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3. OPERATIONAL ARRANGEMENTS

3.1 Overall Arrangements

Community Training Centres, within the context of the agreement to collaborate for the provision of programmes, will:

- Submit annually a Business Plan based on their Strategic Plan to FÁS in relation to the expected client groups, range of services and type of provision to be delivered, together with an estimate of the supports and resources required to carry out the work. This plan should be submitted no later than 30th November in the preceding year. This plan will have followed consultation involving the Board, General Manager, and staff in the Community Training Centre.
- Each new programme will require a training programme specification to be submitted to FÁS, indicating the level of staffing, programme content, duration, delivery mechanism, and accreditation. The current FÁS specification required is the QA 58/01, as per FÁS National Quality Assurance Procedures.
- Operate to a standards-based Learner's assessment system that will be mutually agreed with FÁS and directly linked to the programme and outcomes objectives.

Objective 2

The Community Training Centre will maximise the utilisation of all resources to the benefit of the client group(s), as agreed with FÁS and other stakeholders and in accordance with agreed strategic and annual business plans.

Key Performance Indicators

- 2.1 *Approved up to date Strategic plans in place, implemented and reviewed*
- 2.2 *Approved Business Plans in place, implemented and reviewed*

3.2 Business Plan & Contact

On an annual basis FÁS will negotiate with each Centre to provide a defined number of places/days per programme for the needs of the mutually agreed client group. This annual review will commence in July for programmes commencing in January of the following year. An annual Business Plan will be agreed with FÁS. When a new programme is proposed and agreed with FÁS, a copy of the FÁS Training Specification Standard No: QA 58/01 will be completed and forwarded to FÁS as part of the Business Plan. Where required, FÁS will provide technical assistance to Community Training Centre personnel regarding the preparation of training proposals and quality issues. This will be done with reference to Awarding bodies and National Quality Assurance Standards.

The programmes as contained in The Business Plan submitted to FÁS, and agreed between the parties, will form part of the Contract. The Centre's Board of Directors will ensure that the programmes are carried out in accordance with the Business Plan and secure prior agreement with FÁS of any proposed changes or amendments to the programmes.

The Contract consists of:

- 3.2.1.** The Body of the Contract which details the overall terms and conditions.

3.2.2. A copy of the agreed Business Plan, including staff rosters, budget proposal and programme activity.

Two copies of the Contract to “collaborate”, as in 3.2.1 above, will be issued. The Body of the contract will be signed by FÁS and the Board of the Community Training Centre. One copy is retained by the Community Training Centre and one returned to FÁS.

The Contract between the Board and FÁS can only be signed by a member of the Board of Directors who is also a director of the Limited company.

The specifics of the activity schedule, which will be provided for each new programme, reference 3.2.2 above, and which will be reviewed annually are as follows:

- Target Groups
- Programmes to be provided
- Methodology to be used
- Standards to be achieved
- Certification to be availed of
- Approach to be adopted for recruitment of learners
- Duration of training
- Programme content
- Outcome Objectives
- Numbers to be catered for
- Location(s) where training is to take place
- Equipment and resources available
- Staffing Resources required
- Quality Assurance
- Key Performance Indicators

Objective 3

Community Training Centres will implement procedures in accordance with the National Operating Standards

Key Performance Indicators

- 3.1 *Prepare plans and reports as outlined in the Operating Standards*
- 3.2 *Community Training Centres will have operating procedures and policy documents in place*
- 3.3 *Quality Management Systems as agreed*

3.3 Financial

The Centres will be reimbursed for actual expenditure incurred in the operation of the Community Training Centre. These payments must not exceed the amount as set out in the agreed Business Plan. Payment will be made monthly on foot of submitted and approved returns.

3.4 Float

To provide for the costs incurred in the running of the Centre i.e. staff costs, overheads and Learner allowances where applicable, FÁS may provide an annual working capital float in agreement with the Board of Directors. This float will be:

- Accompanied by a letter stating the amount, purpose and conditions,
- Acknowledged by the authorised director of the limited company which operates the Community Training Centre by signing and returning to FÁS a copy of the letter,

- Acknowledged and signed for as outstanding by the authorised director of the limited company of the Community Training Centre at the end of each financial year.
- Acknowledged by way of note in each years annual audited accounts
- This float will be either recouped annually or the Community Training Centre must formally confirm annually in writing that a liability exists to FÁS and this liability must be separately identified in the annually Financial Statements.

3.5 Insurance

The Centre shall avail of the Employers and Public Liability Insurance arranged by FÁS and separately insure and indemnify itself and the staff against all other risks it may encounter as a legal limited company. Additional Insurance should be taken out by the Community Training Centre for fire, theft and for any other activities i.e. Adventure Programmes, Wider Horizons Programmes etc. and FÁS should be advised of same in writing.

During any period of in-company training or work experience when Learners or apprentices are being paid a training allowance by FÁS the legal liability of FÁS will be fully covered by the Employer and Public Liability Insurance held by FÁS. Host companies providing this in-company training or work experience should inform their insurance underwriters. A copy of the sample letter contained in Appendix 9(d) should be sent to any host company engaging in in-company training or work experience where Learners are receiving a FÁS training allowance.

The Centre shall inform FÁS, in writing, of any serious incident within 5 days of its occurrence.

Each Community Training Centre shall carry out an annual review of its insurance needs.

3.6 Administrative Procedures

As Learners commence, they are registered and set up on the FÁS Client Data Base and paid through the FÁS Trainee/Apprentice Payroll System (TAPS) or directly by the Community Training Centre. Where applicable the latter will generate costs and activity days. Local agreements should ensure that there is strong liaison between the Community Training Centre and FÁS administration as even small errors can seriously disorientate the vulnerable Learner. In the event of a non payment of a Learner through error the Community Training Centre may at their discretion pay the allowance due and rectify the accounts later.

Community Training Centre Learners:

3.7 Interviewing and Recruitment of Applicants for Training

Centres are contracted by FÁS to provide a service to FÁS learners. All FÁS learners are recruited through the FÁS Employment Services (ES) Gateway Process. As a community based organisation Community Training Centres may be the first port of call for Early School Leavers. In keeping with the Gateway process, the Community Training Centre will arrange that such young people be registered in line with agreed local protocols

FÁS Employment Services is the 'Gateway' for the recruitment of all persons participating in FÁS-funded programmes. Referrals to the Community Training Centre may be made by relevant organisations such as local Youth Services, the Educational Welfare Board, Probation and Welfare Service, etc., as well as direct approaches from individuals to FÁS or the Community Training Centre.

The Community Training Centre, with local agreement with FÁS, will recruit Applicants as follows:

When the Applicant contacts the Community Training Centre directly, s/he is interviewed by Community Training Centre management/staff. If eligible and suitable, the Community Training Centre management/staff contacts FÁS Employment Services to arrange a Registration Interview. This Applicant is then put on a waiting list by FÁS Employment Services Officer . When a place becomes available, the Applicant and FÁS Employment Services Officer

are contacted by Community Training Centre management. FÁS Employment Services Officer sends out 'Start Letter' to Applicant. When started, Community Training Centre management contacts FÁS Employment Services Officer to confirm that the Applicant has started.

When the Applicant contacts FÁS directly, the Applicant is interviewed and Registered by FÁS Employment Services. If suitable and eligible for Community Training Centre programmes, FÁS Employment Services Officer contacts Community Training Centre management to arrange a visit/interview to the Community Training Centre. Community Training Centre management then confirms outcome to FÁS Employment Services Officer who then, if applicant is suitable and eligible, puts him/her on waiting list. When a place becomes available, the Applicant and FÁS Employment Services Officer are contacted by Community Training Centre management and interviews may be held on site. FÁS Employment Services Officer sends out 'Start Letter' to Applicant. When started, Community Training Centre management contacts FÁS Employment Services Officer to confirm that the Applicant has started.

FÁS Employment Services Officer interviews may be held on-site, by arrangement, to facilitate Applicants.

Weekly contact should take place between Community Training Centre management and FÁS Employment Services Officer .

Objective 4

Each Community Training Centre will have an agreed recruitment and induction policy and programme in place, targeted at Community Training Centre clients, that is understood by the Board of Directors, staff and other stakeholders, e.g. FÁS

Key Performance Indicators

- 4.1 *Protocols agreed and in place locally between Community Training Centre and FÁS and other stakeholders setting out recruitment procedures and policy to be updated as required and reviewed at least once a year.*
- 4.2 *Induction policy and procedures in place, to be updated as required and reviewed at least once a year.*
- 4.3 *Target learner profiles (will be) as set out in the QA 58.01 training specification document(s) are implemented and reviewed annually.*

Objective 5

All Community Training Centres to develop a proactive, planned approach to identify prospective clients

Key Performance Indicators

- 5.1 *Recruitment protocol in place and reviewed annually*
- 5.2 *Each Community Training Centre will participate in local formal consultations with relevant agencies*

3.8 Registration and Learner Record Document

As funders of the Programme FÁS have certain obligations for Learner welfare. Each individual retains the status of a FÁS Learner who has been placed with a responsible Training Provider under agreed conditions.

Registration of Learners for payment of allowances and insurance cover should take place on the first day of their programme. The Centre's Board of Directors is responsible for the accurate completion of the Learner Registration Form. The Learner is however, expected to provide relevant information as well as a passport photograph and assist in his/her registration.

The Learner Registration Form and supporting documentation must be sent to FÁS, as agreed locally, by Wednesday of the first week of the Learner taking up the programme.

The Centre's management will be expected to have relevant knowledge with regard to Social Welfare entitlements of Learners as these allowances affect Learners entitlements to FÁS allowances.

The Centre Management is also responsible for the accurate completion and safe keeping of attendance and training records for Learners attending the Centre.

Learners may be medically examined and certified fit for the programme.

Objective 6

Relevant background information on each new applicant will be sought by the Community Training Centre Manager or deputy and discussed with the applicant prior to acceptance on the programme.

Key Performance Indicators

- 6.1 Policy and pro-forma in place
- 6.2 Extent and range of information required and possible to obtain agreed and documented
- 6.3 Safeguards and procedures to comply with both freedom and protection of information in place promulgated and understood by relevant persons and Bodies
- 6.4 Procedures in place for access to and updating of learner information including regular reviews for discussing progress with learner
- 6.5 Liaison procedures in place between Community Training Centre and other relevant persons and Bodies for exchange of information

3.9 Induction of Learners

As part of the process of familiarisation and integration into the Community Training Centre, Boards of Directors are required to have an Induction Module on all training programmes.

The aim of the Induction Module is to introduce the Learners to their learning environment, provide them with information on the Centre's structure, policies, procedures and regulations; and to provide them with Standards on child protection policies, safety, health and personal welfare, and complaints and grievance procedures.

All Community Training Centre Learners must receive adequate training in Manual Handling and Health and Safety procedures on induction, from a trainer who is qualified to deliver it.

As soon as is practical, the needs of the new Learner will be agreed with him/her and an Individual Learner Plan will be drawn up. This will confirm to the Learner the services they will receive from the Community Training Centre, and also clearly outline services that will be provided by other parties, such as career guidance, counselling, and psychological support.

Objective 7

Each Community Training Centre will have in place an approved National assessment system (Mapping The Learning Journey) to conduct an Identification of Training Needs and produce an initial Individual Learning Plan for each new entrant.

Key Performance Indicators

- 7.1 *Assessment system in place*
- 7.2 *Staff trained in application of same*
- 7.3 *Modularised Programmes will be tailored to the pre-identified basic learning skill of the learner and encompass targeted vocational skills and soft skills as identified in the individual learning plan*
- 7.4 *All modules adjusted to accommodate Identification of Training Needs and Individual Learning Plan*
- 7.5 *Individual learning needs should be used to construct an Individual Learning Plan*
- 7.6 *All staff delivering training modules will be skilled in application of Identification of Training Needs and Individual Learning Plan for delivery purposes*

Objective 8

Each Community Training Centre will have a Code of Practice for learners, which will have been developed by the Community Training centre with the involvement of the learners, and be in accordance with national Standards.

Key Performance Indicators

- 8.1 *Code of Practice in place and reviewed at least once a year*
- 8.2 *All staff fully acquainted with Code of Practice*
- 8.3 *Code of Practice discussed with and explained to each new entrant*

Objective 9

Each new entrant will be given an induction programme which will include a period of appraisal on all aspects of the programme and which will be of at least four weeks duration.

Key Performance Indicators

- 9.1 *Induction policy and programme developed and in place*
- 9.2 *On completion of their induction, each new learner will be given a copy of the Learner Code of Practice jointly signed by the Community Training Centre Manager and Learner, a copy of their Identification of Training Needs and a copy of their Individual Learning Plan*
- 9.3 *A key worker will be assigned to each learner during the induction period*

Objective 10

Learners to have access to psychological assessment

Key Performance Indicators

- 10.1 *Procedure in place for referral of learners to Psychological Assessment services*
- 10.2 *Procedure in place for recording the Psychological referral.*

3.10 Training Records

A daily attendance record must be maintained by the Centre Management and signed by each Learner each time they come in or leave the Centre, or a time clock or electronic attendance system may be used to record Learner attendance.

Non-attendance may result in non-payment of training allowance. Any payment for periods of non-attendance must be fully explained in writing on the attendance record as agreed locally. The Centre management will be responsible for ensuring that a Training Record is maintained for every Learner.

Where FETAC/other approved assessments are implemented, methods of recording the results of all assessments, reviews and tests must conform to the methods prescribed/agreed by the FÁS Regional Certification and Standards Officer.

3.11 Early Termination/Late Terminations, Extensions

Early Termination Notices, which are supplied by FÁS, must be completed by the Centre Management for Learners who leave the programme prior to the agreed exit date. It is imperative that early termination forms are submitted to FÁS in the Region when it is clearly established that the Learner has left the Community Training Centre. Similarly, when Learners are extended or terminated after their due exit date, this should be notified to FÁS immediately.

3.12 Progression/Placement/Outcome Objectives

In general, Progression, Placement and Outcome Objectives will be agreed locally with the Learner as part of the Individual Learner Plan, and will be relevant to the individual Learner.

Ultimately, placement in paid employment is the objective for Learners on developmental programmes, e.g. YOUTHREACH. However, in accordance with the terms of the Qualifications Act, once these learners have achieved basic level certificates, they should be encouraged to progress to higher levels of certification, both within the Centre and elsewhere e.g. FÁS programmes, educational based programmes, advocacy etc. To assist in this process a named FÁS Employment Services Officer will liaise with the Community Training Centre. There will also be opportunities for transfer/progression.

Progression will be the focus in all reviews of the Individual Learner Plan with each Learner.

Objective 11

All learners will have their training reviewed on a regular basis as agreed during the induction period

Key Performance Indicators

- 11.1 *Each Community Training Centre will have a policy and set of procedures to review learner progress*
- 11.2 *Learner review will take place as agreed at induction but at least every month to update learner goals*
- 11.3 *Learner review will form the basis for progression both within the Community Training Centre and onto further options*
- 11.4 *The Manager will report on a quarterly basis to the Board of Directors on the general performance of learners and highlight outstanding successes or underachievement*
- 11.5 *A case conferencing system will be introduced involving all centre staff involved with the learner*
- 11.6 *Each learner will be assessed at the point of exit and given feedback, including hard evidence they can take with them, e.g. (but not only), recognised certification*
- 11.7 *Information of relevance to other agencies working with the individual is to be made available on request and in understanding with the individual concerned*

Objective 12

A learner tracking system will be put in place to provide ongoing support to learners who have left Community Training Centres

Key Performance Indicators

- 12.1 *A tracking procedure in place to track learners for a minimum of 6 months.*
- 12.2 *Community Training Centre Management will prepare a quarterly report for Board of Directors on progress of tracking.*

3.13 Project Work (where applicable)

The Centre Management will be responsible in collaboration with interested parties for planning, organising and implementing appropriate project work for Learners. All project work must be approved by the General Manager, be documented, and the location and whereabouts of Learners must at all times be available in writing at the Centre administration office. In cases of external project work, time sheets must be submitted by the “host” employer to the Centre General Manager on a weekly basis. Project work plans must be available for FÁS inspection at all times.

3.14 Learner Holidays

The allocation of annual leave for learners gives priority to the needs of learners and will be in accordance with training programme requirements and the maximum utilisation of resources. As breaks are intended to give learners an opportunity to take “time out” from training so that they may not suffer from training fatigue and so that they can benefit in the longer term, where a Community Training Centre or a programme closes for a period, recruitment should be so regulated that full time learners are recruited after the period of break. All breaks must be taken during programme time and may not be accumulated and taken after the learner is terminated.

The summer break may be 4 weeks excluding public holidays. Break to be determined by Community Training Centre and agreed with FÁS during business planning.

The Easter break will be from Good Friday to the following Friday inclusive.

The Christmas break may be for 1 week plus the 3 public holidays.

Holiday entitlements for part-time learners may vary and will be indicated on Training Programme Specifications.

On the application of a Learner, Holiday Pay in excess of one week may be paid at the discretion of Community Training Centre management, to a maximum of 4 weeks.

3.15 Learner Sick Leave

Learners are entitled to payment for six days in any six-month period when the absence, due to illness, is certified by a medical adviser. They may also be absent for four days in any six-month period without medical certification, but without pay.

3.16 Income

See Section 8 (Financial Administration) for details on income.

3.17 Monitoring

FÁS in partnership with the Board of Directors will monitor programmes at regular intervals. The Centre Management must make available the appropriate staff, financial and training records, when requested to help monitor the programme and evaluate the progress of Learners. This includes assessment and certification systems. The criteria set out in the Monitoring Policy, Community Services Quality Assurance Framework, should be implemented.

Community Training Centres and FÁS will agree a joint approach to reporting/monitoring procedures to regulate and record:

- Implementation and adaptation of programmes.
- Significant developments/adjustments relative to Learner needs and programme outcome.
- Special assessment and/or interventions as required for individual or groups of learners, i.e. counselling, psychological and adequate remedial /special needs.
- Final Learner assessment including awarding of appropriate approved and agreed Certification.
- Learner evaluation of programme.
- Community Training Centre evaluation of programme.
- FÁS evaluation of programme.

Monitoring will be formally and systematically conducted throughout the structure of the Community Training Centre:

- General Manager and staff will monitor the progress of each Learner through reviews of each Individual Learner Plan
- The General Manager will monitor progress and report to the Board on Key Performance Indicators as agreed for Community Training Centres (see Appendices)
- The Board will monitor and report to FÁS on the implementation of the agreed Business Plan, the utilisation of resources, and agreed Key Performance Indicators
- FÁS will monitor the achievement of agreed Community Training Centre Key Performance Indicators, and inform the Board on such achievements.

The Community Training Centre to agree with FÁS to co-operate in relation to such Regional and National certification and training support structures as may be required by the Community Training Centre or provided or assisted by FÁS from time to time for the effective delivery of designated programmes.

Objective 13

Community Training Centres will offer an holistic and integrated training programme geared to the needs of the agreed target group(s) with the aim of addressing the specific needs of the individual learner thus empowering her/him to take responsibility for their own careers, to enable them to be fully involved in participative democracy and engage in life long learning.

Key Performance Indicators

- 13.1 *Policies and methodologies in place that promote holistic and integrated training centred learning.*
- 13.2 *Ongoing monitoring by Board of Directors on quality of training and development offered*
- 13.3 *In course, post course and six month after Community Training Centre course completion evaluation by learners against the above objective.*
- 13.4 *Community Training Centres will act on FÁS monitoring report feedback following formal monitoring visits and otherwise as required, to Board of Directors.*

3.18 Evaluation

The Board of Directors and FÁS will assess the overall programme and Business Plan throughout its duration. At the end of their programme each Learner will complete an evaluation questionnaire. The Chairman or liaison person and General Manager of the Centre will provide Half Yearly Reports. FÁS, the Community Training Centre Board and the Community Training Centre staff will jointly assess these. They will evaluate and review the Community Training Centre's operation on an annual basis. See Appendix 2 for agreed Key Performance Indicators.

The Evaluation policy statement, Community Services Quality Assurance Framework document and the commitments made in it will be followed.

Objective 14

Community Training Centres will offer an holistic and integrated training programme geared to the needs of the agreed target group(s) with the aim of addressing the specific needs of the individual learner thus empowering her/him to take responsibility for their own careers, to enable them to be fully involved in participative democracy and engage in life long learning.

Key Performance Indicators

- 14.1 *Policies and methodologies in place that promote holistic and integrated training centred learning.*
- 14.2 *Ongoing monitoring by Board of Directors on quality of training and development offered*
- 14.3 *In course, post course and six month after Community Training Centre course completion evaluation by learners against the above objective.*
- 14.4 *Community Training Centre will act on FÁS monitoring report feedback following formal monitoring visits and otherwise as required, to Board of Directors.*

3.19 Assessment and Certification

All FÁS funded Programmes will contribute to the achievement of awards from FETAC and other agreed awarding Bodies.

Additional assessment and certification options should be negotiated directly between FÁS and the Community Training Centre and agreed with the Regional Certification and Standards Officer in FÁS. Such agreements will then form part of the current Business Plan.

The policy regarding Fair and Consistent Assessment of Learners, Community Services Quality Assurance Framework document, will be followed.

Objective 15

Each Community Training Centre will have in place an approved National assessment system (Mapping the Learning Journey) to conduct an Identification of Training Needs and produce an initial Individual Learning Plan for each new entrant.

Key Performance Indicators

- 15.1 *Assessment system in place*
- 15.2 *Staff trained in application of same*
- 15.3 *Modularised Programmes will be tailored to the pre-identified basic learning skill of the learner and encompass targeted vocational skills and soft skills as identified in the individual learning plan*
- 15.4 *All modules adjusted to accommodate Identification of Training Needs and Individual Learning Plan*
- 15.5 *Individual learning needs should be used to construct an Individual Learning Plan*
- 15.6 *All staff delivering training modules will be skilled in application of Identification of Training Needs and Individual Learning Plan for delivery purposes*

3.20 Presentation of Certificates

Arrangements for presentation of Certificates will be agreed locally in consultation with FÁS and the awarding Bodies.

3.21 Visitors to Programmes

The Board of Directors may invite persons to visit programmes. Where such visits take place, and to safeguard the interests of Learners, a visitor's book must be maintained at all programme locations and the name of the visitor, the organisation he/she represents and the purpose of the visit must be recorded therein.

3.22 Overseas and other Programmes (Matching Funding)

Participation on such programmes is encouraged with the agreement of FÁS. **It must be noted however, that income received from FÁS may not be used as matching funds for any other EU funded programme(s) without the prior approval of FÁS.**

3.23 Staffing Levels and FÁS Contribution to Staff Costs

Staffing levels will be agreed between FÁS and each Community Training Centre, in accordance with the attainment of utilisation factors. The training needs of the Learner group and the availability of funding will be the determining factors.

Subject to the terms of their agreed Strategic and Business Plans Community Training Centres will operate with staffing levels as outlined in those plans. The provision for additional sessional/specialist staff will be in accordance with the maximum utilisation of resources and provided for in annual plans and budget submissions. Community Training Centres will be committed to full and ongoing co-operation with change and the need for continued adaptation and flexibility to maintain and improve the provision of services.

Operational Ratios-Class Size

The training needs of the target group will be the determining factor to class size. Some flexibility is allowed and deviations can be negotiated with FÁS locally on a case-by-case basis. Norms are as follows:

Induction, Targeted Inputs:	5:1
Choices:	8:1
Foundation Level, Progression Level	10:1
Bridging, Pre-Apprenticeship:	12-15:1

Other staffing levels will be by arrangement with FÁS locally
FÁS will agree at annual review with each Centre the number of staff that FÁS is prepared to fund.
FÁS will directly advise the Management Committee from time to time i.e. at implementation stages of National Wage Agreements of changes to the level of FÁS contribution to salary costs.

Where necessary, additional training expertise may be engaged with the agreement of FÁS and funded under “special inputs”.

3.24 Travel and Subsistence

Travel and Subsistence will be paid for Community Training Centre staff and Board of Directors who attend meetings or training courses that are directly relevant to their present role and function.

- There must be prior approval by the Board and be in line with their business plan.
- Within the budget line agreed by FÁS with the Board.
- Or convened by FÁS and/or IACTO.

Where travel is necessary by Centre staff in the course of business: -

- Public transport should be used.
- In exceptional circumstances where the use of private transport is necessary travel will be reimbursed at public service rates.
- Where any changes to these rates take place FÁS will immediately notify IACTO.

3.25 Claims/Payments and Purchasing Procedures

Please see Section 8

3.26 Signage and Printed Material (EU Acknowledgement Criteria)

All Centres must be clearly identified and the authorised FÁS signage must be posted and displayed in suitable positions both outside and inside Centre premises/buildings. Both signage and printed material issued by Community Training Centres pertaining to FÁS activity must include the Training Centre emblem, the FÁS emblem, the European emblem and the National Development Plan emblem and a statement acknowledging European and Exchequer funding, example; -

“This programme is funded by the Irish Government and part-financed by the European Union under the National Development Plan 2000 – 2006”

3.27 Government Regulations

Boards of Directors will be obliged to implement and comply with directions/regulations issued by the Government from time to time.