaired by an External Expert regarding the development of action plans for this duty. MSLETB identified four values as part of the work to implement the duty: Inclusion, Respect, Social Justice, and Empowerment.

HR will continue to support staff in ongoing professional development to enable staff to serve current and future organisational needs. We will continue to provide HR specialist training for HR staff, to help deliver a more effective and efficient support service for the organisation.

In relation to Information & Security Management Systems HR Staff attended a webinar on Cybersecurity Awareness Training. The training included guidelines on the security of workplace, devices and documents. Training was also provided regarding GDPR and the MSLETB Data Processing Policy.

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

Corporate Services

Corporate Services 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 (Circular 83/2024)* and the *Education and Training Board Act, 2013*, our diverse work program covers critical areas such as Chief Executive and Board support, Data Protection, Freedom of Information, Governance, Compliance, Insurance, Public Sector Equality and Human Rights Duty, Procurement, Buildings and Capital, Sustainability and Health and Safety.

2025 will see the establishment of a new Assistant Principal Officer role within the Organisation, Support and Development pillar titled 'Procurement, Property, and Sustainability', dividing Corporate Services into two distinct units, and allowing both to deliver a more focused approach.

A new *Code of Practice for the Governance of the Educational and Training Board* (circular 83/2024) was published in November 2024, and we are in the processing of updating all necessary policies and procedures in line with same. We will continue to meet statutory deadlines for reporting and compliance, and work with all relevant auditors to ensure a high standard of quality and governance in the delivery of services.

Our Property and Capital teams are working consistently through a variety of projects for both Schools and FET which include modular and additional accommodation, minor works, emergency, and summer works schemes. Conscious of our obligations under CAP 30, in 2025 we will review and update our Climate Action Roadmap to capture all progress made to date. Work continues on the delivery of the Mayo College of the Future, where we are collaborating closely with internal and external stakeholders to deliver on Departmental requirements to allow us to progress the project.

Our commitment to efficient and compliant procurement continues, and in 2025 we are recruiting a new member of staff to join our team to assist in the high demand for services. Projects ranging from schoolbooks, cleaning, waste and catering to ICT services procurement exemplify our dedication to fostering an efficient and effective service for our operations.

Corporate Services is committed to delivering our work in line with the organisation's values and look forward to supporting our learners, students and staff to a productive and successful year.

ICT Support

The ICT Department remains dedicated to supporting MSLETB in achieving its strategic objectives, focusing on enhancing the digital learning experience. A key priority is enabling the digitization of learning content and ensuring all students can seamlessly engage in remote learning through secure, cloud-based platforms.

Cybersecurity is at the core of MSLETB's policies and decision-making. Significant investments are being made in advanced technologies and robust measures to protect digital assets.

Acknowledging the ever-evolving landscape of cyber threats, MSLETB actively stays informed of the latest trends and best practices. Additionally, a culture of cybersecurity awareness is promoted among staff and stakeholders, fostering a collaborative effort to maintain a secure digital environment.

In 2025, MSLETB will elevate its cybersecurity framework by partnering with HEAnet, which will provide critical support in combating phishing attacks, conducting penetration testing, delivering security training, crafting policies, and offering consultancy services. The implementation of Self-Service Password Reset and Multi-Factor Authentication for all Further Education and Training staff will further enhance security. The email content filtering solution will be expanded to provide greater protection against spam, malware, and phishing. A Single Device Policy will be introduced for staff to ensure standardized device management and improved security across the organization. The transition from A3 to A5 licenses marks another significant step in strengthening cybersecurity capabilities, granting access to advanced security features and ensuring compliance with evolving standards. MSLETB will also centralize its Security Operations Center and Security Information and Event Management services under HEAnet, funded centrally by the Department of Education. These solutions will significantly improve the organization's ability to monitor, detect, and respond to threats effectively.

MSLETB continues to modernize its ICT infrastructure. In 2024, network upgrades were completed at eight existing sites, and five new networks were developed. All government network switches were replaced with the latest technology, enhancing security and connectivity. This initiative will continue in 2025 and include the standardization of network equipment and the adoption of cloud management solutions to facilitate the deployment of advanced ICT services.

As part of MSLETB's Cloud-First Digital Strategy, the migration of all file servers to the cloud and the transition of device authentication to Azure AD were successfully completed in 2024. Efforts will continue in 2025 with the decommissioning of on-premises server services such as DHCP and DNS. This transition aims to streamline the physical server infrastructure and achieve a serverless environment by 2026. The introduction of a Unified Cloud Communication Platform in 2024 has proven successful, with 12 sites converted in 2024. This initiative has enhanced collaboration and connectivity for remote workers while significantly reducing telecommunications costs. Plans are in place to expand this service to an additional eight sites in 2025.

MSLETB's digital transformation will progress further with the implementation of a cloud document management system, streamlining the management of documents, enhancing accessibility, and optimising workflow processes. This strategic initiative reflects the organisation's ongoing commitment to leveraging cutting-edge technologies to enhance efficiency and effectiveness.

7. Projected Expenditure

	Year ended 31/12/2025*	Year ended 31/12/2024*
	€	€
Post Primary Schools and Head Office	57,246,120	55,270,341
Further Education and Training	62,785,349	56,784,610
Youth Services	2,307,716	1,907,767
Agencies and Self-Financing Projects	7,627,600	7,015,012
Capital	11,760,124	8,760,124
	141,726,909	129,737,854

* Expenditure is based on cash payments only
 2024 values are unaudited and estimates are used where final values are not available.

Further Education & Training

Further Education and Training Payments	Year ended 31/12/2025*	Year ended 31/12/2024*
	€	€
FET Pathways	21,103,417	20,162,020
Apprenticeship	17,197,637	14,020,092
Workforce Skills Development & Transformation	10,901,283	10,558,558
Core funding for a Strategic & Effective ETB	7,525,206	6,273,581
Discretionary	6,057,806	5,770,359
Total	62,785,349	56,784,610

Youth Services Payments

UBU - Your Place Your Space	960,000	929,505
Peaceplus - Youthscape Plus	350,000	7,610
Youth Work Services	240,195	255,831
DCEDIY - Integration Fund Allocation	205,000	196,836
Regional Drugs Task Force Awareness Programme	148,000	146,094
Youth Club Grant	110,000	100,490
Local Creative Youth Partnership	100,000	101,379
Youth Information Centre	80,000	73,478
2020 Stimulus Package	54,000	54,000
Youth Employability Initiative	35,000	35,000
Irish Language Youth Research Grant	15,521	-
Youth Café Capital	10,000	4,000
Minor Covid-19 Grants	-	3,544
	2,307,716	1,907,767

* Expenditure is based on cash payments only
 2024 values are unaudited and estimates are used where final values are not available.

In the absence of a confirmed initial allocation of Funding from SOLAS the FET expenditure forecast for 2025 is based on a combination of 2024 expenditure and projected additional activity and associated spend for 2025.



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