

# Educate Together Annual Report of the Board of Directors



This report covers the period January 1st 2010 to December 31st 2010



Paul Rowe with pupils from Castaheaney ETNS launching the Destinations research at St Stephen's Green in July



## Annual Report of the Board of Directors of Educate Together January 1 2010 - December 31st 2010

### Chief Executive's Summary

2010 marked the first year of our new five year development plan and saw, for the first time, Educate Together resourced with the staff required to operate professionally as a national educational body. During the year, we accumulated the full national office team including Education Officers, Ethos Support Officer, Volunteering Officer and a communications and fundraising team. At the same time, we had to deal with a government with failing popular support and gripped by a self-induced financial crisis. This coupled with a global economic downturn made for a very challenging year.

Demand for places in Educate Together schools continued to grow. The Department confirmed that they had no less than 73 valid applications for new Educate Together national schools and 12 applications for Educate Together second-level schools. As a matter of policy, the DES refused to process any of these applications pending the completion of a reviews commenced in late 2008. Neither the primary nor the second-level review was complete by the end of 2010. At the same time, the primary school system experienced a surge in enrolments driven by successive record years of births. Government policy was to accommodate this surge in school extensions and to only countenance new schools where such measures were impractical. This intensified the human rights deficit in Irish primary education and resulted in even more families being forced to send their children to schools against their conscience. In September, only two Educate Together schools were sanctioned and the department continued to expand its Community National School model irrespective of local demand.

2010 also saw a substantial increase in demand for our school support services. The growth of social tension, driven by financial pressures on families, unemployment, negative and equity and pay cuts was reflected in schools. Pay cuts for public servants exacerbated the atmosphere. Cuts in allocations for children with special needs and language support outraged our school communities as they singled out the most marginalised for the severest impact. In this context Educate Together increased its school support service, introduced new training modules and pioneered an ethos self evaluation tool and volunteering support service to assist schools.

Teacher education became an even greater problem for Educate Together. With growing schools and a healthy demand for fully qualified teachers, the failure of government to ensure that Irish colleges of teacher education prepared students to teach in our schools became intolerable. As a result, Educate Together successfully introduced its first on-line courses on the Learn Together curriculum.

Relentless pressure built up on the government to allow Educate Together to provide a second-level option for the 12,650 children in its primary schools. The resistance to this legitimate demand became increasingly untenable as the year progressed. In the Autumn Mary Coughlan announced that Educate Together would be allowed to compete for the patronage of the new school in Gorey Co. Wexford and that the new second-level college in Clonburris Lucan Co. Dublin would be opened by the VEC in "partnership with Educate Together". The disappointing result of the experimental process used to decide the patronage in Gorey had some significant benefits. For the first time, Educate Together competence to operate a second-level school was evaluated by a Department panel. The resulting 97% mark was very encouraging.

2010 was an immensely challenging year financially for our organisation. Like many other Irish NGOs we were forced to examine every aspect of our operation and to seek wider forms of income at every level of our activities. The strategy that we adopted in 2010 - to gradually turn Educate Together into a social enterprise which is able to quickly increase its services by building self-sustaining operational units - was fully commenced by the end of the year.

I am confident that this approach will allow the Educate Together community to grow and to be able to make its historic contribution to Irish education in the coming years.

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*Paul Rowe, Chief Executive Officer*

## CEO's Programmes

### Representation

During the year the CEO represented Educate Together at a wide range of events, in the media and in important negotiations. These included the IPPN (Irish Primary Principals Network), CPSM AGM, INTO Congress and the IVEA Annual Conference. Other important events were to address the memorial service for Florrie Armstrong, the first principal of an Educate Together school and a range of other school based events, including official openings, study visits and celebratory events. A key objective of this programme was to increase political awareness of the growing difficulty experienced by parents seeking places in Educate Together schools, the need for the re-opening of the new school recognition process and the fundamental weakness of the FFISH (Faith Formation Inside School Hours) model chosen for the VEC Community National School experiment.

Considerable work was done to highlight the on-going struggle faced by schools handling cut-backs in special needs and EAL allocations. A particular focus of this programme was to advance Educate Together's proposal to open its first second-level school and to explain the innovative approach that these schools will adopt.

By the end of the year, as the inevitable change of government loomed, extensive work was carried out with opposition spokespeople and leaders so that they were fully informed of Educate Together's objectives as they worked to crystallise their election manifestos. In addition, as always the CEO took the main part in maintaining good relations with current, past and potential funders and supporters. It is an interesting note that during 2010, there was a significant increase in the international interest in Educate Together's work and for the first time, the CEO represented the network at a global meeting of social entrepreneurs and 'venture philanthropists' in Luxembourg.

### Debate on patronage of schools

During the year there was an increased call from all parties for a real national debate on the future of the primary education system. Educate Together played an important part in this debate, with national media interventions from the CEO on a number of occasions. Lobbying continued for the convocation of a real forum on the issue and this emerged as a high priority item in the educational agenda of political parties as they prepared for the inevitable election in early 2011.

### Development of closer working relationships with partners

There was continued progress with Educate Together's efforts to combine on many items of common interest with other primary management bodies. Excellent relations were maintained with the CPSMA, Church of Ireland Board of Education, An Foras, Gaelscoileanna and the National Association of Boards of Management in Special Education. Cooperative links also developed with other patron bodies with significant visits from senior Catholic bishops and other figures to our national schools

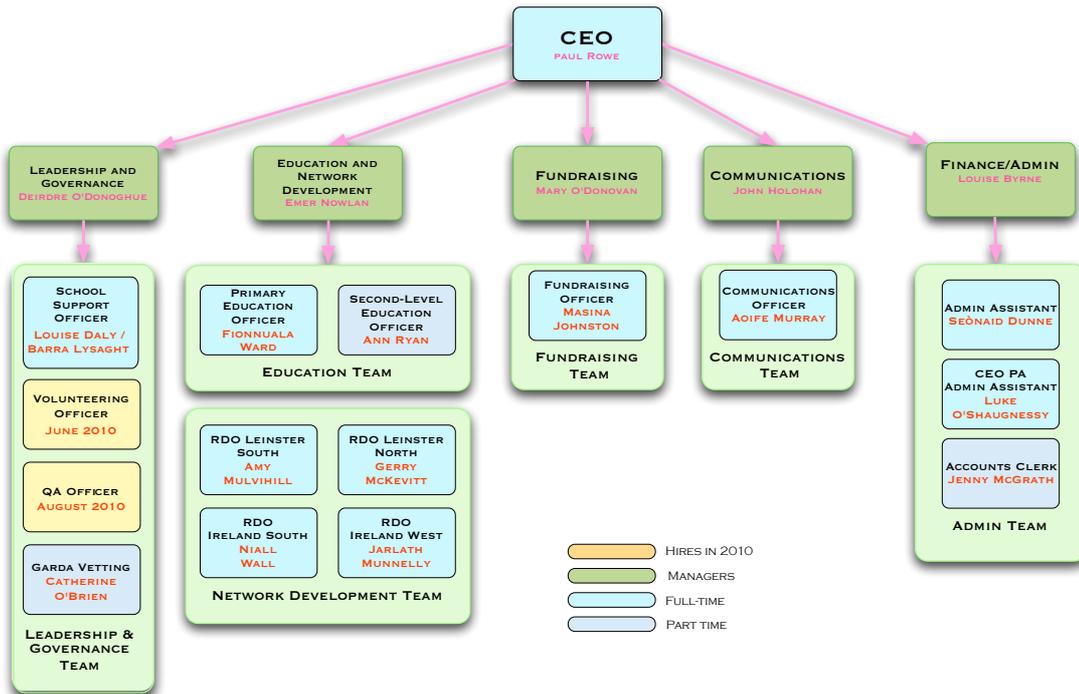
### Strategy and Planning

Considerable work continued to evolve the three-year strategic plan according to changing circumstances. Sessions were held to review progress, build the cohesion of the management team, work effectively with members and the board of directors and ensure that the considerable investment in resources was being put to best effect.

### Management

As the year progressed, a new management structure was built in the national office with six distinct areas of work and responsibility. The new structure is detailed in the diagram below. New ways in which staff account for their time and regularly report on progress were implemented. By the end of the year,

the new team was fully in place and beginning to take full responsibility for their areas of work.



### Membership Support

Membership support remained a high priority programme for the CEO. The national office became increasingly concerned that there was a decline in attendance by members at national meetings and the danger of a disconnect between the new national office structures and the volunteers at school level. 'Road shows' at which the CEO and senior staff went to discuss the national programmes with school communities were organised and important 'briefing weekend' was held with the board of directors in September.

### Risk Management

As the organisation grew, the potential liabilities to reputation and finances increased and for the first time, the organisation allocated time to consider these matters. Risk Management is now a permanent programme of work for which the CEO is directly responsible. It includes, financial contingencies, legal matters, data protection and security as well as communications procedures in the case of emergencies or crises in our schools.

### Legal Challenges

During 2010, Educate Together invested significantly in legal advice in relation to both its second-level and primary applications. We have had excellent advice from our policy solicitors Mason Hayes and Curran. This strengthened our hand in negotiations with the DES over the Gorey second-level process and the issue of our recognition as the patron of a second-level school.

## Education and Network Development

### New Primary Schools

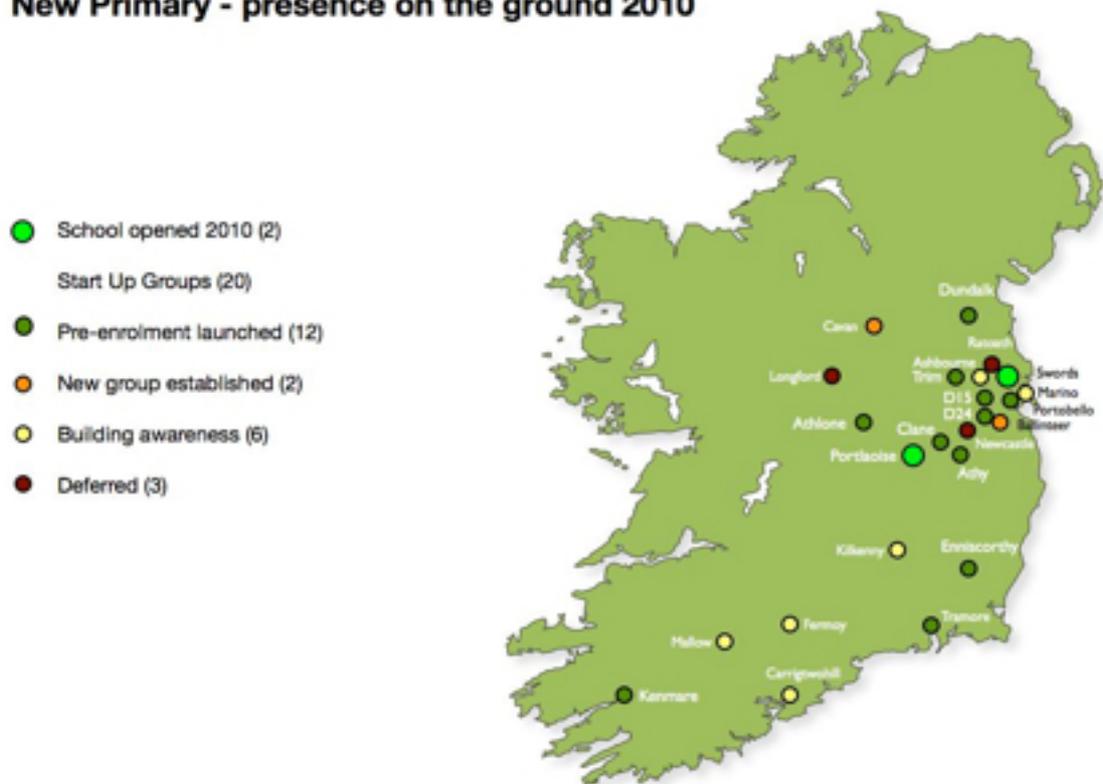
#### Suspension of process

During 2010 the Department maintained the suspension of the new school recognition process introduced in late 2008. Instead, it invited applications in areas that it defined purely in demographic terms. It also proceeded to promote its experimental 'Community National School' model to the detriment of expressed preference of parents for Educate Together schools. During the year, this intensified the human rights deficit in Irish primary education and created a situation in which there was a growth in the number of areas where significant groups of parents were being denied their constitutional and legal rights. By mid-year, the Department had acknowledged that they were in receipt of 73 valid applications for new Educate Together primary schools and that they had no plans to process these applications under the terms of Section 10 of the Education Act(1998). Only two new Educate Together National Schools were recognised to open in September 2010, Portlaoise ETNS and Holywell(Swords) ETNS. Both schools were welcomed in their local areas and are thriving.

#### New primary school demand

Work with primary start-up groups in 2010 was carried out in the absence of any concrete process for deciding on the patronage of new schools, and with very little information from the Department of Education and Skills. Despite this, important work was done in a total of 22 areas. At the end of the year there were 13 active start-up groups being supported by the Regional Development Officers, and a further 6 where a level of awareness of Educate Together was achieved which might support the establishment of a new school in the future. The new communications team provided excellent support for the RDOs working with these groups and over the year an increasing number of volunteers took part in this important work.

### New Primary - presence on the ground 2010



Significant work was also done by the Regional Development Officers in advancing plans for permanent accommodation and gaining permanent recognition for developing schools. There were a number of key achievements in this area; all schools in Ireland West now have permanent recognition and there

has been significant progress made in buildings - especially in North Leinster. This was highlighted with the handover of Balbriggan ETNS new building.

## Second-level project

It was another busy year for the second-level project, with some significant developments. At a meeting with the Secretary General of the Department of Education and Skills in February it was conceded that there was no legal block to Educate Together being patrons of second-level schools.

In July the Minister announced the establishment of a new process to decide on the patronage of new second-level schools and a new body to oversee that process, although no further progress was made on this since. At the same time the Minister announced plans to open a new school in Clonburris, Lucan as 'a VEC school formally in partnership with Educate Together'. Talks with Co Dublin VEC began in September and are ongoing.

Educate Together's status as a patron of second-level schools was confirmed in the summer when we were invited to participate in a patron selection process for a new school for Gorey, Co Wexford, which was planned for opening in September 2011. Over three months from August to October, parents campaigning for an Educate Together school in Gorey, in conjunction with National Office staff, worked tirelessly to raise awareness of Educate Together in the area. Their efforts were vindicated when 957 families in the area chose Educate Together in the survey which formed part of the selection process, proving the appeal of the Educate Together second-level model beyond just parents of children in Educate Together schools. At the same time the National Office engaged in an application process with the Department of Education and Skills which achieved a 95% score on their criteria, further establishing the organisation as a worthy patron of second-level schools.

Unfortunately, despite this success, the campaign ended in disappointment, with Co Wexford VEC ultimately selected as patron of the school. However, a great deal of learning took place, which is being applied in other areas, and we reached the end of 2010 with Educate Together firmly established as a second-level patron, and with greatly increased awareness of the Educate Together second-level project.

## Education

Significant strides were made in the area of teacher education and supporting the Learn Together curriculum in 2010. Our presence in the Colleges of Education more than doubled, with substantial electives on offer in four out of five of the main Colleges for the 2010/11 academic year. Nine schools were provided with in-service courses and we developed and ran our first online summer course, *An Introduction to Educate Together and Learn Together Curriculum*. The summer course was a huge success, with nearly double the projected number of participants signing up, indicating a high level of interest in this type of course. Feedback was elicited from participants in all courses offered and is being incorporated into ongoing development in this area.

Despite having been informed by the Department of Education and Skills in 2009 that no funding would be available to Educate Together for Teacher Education in the 2010/11 academic year, an application was submitted and a small grant awarded. Significantly, concessions were also won on the provision of substitute cover to allow teachers in Educate Together schools to be released to deliver courses in the Colleges of Education. This marks significant progress, both because of its value, and because it indicates Department recognition of the need for specific Educate Together expertise in the Colleges. This has allowed a panel of tutors to be formed to work with the Education team in delivering both in-service and pre-service course. These tutors met for training and planning in September 2010.

In other developments, an online Resource Bank was established for the sharing of information about resources which can be used to support the Learn Together curriculum, and a newsletter for teachers was first issued in September 2010

## Destinations Research

Educate Together released the results of its 'Destinations' research into second level school preference for parents of children in Educate Together primary schools. Over 90% of parents polled expressed a preference for sending their child to an Educate Together second level school should the option be available to them.

### **Re-imagining Learning Conference**

Work commenced in the last quarter of 2010 on a major conference on the Second Level curriculum. University of Limerick and the NCCA were secured as conference partners and keynote speakers were engaged. The conference is scheduled for May 2011.

## Leadership and Governance

The Leadership and Governance Department (LGD) is a critical support service and advice bureau for our school management infrastructure. Investment in and development of this section saw the expansion of the team to four staff with the addition of Volunteer and Ethos Development Officers. The return of Louise Daly to the team allied to the continued support of Barra Lysaght also enhanced the breath of service supports to the school network.

### Increase of Services

#### School support

A core programme for Leadership and Governance Development (LGD) was the ongoing support programme for our schools. Educate Together continued to offer its schools services rooted in a wealth of experience and technical expertise. In addition to standard management support and professional advice on procedural issues an intensive support service was provided for individual schools where required.

**Confidential advice:** a tailored service that gives principals and Boards of Management intensive one-on-one advice, support and insight on management issues the school faces.

**Legal advice:** issues with legal ramifications for the school were advised upon and further legal advice was sought where required.

**HR advice:** Schools availed of advice on numerous HR issues throughout 2010. As the recipient of much sensitive information from schools throughout the network, LGD is able to offer experience gained by individual schools to other schools in similar circumstances, without any breach of confidentiality. Advice on contracts (fixed term, contracts of indefinite duration, etc. ) was made available to schools on request. The ETSN continues to be an effective vehicle for giving up-to-date information to schools.

**Crisis intervention:** where required the team provided critical management advice on issues occurring and advance planning input on potential areas of concern.

**Mentoring:** an ongoing service area for school management designed to enhance skills and develop new school Boards through and beyond their establishment phase. This includes facilitated sessions for Boards of Management to assist them in dealing with particularly thorny issues.

#### Patronage

The Leadership and Governance section, in addition to the CEO's office, is the main repository of expertise on school patronage matters. Activity levels were significant in 2010 and services were delivered across a number of school critical areas.

**Recruitment:** The Patron is responsible for the appointment of Independent Assessors to the interview panels for all teachers and SNAs in 46 of the 58 Educate Together schools. In addition, the Patron formally appoints both teachers and SNAs in those schools working with its patronage.

The recruitment of principals for new and existing schools was identified as a priority, and we worked with consultant Jean Cullinane to develop and enhance our process and procedure in this area. In May, we held a training session for those who are regularly involved in the recruitment of principals.

**Representation:** Leadership and Governance represented Educate Together's interests to the Department of Education and Skills on an ongoing basis in 2010, Garda Vetting and Child Protection being two particular areas of activity.

**Re-deployment panels:** The administration and management of the panels was an ongoing area of work throughout 2010. We would like to take this opportunity to thank schools for their honesty and prompt replies during the very active redeployment period, which enabled Educate Together to clear its panel in a speedy and effective manner.

**Negotiation Services:** Working with the CEO's office, a number of school leases were negotiated by Leadership and Governance in 2010, in consultation with the Boards of Management of the individual schools. Changes in school insurance offered an opportunity to negotiate directly with Allianz insurance to the benefit of schools.

**Garda Vetting:** Vetting applications for Special Needs Assistant recruitment are processed through Leadership and Governance, at the request of all schools in the network. In addition, the office handles vetting applications from schools for individuals working on a paid or voluntary basis in the schools (e.g. after school activities).

## Training

The first module (General Board of Management Training) in our Online Training for Boards of Management was developed, and work was commenced on two further training modules (Enrolment, Legal Issues) Individual tailored training services were delivered to schools with particular issues. Recruitment Training took place in April. Training also took place for new schools.

## Ethos Development

Though recruited in September the Ethos Development Officer hit the ground running and had visited 21 Educate Together schools to discuss the development of the Learn Together ethos by year end. Two full pilot self-evaluation processes were completed that laid a template for the further processes in 2011. A successful cluster meeting of DEIS school principals was held in 2010 which will form part of an ongoing support and information sharing programme in 2011. The Ethos Development Officer also attended the WEValue Conference in Brighton (measuring values in organisations) which brought innovative approaches and added value to the efficiency of our evaluation programmes.

## Volunteer Management

A critical role which added significant organisational value in 2010 the Volunteer Officer researched, developed and wrote a new Volunteer Policy for Educate Together which formalised its volunteer recruitment programme in 2010 to established best practice standards. This policy base was the foundation for the recruitment of new skilled volunteers, both within national office and on behalf of schools. In addition a workplan was established for recruitment of Patron Representatives that will see significant returns in 2011. The volunteer section on the Educate Together website was reviewed and developed to include a support section for schools.

## Principals Conference

A successful principals conference was held in Wexford in May. 25 delegates attended. Principals heard Áine Sotscheck deliver an excellent presentation on Mentoring and Peer Coaching, with Lucy Jessel of Pathways to Parental Leadership speaking on the development of a toolkit for schools to enhance involvement of migrant parents in schools.

## Communications

Educate Together established a formal Communications Department at the end of January 2010 with the appointment of a Head of Unit, joined by a Communications Officer in June. The main goals for the year were set to develop function from base positions where needed and further develop existing communications activity. The priority communications programmes for 2010 were in General PR, Parental Pull and Advocacy. Throughout 2010 Educate Together maintained a high media profile in national and regional media. Support for the RDO New Schools programme and close strategic planning in consultation with the Start-Up Groups bore dividends culminating in the Gorey campaign which came so close to delivering our first second level school.

### Advocacy

Working in conjunction with the CEO, the Advocacy programme successfully engaged with parties across the political spectrum. The Aim High Manifesto event succeeded in its advocacy objectives by achieving cross party political support for Educate Together's Second Level proposition. This success was built upon with the adoption of second level recognition as formal policy positions in Labour, Fine Gael and Sinn Fein political and later, electoral programmes.

Enhanced media presence supported by active engagement with the Department of Education & Skills also resulted in a partial reversal of the Clonburris patronage decision and the establishment of a pilot patronage programme for Gorey's new second level school. In 2010 Educate Together converted its advocacy activity into de-facto recognition of its eligibility to act as a second level patron.

Progress was also made on building firmer relations with the Catholic Education Community and with a significant increase in our outreach programmes to religious education trusts and key influencers in the Catholic education community. This programme coalesced into a pilot transformations programme supporting the Portobello Start-Up Group which has since been broadened out to Patron representatives across the country.

### Parental Pull

Comms coordinated its Parental Pull programme with the New School's team producing a strategic engagement plan to drive awareness in all areas targeted for development. Media releases, editorial and interview content were centrally managed and team capacity was built with internal and external training programmes. A suite of communications resources were developed and intensive support was delivered through periods of high campaign activity. Comms support was also extended to Start-Up Groups. The programme helped achieve the organisational objective of 20 primed areas for new school development by year end.

### General PR

This programme commenced with the establishment of a Press Office and the enhancement of relationships with all educational correspondents and news rooms. This activity helped maintain a strong presence in the media with Educate Together generating a strong reputation for expert commentary on education matters. Company events such as New School Announcements, the 2010 AGM, Patronage in Lucan, Community National Schools, Second Level Research and the Gorey Campaign all achieved extensive national coverage. Educate Together also featured in articles and broadcasts on issues as diverse as School Uniforms, Principal Appointments, School Transformations and Tidy Town Awards all supported with strong regional media activity.

### Internal Communications

Educate Together's suite of publications ETSN, Teacher News and Second Level News were all redesigned, re-pitched and re-profiled. As the organisation grew the development and deployment of staff information channels (Weekly Update, CEO Bulletins, Project status updates) improved internal communications significantly. A closed network interactive forum was developed for a series of user groups throughout the organisation which allows secure exchange of information within a specific peer group eg principals, PTAs, Newly Appointed Teachers etc. More extensive use of online media alerts were also rolled out keeping internal staff apprised of media developments as they happen.

### Online & Social Media

Communications took up the reins on the delivery of a new website for Educate Together which was launched in May. It was developed under the Wordpress platform which gave great scope for the

submission of material by all staff. Content was integrated with Educate Together's social media presence. While a significant improvement on the previous site, the volume of material generated by the organisation has resulted in the need to migrate to a more robust platform. Educate Together's presence on and use of Facebook and Twitter have also greatly enhance our online presence and both sites enjoyed strong growth in 2010.

### Branding

Complimenting our enhanced media presence, a concerted branding programme was rolled out for Educate Together. A new design book was established for all Educate Together publicity, promotional and presentation material to give consistency to brand presence adding professional presentation standards to material content.

Perception, awareness and attitudinal levels for the Educate Together brand and its education offering were evaluated through a national market research survey conducted by Behaviour & Attitudes in the last quarter of the year. Valuable insight into how Educate Together is perceived by parents was accrued which will help direct marketing activity in 2011.

Communications also initiated a value-add centralised purchasing programme for its school network the first iteration of which is a School Homework Journal which has been taken up by 31 schools to date. Additional opportunities will be evaluated throughout 2011 aimed at utilising the combined strength of our network to maximise value for our schools.

### Fundraising

Educate Together's fundraising capacity was greatly enhanced with the appointment of a new Head of Department in May shortly preceded by the return from maternity leave of the Fundraising Officer. Strategic planning for Fundraising defined core voluntary income sources: High net worth individuals; Companies; Trusts and Foundations and Community Fundraising as priorities. A concentrated effort on developing activities, networks and communications to target each of these audiences was the bulk of the development team activities from July – December, laying the foundation for a sustainable voluntary income base for the next 2-3 years.

### Major Gifts Individuals

As source of income with much untapped potential for Educate Together, significant effort went into contacting and updating every lapsed donor and prospect on the prospect list during the last few months of 2010. The second level project was primed as a key development of interest to this audience. Communications and materials were also completely updated for this audience with updated donation and tax information available on and offline. A new investment proposal to appeal to venture philanthropists was developed which will be rolled out to the UK and Europe in the search for fresh prospects in 2011. A plan to develop a council of Ambassadors to support communications and fundraising was initiated and number of individuals were identified for approach.

### Trusts & Foundations

Opportunities for applications to trusts and foundations were exploited which further research on our prospects in this area will support. Six applications to suitable trusts or similar institutions went out including the national lottery and an EU funding stream which fall under this category. We developed a number of cases for support: for lesson plans, ethos evaluation, research projects and second level curriculum development. Further funding opportunities for these programmes will be pursued in 2011.

### Corporate

Following the generation of some small commercial revenues by the Aim High event, the main goals for June - Dec were to develop case statements for corporate support (partnership, sponsorship, staff engagement) and identify and approach prospects. Educate Together has a strong case for corporate engagement and considerable work went into educating and training schools for potential participation. A good relationship was established on an ICT partnership proposal and a number of other tech companies were tabled for inclusion in this partnership. We are working on some lower level partnership opportunities with companies across a range of market sectors. IBM sponsored 5 Educate Together

staff to take part in training (value \$10,000) and we have been selected by the Ryan Academy to be a beneficiary of the Business Innovation Programme in 2011.

### Schools & Community

The development of the Community fundraising programme saw its first campaign roll out in October. Intensive awareness and nurturing activity prefaced the campaign resulting in 32 schools participating and raising funds. The campaign raised €15,000 in addition to achieving significant social capital with our schools. The feedback from schools who did participate was very positive. In addition to the fun day itself, we developed templates for in school fundraising and developed the website to support all schools in their own fundraising efforts.

We also developed a fundraising training module that has been delivered to 4 schools and is ready to roll out on request in 2011.

### Events & Online

Educate Together staged the Aim High event in May. Re-conceived from its original 1,800 gala event concept to act as a combined fundraising/advocacy event - it was a qualified success, achieving the desired political impact while generating a slight income loss. There is no major gala event on the horizon for Educate Together for the foreseeable future as we do not have the audience to make them profitable ventures. The Christmas online appeal was reinstated in 2010 and a request for a small donation €10 was sent to 5,000 email contacts. We raised €1,890 and we now have 90 new donors. In addition to revenue the appeal achieved a number of things; a cleaner data list; better insight into who is listening to us when we communicate to a general audience; an upgrading of the fundraising section of the website which secured our online donation facility.

### Legacies

Legacies are now being promoted to as part of Educate Together's fundraising suite. The website has been updated and we have registered with mylegacy.ie.

## Administration

Educate Together's Administrative Department provided an enhanced programme of support to the newly established and expanded National Office departments. A new staff member was recruited in January to provide additional capacity and to work in particular on the CEO Representation programme.

## IT Infrastructure

A priority for effective administration of the company's data assets was the selection and implementation of a new data management system. Salesforce is a cloud based technology, bespoke functionality was developed for Educate Together in conjunction with Enclude. Following a successful application to Salesforce Corporate & Social Responsibility Policy, 20 free licenses were issued to Educate Together. The cost of these licenses to organisations in the private sector is circa €35-40K

## Accounts management

A new accounting system was evaluated quarter four, for implementation in 2011. The new AccountsIQ system is a great improvement on the previous accounting system with enhanced reporting facilities. AccountsIQ complies with SORP and SOFA guidelines. AccountsIQ is a cloud based technology, developed by an Irish company, with many users worldwide.

## Intern Programme

For the last number of years Administration has managed a successful intern programme with Dublin City University and overseas affiliate universities. This programme has added great value to the National Office team providing a valuable human resource to help manage a much increased workload. Places in Educate Together are much sought after in this programme and as a result the calibre of candidates available to us is of the highest order.

## Event Support

The expansion in overall activity saw a significant increase in membership events and national forums in 2010. Administration provided core event planning and management services for all external Educate Together events from the AGM to the National Forums and Principal's conference. All events have been efficiently run and effectively cost managed.

## HR Management

2010 was a period of intense Human Resource management activity for Educate Together. The Administrative Department over saw the recruitment of seven additional staff. In addition the organisation's HR policies were extensively revised and updated to best current practice. Ongoing recruitment support was provided to facilitate the establishment of two new schools in Portlaoise and Swords.

## Business Planning Process

The expansion of Educate Together's management team and the ongoing development of the organisation's strategic planning process was facilitated by Administration in 2010. Significant improvement to the organisation's reporting capacity was achieved and better planning and budgeting outputs ensued.

## Financials

Full details on income and expenditure for 2010 can be found in the attached audited accounts.

## Personnel Changes

January: Luke O'Shaughnessy recruited as Admin Assistant and PA to CEO



John Holohan recruited as Head of Communications



April: Fionnuala Ward recruited as Primary Education Officer



May: Mary O'Donovan recruited as Head of Fundraising



June: Aoife Murray recruited as Communications Officer



July: Louise Daly returns from career break



August: Sarah Williams recruited as Volunteer Officer



September: Molly O'Duffy recruited as Ethos Development Officer



**January**

**Tributes paid to Florrie Armstrong at her funeral**

First principal of an Educate Together school laid to rest in Bray

**Weather crisis and challenge to Ministerial order for schools to close**

Many schools manage to stay open despite bad weather

**Attending IPPN Conference**

**February**

**CEO Visit to Gorey ETNS**

**CEO Meeting with Peter Sutherland**

**Second-level information session**

Activists and working group members meeting in Dublin to accelerate the project



**March**

**CPSMA Conference Dinner**

Radisson Hotel, Dublin Airport

**Fundraising Ireland Network Conference**

Croke Park Conference Centre

**Bray School Project**

US Embassy visit to Bray School Project

**General Members Meeting**

Held in Hilton Hotel, Kilmainham

**April**

**INTO Annual Congress**

Salthill Hotel, Galway

**NICIE Annual General Meeting**

Dunadry, Co. Antrim

**Newbridge ETNS - Presidential Visit**

Mary McAlesse visits Newbridge ETNS

**Charter for 21st Century Learning Event**

Science Gallery, TCD

**May**

**Official Opening of Le Cheile ETNS new building**

Minister Dermot Aherne officiates



**Alm High Fundraising Dinner**

Held in the Guinness Storehouse, Dublin

**CEO speaks at book-launch - The Struggle for Shared Schools in Northern Ireland: The History of All Children Together**

Ranelagh Multi-denominational school

**Handover of Balbriggan ETNS new building**

Full 16 classroom school with special needs area completed on schedule and handed over to Educate Together.

**Official Opening of Mullingar ETNS new building**

Fergus Finaly, CEO of Barnardos officiates



Paul Rowe and representatives of the five major political parties sign Educate Together's Manifesto for Second Level Education at Leinster House in May

**June**

**Official Opening of Dublin 7 ETNS new building**

The Lord Mayor officiates

**Retirement of Margaret Boucher in Waterford**

A superb send off after many years of service.

**AGM of Educate Together**

Held in Newbridge ETNS



**July**

**Launch of second-level Destinations Survey**

Buswells Hotel, Dublin



Paul and pupils from Castaheaney ETNS at the Destinations launch

**August**

**Portaloise ETNS School Opening**  
**Holywell ETNS School Opening**  
**Competition for Gorey second-level patronage launched**  
 Meetings with Gorey TDs & Senators

**September**

**Gorey meeting of Directors**  
 Strategy Meeting held and directors meet with Gorey second-level action group



Educate Together Board and members of the Gorey Second Level Group at the Annual Strategy Meeting in Gorey

**CEO speaks at MarraigEquality 'Voice of Children' Conference**  
**Fine Gael visit to Donabate / Portrane ETNS**

Enda Kenny TD & Fergus O'Dowd TD

**October**

**An Foras Patrínachta AGM**  
 Tower Hotel, Waterford

**Fundraising day held - CEO in cycle challenge in Grafton St.**  
 250km cycled on the day



Luke O'Shaughnessy and Paul Rowe on the cycle challenge

**November**

**CEO Presentation - European Venture Philanthropy Association**  
 Case study of investment presented to world meeting of venture philanthropists in Luxembourg



Convention Centre in Luxembourg

**Gorey decision**

Disappointing decision, however result shows Educate Together's fitness to operate as second-level patron.

**December**

**GMM**

Clarion Hotel, IFSC

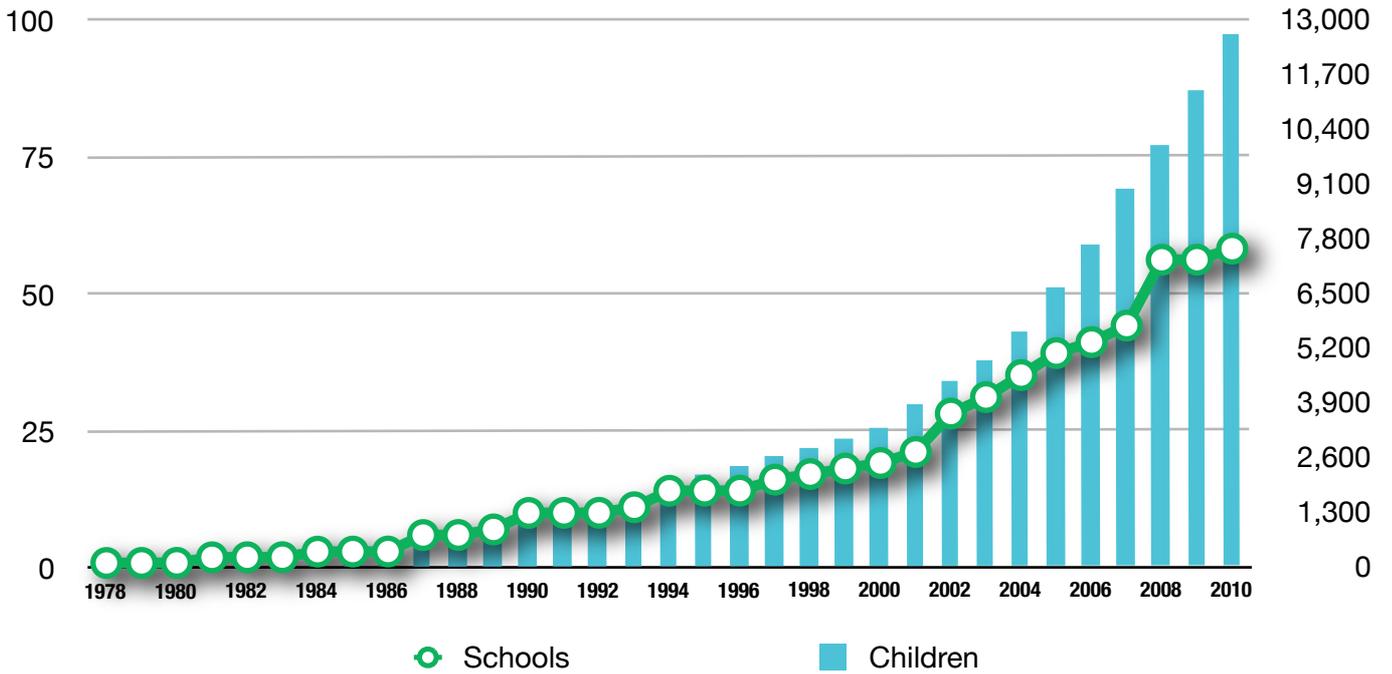
**Second weather emergency**



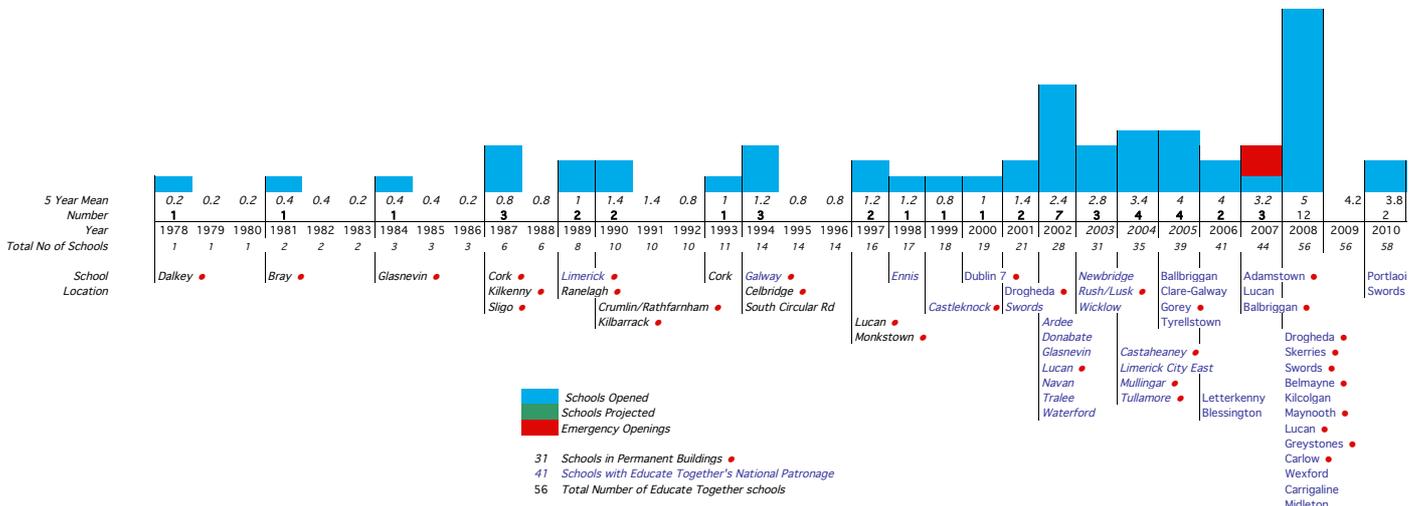
From Left: Paul Rowe, Catherine McGuinness, Eimear Carey and Ruairi Quinn at the Educate Together AGM in June

Statistics

Educate Together Schools



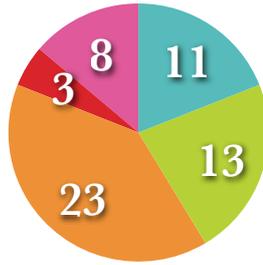
School Openings Educate Together Sector 1978 - 2010



## Educate Together School Network Statistics

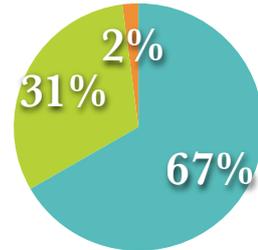
### School Size by Pupil Number

Total Pupils in Network  
12,630



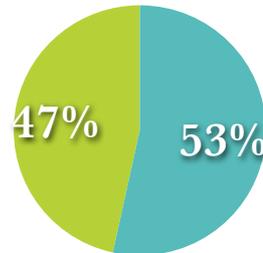
- 1-100
- 100-200
- 200-300
- 300-400
- 400+

### Schools by Stream



- 1 Stream
- 2 Stream
- 3 Stream

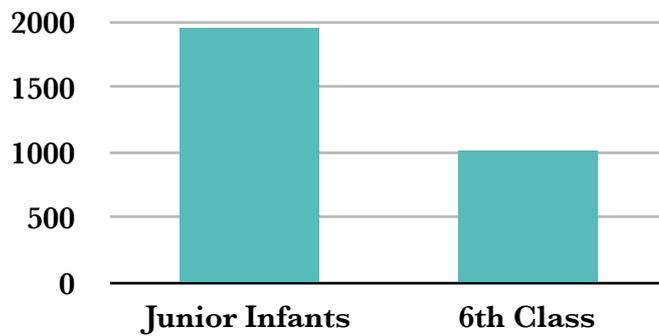
### Ratio of Boys to Girls



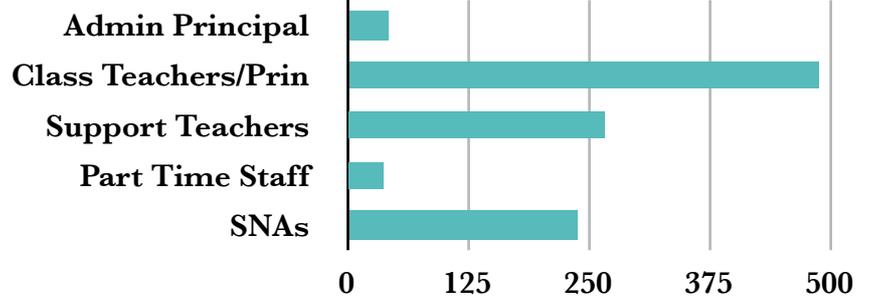
- Boys: 6718
- Girls: 5854

### Junior Infant & 6th Class Pupil Numbers

Junior Infants: 1,959  
6th Class: 1,013



### Teaching Staff







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or check out our website

<http://www.educatetogether.ie>



Educate  
Together

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