



msletb

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

Service Plan 2026

OPPORTUNITIES FOR
LIFE AND LIVING

DOCUMENT CONTROL SHEET

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1. Message from the Cathaoirleach

It is with great pleasure that I introduce Mayo, Sligo and Leitrim Education and Training Board's (MSLETB) Service Plan, 2026. This Service Plan has been developed to support MSLETB in enhancing its education and training provision while remaining deeply 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 2026.

This year marks an important new chapter for MSLETB, with the first national school coming under our patronage. Cuilmore National School, Co. Mayo, will transition to a Community National School (CNS) from the 2026/2027 academic year. This transition is a significant milestone in both the school's and MSLETB's history, and I warmly welcome this development.

I wish to acknowledge the considerable work undertaken in preparing this Service Plan. I extend my sincere thanks to my fellow members of the MSLETB, all our dedicated staff and the many stakeholders who contributed to the development of this plan. It is through this continued support and collaboration that we can deliver meaningful education and training opportunities for all. I look forward to working together throughout 2026.

Cllr. Mary Bohan, Chairperson

2. Foreword by the Chief Executive

I am very pleased to present the MSLETB's Service Plan for 2026, 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.

This year marks a significant milestone for MSLETB, with 2026 bringing our first Community National School (CNS) under MSLETB patronage. Cuilmore National School in Co. Mayo will join the network of Community National Schools, offering multi-denominational and inclusive primary education option for families in Mayo. This positive development will support the school in strengthening its inclusive ethos and expanding educational opportunities for pupils. It also aligns with the Programme for Government's objective to increase multi-denominational school provision access by 2030.

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 and Youth (DEY), 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 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 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 2026.

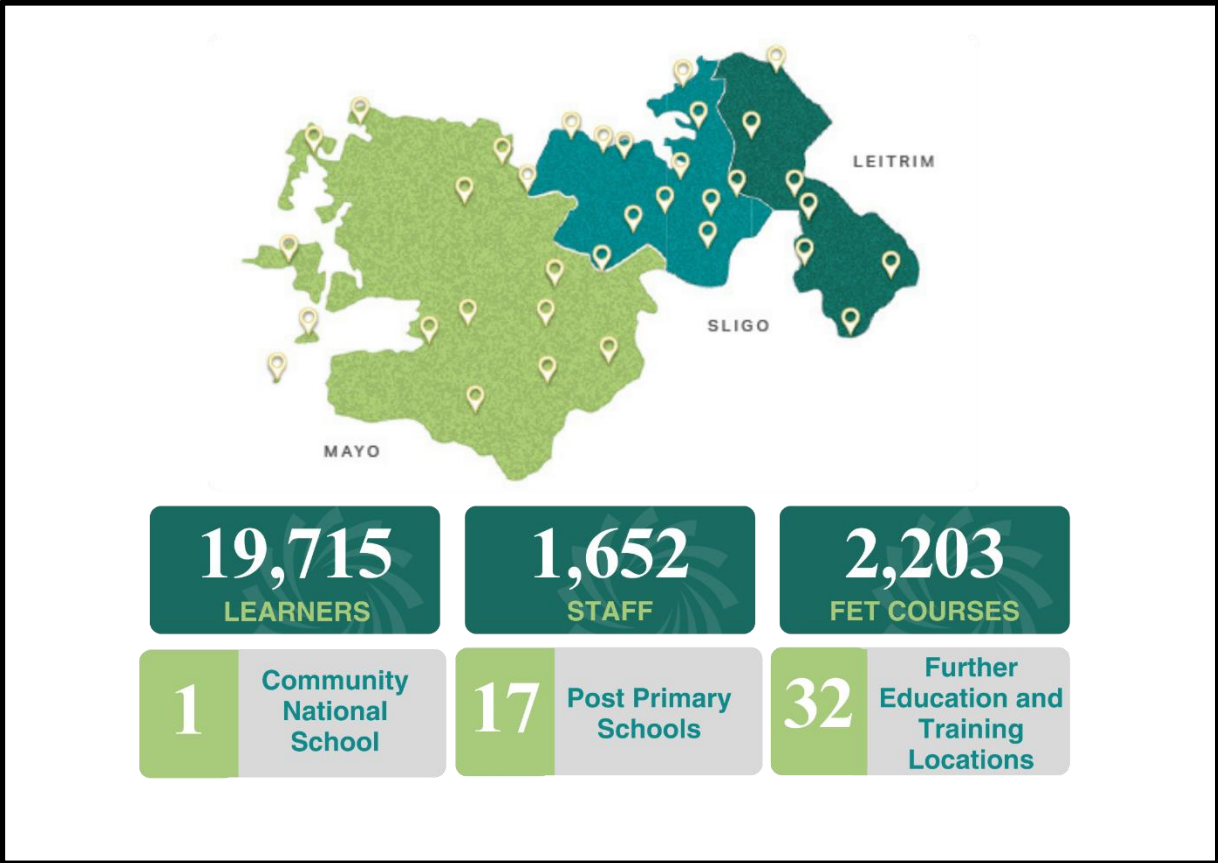
Mr. Tom Grady, Chief Executive

3. Profile and Background

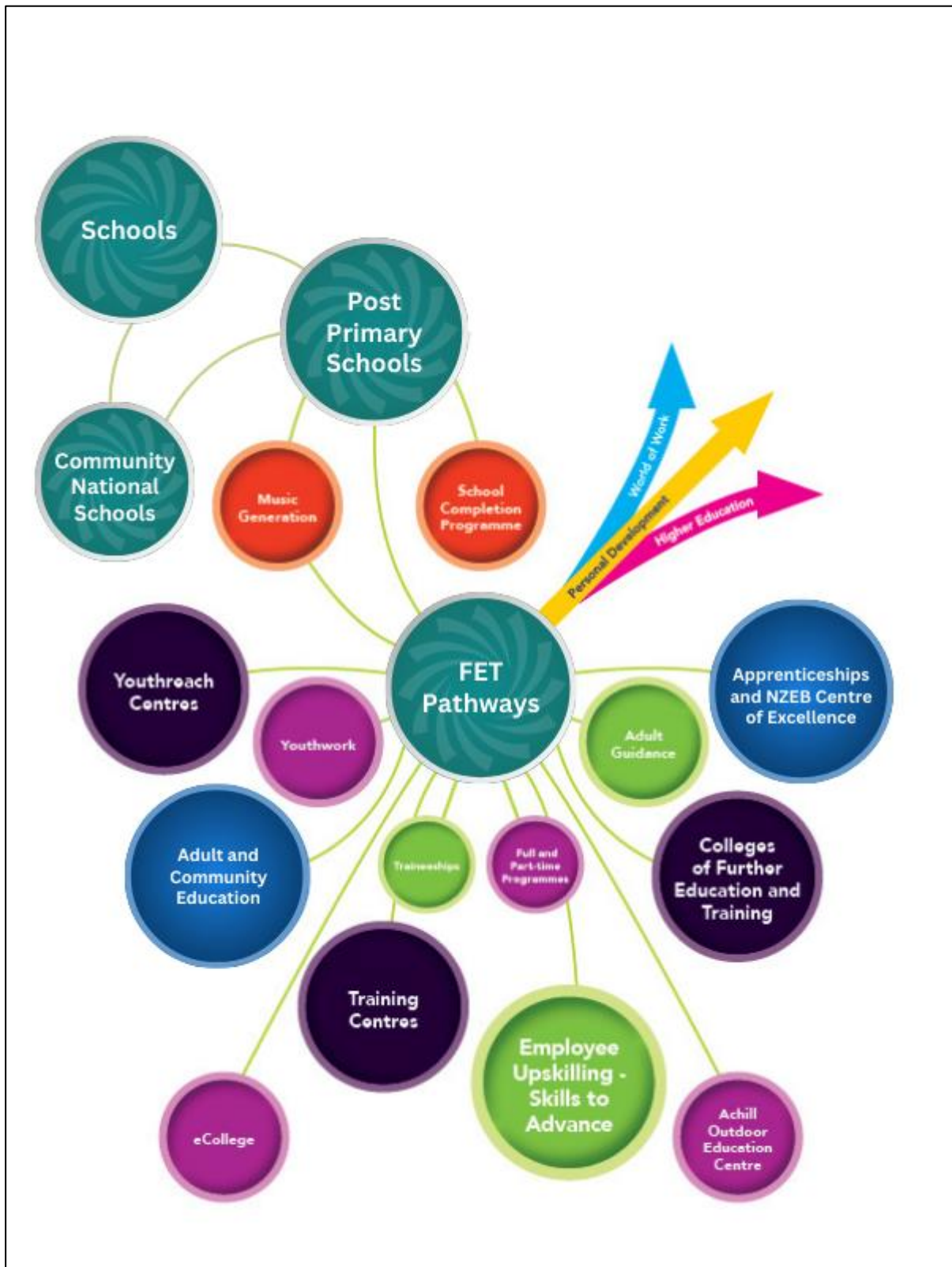
Mayo, Sligo and Leitrim Education and Training Board (MSLETB) was established in accordance with the *Education and Training Boards Act, 2013* and is one of sixteen Education and Training Boards (ETBs) nationally in Ireland.

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 Education and Training Board is centrally managed through three Directorates: Further Education and Training, Schools, and Organisational Support and Development.

Geographical Map of MSLETB



Overview of Services 2026



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 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

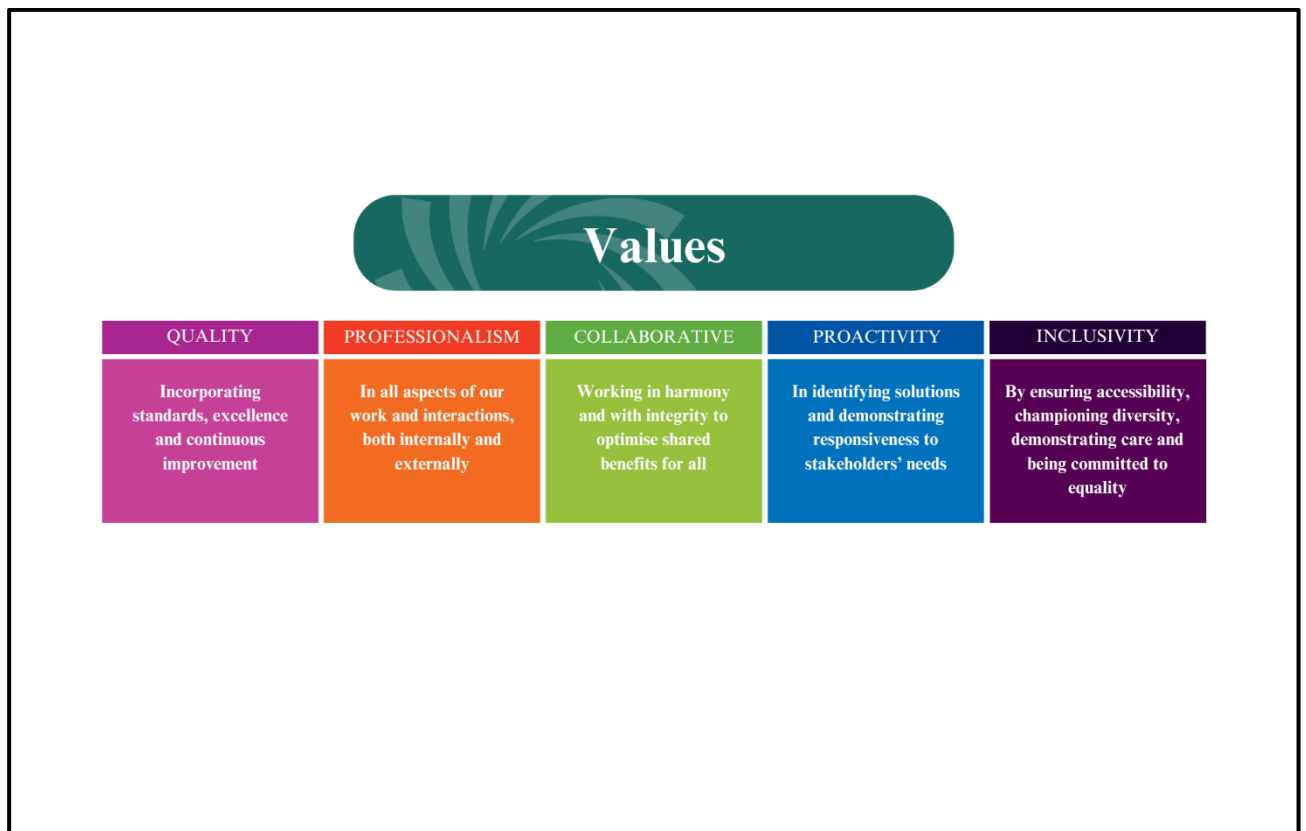
The vision of MSLETB is to be an innovative and dynamic Education and Training Board providing a positive and inclusive experience for all our learners, within a professional, caring, and collaborative education and training environment.

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, emphasising 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 2026 – Goals and Strategies

Under the terms of the *Performance Delivery Agreement* between the Department of Education and Youth 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 the Atlantic Technological University (ATU), Donegal ETB and Galway Roscommon ETB. 	<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 2026.
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, 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 Certificate 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, 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 of 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 MSLETB Quality Council. 	<ul style="list-style-type: none"> In 2026 MSLETB will successfully implement an integrated Quality Assurance System. In 2026 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 2026.

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 2026 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 2026.
		<ul style="list-style-type: none"> Increased number of rented premises if and as required. 	<ul style="list-style-type: none"> MSLETB will update the FET Estates Strategy in 2026.
	<ul style="list-style-type: none"> Working in partnership with DEY 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 2026.
		<ul style="list-style-type: none"> MSLETB will work with key stakeholders, such as DEY, 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 for Mayo College of FET in 2026. MSLETB will finalise the site purchase of the Mitchell Military Barracks in Castlebar and commence the appointment of a Design Team to develop the site.

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 2026 and beyond. 	MSLETB will deliver on the capital investments it has achieved through the Strategic Infrastructure Upgrade Funds in 2026. 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 2026, 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 2026 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 and Youth 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 and Youth 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. In 2026, MSLETB will establish three county based Enterprise, Apprenticeship and Skills Teams to promote apprenticeship, skills and employee upskilling opportunities. 	<ul style="list-style-type: none"> In 2026, MSLETB will continue to develop its Employer Engagement Teams 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"> 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 	<ul style="list-style-type: none"> In 2026, MSLETB will substantively deliver and validate its three STA Innovation Projects, including new Micro-Qualifications in Data Analytics and Agriculture. 		

Priority	Action	Performance Indicator	Target
Engage effectively with employers.		Employer Engagement Development of Micro Qualifications.	
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 2026, MSLETB will expand apprenticeships and traineeships. All learners will be able to access local and national apprenticeships and traineeships. MSLETB will continue to expand the national apprenticeships of Sales Digital Marketing and Butchery and develop new programmes. MSLETB will commence the development of three new apprenticeships in 2026 in Digital Marketing and Media Business and Operations and Immersive Technology. MSLETB will continue to explore other new generation apprenticeships.
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 2025</i> .	<ul style="list-style-type: none"> In schools and FET Centres, all child protection and vulnerable adults' procedures and policies are in place. 	<ul style="list-style-type: none"> All schools and centres have arranged appropriate training and policies and procedures are implemented. 	<ul style="list-style-type: none"> In accordance with Circular 41/2025, all schools and Boards of Management within MSLETB will have adopted the <i>Child Protection Procedures for Primary and Post-Primary Schools 2025</i>, by the end of 2026.

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 2025</i> .			<ul style="list-style-type: none"> All appropriate procedures for Child Protection and Safeguarding are in place in line with the <i>Child Protection Procedures for Primary and Post-Primary Schools 2025</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 2026, MSLETB will continue to implement a refreshed vulnerable adults' procedure and polices across FET and will provide training to all staff in the new procedures.
	<ul style="list-style-type: none"> Board of Management (BOM), training incorporating Child Protection Oversight Report (CPOR). MSLETB will implement a refreshed vulnerable adults' procedure and polices across FET. 	<ul style="list-style-type: none"> Training for DLPs, DDLPs and BOM's completed. 	
		<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 2026 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 2026, 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 centres have reliable and appropriate ICT infrastructure to support teaching, learning and administration. 	<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 2026, 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 	<ul style="list-style-type: none"> In 2026, MSLETB will redesign and upgrade ten educational centre SharePoint sites to Modern Pages, enhancing both

Priority	Action	Performance Indicator	Target
Provide high quality ICT learning supports in schools/centres.		as a file depository and central information store for all educational centres.	functionality and user experience.
	<ul style="list-style-type: none"> MSLETB will continue to invest in collaborative cloud-based technology. 	<ul style="list-style-type: none"> To further develop this collaborative environment, MSLETB will update all SharePoint sites to Modern Pages, delivering improved accessibility, enhanced security, and a more consistent user experience across centres. 	<ul style="list-style-type: none"> Seventeen educational sites will have their SharePoint sites migrated to Modern Pages in 2026.
		<ul style="list-style-type: none"> In 2026, MSLETB will initiate a comprehensive upgrade programme to renew over 800 teaching staff devices, ensuring teachers have modern and reliable equipment. 	<ul style="list-style-type: none"> MSLETB aims to deploy 600 of 800 devices during 2026, with the remaining devices to be rolled out in the following phase.
		<ul style="list-style-type: none"> MSLETB has commenced a programme to implement a cloud-based phone system within Microsoft Teams. This unified communications platform will enhance communication and collaboration, while enabling staff to work remotely from any location. 	<ul style="list-style-type: none"> Over the last two years, MSLETB has implemented the Microsoft Teams Phone system across 20 sites. In 2026, this will be extended to a further six sites.
		<ul style="list-style-type: none"> MSLETB will complete the tender process for a new School Information Management System (SIMS) in 2026 and begin the rollout across all educational sites. The new SIMS will modernise how student and school data is managed, providing a more efficient, secure, and integrated 	<ul style="list-style-type: none"> The rollout of the new School Information Management System (SIMS). SIMS will begin with 18 sites in 2026, ensuring that the system is deployed in a structured and phased manner. This initial implementation will allow MSLETB to provide dedicated support, training, and

Priority	Action	Performance Indicator	Target
Provide high quality ICT learning supports in schools/centres.		platform. Key benefits include improved data accuracy, streamlined administrative processes, enhanced reporting capabilities, and better support for teaching and learning through real time access to student information. The system will also strengthen compliance, reduce manual workload, and support a more consistent approach to data management across all schools and centres.	change management to each site, helping staff transition smoothly to the new platform. Lessons learned from this phase will inform the wider rollout in subsequent years.
		<ul style="list-style-type: none"> MSLETB has commenced a project to upgrade and enhance the classroom displays across sites throughout the organisation. This will involve replacing the existing bulb based projectors with modern, high quality laser projectors that provide clearer images and reduced maintenance requirements. Where interactive teaching and learner engagement are required, interactive panels will be deployed to support more dynamic and hands on learning experiences. 	<ul style="list-style-type: none"> In 2026, MSLETB aims to complete these upgrades in 100 classrooms as part of the initial phase of this programme.
	<ul style="list-style-type: none"> MSLETB continued its network infrastructure upgrades at educational sites. This project is designed to standardise all network infrastructure under a single-manufacturer, cloud- 	<ul style="list-style-type: none"> In 2026, MSLETB will. carry out network infrastructure upgrades at a further seven educational sites, continuing the phased modernisation of its ICT network. 	<ul style="list-style-type: none"> In 2026, MSLETB will carry out network infrastructure upgrades at a further seven educational sites. This phase will result in all FET sites being

Priority	Action	Performance Indicator	Target
Provide high quality ICT learning supports in schools/centres.	managed solution, providing improved accessibility, reliability, and security. These upgrades enhance overall connectivity and support greater access to cloud-based services, including Microsoft 365 and Moodle.		<p>fully migrated to the new infrastructure.</p> <ul style="list-style-type: none"> MSLETB schools will engage with Digital Strategy 2022-2027 to further enhance digital technologies.
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 and Youth Statement of Strategy 2023-2025.</i> <i>'Adult Literacy for Life' - a 10-year adult literacy strategy.</i> <i>FET: Strategy 2026 – 2030 “Creating Futures”.</i> <i>Action Plan for Apprenticeship 2021 to 2025</i> <i>Straitéis 20 Bliain don Ghaeilge 2010-2030 (The 20-Year Strategy for the Irish Language 2010-2030)</i> <i>Polasáí don Oideachas Gaeltachta 2017 (Policy on Gaeltacht Education 2017).</i> 	<ul style="list-style-type: none"> Continue to review and monitor operational plans to ensure that local targets are aligned with the national education and other governmental strategies. 	<ul style="list-style-type: none"> In 2026, MSLETB will review all operational plans and include actions to progress all national education strategies. MSLETB will continue to support the 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 post primary 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 DEY 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 2026.
	<ul style="list-style-type: none"> Use of additional support from Muintearas for a Cúintóir Teanga in each participating post primary 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 post primary 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 2026/2027.

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 skills development to enhance and increase student participation for full retention. 	<ul style="list-style-type: none"> Academic Year 2026/2027.
	<ul style="list-style-type: none"> Extra-Curricular activities in support of requirement for T1 (L1) in all Irish post primary schools. 		
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 programme 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 post primary with increased student participation by end of first academic term. <p>Academic year 2026/2027.</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. September Academic year 2026/2027.

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 2026/2027.
		<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 Professional Development (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. Provide drop in clinics on critical procedural areas for improvement and development.
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.
			<ul style="list-style-type: none"> Improve Skills of Staff Teams. Support processes and procedures when possible, with automated systems.
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.

Priority	Action	Performance Indicator	Target
Support and Develop High-Quality Leadership.			<ul style="list-style-type: none"> Provide Senior and middle management leadership training to assist with delivery. 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.
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 staff on updates to Health and Safety initiatives. 	<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"> Increase awareness of Health and Safety interventions. 	<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 2026.
	<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"> Update Staff SharePoint to be a better resource for supportive materials. 	<ul style="list-style-type: none"> Provide a comprehensive list of supporting welfare policies for ease of access. 	<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"> Continue to audit to support staff having acceptable remote working supports. 		
	<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.

Priority	Action	Performance Indicator	Target
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 Q3 2026. 	<ul style="list-style-type: none"> Implement Digital Document Management System by end of Q4 2026.
	<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"> Improve compliance levels including training attendance rates, number of data breaches and Data Protection Impact Assessment (DPIA) completion rates. 	<ul style="list-style-type: none"> Data Protection Officer (DPO) to visit all schools, centres, and administrative offices.
		<ul style="list-style-type: none"> Assist in addressing identified risks and areas for improvement. 	<ul style="list-style-type: none"> Ongoing throughout 2026.
	<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"> Ongoing throughout 2026.
		<ul style="list-style-type: none"> Continue engagement with IAU of ETBs in the development of the ISMS. 	
		<ul style="list-style-type: none"> Ongoing Audits with IAU. 	
	<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 practice as necessary. 	<ul style="list-style-type: none"> Update Financial Authority Matrix 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 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 work to maintain compliance where possible in Q4 2026.
	<ul style="list-style-type: none"> MSLETB is continuing its investment in cloud infrastructure to support the unified communication platform. The primary objective is to reduce reliance on physical phone systems and associated line rental costs. A comprehensive audit of all MSLETB sites has been completed, confirming that significant savings can be achieved by migrating all phone systems to SIP and retiring all remaining physical phone lines. In addition, moving telephony services to the cloud strengthens MSLETB's disaster recovery and business continuity capabilities. 	<ul style="list-style-type: none"> The ICT Department successfully completed the deployment of MS Teams to an additional 10 MSLETB sites in 2025, bringing the total number of converted sites to 23. The ICT Department plans to complete a further 5 sites in 2026, subject to budget availability. Significant cost savings have been realised through the migration 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 continues the adoption of the Single Device Policy for all staff, including teaching staff. This initiative has reduced the need for ICT hardware and support, while also providing staff with greater flexibility in their working arrangements. The move to a single-device approach also supports MSLETB's sustainability obligations by 	<ul style="list-style-type: none"> MSLETB's ICT Department has commenced the deployment of 800 staff laptops in 2026 as part of the continued rollout of the Single Device Policy. This large-scale deployment ensures that all staff, including teaching staff, have access to a standardised, modern device that supports flexible working and 	<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 organisation will minimise the variety of hardware required, reducing procurement, maintenance, and support overheads.

Priority	Action	Performance Indicator	Target
Develop organisational structures and systems to meet the changing needs of the organisation.	lowering electronic waste, reducing energy usage, and minimising the organisation's overall environmental footprint.	enhances digital teaching, learning, and administrative practices.	This approach also streamlines device management, improves efficiency for the ICT Department, and supports more flexible working arrangements for staff.
	<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 2026.
Risk Management Policy.	<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"> Review and update MSLETB risk management framework including implementing updated risk management policies and procedures, Q3 2026.
	<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) to assess number of high risk activities within the organisation. 	<ul style="list-style-type: none"> Continued attention to address high risk activities on a quarterly basis to 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"> The Board and Audit and Risk Committee regularly review and oversee an effective risk management process that identifies, monitors, and addresses significant 	<ul style="list-style-type: none"> Risk registers and mitigation strategies are reviewed at least quarterly, with key risks reported to the Board and

Priority	Action	Performance Indicator	Target
Risk Management Policy.	committee should support the board in this role.	risks impacting the achievement of organisational outcomes.	Audit & Risk Committee, and all significant risks documented and active mitigation plans in place.
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"> The Board should ensure it 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 MSLETB's Annual Report Q3 2026.
Effectively manage finances and risk.	<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"> Review of MSLETB Audit Recommendations Tracker in 2026 to identify outstanding actions. 	<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"> Progress against agreed management actions from the C&AGs' Management Letter is regularly monitored and reported. 	<ul style="list-style-type: none"> Management actions from the C&AG's Management Letter are implemented within agreed timeframes, or formally reviewed and re-scheduled where necessary.
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.

Priority	Action	Performance Indicator	Target
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 by finance and audit & risk committees as required under the Code of Practice for Governance of ETBs. 	<ul style="list-style-type: none"> The Board will ensure that it receives adequate assurance that specified controls are operating as intended. 	<ul style="list-style-type: none"> Appraisal of the Chairs of both Committees is carried out in Q4, 2026 and results of committee's evaluation of effectiveness are shared with the board.
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 for the Governance of ETBs 2024.
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"> Explore and plan Green initiatives in our building stock and continue to support green procurement in all other services.
	<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"> The single device policy has been implemented for all staff in MSLETB in 2026. Significant investment has been made in a standard fleet of staff laptops, providing improved

Priority	Action	Performance Indicator	Target
Efficiently use resources.		<p>organisational resilience, lowers long term maintenance and-term maintenance and replacement costs and provides the scalability required to support future growth. In parallel, MSLETB will continue implementing the Single Device Policy for staff across all sites, enabling more efficient device management, reducing ICT overheads, and supporting the organisation’s sustainability commitments through reduced hardware usage and lower electronic waste.</p>	<p>performance, enhanced security, and greater flexibility for both administrative and teaching staff. This approach reduces the overall ICT support burden, simplifies lifecycle management, and supports MSLETB’s sustainability commitments by lowering hardware consumption and electronic waste.</p> <ul style="list-style-type: none"> MSLETB will continue its cloud first digital strategy with the planned retirement of the remaining physical on-premise servers and the migration of over 50 percent of sites from onsite PBX phone systems to Microsoft Teams. This transition improves resilience, reduces maintenance and line rental costs, and strengthens business continuity capabilities across the organisation - first digital strategy with the planned retirement of the remaining physical on premise servers and the migration of over 50 percent of sites from onsite PBX

Priority	Action	Performance Indicator	Target
Efficiently use resources.			<p>phone systems to Microsoft Teams. This transition improves resilience, reduces maintenance and line rental costs, and strengthens business continuity capabilities across the organisation.-first digital strategy with the planned retirement of the remaining physical on-premise servers and the migration of over 50 percent of sites from on-site PBX phone systems to Microsoft Teams. This transition improves resilience, reduces maintenance and line rental costs, and strengthens business continuity capabilities across the organisation.</p>
	<ul style="list-style-type: none"> The retirement of Windows 10 and the complete migration to Windows 11. 	<ul style="list-style-type: none"> The retirement of Windows 10 and the complete migration to Windows 11 is a necessary step to maintain security, compliance, and long term operational stability across MSLETB. -term operational stability across MSLETB. 	<p>The ICT Department has secured an additional 12 months of extended security updates for Windows 10 from Microsoft, at a cost to the, organisation. However, this arrangement is not sustainable and continuing to rely on extended support increases operational and financial pressure. The ICT Department is therefore committed to migrating all</p>

Priority	Action	Performance Indicator	Target
Efficiently use resources.		<p>Microsoft ended support for Windows 10 in October 2025, meaning it no longer receives security updates or patches. Continuing to run these unsupported systems would increase cybersecurity risks, expose the organisation to vulnerabilities, and create compliance challenges for a public sector environment. Moving fully to Windows 11 ensures that all MSLETB devices benefit from modern security features, improved performance, enhanced compatibility with cloud-based services, and a longer supported lifecycle. The migration also aligns with MSLETB's cloud-first approach by enabling better integration with Microsoft 365 services, improved device management capabilities, and more efficient deployment processes across the organisation. Moving fully to Windows 11 ensures that all MSLETB devices benefit from modern security features, improved performance, enhanced compatibility with cloud-based services, and a longer supported lifecycle. The migration also aligns with MSLETB's cloud-first approach .</p>	<p>remaining Windows 10 devices to Windows 11 in 2026, ensuring that MSLETB fully exits the Windows 10 platform before the extended support period ends.</p>

Priority	Action	Performance Indicator	Target
Efficiently use resources.		by enabling better integration with Microsoft 365 services, improved device management capabilities, and more efficient deployment processes across the organisation.	
	<ul style="list-style-type: none"> MSLTEB will continue its cloud-first Digital Strategy to ensure that organisational data remains protected and that all devices are centrally managed through modern cloud-based tools. This approach enables devices to be regularly updated with the latest security patches, operating system updates, and antivirus protection, strengthening MSLETB's overall cybersecurity posture and improving operational efficiency. 	<ul style="list-style-type: none"> In 2025, MSLETB introduced a third party application deployment solution to support the installation and updating of non Microsoft applications. As the platform was not yet available in the cloud at the time, it was initially deployed on a -party application deployment solution to support the installation and updating of non-Microsoft applications. As the platform was not yet available in the cloud at the time, it was initially deployed on a standalone device. This has since changed, and the vendor now, 	<ul style="list-style-type: none"> ICT Department is committed to migrate the solution to the cloud in Q3 of 2026.

Priority	Action	Performance Indicator	Target
Efficiently use resources.		provides full cloud-based support. MSLETB’s ICT Department is therefore committed to migrating the solution to the cloud, ensuring improved scalability, centralised management, enhanced security, and greater resilience for application deployment across all MSLETB sites.	
	<ul style="list-style-type: none"> Greater adoption of cloud-based file storage within the education sector of MSLETB, through the provision of SharePoint document libraries to second-level and FET sites, will provide secure and centralised access to files, support collaboration across departments, reduce dependence on ageing onsite servers, improve cybersecurity and disaster recovery, enable remote and blended work, ensure consistent storage structures across campuses, and integrate seamlessly with Teams and OneDrive to improve daily workflows for teachers and staff. 	<ul style="list-style-type: none"> All second level-level schools within MSLETB will have access to SharePoint document library services by the end of 2026, with the service expanded to all FET centres during 2027. 	<ul style="list-style-type: none"> All second level schools within MSLETB will have access to SharePoint document library services by the end of 2026.-level schools within MSLETB will have access to SharePoint document library services by the end of 2026.

Priority	Action	Performance Indicator	Target
Efficiently use resources.	<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"> Consider allocations from the Department of Education and Youth to support organisational and emerging needs. 	<ul style="list-style-type: none"> Resource allocation decisions are targeted at organisational priorities and monitored to ensure resources are used effectively.
		<ul style="list-style-type: none"> Consider needs of the Organisation and apply resources to support service delivery and achieve strategic goals 	<ul style="list-style-type: none"> Review new allocation information as workload permits and prioritise needs in a fair and transparent way.
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"> Develop and implement a Communications Strategy for MSLETB by Q4, 2026.
	<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"> Design and publication of updated staff intranet to be completed by Q4 2026.
	<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 the online portal to Coimisinéir Teanga in Q1 2026.
	<ul style="list-style-type: none"> Optimise MSLETB's media presence to communicate information to target audiences and effectively use media platforms including social media, broadcast media etc., to market and promote the services of MSLETB. 	<ul style="list-style-type: none"> Monitor all communication channels and measure their effectiveness with target audience. 	<ul style="list-style-type: none"> Improve MSLETB's Communications by developing a Communications Strategy.
<ul style="list-style-type: none"> Monthly Social Media Analytics. 	<ul style="list-style-type: none"> Monthly Media Clipping Reports. 		

Priority	Action	Performance Indicator	Target
Communicate effectively.		<ul style="list-style-type: none"> Media presence communicate information to target audiences and effectively use media platforms including social media, broadcast media etc to market and promote the services of MSLETB. 	
		<ul style="list-style-type: none"> Upgrade all Google My Business Account for all MSLETB sites reflecting the new structure. 	<ul style="list-style-type: none"> To ensure all MSLETB associated digital channels are user-friendly and inclusive by using appropriate language, visual design, and mobile optimisation.
	<ul style="list-style-type: none"> Continue to develop publications outlining the functions and services of MSLETB. 	<ul style="list-style-type: none"> Provision of in-house communications brand guidelines & collateral to improve employee engagement and enhance organisation cultures. 	<ul style="list-style-type: none"> Complete design phase of MSLETB branding project in Q1 2026. Ongoing implementation of branding project throughout 2026 to reflect cohesiveness across MSLETB websites, social media and 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 address any gaps or shortcomings. 	<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.

Priority	Action	Performance Indicator	Target
Develop Service Level Agreements (SLAs) with external stakeholders	<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"> Draft and circulate new ROPA template for each pillar in MSLETB (Schools, OSD & FET). 	<ul style="list-style-type: none"> Q3 2026.
	<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 staff communications, in house training. 	<ul style="list-style-type: none"> Ongoing monitoring of each pillar (Schools, OSD & FET) throughout 2026.
	<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 2026.
		<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. 	
<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 Q4 2026. 	
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 	<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.

Priority	Action	Performance Indicator	Target
Engage effectively with stakeholders and develop partnerships. Engage effectively with stakeholders and develop partnerships.	with stakeholders, employers, staff, students, and learners to identify additional services to be provided.		
	Undertake a communications exercise to inform stakeholders of MSLETBs roles and responsibilities.	<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 in 2026.
	<ul style="list-style-type: none"> Establish an Enterprise, Apprenticeship and Skills Unit in each FET County College. 	<ul style="list-style-type: none"> Identify will all stakeholders to promote apprenticeship, employee upskilling and other FET services in the region. 	<ul style="list-style-type: none"> Engage with all stakeholders to promote apprenticeship, employee upskilling and other FET services in the region.
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"> Continue to meet statutory deadlines and ensure consistent high standards are maintained in all department returns.
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.
	<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. 	<ul style="list-style-type: none"> Continue to explore centralised arrangements to ensure efficiency and compliance, including the use of OGP and HeaNet Frameworks and Dynamic Purchasing Systems.

Priority	Action	Performance Indicator	Target
Follow best practice in procurement.			<ul style="list-style-type: none"> Continue to support staff training and drop in sessions.
	<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"> Complete Compliance Assessment Tool and endeavour to meet full compliance with the Assessment Tool Q2 2026.
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 and Committees 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 2026.
Comply with obligations under Public Sector Equality and Human Rights Duty "the Duty".	<ul style="list-style-type: none"> Keep dedicated website page on the Duty updated. 	<ul style="list-style-type: none"> Build awareness of the Duty internally and externally. 	<ul style="list-style-type: none"> Throughout 2026.
	<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"> Build awareness of the Duty internally. 	<ul style="list-style-type: none"> Q2 2026.
		<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 2026.
	<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 2026.

Priority	Action	Performance Indicator	Target
Comply with obligations under Public Sector Equality and Human Rights Duty “the Duty”.	<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 2026.
	<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"> Q4 2026.
Staff Development.	<ul style="list-style-type: none"> A member of staff has been appointed as the training manager. This staff member will ensure that: <ul style="list-style-type: none"> -training needs analysis in financial management is carried out on an annual basis -a training programme on financial management is developed and implemented. 	<ul style="list-style-type: none"> The Professional Development Officer will conduct a training needs analysis in consultation with OSD Staff. Relevant courses are sourced and funded to address those needs. 	<ul style="list-style-type: none"> Q1 and ongoing throughout 2026.
	<ul style="list-style-type: none"> Review and revision of Professional Development procedures. 	<ul style="list-style-type: none"> Increased uptake of Training by staff. 	<ul style="list-style-type: none"> Review of procedures completed by Q2 2026.
	<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"> Improving attendance of staff members at webinars. 	<ul style="list-style-type: none"> Ongoing evaluation and assessment.
	<ul style="list-style-type: none"> Continue to share information relevant to all Staff through the MSLETB PD newsletter and SharePoint site. All recorded PD sessions will be made available to staff where practicable. 	<ul style="list-style-type: none"> Reviewing feedback received from staff on training effectiveness and tracking views on SharePoint news items and monitoring email activity. 	<ul style="list-style-type: none"> Ongoing evaluation and adjustment.

Priority	Action	Performance Indicator	Target
Ensure full compliance with the <i>Child Protection Procedures for Primary and Post-Primary Schools 2025</i> .	<ul style="list-style-type: none"> In schools and FET Centres all child protection and vulnerable adults' procedures and policies are in place. 	<ul style="list-style-type: none"> All schools and centres have arranged appropriate training and policies and procedures implemented. 	<ul style="list-style-type: none"> All Boards of Management have ensured that schools and centres have all necessary child safeguarding measures in place in accordance with the <i>Child Protection Procedure for Primary and Post Primary Schools 2025</i>.
		<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 2026, 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. 	<ul style="list-style-type: none"> Continue to monitor progress, maintain, develop, and improve strong working partnerships between MSLETB, DEY, 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.
	<ul style="list-style-type: none"> MSLETB will continue to advocate for additional funding to support the Protection Programme Services. 		
Continue to support the Regional Education and Language Teams (REALT) hosted by the 16 regional education and training boards (ETBs) to support the education needs of children from Ukraine arriving in Ireland.	<ul style="list-style-type: none"> A core function of the REALT is to help families to find a school place. This work involves working with the families, school principals and communities to locate school places, providing relevant information as well as signposting to supports across the system. 	<ul style="list-style-type: none"> MSLETB will continue to develop and support the cross regional REALT Team’s supporting the educational needs of Ukrainian citizens arriving in the MSLETB Region. 	<ul style="list-style-type: none"> All educational needs of Ukrainian children and adults will be supported by the ETB.
	<ul style="list-style-type: none"> In 2026, MSLETB will continue to prioritise its support for Refugee Resettlement, particularly the high volume of Ukrainian nationals arriving into our region and every resource available will be deployed to assist all programme refugees. 		<ul style="list-style-type: none"> MSLETB will continue to develop its ESOL services to support the requirements for English as a language for all Ukrainian citizens.

Specific Strategic Priorities for MSLETB:

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for MSLETB will be either commenced or delivered during 2026 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 Gaelchultur.

Goal	Priority	Action	Performance Indicator	Target
1. Excellent teaching, learning, and training.	<ul style="list-style-type: none"> promote related initiatives. 			
	<ul style="list-style-type: none"> Create a positive teaching and learning environment that supports staff wellbeing. 	<ul style="list-style-type: none"> Develop a scholarship programme for transition year students. 	<ul style="list-style-type: none"> Participation in scholarship initiatives. 	<ul style="list-style-type: none"> Provide 24 scholarships in 2026.
		<ul style="list-style-type: none"> Implement staff wellbeing initiatives through the School Ethos Leadership teams. 	<ul style="list-style-type: none"> Stakeholder feedback on staff wellbeing programmes. 	<ul style="list-style-type: none"> Achieve staff satisfaction with wellbeing initiatives.
		<ul style="list-style-type: none"> Offer stress management and resilience workshops. 	<ul style="list-style-type: none"> Participation in workshops and initiatives. 	
2. Development and Innovation.	<ul style="list-style-type: none"> Establish MSLETB's version of the College of the Future. 	<ul style="list-style-type: none"> Advance infrastructure and programmes to meet the College of the Future criteria. 	<ul style="list-style-type: none"> Establishment of new college structures. 	<ul style="list-style-type: none"> In 2026, continue to develop and support the new FET Colleges of the Future.
		<ul style="list-style-type: none"> Conduct a review of employer needs to inform programme design. 	<ul style="list-style-type: none"> Stakeholder feedback on the relevance of programmes. 	
	<ul style="list-style-type: none"> Integrate ISMS to ensure data security and compliance across all operations. 	<ul style="list-style-type: none"> Appoint an ISMS overview team. 	<ul style="list-style-type: none"> Staff trained in ISMS protocols. 	<ul style="list-style-type: none"> Staff trained by Q4 2026.
		<ul style="list-style-type: none"> Implement ISMS training for staff to ensure compliance with ISO 27001 standards. 	<ul style="list-style-type: none"> With guidance from internal Audit Unit work to achieve ISO 27001 certification will be progressed in 2026. 	<ul style="list-style-type: none"> Progress on Implementation in 2026.
	<ul style="list-style-type: none"> Support the inclusion of international protection applicants 	<ul style="list-style-type: none"> Enhance collaboration with local stakeholders through REALT. 	<ul style="list-style-type: none"> Enrolment and completion rates for marginalised learners. 	<ul style="list-style-type: none"> Increase enrolment by for these groups.

Goal	Priority	Action	Performance Indicator	Target
2. Development and Innovation.	and marginalised groups.	<ul style="list-style-type: none"> Expand FET opportunities tailored to marginalised groups. 	<ul style="list-style-type: none"> Feedback from stakeholders and participants. 	
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 influenced by ongoing monitoring and reporting. 	<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 2026.
		<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.
		<ul style="list-style-type: none"> MSLETB to commence Artificial Intelligence Pilot for FET Colleges. 	<ul style="list-style-type: none"> Pilot team is established and project plan implemented. 	<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 2026.

Goal	Priority	Action	Performance Indicator	Target
5. Culture and Organisation.		<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.
	<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 2026

Schools

Mayo, Sligo and Leitrim Education and Training Board provides post primary education services across a network of schools and colleges throughout our three counties. In accordance with the MSLETB Strategy Statement and Irelands education policy as determined by the Department of Education and Youth, MSLETB schools deliver a high quality, inclusive and learner focused education to meet the needs of students and the communities we serve.

MSLETB schools operate within a education ethos that is community based, inclusive and respectful of diversity. Schools are committed to providing a safe, supportive and positive learning environment where students are encouraged to reach their full potential academically, socially and personally. The work of MSLETB schools is underpinned by the core values of excellence in education, care, equality, community and respect.

MSLETB will continue to support the implementation of the ETBI Patrons Framework on Ethos across all schools. Led by ETBI and supported locally by a dedicated Ethos Coordinator, MSLETB will continue to raise awareness of and embed ETB Ethos and Core Values through the school curriculum, school activities and whole school practices during 2026.

A broad and balanced curriculum is provided at Junior Cycle and Senior Cycle, including Transition Year. Programme provision supports a range of learning pathways and prepares students for progression to further education and training, higher education, apprenticeships and employment. Schools also provide a range of curricular and extra-curricular activities that support student engagement, wellbeing and participation in school life.

Junior Cycle provision supports the holistic development of students through a wide range of subjects and the development of key skills. Student wellbeing remains a key priority, with continued support for the implementation of the Wellbeing Framework for Junior Cycle and the promotion of safe and respectful school environments.

Senior Cycle provision includes the Leaving Certificate, Transition Year Programme, Leaving Certificate Applied Programme and Leaving Certificate Vocational Programme. MSLETB is committed to assisting its schools in the phased implementation of Senior Cycle Redevelopment. Schools will be supported to plan for and embed new specifications, assessment approaches and reporting arrangements. MSLETB will also continue to support schools in implementing curriculum reform and assessment arrangements, in line with guidance issued by the Department of Education and Youth (DEY), which includes ongoing professional development for school leaders and staff.

MSLETB will support schools to implement the DEY's Digital Strategy by strengthening digital infrastructure, building staff digital capacity and by promoting the effective use of digital technologies to enhance learning, teaching and assessment.

The Realising Inclusive Special Education, (RISE) initiative by ETBI, focusing on enhancing inclusive education practices will continue to be supported by MSLETB’s dedicated Inclusion Coordinator. Schools will be supported in delivering inclusive practices, collaborative professional learning and school improvement initiatives.

In schools participating in the Gaeltacht School Recognition Scheme, MSLETB will continue to support the implementation of the Policy on Gaeltacht Education and associated action plans, in collaboration with the Department of Education and Youth and other relevant agencies.

In association with the School Completion Programme, MSLETB will continue to support targeted interventions to improve attendance, participation and retention for students at risk of early school leaving, working in partnership with schools, Tusla and local stakeholders.

MSLETB will continue to support effective governance and leadership across its schools, including Boards of Management and school leadership teams. This includes compliance with statutory and regulatory requirements, child protection procedures and ongoing engagement with Department of Education and Youth circulars and guidance.

From the academic year 2026/27, MSLETB will assume patronage of its first Community National School. This represents a significant milestone for the organisation and reflects MSLETB’s continued commitment to inclusive, multi belief and community focused education. The Community National School model supports diversity, equality of opportunity and partnership with parents and local communities and aligns with the ETB ethos and Ireland’s education policy. MSLETB, as patron, will support the school in fulfilling its ethos, governance and statutory responsibilities in line with Department of Education and Youth requirements and the ETBI Patrons Framework.

In 2026, MSLETB schools will continue to focus on delivering high quality, inclusive and learner focused education, responsive to national priorities and local needs, supported by strong governance, collaboration and a shared ETB ethos.

Enrolment numbers for MSLETB schools and colleges for the 2025-2026 academic year are as below:

SCHOOL	LOCATION	2025-2026
MAYO		
Davitt College	Castlebar, Co Mayo	902
Moyne College	Ballina, Co Mayo	226
St. Brendan's College	Belmullet, Co Mayo	357
St. Tiernan's College	Crossmolina, Co Mayo	254
St. Patrick's College	Lacken Cross, Co Mayo	186
Coláiste Pobail Acla	Achill, Co Mayo	233
Gaelcholáiste Chomáin	Rosspport, Co Mayo	29

St. Joseph's College	Charlestown, Co Mayo	225
SLIGO		
Corran College	Ballymote, Co Sligo	154
Coola Post Primary	Riverstown, Co Sligo	514
Colaiste Iascaigh	Easkey, Co Sligo	274
Grange Post Primary	Grange, Co Sligo	302
Ballinode Community College	Ballinode, Co Sligo	258
LEITRIM		
Lough Allen College	Drumkeerin, Co Leitrim	153
Drumshanbo Vocational School	Drumshanbo, Co Leitrim	509
Carrigallen Vocational School	Carrigallen, Co Leitrim	330
Mohill Community College	Mohill, Co Leitrim	531
TOTAL SECOND LEVEL STUDENTS		5,437

School Completion Programmes

The School Completion Programme (SCP) is a targeted programme of support for primary and post-primary children and young people who have been identified through the Intake Framework referral system as potentially at risk of early school leaving or who are out of school and have not successfully transferred to an alternative learning site (i.e. Youthreach, Community Training Centre etc.) or employment.

It is a support under the Delivering Equality of Opportunity in Schools (DEIS) Programme, funded by Tusla Education Support Services (TESS). SCP aims to retain a young person to completion of the leaving certificate, equivalent qualification or suitable level of educational attainment which enables them to transition into further education, training or employment.

There are 122 SCP projects covering 467 primary and 222 post-primary schools. Annual programme funding is €24.7m.

The SCP is one of three strands of Tusla Education Support Services, including the Home School Community Liaison (HSCL) Scheme and the Educational Welfare Service. All three strands share the same national outcomes:

- Improved Attendance
- Improved Participation
- Improved Retention

SCP projects provide the following interventions to children and young people:

1. Evidence based/evidence informed interventions at universal level to whole class/whole school groups.
2. Brief interventions for 8 weeks or less for students identified as needing an immediate short term SCP led intervention.
3. Targeted interventions to children and young people with significant support needs who have been identified through the SCP Intake Framework. (Only students in this target group need to be processed through the full Intake Framework referral).

There is ongoing strategic engagement with TESS and ETBs in relation to the future development and delivery of the School Completion Programme (SCP). ETBI and the ETBs are currently working in collaboration with the Department and TESS to support the establishment of a new employment framework for the SCP workforce.

This work is being progressed in the context of the proposed transition of SCP delivery as a Section 56 commissioned service model under the ETB sector. The objective of this approach is to enhance consistency, accountability, and long-term sustainability in the provision of SCP supports at a national level.

There are 121 projects nationally, with 40 currently in ETBs and 81 due to transfer. Currently MSLETB provides Human Resources and administration supports to North and South Mayo SCP. Work is underway to put in place all the steps that will support the transfer of the employment of the SCP staff to all 16 ETBs, with TESS continuing to hold overall operational responsibility for the programme. This will include Sligo SCP in late 2026 / early 2027.

MSLETB will continue to work in close partnership with TESS and the Department of Education and Youth to advance planning phases and will engage with all stakeholders on a regular basis during each stage of this transition. While timelines are not yet finalised, the transition of SCP staff is not expected to begin before late 2026. Transition plans will be notified to all stakeholders once confirmed.

Key Changes and Management Focus:

- **Governance and Accountability:** Increased focus on contractual models of accountability, shifting from purely local, flexible responses to a more structured, measurable approach to reporting, as discussed in academic studies of SCP management. Each project must complete a retention plan for submission to TESS for funding annually.
- **Workforce Professionalisation:** The introduction of a structured CPD (Continuous Professional Development) Programme for SCP staff is central, aiming to increase efficacy in dealing with educational disadvantage.
- **Evidence-Based Practice (EBP):** Projects are being directed to use approved Evidence-Based Programmes and Interventions rather than developing independent, ad-hoc, or, in some cases, unproven local programmes.
- **Strengthened Local Management Committees:** The structure relies on Local Management Committees (LMCs) collaborating with Tusla-contracted service providers and schools, with an emphasis on tailored, targeted interventions for students at risk.
- **Aligning with DEIS Plans:** The management of SCP is increasingly integrated with the overall DEIS Plan 2026-2028 (Delivering Equality of Opportunity in Schools), ensuring that SCP initiatives in schools align with national educational disadvantage strategies.

Services were provided in 2024/2025 to students in the following schools in Mayo as per SCP Retention Plan 2024/2025:

School	No. of beneficiaries
Davitt College, Castlebar	22
Scoil Mhuire agus Pádraig, Swinfor	11
Coláiste Pobail Acla, Achill	14
Moyne College, Ballina	33
St. Tiernan’s College, Crossmolina	16
St. Brendan’s College, Belmullet	27
Ghaelcholáiste Chomáin, Rosspor	10
Scoil Íosa, Ballina	14
Gaelscoil na gCeithre Maol, Ballina	20
Our Lady’s Secondary Belmullet	15

Further Education and Training

Further Education and Training (FET) will be guided by the new national strategy, **Creating Futures 2026–2030**, which sets out an ambitious plan for further education and training over the next five years, building on the progress of Transforming Learning 2020–2024 and positioning FET as a central pillar of Ireland’s skills infrastructure. The strategy is structured around four strategic objectives – future-ready knowledge and skills, inclusion for prosperity and cohesion, quality with innovation, and collaborating for impact – with MSLETB aligning its own planning and delivery to these pillars.

Over 2026–2030, FET will focus on expanding future-ready skills, including digital, AI and green skills, strengthening inclusion for under-represented groups, enhancing quality through the FET College of the Future model, and deepening collaboration with enterprise and the wider tertiary system. Within this context, MSLETB will continue to transform learning locally by

- Providing accessible FET in every community, offering clear pathways that allow learners to progress as far as they wish, regardless of prior educational attainment.
- Equipping learners with core and transversal skills, recognised qualifications at NFQ Levels 1–6, and vocational skills closely aligned to regional and national priority skills needs, including construction, green transition and digital sectors.
- Offering flexible models of delivery – full-time, part-time, blended, online and work-based – that respond to rapidly evolving learner, enterprise and community needs.

MSLETB will actively contribute to the implementation of Creating Futures through its Performance Agreement with SOLAS, participating in the new round of strategic performance agreements from 2026 and using annual dialogue to align regional provision with national FET objectives, KPIs and emerging priority cohorts. The central premise remains that FET is for everyone and will be a key driver of economic prosperity, social inclusion and community cohesion across Mayo, Sligo and Leitrim.

The central premise of the new FET strategy Creating Futures 2026–2030 is that further education and training is a core part of Ireland’s infrastructure for achieving both economic prosperity and social inclusion, by upskilling people in the core competencies needed for an innovative, inclusive society. It aims to make high-quality, accessible, and flexible lifelong learning opportunities available to diverse learners, so that Ireland can move towards “OECD best-in-class” performance while strengthening communities, social cohesion and national competitiveness.

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 2026 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, Digital Marketing, Business and Operations as well as collaborating in the delivery of the Commis Chef, Hairdressing & ICT Apprenticeship. In 2025, MSLETB in partnership with Sligo County Council and SoCo Labs developed a new centre of excellence in Immersive Technology. This new centre “XR Hub” will provide cutting edge and future-ready

skills in all areas related to Immersive and Extended Reality. The centre will also be a national centre for training Immersive Technology apprentices when the programme gets validated in 2026.

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

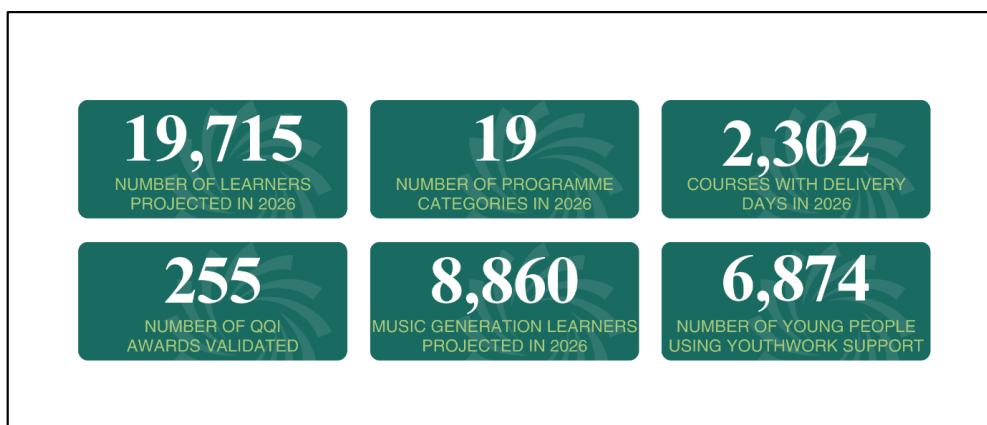
Erasmus+ mobilities play a vital role in fostering international collaboration and enhancing educational experiences across MSLETB's FET, Adult Education, and School sectors. MSLETB staff will be participating in professional development courses across Europe such as Empowering Educators for Global Citizenship: 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 2026.

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.

Mayo College of Further Education and Training (MCFET)

Mayo College of Further Education and Training (MCFET) holds full responsibility for the planning, coordination, and delivery of all Further Education and Training (FET) provision across County Mayo. Operating as the single integrated FET college for the region, MCFET brings together apprenticeships, traineeships, community education, adult literacy, BTEI, specialist training services, and vocational programmes under one cohesive framework. This unified structure ensures consistent quality, learner-centred pathways, and strong alignment with the national FET strategy, enabling accessible progression opportunities for learners at every stage of their educational journey.

As an accredited Erasmus+ provider, MCFET is deeply committed to internationalisation and the enhancement of teaching and learning through mobility and collaboration. The college actively engages staff and learners in European partnerships that broaden professional practice, strengthen transversal skills, and embed innovation into programme delivery. MCFET also partakes in a prestigious Centre of Vocational Excellence (CoVE) project, positioning Mayo as a hub for sectoral innovation, regional development, and transnational cooperation. This work strengthens the college's capacity to deliver cutting-edge vocational programmes that respond to evolving labour-market needs.

MCFET's leadership and impact were formally recognised when it was awarded Further Education Provider of the Year 2025, a testament to its strategic vision, learner success rates, industry partnerships, and commitment to excellence. This achievement reflects the dedication of staff, the strength of its community and employer engagement, and the transformative impact of its programmes across County Mayo. As MCFET continues to expand its offerings and build international partnerships, the college remains firmly focused on empowering learners, supporting regional skills development, and delivering high-quality education that meets the needs of a modern and inclusive FET sector.

Sligo College of Further Education and Training (SCFET)

Following its establishment in 2024, Sligo College of Further Education and Training continues to grow its learner numbers and expand its programmes and services across Co. Sligo. The college encompasses a Training Centre and two FE campuses in Sligo town, as well as an FE campus in Tubbercurry. Additionally, our centres include an NZEB Centre of Excellence in Collooney, an immersive technologies facility located at the XR Hub in Strandhill, and a number of Adult Education centres throughout the county.

The college continues to integrate all aspects of Further Education and Training to ensure a broad range of full and part-time services to industry and the community, and to provide pathways for learners to facilitate progression into higher education and the workplace.

The college offers a Tertiary Pathway into ATU and holds a broad range of Progression MOUs with HEIs in Northern Ireland and the UK. The college's FET Pathways programme engages learners at post-primary level and exposes them to the broad range of FET programmes

available across the college. SCFET is an accredited Erasmus+ provider with links and partnerships in a variety of countries across Europe. These links provide mobilities for over 150 learners annually and involve collaboration with other institutions and industry in KA2 projects. The college is expanding these relationships, and has this year established a partnership with Taiwan focusing on collaboration on our respective VET systems.

Leitrim College of Further Education and Training (LCFET)

Following its establishment in 2024, Leitrim College of Further Education and Training has continued to expand both its programme offerings and its learner population. The College operates dedicated Further Education facilities in Carrick-on-Shannon and Drumshanbo, delivering a varied range of full-time programmes at QQI Levels 5 and 6. In addition, a wide range of part-time QQI Level 3, 4, 5 and 6 courses is provided across multiple locations throughout the county, ensuring flexible access to learning for diverse communities.

The College also delivers community-based training and Local Training Initiatives, supporting inclusive education and skills development. The introduction of New Generation Apprenticeships represents a significant advancement for the region, strengthening pathways into industry and addressing emerging workforce needs.

LCFET as a recognised Erasmus+ provider, places a strong emphasis on international engagement and the continuous advancement of teaching and learning. The College enables both staff and learners the opportunity to participate in European mobility and collaborative projects.

The College remains focused on integrating all aspects of Further Education and Training to provide a broad, coherent, and responsive service to both industry and the wider community. This includes maintaining and strengthening established partnerships with Higher Education institutions, which play a vital role in supporting learner progression into advanced study and employment.

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.

The objective of the Central College is to establish a clear, cohesive identity, defining its role as a strategic enabler and connector within MSLETB, distinct from county colleges and Corporate Services, with clear roles, services, and points of contact to support staff, stakeholders, and effective signposting.

MSLETB Further Education and Training Centres and Provision

MSLETB's three county colleges - Mayo, Sligo and Leitrim provide Further Education and Training directly or indirectly across a range of the following programme types. For additional information on programmes in your area please contact/visit your local college of details.

Green Skills and Nearly Zero Energy Buildings (NZEB)

MSLETB continues to place a strong and expanding emphasis on Green Skills and Nearly Zero Energy Buildings (NZEB), aligned with national climate and housing priorities. During 2025, major progress was made in developing the NZEB Centre of Excellence in Collooney, Sligo. This capital investment programme in the Centre Of Excellence will successfully conclude in Q1 2026, providing a state-of-the-art regional hub for programmes in NZEB and retrofit programmes, as well as the wider Green Skills agenda. In 2026, MSLETB will focus on consolidating the growth of the centre, further scaling provision in line with commitments under the Housing for All Strategy, the National Recovery and Resilience Plan, and Ireland's Climate Action targets. When fully operational, the Centre will have the capacity to train up to 1,500 learners annually across a broadened suite of NZEB and retrofit-related programmes.

MSLETB will also continue its work on the implementation of the GRASP (Green Accelerator Skills) Programme in 2026. Funded under PEACEPLUS, MSLETB works with eight other partners in this exciting cross-border initiative. This brings a collaborative approach to training needs in the sector across nine counties: Armagh, Cavan, Derry, Donegal, Fermanagh, Monaghan, Leitrim, Tyrone and Sligo. By equipping the construction workforce with the latest sustainable practices, GRASP will support progress toward net-zero emissions, improve regulatory compliance and profitability, and create a more adaptable, skilled, and sustainable sector.

FET Pathways for Schools

MSLETB appointed a new FET Pathways Coordinator to support in the provision of TY Taster programmes to students across the region.

Transition Year students in five post-primary schools in Mayo Gaeltacht areas are taking part in a new Irish-language initiative – Gaeliomána. It promotes the everyday use of Irish through sport, media and cultural engagement, and will run for the next two years at Gaelcholáiste Chomáin, St Brendan's College in Belmullet, Convent of Mercy Belmullet, Coláiste Muire Túr Mhic Éadaigh and Coláiste Pobail Acla. Funded by Roinn na Gaeltachta and coordinated by Mayo, Sligo and Leitrim Education and Training Board, Gaeliomána is supported by Mayo hurling clubs and community partners.

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 (BTEI)

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.

Community Training Centres (CTC's)

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.

In 2025, MSLETB provided significant additional investment to Sligo CTC to develop a new motor vehicle training centre. This new additional facility will give learners the opportunity to

develop technical and engineering skills, in addition to preparing learners for apprenticeships and careers in the motor industry.

Adult Educational Guidance and Information Service (AEIGS)

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 (SFW)

MSLETB will deliver SFW courses across its three counties, offering a variety of programmes that support the educational and professional development needs of employees. Courses are structured to be flexible and adaptable, delivered at convenient locations and times to ensure accessibility and participation. With a duration of 35 hours, SFW programmes may also offer accreditation up to Level 4 on the NFQ, providing learners with recognised qualifications that enhance career progression and workplace confidence.

MSLETB will focus on delivering SFW training through a targeted approach, ensuring programmes meet both employee and employer needs. Employees can engage directly in courses to develop essential skills, while employers will have opportunities to collaborate in shaping training that aligns with workforce requirements. By offering adaptable, practical, and accredited learning options, MSLETB aims to support the upskilling and reskilling of the workforce, helping employees meet current and emerging workplace demands and contributing to overall regional economic development.

Skills to Advance – Employee Development Programme

In January 2026, the new MSLETB Apprenticeship & Enterprise Skills Unit was established to focus on upskilling individuals in employment, ensuring that training opportunities are accessible, practical, and aligned with workforce development objectives across the three counties. The unit will deliver a comprehensive suite of learning programmes, including statutory apprenticeships, accredited and non-accredited courses, as well as industry-certified

training, to meet the diverse needs of learners and employers. By offering this range of programmes, the unit will support recognised career pathways, provide flexibility for learners, and respond directly to local labour market demands.

A key priority will be the engagement with employers directly to identify current and emerging skills needs within their workforce. Through consultation and collaboration, the unit will ensure programmes are tailored to address skill gaps, support professional development, and respond to local labour market demands. This employer-led approach will strengthen the relevance and impact of all training delivered.

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.

Youthscapes Peace Plus Programme

MSLETB works in partnership with South West College and others on the development and implementation of the Youthscapes 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 AEIGS of MSLETB, with three in Mayo (Ballina, Ballinrobe and Kiltimagh), one in Sligo town and one in 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 DEY, 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.

Please refer to Appendix 1 - Further Education and Training (FET) Service Provision 2026 Template, which outlines MSLETB's Overview of FET Services, FET Priorities for 2026 and the FET Funding Allocation for 2026.

Organisation Support and Development

The Organisation Support and Development (OSD) pillar of MSLETB continues to be a cornerstone of organisational effectiveness and administrative excellence, strategically positioned across the organisation. Comprising Finance, Corporate Services, Governance and Compliance, Human Resources (HR), Information and Communication Technology (ICT), and the Procurement, Property and Sustainability Department, OSD brings together specialist expertise to provide integrated, high quality support services. These services enable MSLETB schools, colleges and Further Education and Training (FET) centres to focus on delivering high-quality teaching, learning and learner supports.

In 2026, OSD will continue to deliver effective, efficient and responsive support services while advancing the strategic objectives of MSLETB. With a strong focus on governance, compliance, digital transformation, sustainability, organisational resilience and resource optimisation, OSD will play a key role in strengthening organisational performance and supporting long term strategic delivery across the organisation. This integrated approach is delivered through the collective contribution of Finance in ensuring strong financial governance and stewardship of public funds, Corporate Services, Governance and Compliance in providing robust governance frameworks and assurance, Human Resources in building workforce capability, wellbeing and organisational capacity, ICT in delivering secure, resilient and modern digital services and the Procurement, Property and Sustainability Unit in providing sustainable infrastructure, strategic procurement and climate action leadership.

Building on organisational reform and structural development, OSD will continue to embed the Procurement, Property and Sustainability function as a core service, supporting sustainable infrastructure development, strategic procurement, climate action delivery and responsible resource management. This will allow Corporate Services to maintain a strong focus on governance, compliance, assurance and organisational oversight.

For the academic year 2026/27, MSLETB will take over patronage of its first Community National School (CNS), representing a significant organisational milestone. The transition to ETB patronage will require coordinated support across all OSD functions, including governance, HR, ICT, finance, procurement, property, compliance and systems integration. OSD will play a central enabling role in supporting the organisational, governance, operational and cultural aspects of this transition, ensuring that patronage responsibilities, systems alignment and service supports are embedded in a structured and compliant manner across the organisation.

Key Initiatives Planned for 2026:

Finance:

The Finance function will continue to meet all statutory financial management obligations, including reporting, governance and compliance requirements. Key priorities for 2026 include:

- Progressing engagement with the national ETB shared services finance platform in line with the ESBS programme.

- Strengthening financial and management reporting to support strategic planning and decision making.
- Embedding asset management processes across all schools, centres and offices.
- Supporting strong financial governance, internal controls and prudent fiscal management across MSLETB.

Corporate Services:

This function will continue to oversee governance, compliance and organisational assurance.

Priorities for 2026 include:

- Supporting the Board and Chief Executive in fulfilling governance and statutory responsibilities.
- Strengthening governance frameworks, internal controls, audit and risk management systems.
- Meeting statutory requirements across reporting, compliance, data protection, freedom of information and regulatory obligations.
- Advancing organisational compliance frameworks and assurance processes.
- Supporting organisational Health and Safety governance and compliance.

Procurement, Property and Sustainability Unit:

This Department will continue to deliver strategic procurement, infrastructure development and sustainability initiatives, including:

- Embedding a strategic procurement framework to ensure value for money, compliance and transparency.
- Progressing estate management, capital development and long-term infrastructure planning.
- Delivering climate action initiatives aligned with national climate policy and the Public Sector Climate Action Mandate.
- Integrating sustainability principles across procurement, property and operational practices.

Human Resources:

The HR function will continue to support organisational capability, workforce development and staff wellbeing through:

- Embedding digital HR systems and document management platforms.
- Delivering structured induction, recruitment and workforce planning supports.
- Supporting compliance, safeguarding and re-vetting processes.
- Strengthening recruitment, retention and leadership development to meet organisational needs.

ICT Support:

The ICT function will continue to advance MSLETB's digital environment through:

- Consolidating digital transformation and strengthening cybersecurity maturity.
- Progressing ISMS implementation and information security governance.
- Standardising infrastructure, cloud platforms and digital services.
- Expanding digital collaboration, connectivity and service resilience across all sites.

Climate Action Response:

Aligned with national climate policy and the Public Sector Climate Action Mandate, OSD will continue to coordinate and support organisational climate action. Through the Procurement, Property and Sustainability Department, MSLETB will:

- Lead sustainability initiatives across organisational operations.
- Support energy efficiency, carbon reduction and green infrastructure projects.
- Embed sustainable practices across procurement, ICT and estates management.
- Promote organisational awareness and behavioural change in support of climate action objectives.

Public Sector Equality and Human Rights Duty:

MSLETB will continue to adopt a values led approach to implementing the Public Sector Equality and Human Rights Duty. Organisational values will continue to shape culture, priorities, processes and practice across the organisation. In 2026, OSD will support the development of inclusive, empowering and respectful working and learning environments, promoting confidence, participation and opportunity for staff, learners and students.

Through these actions in 2026, the Organisation Support and Development pillar will continue to strengthen governance, sustainability, digital capability and organisational resilience, ensuring that MSLETB is well positioned to deliver on its strategic objectives and public service responsibilities.

Finance

The development of a national shared services framework for ETBs covering payroll, learner payments, travel and subsistence and eventually the supplier payment function continues.

During 2023 ESBS and the sector have commenced the transition to a single technology platform for ETB Finance in the coming years which aims to standardise, centralise and optimise ETB Financial and Accounting processes through a Shared Services model with continuous improvement thereafter. A transition date for MSLETB has yet to be confirmed by ESBS Shared Services but it is possible that this project may be scheduled for later in 2026. This aims to establish a single governance structure to reduce the risk in delivering Finance and Accounting processes and to provide quality financial and management accounting reports for regulatory compliance, business analytics and management decision making.

A significant project of work that commenced in late 2024 and was ongoing throughout 2025 was the introduction of an asset register across all schools, centres and offices. Further work is required to embed the associated processes in 2026 with all custodians and administrators.

Other projects that we hope to commence and roll out to our schools in 2026 are the Purchasing Card Module and Cost Centre Distribution Reporting both of which require support from the Shared Services colleagues and their partners.

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

Human Resources

The Human Resources (HR) Department will continue to provide a comprehensive, professional and responsive service to staff and managers across MSLETB Schools, Colleges and Centres. HR plays a central role in enabling the organisation to deliver on its statutory obligations, strategic objectives and service commitments through effective workforce planning, governance, employee relations and staff development.

The HR priorities for 2026 are aligned with the MSLETB Strategy Statement, the Organisational Support Department (OSD) priorities, the Public Sector Climate Action Mandate and the Public Sector Duty (Human Rights & Equality). HR will support MSLETB in strengthening governance, enhancing organisational capability, promoting inclusion and wellbeing, and progressing digital transformation.

Key Objectives for 2026:

- **Digital Transformation and Systems Development**

HR will progress the implementation and embedding of a digital document management system and advance the development of integrated HR systems. This will include progressing an integrated Recruitment and Selection IT platform, improving data quality, reporting capability and process efficiency, and supporting compliance with data protection and information security requirements.

- **Workforce Planning, Recruitment and Induction**

HR will continue to support the organisation in meeting workforce needs through effective recruitment, allocations and utilisation of personnel. A structured online induction programme for new staff will be further developed and embedded to support consistency, compliance and early engagement with organisational values and policies.

- **Governance, Compliance and Risk Management**

HR will continue to support strong governance through effective policy development, Garda Vetting, employee relations and industrial relations processes. The HR Department will contribute to organisational risk management through ongoing compliance with employment legislation, GDPR, cybersecurity awareness and information security

management systems. The HR Department will be involved in the Project Team for the transition and reconfiguration of Community National Schools under ETB Patronage.

- **Superannuation and Pensions**

The Pensions Section will continue work on statutory requirements relating to pension databanks and scheme liabilities. The Section will continue calculating and uploading members service history to CoreHR, which will ultimately lead to the automation of pension estimates for staff. HR will further enhance communication with staff regarding superannuation entitlements and will organise additional Retirement Planning seminars during 2026.

- **Equality, Inclusion and Public Sector Duty**

HR will continue to support the implementation of MSLETB's Public Sector Duty Action Plan, embedding the organisational values of Inclusion, Respect, Social Justice and Empowerment across HR policies, practices and staff supports.

- **Staff Development, Wellbeing and Organisational Culture**

HR will support ongoing professional development for staff and managers, including specialist HR training to enhance service delivery. The HR Department will continue to promote positive employee relations, staff wellbeing initiatives and a supportive, respectful working environment across MSLETB.

- **Climate Action and Sustainability**

In line with the Public Sector Climate Action Mandate, HR will support organisational climate action initiatives through HR policies, practices and staff engagement, contributing to behavioural change and organisational awareness.

Through these objectives, the HR Department will support MSLETB in building a resilient, skilled and engaged workforce, underpinned by strong governance, equality, wellbeing and digital capability, to meet current and future organisational needs in 2026 and beyond.

Corporate Services

The Corporate Services function plays a central role in enabling the organisation to deliver on its statutory remit in an effective, transparent and accountable manner. It is responsible for providing strategic and operational support across governance, compliance and organisational support functions, ensuring that MSLETB operates in line with legislative requirements, public sector standards and best practice.

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*, Corporate Services will continue to support the Chief Executive and Board in the effective discharge of their roles and responsibilities. This includes the provision of high-quality governance supports such as Board and Committee administration, policy development and review, statutory reporting, and the

maintenance of robust governance frameworks that promote ethical leadership, transparency and accountability.

Governance and compliance is a core focus of the Service Plan for 2026. The Corporate Services Department will continue to ensure compliance with a wide range of legislative and regulatory obligations, including Data Protection, Freedom of Information, Health and Safety, Equality and Human Rights, the Official Languages Act and other relevant statutory requirements. This will be achieved through the development, implementation and monitoring of policies and procedures, staff guidance and training, and ongoing compliance monitoring and reporting. The Corporate Services Department will also oversee legal, insurance and risk management functions, ensuring that organisational risks are identified, assessed and managed in line with the organisation's updated Risk Management Framework.

The Corporate Services function will continue to support effective risk management and assurance through the coordination of Internal and External Audit processes. This includes supporting the Audit and Risk Committee, facilitating audit planning and reporting, and ensuring that audit findings and recommendations are appropriately addressed and monitored. The Corporate Services Department will contribute to a strong culture of continuous improvement by using audit and risk insights to strengthen systems, controls and governance arrangements.

Customer Service will be a main focus for 2026, with the development of an updated Customer Charter and Action Plan for the organisation. The new Charter will support clear, consistent and accessible communication with stakeholders, ensuring that information is accurate, timely and aligned with our organisational values. Customer service standards will be promoted across the organisation to support positive engagement with learners, staff, partners and the wider public.

The Communications function has been formally aligned under the Corporate Services Department to strengthen governance, coordination, and consistency across all organisational communications. This change will support a more strategic and integrated approach to how the organisation engages with its stakeholders.

A rebranding project is currently underway which will refresh the organisation's visual identity and messaging, ensuring they accurately reflect MSLETB's role, values, and strategic priorities.

Alongside this, work will commence on the development of a comprehensive Communications Strategy to strengthen both internal and external communications. The strategy will focus on improving staff engagement and information flow internally, enhancing clarity and consistency in external messaging, and supporting transparency and public accountability.

In fulfilling the Public Sector Equality and Human Rights Duty, Corporate will support the organisation to embed equality, diversity and human rights considerations into decision-making, policy development and service delivery. This includes supporting assessments, reporting and actions that demonstrate the organisation's commitment to inclusive and equitable practices.

Overall, for 2026, the Corporate Services Department is focused on providing strong organisational foundations that support effective compliance, accountability and service delivery. Through collaboration and continuous improvement, will enable the organisation to meet its strategic objectives while upholding the highest standards of public sector governance.

Procurement, Property & Sustainability Department

The Procurement, Property and Sustainability Department plays a central role in enabling MSLETB to deliver high-quality education and training services through effective stewardship of resources, strategic infrastructure planning, and the promotion of responsible, sustainable operations. The Procurement, Property & Sustainability Department provides governance, expert guidance, and operational support across all MSLETB schools, centres, and administrative offices.

Procurement

The Procurement Unit strives to ensure that all procurement activities across MSLETB are compliant, transparent, and aligned with national and EU public-sector legislation. Key functions include:

- Coordinating and overseeing procurement processes to ensure value for money, integrity, and fairness.
- Supporting staff with procurement training, templates, guidance, and tendering assistance.
- Managing organisation-wide contracts and ensuring adherence to OGP frameworks.
- Strengthening procurement planning to support budget management and service delivery.
- Driving continuous improvement through process enhancement, digital tools, and reporting.
- Participating in National Competition sourcing panels to ensure that ETB requirements are being heard with the establishment of Central Purchasing Arrangements.

Priority for the year includes maturing procurement governance, enhancing compliance monitoring, and embedding strategic sourcing practices across the ETB. In 2026, we will be focusing on the delivery of centralised solutions including the Student Management information system, Waste Management Services, Cleaning Services, Hair and Beauty Supplies and HR Recruitment and Record Management System.

Property & Estates

The Property Unit manages MSLETB's property portfolio to review, monitor and upgrade buildings to provide fit-for-purpose learning and working environments. Core responsibilities include:

- Overseeing capital projects, extensions, refurbishments, and maintenance programmes.
- Ensuring new projects comply with necessary statutory obligations such as fire safety, health & safety, and building regulations.
- Managing leases, licenses, property acquisitions, and statutory reporting.
- Coordinating with the Department of Education and Youth and SOLAS on capital funding opportunities.

The focus for the coming year is progressing priority capital projects, enhancing planned maintenance, and supporting long-term estate planning to meet future learner and community needs. In 2026, the buildings unit will be progressing our Schools projects including Additional School Accommodation projects, Emergency Works Projects and Summer Works projects. On the FET side, work continues to progress the delivery of the Mayo College of the Future in Castlebar, Co. Mayo. We are also advancing the Leitrim College of Further Education Mohill SIUF project, Minor Works Calls, retrofitting some of our buildings as well as numerous emergency and reconfiguration projects.

Sustainability

The Sustainability Unit leads MSLETB's sustainability agenda, supporting the transition to a low-carbon and environmentally responsible organisation. The Unit is working towards our statutory requirements to reduce carbon emissions across the organisation by 2030 as well as promoting a sustainable approach to procurement, ICT, and our building works projects. Key programmes include:

- Implementing energy-efficiency measures across all facilities.
- Supporting compliance with public-sector energy and carbon targets.
Promoting sustainable procurement, waste reduction, and circular-economy principles.
- Collaborating with schools and centres on climate action initiatives and awareness, tracking data and working closely with both departments to advance our sustainability projects.

The year's priorities include advancing the organisation's Climate Action Roadmap, improving sustainability reporting, and securing investment in energy upgrades. We have commenced

several green buildings projects including the installation of Solar PVs, Biomass Boilers, fabric upgrades and LED lighting projects.

ICT Support

The ICT Department remains committed to supporting MSLETB in achieving its strategic objectives, with a continued focus on delivering secure, reliable, and modern digital services that enhance teaching, learning, and organisational effectiveness across the counties of Mayo, Sligo, and Leitrim.

A core objective for 2026 is to consolidate the significant digital transformation delivered in recent years and to ensure that all ICT services are delivered in a consistent, standardised, and secure manner. The ICT Department will focus on service stability, cybersecurity maturity, and the optimisation of cloud-based platforms to support staff and learners in an increasingly digital education environment.

Cybersecurity will continue to be central to all ICT services, policies, and decision-making in 2026. MSLETB will maintain a strong security-by-design approach, ensuring that systems and services are protected against an evolving threat landscape. Ongoing investment in advanced security technologies, combined with staff awareness and training, will support a resilient and risk-aware organisation.

In 2026, the ICT Department will continue to leverage its strategic partnership with HEAnet to deliver critical cybersecurity services, including SOC\SIEM services, phishing protection, penetration testing, security awareness training, policy development, and specialist consultancy. These centrally supported services will underpin MSLETB's capability to effectively detect, respond to, and recover from cybersecurity incidents.

In parallel, the ICT Department will progress the implementation of an Information Security Management System (ISMS) in line with ISO/IEC 27001 principles. The ISMS will provide a structured governance framework for managing information security risks, ensuring alignment with the Cyber Security Baseline Standards, data protection obligations, and Department of Education and Youth requirements. This will support a consistent, risk-based approach to information security across MSLETB and embed continuous improvement, assurance, and accountability into cybersecurity operations.

MSLETB will continue to provide secure and resilient network and infrastructure services across all locations. Building on the extensive network modernisation programme completed in prior years, the ICT Department will focus in 2026 on the optimisation, standardisation, and lifecycle management of network equipment. The ICT Department is committed to completing the replacement of all unmanaged networks and transitioning them to a single cloud-based network management solution, improving visibility, performance monitoring, and security across the estate.

As part of MSLETB's Cloud-First Digital Strategy, 2026 will represent a consolidation phase following the successful migration of core services to the cloud. The ICT Department is committed to the removal of all remaining physical on-premises servers and the transition to

a fully serverless environment, with minimal reliance on local infrastructure. Cloud platforms will continue to support file storage, collaboration, identity, and core business systems, delivering scalability, resilience, and enhanced disaster recovery capabilities.

The rollout of the Unified Communications and Collaboration platform, Microsoft Teams, will continue for staff throughout 2026. Microsoft Teams is being utilised to replace end-of-life (EOL) physical on-premises telephone systems with a modern, cloud-based voice and collaboration solution. To date, over 22 sites have been transitioned to this service, supporting voice, video, and collaborative working across MSLETB. The ICT Department intends to standardise on this platform and extend the service to all existing and new sites. This approach supports flexible, remote, and hybrid working arrangements while delivering improved resilience, enhanced functionality, and ongoing efficiencies and cost savings in telecommunications.

End-user ICT services will continue to focus on the provision, management, and support of standardised devices and approved applications for staff and learners. The ICT Department will deliver device lifecycle management, patching, endpoint security, and technical support services to ensure users have reliable and secure access to the digital tools required to perform their roles effectively. In support of evolving curriculum requirements, including Junior Cycle and Leaving Certificate reforms, the ICT Department is committed to significant investment in both staff and student devices.

In 2026, the ICT Department will invest substantially in the replacement of classroom visual display technologies, transitioning from lamp-based systems to modern laser-based solutions to improve reliability, image quality, and long-term value.

The ICT Department will also utilise emerging immersive technologies, including Virtual Reality (VR), Augmented Reality (AR), and Mixed Reality (MR), to enhance teaching and learning outcomes. These technologies will support interactive, engaging, and future-focused educational experiences, helping learners to develop digital skills and prepare for emerging technologies in the workplace.

The ICT Department's Statement of Services for 2026 reflects a continued commitment to delivering secure, resilient, and high-quality digital services that support MSLETB's strategic objectives and educational mission. By consolidating recent digital transformation, strengthening cybersecurity maturity, and standardising platforms and services, the ICT Department will ensure that ICT remains a reliable enabler of teaching, learning, and organisational effectiveness.

7. Projected Expenditure

	Year ended 31/12/2026*	Year ended 31/12/2025*
	€	€
Receipts		
Post Primary Schools and Head Office	63,600,000	60,306,578
Further Education and Training	61,424,447	59,748,874
Youth Services	2,300,000	2,105,492
Agencies and Self-Financing Projects	7,800,000	7,305,169
Capital	8,000,000	14,817,705
	143,124,447	144,283,818
Payments		
Post Primary Schools and Head Office	63,199,287	60,104,732
Further Education and Training	61,186,609	60,021,808
Youth Services	2,253,499	2,187,973
Agencies and Self-Financing Projects	7,888,265	7,176,761
Capital	8,934,983	8,934,983
	143,462,643	138,426,257

*Receipts and Expenditures are presented on a cash basis.
2025 values are unaudited.

Post Primary Schools and Head Office

Post Primary Schools and Head Office Payments	Year ended 31/12/2026* €	Year ended 31/12/2025* €
Pay		
Instruction	51,056,421	48,649,192
Administration	3,753,153	3,577,164
Maintenance	1,354,809	1,274,344
	<u>56,164,383</u>	<u>53,500,700</u>
Non Pay	3,336,938	3,403,036
Associated Programmes		
Free Junior Cycle Schoolbooks Grant	879,414	819,791
School Services Support Fund	564,201	541,270
Senior Cycle Post Primary Schoolbooks Scheme	503,860	471,185
DEIS Summer Programme	310,000	286,338
ICT Infrastructure	238,000	225,118
DEIS Grant and Home School Liaison	159,927	160,844
Transport Escort	135,000	124,917
ICT M365 Licence Uplift	128,491	99,276
Science Implementation Support Grant	119,197	18,806
Transition Year Post Primary Schoolbooks Scheme	94,146	42,101
Mobile Phone Storage Fund	80,626	19,849
Gaeltacht School Recognition Scheme	72,967	80,016
Transition Year	70,800	70,347
Free Junior Cycle Schoolbooks Admin Support Grant	61,989	38,181
School Attendance Campaign Support Grant	57,785	4,790
ESBS Pensions Project	43,412	2,046
Senior Cycle Science Grant	41,875	5,173
Drama Film and Theatre Studies	25,070	600
Assistive Technology Grant	25,000	20,955
Leaving Cert Applied	23,850	16,367
Junior Certificate School Programme	23,184	35,731
Traveller Capitation	16,491	4,716
Special Class Grant	6,525	23,259
Education for Sustainable Development Grant	4,341	3,086
Dept Refunds / Recoupment	4,000	3,717
Foreign Language Assistant	3,210	3,210
ICT Addressing the Digital Divide	2,288	30,451
Inservice Courses	1,400	1,162
STEM Learning Grant	917	1,839
School Book Grant	-	45,855
	<u>3,697,966</u>	<u>3,200,996</u>
	<u>63,199,287</u>	<u>60,104,732</u>

*Receipts and Expenditures are presented on a cash basis.
2025 values are unaudited.

Further Education and Training

Further Education and Training Payments	Year ended 31/12/2026*	Year ended 31/12/2025*
	€	€
FET Pathways	20,625,064	20,532,887
Apprenticeship	18,848,803	15,443,876
Workforce Skills Development & Transformation	11,848,808	11,582,239
Core funding for a Strategic & Effective ETB	8,845,751	11,618,485
Strategic Investment	978,183	798,230
Apprenticeship Development	40,000	46,091
Total	61,186,609	60,021,808

Youth Services Payments

UBU - Your Place Your Space	980,000	962,052
Peaceplus - Youthscape Plus	350,000	230,329
Youth Work Services	240,443	177,653
Youth Club Grant	122,038	123,306
Regional Drugs Task Force Awareness Programme	121,754	153,566
Local Creative Youth Partnership	100,000	78,692
2020 Stimulus Package	87,615	85,449
Youth Information Centre	76,417	83,902
Youth Employability Initiative	60,000	80,330
DCEDIY - Integration Fund Allocation	39,116	39,181
UBU - Summer Holiday Meals	38,000	38,000
Youth Night Grant Scheme - Oíche ne hÓige	22,000	21,260
Youth Café Capital	16,116	16,116
Irish Language Youth Research Grant	-	31,042
Minor Covid-19 Grants	-	628
Dorm AC Equip Grant LYClubs	-	2,953
Local Voluntary Youth Council	-	2,846
ICT Investments Grants	-	2,889
Youth Dormant Programme Balances	-	57,779
	2,253,499	2,187,973

* Receipts and Expenditures are presented on a cash basis.
2025 values are unaudited.

8. Appendix 1 – FET Template

Further Education and Training Service Provision 2026 Template

Overview of Further Education and Training (FET)

Overview of FET Services:

Further Education and Training (FET) in Mayo, Sligo and Leitrim Education and Training Board (MSLETB) is a core part of the region’s education and skills infrastructure, supporting both economic prosperity and social inclusion. MSLETB provides accessible, high-quality, Further Education and Training with many high quality and flexible learning opportunities that enable people of all ages and backgrounds to upskill, reskill and progress in work and further study.

Guided by the new national FET strategy Creating Futures 2026-2030, MSLETB aligns its planning with national priorities for future-ready skills, inclusion, quality with innovation, and collaboration for impact. FET in MSLETB focuses on equipping learners with the skills needed for a low-carbon, digital and knowledge-based economy, while helping to build strong, cohesive communities.

MSLETB delivers flexible FET programmes across NFQ Levels 1–6, from basic literacy and essential skills to traineeships, apprenticeships, and progression pathways, via full-time, part-time, blended, online, and work-based learning. Tailored to meet evolving learner, enterprise, and community needs, these courses deliver recognised QQI qualifications, vital transversal skills for work and civic life, and clear routes/pathways to higher education and employment.

In recent years, MSLETB has advanced the “FET College of the Future” model through the establishment of Colleges of FET in Mayo, Sligo and Leitrim, supported by a central college structure and strategic capital proposals. These developments enhance quality, coherence and learner supports across the region. Strong partnerships with SOLAS, through strategic performance agreements and annual dialogue, ensure that MSLETB’s FET provision aligns with national FET objectives, KPIs and priority cohorts.

MSLETB also plays a leading role in apprenticeships and new forms of work-based learning, expanding craft apprenticeship capacity and developing new apprenticeships in areas such as butchery, sales, digital marketing, business and ICT. In partnership with Sligo County Council and SoCo Labs, MSLETB has developed the XR Hub in Sligo, a centre of excellence in immersive and extended reality technologies, which will support future apprenticeship provision in this emerging field.

MSLETB is advancing the “FET College of the Future” model with dedicated Colleges of FET in Mayo, Sligo, and Leitrim, backed by a central structure and strategic investments that boost quality, coherence, and learner supports. Strong SOLAS partnerships align provision with national goals, while leadership in apprenticeships, from craft trades to new areas like butchery, sales, digital marketing, business, and ICT, expands work-based learning; this includes the XR Hub in Sligo with Sligo County Council and SoCo Labs for immersive reality training.

A key focus is green skills and Nearly Zero Energy Buildings (NZEB): the Collooney Centre of Excellence, nearing completion in Q1 2026, will train 1,500 learners yearly in retrofit and sustainability programmes tied to Housing for All, National Recovery, and Climate Action goals. In 2026, MSLETB will scale this hub and advance the cross-border GRASP programme (PEACEPLUS-funded with eight partners across nine counties), equipping construction workers for net-zero compliance and profitability.

Clear progression routes with Atlantic Technological University and Ulster University (via Sligo College MOU) open degree pathways, while the Community Education Service reaches disadvantaged groups, long-term unemployed, early school leavers, disabled people, Travellers, migrants, refugees, and older adults, through flexible, confidence-building programmes with community partners. This learner-centred, partnership-driven approach makes MSLETB’s FET a vital engine for skills, opportunity, and inclusion across the region.

FET Priorities in 2026 (new FET strategy objectives)

Short paragraph detailing the planned work and provision in each of the following areas to support the delivery of the new FET Strategy 2026-2030

- Future-Ready Knowledge & Skills
- Inclusion for Prosperity & Cohesion
- Quality with Innovation
- Collaborating for Impact

Future-Ready Knowledge & Skills:

MSLETB will expand flexible FET pathways that equip learners with digital, AI and green skills, alongside strong core and transversal competencies from NFQ Levels 1–6. Provision will be closely aligned to regional and national priority skills needs, including construction, the green transition, and the wider digital and technology sectors, ensuring learners are work-ready and can progress to higher education where appropriate.

Inclusion for Prosperity & Cohesion:

MSLETB will broaden access to FET in every community, targeting under-represented and vulnerable groups through community-based provision, outreach and tailored supports. Building on the work of Community Education and other inclusive initiatives, programmes will help learners overcome barriers, progress to accredited options, and gain the skills and confidence needed for active participation in society and the labour market. MSLETB is

proactive in assisting new migrants with educational supports to contribute to the economy and society.

Quality with Innovation:

MSLETB continues to develop the FET College of the Future model across Mayo, Sligo and Leitrim, supported by a central college structure that enhances learner services, guidance and progression supports. Innovation will be driven through new curricula, blended and online delivery, expanded apprenticeship and work-based learning models, and specialist centres such as the XR Hub for immersive technologies, ensuring FET remains high-quality, relevant and responsive.

Quality with Innovation:

MSLETB continues to develop the FET College of the Future model across Mayo, Sligo and Leitrim, supported by a central college structure that enhances learner services, guidance and progression supports. Innovation will be driven through new curricula, blended and online delivery, expanded apprenticeship and work-based learning models, and specialist centres such as the XR Hub for immersive technologies, ensuring FET remains high-quality, relevant and responsive.

Collaborating for Impact:

MSLETB will deepen collaboration with SOLAS, employers, community stakeholders and higher education partners, using strategic performance agreements and structured annual dialogue to align provision with emerging skills needs and national priorities. Building on its leading role in SOLAS’s Enterprise Connect initiative, MSLETB will support more employers to identify skills gaps, co-design responses and access tailored upskilling pathways for their staff. A new Apprenticeship & Enterprise Skills Unit, established in January 2026, focuses on upskilling people in employment, ensuring training is accessible, practical and closely aligned with workforce development objectives across the three counties. Success will be reflected in more employers actively engaged in workforce development, sustained collaboration and repeat engagement, programmes clearly aligned to identified skills needs, improved participation, completion and progression outcomes for employees, and strong employer feedback on enhanced workforce capability across Mayo, Sligo and Leitrim.

Funding Allocation for 2026

MSLETB receives funding for the provision of FET Services annually from the Department of Further and Higher Education, Research, Innovation and Science via SOLAS.

Table 1: Funding Allocation for MSLETB

Allocation for MSLETB	2025 Final Allocation	2026 Allocation			
		Total	Pay	Non-Pay	Allowances
Core Funding for a Strategic & Effective ETB	9,277,789	4,280,204	4,565,547		8,845,751

Workforce Skills Development & Transformation	11,861,137	8,046,669	3,145,655	656,484	11,848,808
FET Pathways	21,415,319	11,271,239	6,343,312	3,010,513	20,625,064
Apprenticeship	16,106,759	3,500,006	2,713,428	12,635,369	18,848,803
Strategic Investment	1,082,430	338,663	639,520		978,183
Overall Allocation	59,743,434	27,436,781	17,407,462	16,302,366	61,146,609

In 2026, MSLETB will utilise this funding to deliver the following:

Core Funding for a Strategic & Effective ETB

Narrative on strategic projects and work to be undertaken to enhance ETB services in 2026
(*minimum 200, maximum 500 words*)

Learner Support and Guidance:

In 2026 MSLETB will strengthen a learner-centred guidance and support model across all FET and adult education provision, with a particular focus on educationally disadvantaged learners and those at NFQ Levels 1–3. Targeted initiatives will widen participation, support learners furthest from education and the labour market, and create clearer progression pathways into higher levels of FET, apprenticeships, and employment. Investment will be made in integrated guidance, counselling, and wellbeing supports, including enhanced referral systems, one-to-one and group guidance, and digital tools that help learners plan, track, and review their learning journeys. The ETB will also embed learner voice through regular feedback mechanisms and learner fora to ensure services are responsive, inclusive, and aligned with the Future FET: Transforming Learning strategy.

MSLETB Adult Educational Guidance Service offers a one-to-one guidance, group workshops and practical support with courses, CVs, job applications, and interviews support. Embedded across Further Education and Training in Mayo, Sligo and Leitrim, the team works closely with the public, learners, staff, and communities to ensure no one is left behind. Every conversation has the potential to change a life. The overall total number of planned beneficiaries of the MSLETB Adult Education and Guidance Service for 2026 is 3,800+.

Buildings:

MSLETB current have 32 locations (17 freehold properties and 15 Leased properties). MSLETB have rental accommodation in various locations.

MSLETB currently have 28 live FET building projects operating across 17 different locations. Core funding in 2026 will support a planned programme of improvement works across the ETB estate to ensure safe, accessible, and technology-enabled learning environments. Priority actions will include upgrading teaching spaces for blended and technology-enhanced learning, improving accessibility and health-and-safety compliance, and optimising use of community-based venues to reach target groups locally. MSLETB will progress minor capital and refurbishment projects that enable flexible delivery (evenings, weekends, outreach) and support multi-disciplinary teams working on guidance, inclusion, and employer engagement

from shared hubs. Environmental sustainability measures, such as energy-efficiency improvements and smarter space management, will also be advanced in line with national public sector climate targets.

Quality/Certification:

In 2026 MSLETB will further implement its single Quality Assurance Framework to strengthen consistency and transparency in programme design, assessment, and certification across all centres. Core funding will support systematic review of programmes to ensure alignment with QQI and sector-specific QA guidelines, labour-market needs, and learner progression pathways. Enhanced internal verification, external authentication, and results approval processes will be embedded, supported by staff training and digital tools for managing assessment and certification data. MSLETB will also expand opportunities for accreditation at NFQ Levels 1–3 while maintaining flexible non-accredited provision that acts as a bridge into certified learning. MSLETB is one of 6 ETBs that will pilot Devolved Responsibility with QQI. In 2026 MSLETB project that 260 QQI awards will be validated.

Other Central Supports:

To underpin these priorities, MSLETB will strengthen central functions in data, planning, and staff development, ensuring that resources are targeted where they have greatest impact on learners and communities. Investments will be made in MIS and learner data systems to improve evidence-based decision making, monitoring of participation and outcomes, and reporting under national performance frameworks. Staff CPD will focus on inclusion, universal design for learning, AI for Educators, digital pedagogies, and quality assurance, supporting a culture of continuous improvement. Central teams will also coordinate communications, stakeholder engagement, and partnerships with community organisations and employers to maximise reach and impact of MSLETB services in 2026.

Funding for FET Provision for Workforce Skills Development & Transformation

(Employment Progression, Learning in Employment)

Details of programmes and projected learner numbers per programme (*minimum 200, maximum 500 words*)

In 2026, MSLETB will deliver FET programmes with a strong focus on employment progression and in-work upskilling across Mayo, Sligo, and Leitrim.

Learning for Employment Progression:

MSLETB will offer a wide range of full-time and part-time programmes designed to help unemployed and under-employed learners gain the qualifications, confidence and work-ready skills needed to move into sustainable employment or higher levels of FET and HE. Provision will include Specific Skills Training, Traineeships, PLC programmes and targeted initiatives such as Youthreach, Local Training Initiatives and Employability Skills programmes, typically at NFQ Levels 3–6 and focused on sectors like healthcare, childcare, ICT, business, construction, hospitality and engineering. Across these programmes, MSLETB anticipates supporting several thousand learners annually, with a significant proportion progressing to employment or further study each year.

Learning in Employment:

For those already in work, MSLETB will expand its “learning in employment” offer by providing flexible, employer-responsive upskilling and reskilling opportunities that can be delivered on-site, in-centre, online or in blended formats. This will include short, accredited modules, bespoke programmes, traineeships, apprenticeships and sector-specific courses in areas such as digital skills, leadership and management, customer service, green skills, regulatory compliance and technical upskilling. MSLETB will work closely with employers and enterprise bodies to identify skills gaps and tailor provision, with hundreds of employees expected to engage annually through company-based training, part-time evening, blended courses, and apprenticeship pathways that support career development and increased productivity at enterprise level.

Funding for FET Pathways

(Pathways, Youth Provision, Community Education, Adult Literacy for Life)

Details of programmes and projected learner numbers per programme (*minimum 200, maximum 500 words*)

Inclusive and Innovative FET Pathways:

Under MSLETB's Inclusive and Innovative FET Pathways programme, we plan to deliver targeted initiatives reaching over 13,000 beneficiaries in 2026, advancing national priorities by enhancing learner pathways, raising FET awareness, and facilitating informed progression, particularly for those who are experiencing disadvantage and for citizens in underserved rural communities in Mayo, Sligo, and Leitrim.

Back To Education Initiative (BTEI) Provision:

The Back to Education Initiative (BTEI) delivers part-time, accredited programmes at NFQ Levels 3–6 in high-demand areas such as healthcare support, business administration, IT fundamentals, childcare, tourism, and culinary skills. Designed for adults balancing multiple responsibilities, BTEI enables certification, skill development, and pathways to employment without financial barriers.

Youth Provision:

MSLETB operates five Youthreach centres and two Community Training Centres, three in Mayo (Ballina, Ballinrobe, Kiltimagh), two in Sligo town (with SENI designation), and two in Leitrim (Carrick-on-Shannon/Mohill). Programmes run five days weekly across academic and calendar years, offering QQI Level 3 foundation, Level 4/LCA progression, summer personal development, integrated FET/HE routes, and dedicated guidance services. These programmes transform the lives of the participants.

Community Education and Training:

MSLETB's Community Education Service is innovative and proactive, funding community and voluntary groups to deliver low- or no-cost adult education tailored to local priorities. It targets early school leavers, long-term unemployed individuals, one-parent families, Travellers, migrants, older adults, people with disabilities, and those in rural isolation, fostering social cohesion, building self-confidence, and enabling progression to formal FET qualifications.

Complementing this, MSLETB provides inclusive, transformative training through its Specialist Training Providers for people with disabilities and Local Training Initiatives across the region.

Adult Literacy for Life and ESOL Services:

MSLETB is at the forefront of implementing Ireland's 10-year Adult Literacy for Life Strategy, delivering confidential one-to-one tuition, small-group classes, and targeted thematic programmes, including Family Learning, Health Literacy, Financial Literacy, and Climate Awareness, from five accessible centres across Mayo (Claremorris, Castlebar, Ballina), Sligo, and Leitrim.

Our ESOL provision has expanded significantly to meet the needs of new migrants and refugees, offering QQI-certified courses from Levels 1–6 alongside Cambridge qualifications tailored for key sectors like healthcare, hospitality, and business, helping newcomers integrate swiftly into work and community life.

Innovation drives our digital literacy approach through dedicated Digital Skills Centres and blended learning hubs, where adults build essential numeracy, coding, online safety, and tech proficiency, embedded in real-world contexts like job applications, remote work, and daily banking, to boost confidence, employability, and full societal participation across the region.

FET Pathways – Transition Year Taster Courses:

In 2026 MSLETB plan to expand our participation in structured Transition Year engagements between schools and FET. These programmes offer practical introductions to diverse fields, including hospitality, equine studies, healthcare, outdoor pursuits, and immersive technologies at the Sligo XR Hub. By targeting key decision points before Leaving Certificate, the programme strengthens regional FET pipelines and supports equitable access to progression opportunities.

Apprenticeship Funding (Craft and Consortia led)
Details of programmes and projected learner numbers per programme (<i>minimum 200, maximum 500 words</i>)
Apprenticeship Funding (Craft and Consortia-Led): Mayo, Sligo, and Leitrim Education and Training Board (MSLETB) occupies a leadership position in apprenticeship delivery across its three counties, collaborating directly with in excess of 1,500 employers annually, Atlantic Technological University (ATU), and national stakeholders. This strategic coordination ensures that apprentices acquire the advanced technical skills, professional competencies, and industry-recognised qualifications essential for addressing both immediate workforce requirements and long-term sectoral evolution.
Craft Apprenticeships: Strengthening Regional Capacity: MSLETB's established craft apprenticeship provision forms a foundational pillar of its skills ecosystem, sustaining high demand for practical, work-integrated training in traditional trades. In 2025, MSLETB facilitated the successful completion of Phase 4 and Phase 6 off-the-job training for 1,053 apprentices through ATU delivery at its Sligo and Castlebar campuses. Concurrently, 351 apprentices progressed through Phase 2 foundational training at dedicated centres in Sligo and Ballina. These multi-location arrangements have notably enhanced regional accessibility, particularly for learners in rural areas, while supporting 1,334 registered

employers and maintaining 1,372 active apprentices, thereby enabling accelerated progression and robust retention throughout the apprenticeship lifecycle.

New-Generation Apprenticeships:

National Leadership Role:

MSLETB serves as the designated national lead and coordinating provider for several innovative new-generation apprenticeships, including Sales, Digital Marketing, and Craft Butchery—programmes developed through MSLETB's direct collaboration with industry stakeholders to bridge emerging skills demands. This leadership extends to the forthcoming launch of the Business and Operations apprenticeship in Q4 2026, followed by the Immersive Technology apprenticeship in Q1 2027 (pending validation and leveraging the Sligo XR Hub as a centre of excellence). As a principal collaborating provider, MSLETB further delivers Hairdressing, Commis Chef, and Accounting Technician pathways. These initiatives are characterised by deep employer involvement, ensuring programmes remain agile, relevant, and precisely aligned with priorities in digital transformation, sustainability, and advanced service sectors.

Projections and Enduring Strategic Contribution:

MSLETB anticipates scaling its direct delivery of new generation apprenticeship registrations, with sustained growth in employer-led pathways that directly mitigate critical skills shortages. Over the lifespan of the *Transforming Learning 2026–2030* FET Strategy, MSLETB projects a significant expansion of new-generation apprenticeship cohorts, from low hundreds in initial years to several hundred learners annually, deepening industry partnerships and introducing further tailored pathways. Through this formal, progressive framework, MSLETB not only advances individual learner outcomes but also cultivates a resilient, innovation-capable workforce that underpins long-term economic prosperity across Mayo, Sligo, and Leitrim.

Strategic Investment Funding

(Reach Funding, Specialist Skills Development, Skills to Advance Innovation Projects, ETB Strategic Initiatives, Climate Action Initiatives, Self-Financing Courses)

Details of programmes and projected learner numbers per programme (*minimum 200, maximum 500 words*)

Strategic Investment in FET:

MSLETB strategically invests in a comprehensive general FET offer spanning literacy, numeracy, ESOL, community education, Back to Education Initiatives (BTEI), and full and part-time programmes across NFQ Levels 1–6. Delivered through Colleges of FET and community-based centres throughout Mayo, Sligo, and Leitrim, these initiatives build core skills, foster personal development, and enable progression in high-demand sectors including healthcare, childcare, ICT, business, construction, hospitality, and general studies. As a leading provider of part-time evening courses. MSLETB anticipates engaging several thousand learners annually in 2026, with strong progression to higher-level FET, apprenticeships, higher education, or employment.

REACH Fund:

Through the REACH Fund, MSLETB supports targeted community-based projects addressing educational disadvantage and hard-to-reach groups, such as long-term unemployed individuals, migrants, Travellers, older adults, early school leavers, and those distant from formal learning. Funding enables short, flexible, low or no cost opportunities including outreach, mentoring, digital access, small-group tuition, and confidence building courses developed in partnership with local community and voluntary organisations. This approach creates pipelines into accredited FET while enhancing inclusion and social cohesion across the region.

Specialist Skills Development:

MSLETB prioritises higher-value vocational and technical programmes responding to regional and national skills priorities in construction, engineering, ICT, health and social care, hospitality, business, and emerging digital/green technologies. Provision encompasses Specific Skills Training, traineeships, apprenticeships, and advanced courses at NFQ Levels 4–6 (plus industry certifications), alongside innovative offerings like immersive technologies via the Sligo XR Hub. Delivered across training centres and Colleges of FET, these programmes attract strong learner demand with high progression to employment, apprenticeships, and higher education.

Innovation Projects:

Introduction to Data Analytics at Work

This QQI Level 5 Special Purpose Award equips employees across sectors with essential data literacy through three micro-qualifications: Fundamentals of Data Analytics (concepts, statistics, visualisation); Analysing Datasets (cleaning, preparation, AI-supported analysis); and Data Visualisation (dashboards via Power BI and AI tools). Designed for beginners, it delivers practical, workplace-relevant skills to drive evidence-based decisions, particularly for SMEs navigating digital transformation.

Harnessing Indigenous Methods for Sustainable Agriculture and Animal Husbandry

This non-CAS Special Purpose Award comprises six micro-qualifications promoting sustainable rural enterprise: a core module on *Small Farm Holdings* (branding, marketing) plus electives in Indigenous Cattle/Crop Production, Invasive Species Management, Seaweed Production, and

Peatland Restoration. Aligned with national sustainability goals, it fosters innovation and resilience for small-scale producers. Following QQI validation, a 2026 pilot will engage 10 learners.

ETB Specific Initiatives:

OVER-SEES Project

This EU Erasmus+ partnership unites island/coastal regions (Azores, West Ireland, Aegean, Sicily) to strengthen VET for youth under 35 facing isolation, digital/green transitions. Focusing on digitalisation, sustainable agriculture, blue energy, and rural tourism, OVER-SEES co-designs curricula, guidance, and a digital platform enhancing employability, regional cooperation, and resilient economies.

DIGNITY Project

DIGNITY develops a transferable EQF-aligned VET qualification in domiciliary palliative care, addressing Europe's ageing population through a curriculum blending clinical, psychosocial, ethical, and digital competencies. Partnering Ireland, Belgium, Lithuania, Portugal, and Cyprus, it supports workforce mobility, blended learning, and pilot validation to elevate home based end-of-life care standards.

PEACEPLUS and Cross-Border Partnerships

MSLETB FET leads in PEACEPLUS projects: TACTICS (fire/rescue training with NI partners); Youthscape Plus (cross-border youthwork tackling division); and GRASP (green skills for construction, promoting peacebuilding/economic inclusion). As pivotal partner, MSLETB delivers training, recruitment, and accredited pathways strengthening border communities.

Erasmus+

MSLETB's FET Unit coordinates Key Action 1 mobilities, enabling student placements/traineeships (2 days–12 months) for apprentices/Youthreach learners and staff job shadowing/teaching (2–365 days), reaching over 500 annually via Leargas. These exchanges advance pedagogy, digital/green skills, and inclusion, internationalising FET provision. In addition, MSLETB is also becoming more involved in Key Action 2 strategic partnerships (examples above).



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