

Educate Together Annual Report of the Board of Directors

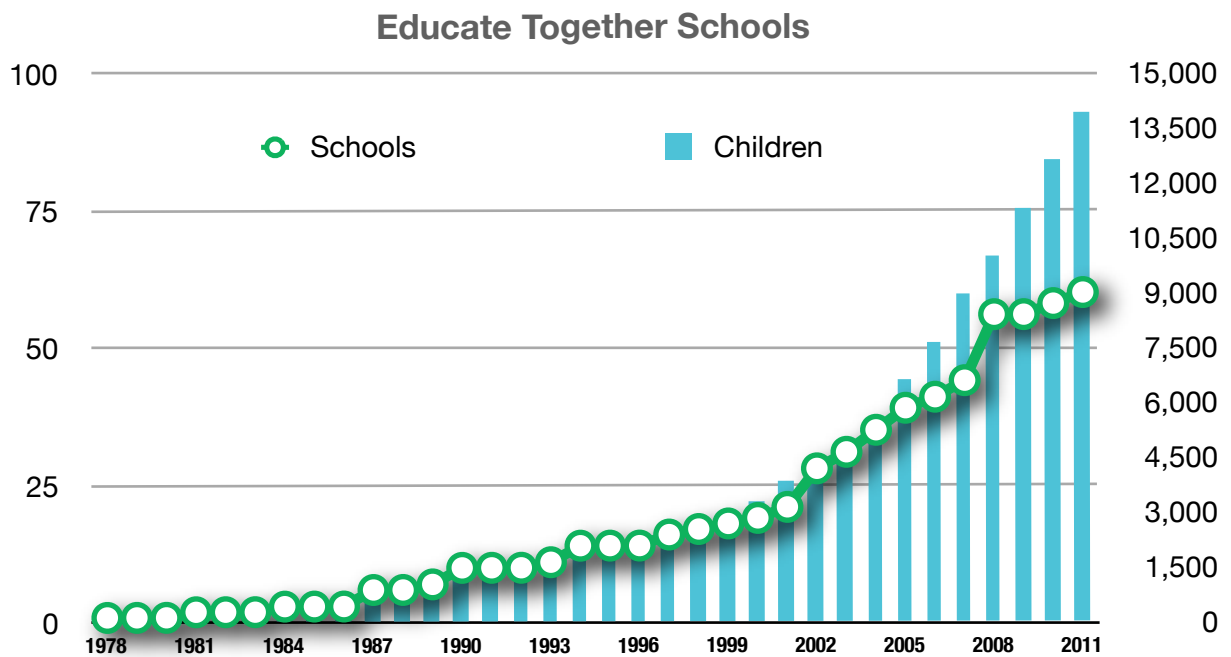


This report covers the period January 1st 2011 to December 31st 2011



"I can now confirm the government's view that Educate Together meets all the requirements to operate as a patron of a second-level school." Ruairi Quinn, T.D. Minister for Education and Skills, May 2011, Gorey Educate Together National School, Co. Wexford.

Headline Facts for 2011	
13,920	Pupils +1,290 (+ 10.21%)
854	Teachers +22
226	SNAs -11
1.65:1	Ratio of entrants to leavers
13.7 million	Hours of education delivered
60	Primary Schools +2
532	Classrooms +51
4	New school buildings or major extensions
278	New staff appointments approved
420	Voluntary board of management members
28	Start up groups supported
12	Second-level start up groups supported
34	Local public information meetings held
€1.6m	Educate Together National Office turnover
11%	Administration
13%	Government contribution
7.7 times	Value added to government contribution



Annual Report of the Board of Directors of Educate Together

January 1 2011 - December 31st 2011

Chief Executive's Summary

2011 was another exciting year for Educate Together. It was the first year in which we had the full team envisaged by the 2010 development plan in place. This team grew in confidence during the year and made some important progress. At the beginning of the year, the new school process suspended in 2009 was only just beginning to be restored. The country was in the grip of the largest political change in the history of the state and a new government emerged with a drastic deficit to overcome and a reforming agenda. It was a major achievement of our lobbying and representation efforts that the growth of the multi-denominational sector and the recognition of Educate Together as a patron of second-level schools was written into the programme of the new government. Our member and start-up communities played a huge part in this achievement. By the end of the year, not only had we opened two more Educate Together national schools; there was a new process for both primary and second-level recognition. Importantly, the forum on patronage and pluralism at last faced the major structural issue in Irish primary education. Again our board and members were central to the work of ensuring that we made the best possible representations to the forum. It finished its work by the end of the year and now in 2012 has published a report that provides a real road-map for change.

During the year, Educate Together also further developed its support services for its schools. The Leadership and Governance Development department delivered enhanced training opportunities, recruited volunteers for the new boards of management established in the autumn, and rolled out our ethos self-evaluation tool for Educate Together schools.

Our Education and Network Development department was able to maintain its complement of four Regional Development Officers and Education Officers both at primary and second-level. Three new buildings were delivered during the year and important progress was made in the colleges of teacher education. Enormous work was done to advance our second-level campaign. Ann Ryan went full-time as Second-level Education Officer. We won new partners and friends and a critical moment was reached in May when Ruairi Quinn, as Minister of Education and Skills, announced our recognition as a second-level patron.

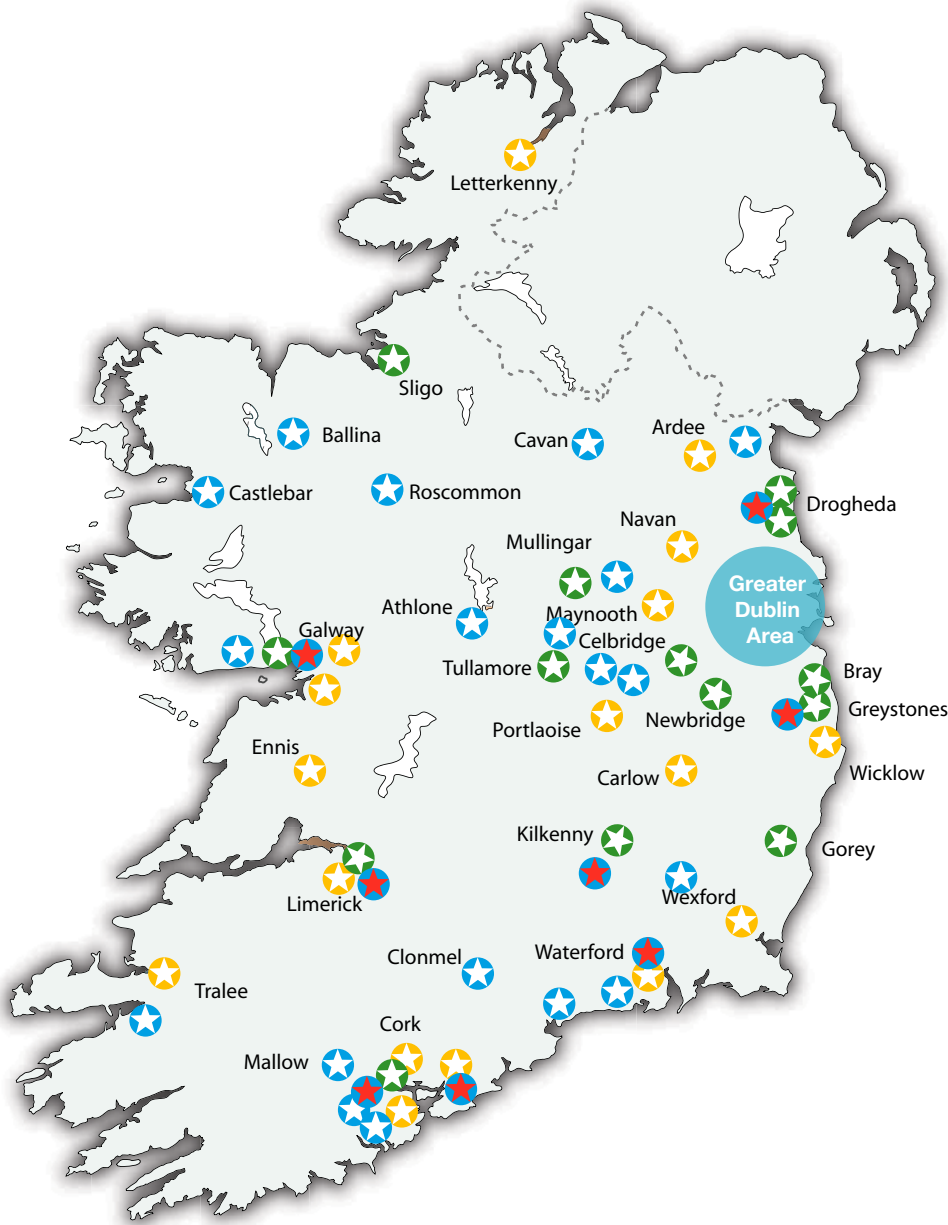
Despite these advances, 2011 was a difficult year for many in Educate Together. Pay and pension cutbacks for our teachers and staff, reductions in school income, cuts in Special Needs and English Language support for pupils all presented severe challenges. Our National Office staff who consistently give service beyond that required by contract or salary, worked hard to maximise efficiencies, income and outputs. It is an enormous credit to the whole united movement that the quality of services to children in our schools was maintained to the highest possible level.

Throughout the year, the work of the office has enjoyed wonderful support, from our member schools, teachers, parents and children, from our start up groups and from an ever growing base of support from our colleagues in education and wider society. Our new and expanded board of directors has given me and the whole national office team timely advice, direction and support.

This report details the considerable progress made from January to December 2011. It deserves detailed consideration by our members.

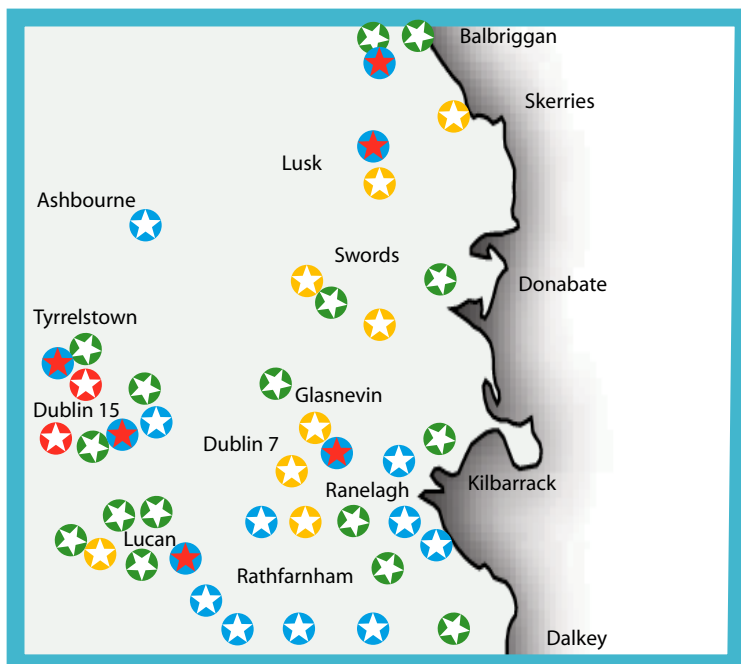
Paul Rowe, Chief Executive Officer.

EDUCATE TOGETHER NETWORK
SEPTEMBER 2011

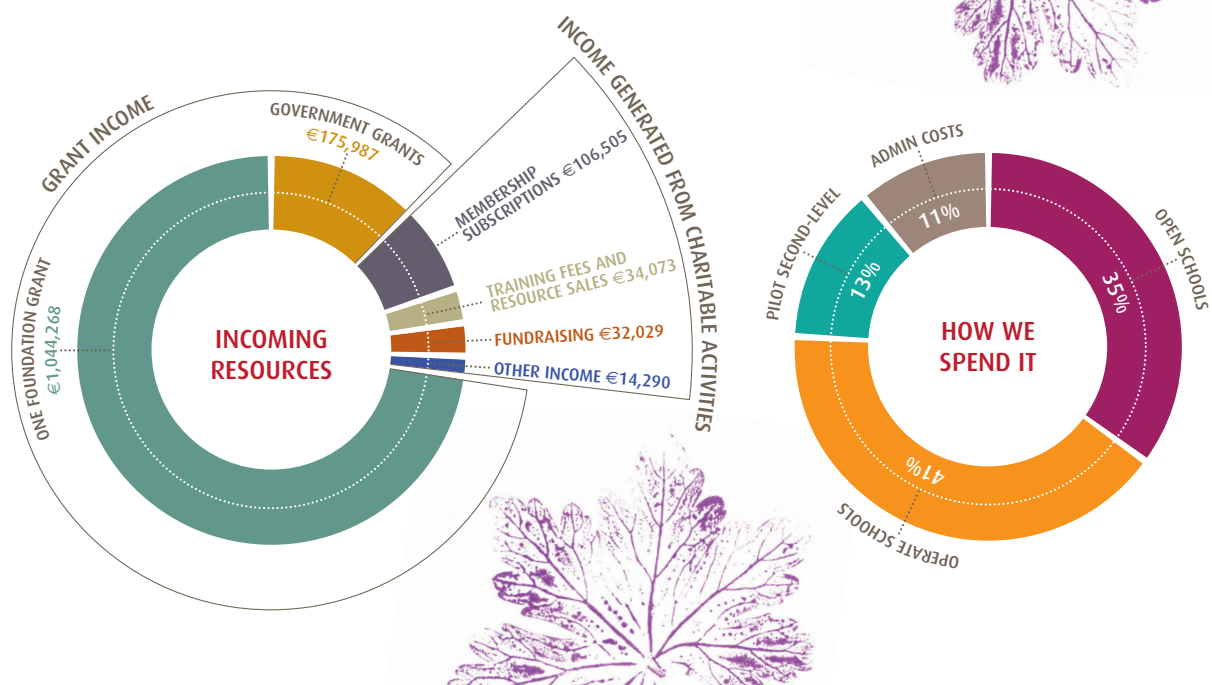


- Primary School - Permanent Building
- Primary School - Temporary Building
- New Primary School
- Primary Start Up Group
- Second-level Start Up Group

Greater Dublin Area



Educate Together's Statement of Financial Activities For the Year Ended 31st December 2011



	Total 2011 €	Total 2010 €
INCOMING RESOURCES:		
<i>Grant income:</i>		
One Foundation grant	1,044,268	1,200,000
Government grants	175,987	197,742
<i>Income generated from charitable activities:</i>		
Membership subscriptions	106,505	81,776
Training fees and resource sales	34,073	6,263
Fundraising	32,029	29,237
Other income	14,290	24,919
Total incoming resources	1,407,152	1,539,937
RESOURCES EXPENDED:		
Programme related costs	1,239,065	1,217,478
Governance and administration costs	150,164	138,589
Total resources expended	1,389,229	1,356,067
Net incoming (outgoing) resources for the year	17,923	183,870
Reserves at the beginning of year	114832	-69037
Reserves at the end of year	132,755	114,833

EDUCATE TOGETHER CHARTER

RECALLING Article 26.3 of the Universal Declaration of Human rights:

"Parents have a prior right to choose the kind of education that shall be given to their children"

and Article 42.4 of the Constitution of Ireland:

"The state shall provide for free primary education and shall endeavour to supplement and give reasonable aid to private and corporate education initiative, and, when the public good requires it, provide other educational facilities or institutions with due regard, however, for the rights of parents, especially in the matter of religious and moral formation",

and RECOGNISING:

- 1.1 That many parents have a valid preference for schools in which boys and girls of all social, cultural and religious backgrounds can be educated together in an atmosphere of mutual understanding and respect
- 1.2 That the multi-denominational schools established under the banner of EDUCATE TOGETHER are a distinctive response to the growing demand for such an option within the Irish educational system

EDUCATE TOGETHER AFFIRMS THAT:

- 2.1 Children of all social, cultural and religious backgrounds have a right to an education that respects their individual identity whilst exploring the different values and traditions of the world in which they live
Parents are entitled to participate actively in decisions that affect the education of their children.
In particular, they have the right to decide what kind of school reflects their conscience and lawful preference
- 2.3 Multi-denominational schools have the right to be treated no less favourably than other schools within the Irish educational system, in accordance with their needs and their identity
- 2.4 The state has a duty to take identity of the multi-denominational sector fully into account when deciding on policy that affects the establishment and development of schools

and COMMITS ITSELF TO:

- 3.1 Support the establishment of schools which are:
 - Multi-denominational** i.e. all children having equal rights of access to the school, and children of all social, cultural and religious backgrounds being equally respected
 - Co-educational** and committed to encouraging all children to explore their full range of abilities and opportunities
 - Child centred** in their approach to education
 - Democratically run** with active participation by parents in the daily life of the school, whilst positively affirming the professional role of the teachers

In areas where the demand for such a school exists,
- 3.2 Promote fuller awareness and recognition of the identity of the multi-denominational sector at all levels in Irish society and abroad
- 3.3 Participate in appropriate structures and activities concerned with the future development of education in Ireland and abroad
- 3.4 Promote a future where multi-denominational education will be as freely available to parents as any other educational option they may choose.

*Formally launched on 12th May 1990 at the Aula Maxima, University College Galway
amended at AGM 17th April 1999*

Report of the Chairperson of the Board of Directors

2011 was a busy year for the Board with major focus on the Second-level Project, working on fundraising and continuing our political lobbying to push the organisation's goal of providing a real choice in education for Ireland's children. With a new Government and a Minister who has certainly decided to make some changes to Ireland's educational landscape, there is great opportunity for Educate Together and we have continued to work hard to ensure we are ready for that change. On a sadder note 2011 saw the death of our fellow board member and friend Brendan Kehoe who died tragically after a short illness in July leaving his wife Elana and two young sons, Patrick and Eoin.

This year has started with more positive developments with the announcement of more new schools, the extensive school building programme and the publication of the report of the Forum on Patronage & Pluralism. We are very confident that this year will be the year of a real breakthrough into second-level which will be a major milestone in the history of the organisation.

Diarmaid Mac Aonghusa

Chairperson.

Schedule and summary of board meetings



January 27th

The Board reviewed its meeting with the Secretary General of the DES on January 12th where concerns over the Gorey process were discussed. With the forthcoming election there was approval for an agreed Election Strategy and also the setting of budgets for the year. Paula Fagan was appointed as Financial Controller of the company on a part-time contract basis. The National Office made a presentation to the board on a market survey conducted by Behaviour and Attitudes and on plans for new schools.

March 1st

The Board met before the GMM held in Lucan ETNS to decide on its advice to the membership on motions to be presented to the Annual General Meeting.

April 13th

The Board co-opted Ferdinand von Prondzynski and Mary O'Rourke as members up to May 28th at which point they were proposed to the membership for election.

Approved changes of strategic focus of the National Office to:

- a) Draw up an adjustment to current operational plans to ensure the organisation is able to respond to a dramatically increased demand for new primary schools and primary school transformations in the years 2012, 2013 and 2014,
- b) Negotiate a schedule for the opening of the first second-level Educate Together schools with the DES,
- c) Launch a specific investment and fundraising appeal to support the opening of the first second-level Educate Together schools,
- d) Integrate communications and fundraising efforts to build fundraising income, especially from our general supporters and high donors, and
- e) Prioritise work to upgrade the company website and database.

At this meeting, the Board agreed to assume the patronage of Rathfarnham ETNS and made preparations for the Annual General Meeting.

May 28th

The Board participated in the Annual General Meeting of Educate Together held in Gorey ETNS. A number of key motions were passed by the membership and Diarmaid Mac Aonghusa was elected as Chairperson.

June 20th

The Board co-opted outgoing Chairperson Bob Dowling and Simon Bradshaw from Enterprise Ireland as members until the 2012 AGM and to work on its policy towards second-level. It was agreed that the 2012 AGM would be held in Tyrrelstown ETNS. The 'Pioneers' Fundraising appeal and the web-based "You are part of the picture" appeal were approved to run during the summer months. The Board noted the delay in processing of our applications for second-level schools and the CEO was instructed to prepare a plan to counter this. The submission to the Forum on Patronage and Pluralism and a number of National Office policies on complaints and other matters were also approved.

September 8th

The Board expressed its deepest condolences to the family and friends of Brendan Kehoe who tragically passed away during the summer after a sudden illness. It approved the proposal to move the National Office to a city centre location as long as a suitable and cost efficient location could be found; agreed to meet individually with the fundraising team; to explore partnerships with third-level institutions and set the operational priorities for the rest of 2011 as follows:

- a) to achieve the maximum number of new primary school recognitions,
- b) win second-level recognitions, and
- c) aim to raise €290,000 by the end of the year.

October 13th

The Board met in the new premises of Donabate Portrane ETNS and was given a guided tour of this impressive new building. The Board extended its appreciation to the management and staff of Educate Together for their efforts in reducing costs and to the management team for their management of the organisation's finances. It considered in detail the proposed agreement between Educate Together and Co. Dublin VEC over the operation of a new community school in Clonburris, Lucan and instructed the CEO to seek assurances on a number of key points. The Board also approved a draft MOUs with potential partners in Ireland and the UK.

December 1st

The Board met in the Athlone Institute of Technology at the invitation of the President of the Institute who generously made the Institute's board room available for the meeting. The Board considered financial matters and agreed to set up a special deposit account for medium term funds. It considered detailed proposals on office re-location and approved the investigation with Enterprise Ireland of the feasibility of establishing subsidiary companies for international consultancy and for virtual school developments. It also approved the opening of negotiations for partnerships with DCU, Bridge21, the National Learning Network and the Northern Ireland Council for Integrated Education.

The members of the board of directors of Educate Together are:**Chairperson**

Diarmaid MacAonghusa

Vice-Chairperson

Dolores O'Donnell

Legal

Richard Bourke B.L.

Finance and Business

Declan Ryan

John Roberts

Education

Dolores O'Donnell

Paddie Murphy

Andrea Burke-Khan

Robert Dowling

General

Simon Bradshaw

Mary O'Rourke

Ferdinand von Prondzynski

Company Secretary, (non-voting)

Paula Fagan

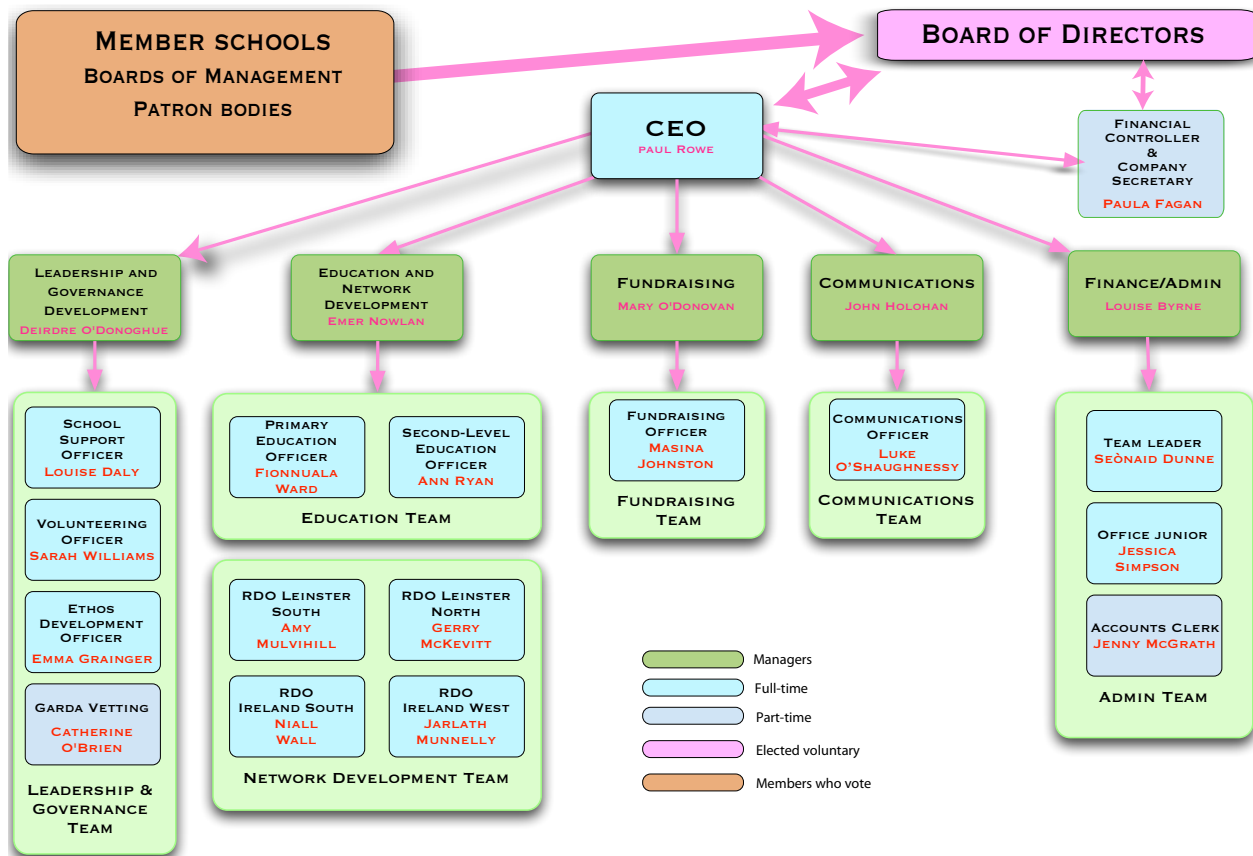


Blanchardstown West ETNS and Powerstown ETNS first days, September 2011

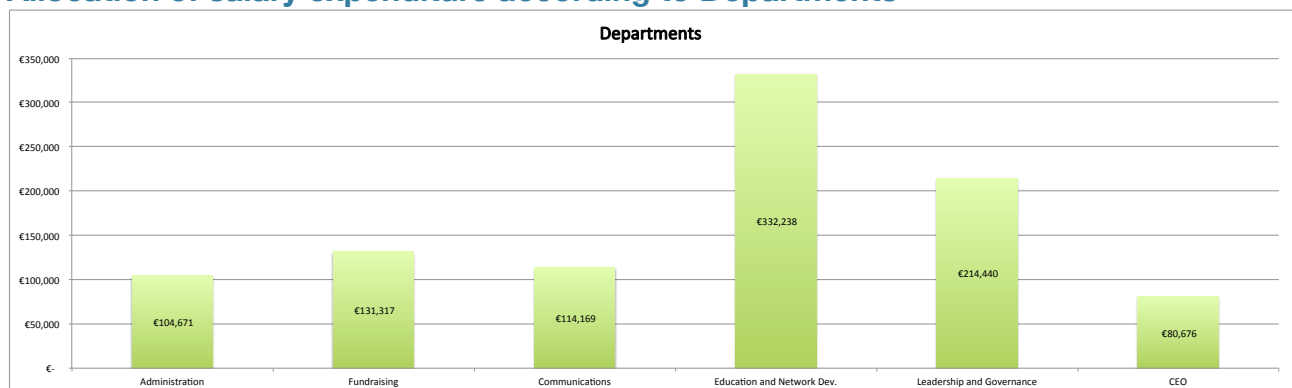


National Office Reports

The work of the national office is arranged according to the diagram below. This section of the annual report details the work of each section in order. A time recording and accounting system is in place and the graphs show how much in salaried time has been used in each programme.

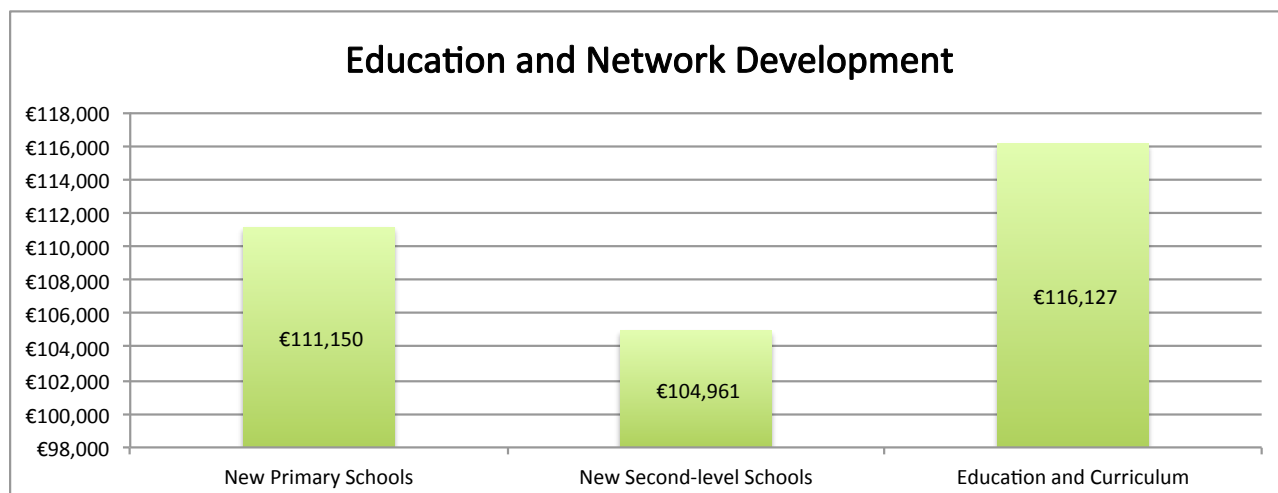


Allocation of salary expenditure according to Departments



This graph shows the value of time spent by staff in each department. This is essentially the allocation of salary costs according to the various programmes being implemented. There are in addition non-salary programme costs.

Education and Network Development



New Primary Schools

Three new Educate Together primary schools were sanctioned in 2011. Blanchardstown ETNS and Powerstown ETNS, both in Dublin 15, opened their doors in September 2011 and Ashbourne ETNS, Co. Meath, was sanctioned to open in September 2012.

During the first half of the year, the Network Development team continued its regional work supporting parents seeking Educate Together schools and raising awareness of Educate Together. In total the team worked in more than 25 different areas during the year, some potential new school areas and in some areas where additional schools are not needed, and where existing provision would have to be re-configured if parents are to be enabled to access Educate Together places for their children.

The announcement of a new process in July 2011 brought welcome clarity to the procedures for selecting patrons for new primary schools. This involved the establishment of an independent New Schools Establishment Group to oversee the selection process. The new process outlines criteria for the selection of patrons, including parental demand and whether or not the selection of a particular patron would provide diversity of school type in an area. In August, 13 new primary schools - planned for 2012 and 2013 - were announced. In October Educate Together submitted detailed applications for patronage of 12 out of these 13 schools.

Forum on Patronage and Pluralism

In March, shortly after his appointment as Minister for Education and Skills, Minister Ruairi Quinn announced the establishment of a Forum on Patronage and Pluralism in the primary sector. This Forum was to explore three themes; establishing parental and community demand for diversity, managing the transfer or divesting of patronage, and diversity within a school or small number of schools in a locality.

Educate Together was one of 13 bodies invited to make oral submissions at a working session of the Forum in June. This presented an opportunity to highlight the considerable demand for Educate Together schools, along with the organisation's unique experience and expertise in developing multi-denominational primary education and in transforming schools. Educate Together's engagement with the Forum was well received and some of our key recommendations were reflected in the Forum's interim report in November.

Accommodation

Improved engagement with Department officials on accommodation issues again reaped rewards in 2011. Three new school buildings were handed over to Educate Together in 2011, as well as three extensions. Four more buildings were announced at the end of 2011 for completion in 2012, which will take the percentage of Educate Together schools in permanent accommodation to 80%. While the Regional Development team continues to work hard to support those remaining schools with accommodation issues, considerable progress has been made in this area.

Second-level Project

Following the legal confirmation of Educate Together's status as a potential patron of second-level schools in 2010, in May 2011, Minister Ruairi Quinn formally announced the government's decision to recognise us as a second-level patron, and praised the Blueprint for Educate Together Second-level Schools. This announcement



From top: Bracken ETNS shared GP hall, Lucan East in construction, Aston Village and Tyrrelstown key handovers and Donabate new building



attracted widespread media coverage and considerable positive comment and support.

While the Regional Development team has continued to support start-up groups in different areas of the country, the focus during 2011 has been on those areas where new post-primary schools are planned for 2013 and 2014. The new process for patronage selection at second-level which was first mooted in July 2010, was established in June 2011. The process is similar to the new primary process, but with an increased emphasis on diversity of school type as a criterion for patronage selection. Applications were sought for patronage of 14 new post-primary schools planned for 2013 and 2014. Included in these were four areas

where parental campaigns for Educate

Together schools were established and applications for patronage of schools in Drogheda, Co. Louth; Dublin 15; Greystones, Co. Wicklow; and Lusk, Co. Dublin were prepared in late 2011 for submission in early 2012.

Talks with Co. Dublin VEC continued throughout 2011 in relation to the operation of a 'partnership' post-primary school in South Lucan. In October a draft agreement was drawn up and it is hoped that this can be finalised and signed early in 2012. This school is due to open in 2014.

Research and Development

Volunteer working groups are continuing to support the National Office team in their planning for the first Educate Together second-level schools. An Easter camp was held in partnership with Bridge21 in April at which some of the integrated curriculum and skills elements of the planned second-level model were piloted for the first time with students from a variety of 6th class primary and 1st year second-level schools.

In May 2011 Educate Together organised a major conference on the Junior Cycle entitled 'Re-imagining Learning', in partnership with the University of Limerick and the National Council for Curriculum and Assessment (NCCA). The event attracted over 100 speakers, presenters and attendees from diverse backgrounds, including students, parents, teachers, officials, academics and researchers from Ireland, the UK, the USA and Canada.

The conference provided an important focal point for all those interested in educational reform at second-level. It explored themes such as curriculum integration, active and collaborative learning, teaching and assessing skills and ethics and values. The learning and networking opportunities gained from this conference have proved invaluable in our ongoing research and development work. In October 2011 Educate Together partnered with Dublin City University (DCU) to bring Professor John Portelli from the Ontario Institute for Studies in Education, a keynote speaker from the conference, back to Dublin to deliver a 'Curriculum of Life' workshop for teachers, working group members and DCU students.

Education

Teacher Continuing Professional Development

A second online summer course on the Learn Together curriculum, entitled 'Making a Difference' was designed between April and June 2011. While their development, administration and tutoring are managed by the National Office, these summer courses are designed and taught by practicing Educate Together teachers. Both courses proved popular, with 160 learners signing up in total in July and August. Demand for whole school in-service dropped off in 2011, with only one Educate Together school availing of this service during the year.

In September 2011 Educate Together began working with St Patrick's College to design a Post-graduate Certificate course in Ethical and Multi-denominational Education. This course will be available from September 2012 and will enable those who wish to examine Ethical Education in more depth to do so, and to gain an accredited post-graduate qualification at the same time.



Pre-service Teacher Education

Educate Together's presence in the Colleges of Education was again strengthened in 2011 and more teachers and Principals joined our panel of specialist lecturers. Four Colleges now offer students an option of either a complete stand-alone elective on Educate Together and the Learn Together curriculum (St Patrick's College Post-graduate, Mary Immaculate College 3rd year, Froebel College 2nd year) or a collaborative elective with at least 14 hours dedicated to Educate Together and the Learn Together curriculum (St Patrick's College 3rd year, Church of Ireland College of Education 3rd year). Marino Institute of Education is now the only College not availing of our services.

In May 2011 we began some initial research with schools and final year students aimed at measuring teacher preparedness to teach in Educate Together schools. Predictably, this research suggests that many students do not feel ready to teach in Educate Together schools when they graduate. We hope to build on this research in 2012 and to use its findings in our ongoing lobbying with the Department of Education and Skills, the Minister and the Teaching Council for improved preparation for students in Initial Teacher Education.

Network Support

The online Resource Bank, which provides information about resources for teaching the Learn Together curriculum, as well as a forum for teachers to comment on these resources, grew both in content and popularity during 2011 and over 500 users have now accessed this comprehensive support.

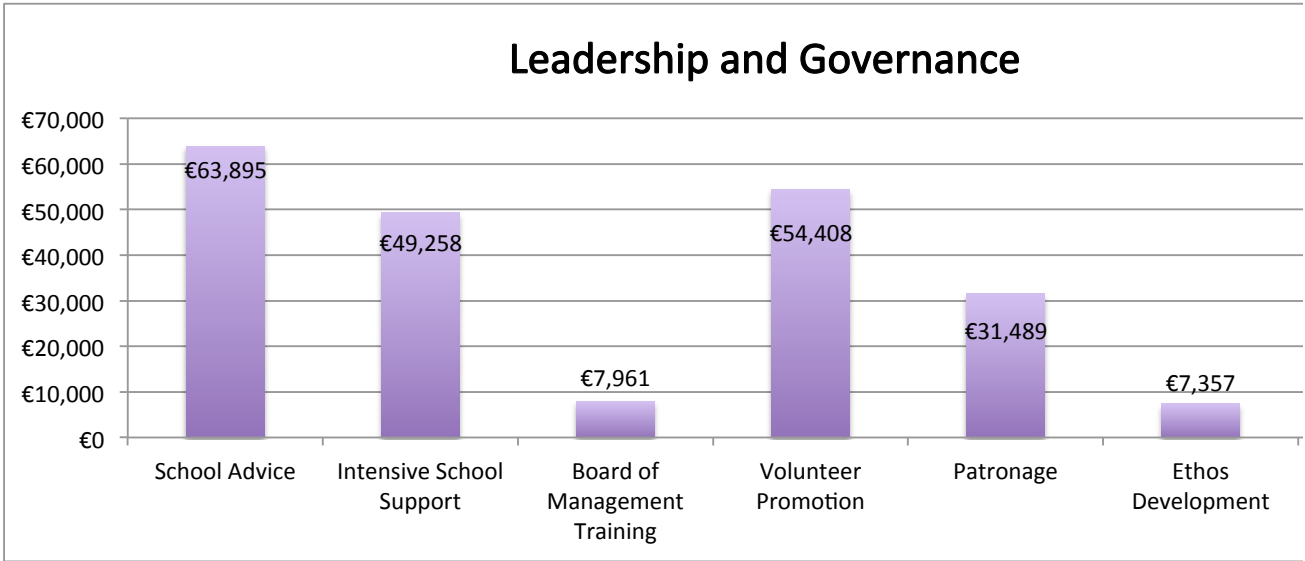
Following the success of previous resource development partnerships with Plan Ireland and Social Entrepreneurs Ireland, a further Irish Aid funded project was started to develop additional resources to support the Learn Together curriculum. This time the resources will focus on poverty, gender, homelessness and migration. A new partnership was also established with the Forum on Migration and Communications (FOMACS) which will result in the establishment of a new website where teachers can easily access high quality multimedia resources to support their Learn Together teaching.

A partnership was entered into with Aladdin Schools, whereby Educate Together schools using Aladdin's Student Information System were offered substantial discounts. This proved popular and nearly half of all Educate Together schools availed of this discount during 2011.

Ethos Conferences

Because of changes to the Educate Together calendar, both the 2010/11 and 2011/12 Ethos Conferences were held in 2011. In March 100 teachers and Board of Management members came to Dublin, where the keynote speaker, Dr. Philomena Donnelly from St Patrick's College, spoke about teacher education and ethos. At the 2011/12 conference in Galway in November, Dr Fintan McCutcheon, principal of Balbriggan ETNS, spoke about Values and Human Rights in an Educate Together school context. In both cases the main focus of the day was on teachers and board of management members sharing good practice and discussing challenges and issues in relation to school ethos and the Learn Together curriculum.





The Leadership and Governance Department (LGD) provides support and advice to schools on a wide variety of issues. We are a team of four: Deirdre O’Donoghue (Head of Department), Louise Daly (School Support Officer), Sarah Williams (Volunteer Officer) and Emma Grainger (Ethos Development Officer). The team works closely together to help schools maintain a high level of leadership and governance. During the year, Molly O’Duffy (Ethos Development Officer) left the team and joined the teaching team in Tyrrelstown, and Emma came on board as Ethos Development Officer in November.

Part of the role of the team is to build and maintain good relationships with other management and patron bodies, so that we can share resources and work with the Department of Education and Skills as a united voice for management whenever possible.



LGD Team: (clockwise from top right) Louise Daly, Sarah Williams, Emma Grainger, Deirdre O’Donoghue

School support

Support for our schools is a core function of the LGD team. With 60 schools in the Educate Together organisation, this can be challenging at times of high stress on schools. This can cover issues ranging from interpreting DES Circulars, providing advice on HR issues, advising of changes in procedures, etc. The Educate Together Board of Management Newsletter is issued monthly throughout the school year and is an invaluable source of up-to-date information on a range of issues of interest to Boards of Management.

In October, a call-tracker system was put in place, to monitor the number of calls received and made in relation to school support specifically. This refers to school support calls only.

Month	Number of calls	Total time	Average time
October	53	14 hours 20 minutes	17 minutes
November	29	8 hours 5 minutes	17 minutes
December	15	2 hours 45 minutes	12 minutes

Confidential advice: Principals and chairpersons of Boards of Management use this service to seek one-to-one support, either as a one-off service, or over a period of time, where a school is experiencing particular difficulties. It provides a space in which they can tease out issues of concern. Because LGD receives sensitive information from other schools in the sector, we can use this service to share that experience without breaching confidentiality.

Legal advice: Legal advice was sought from our solicitors on a wide range of issues, including enrolment, disciplinary processes, insurance and contracts, with a view to being able to properly advise schools

HR advice: This is one of the biggest areas of support to schools. LGD provided advice on contracts, disciplinary processes and procedures, use of the Croke Park hour and staff relations. The Board of Management newsletter continues to be an effective vehicle for giving up-to-date information to schools.

Crisis intervention: Schools that are experiencing particular difficulties receive intensive support from the LGD team. This can be a member of staff taking up a role on the Board of Management in the school (such as Chairperson, Secretary, etc.), a member of staff working closely with the school over a period of time, facilitating discussions in the schools, or regular phone calls to provide support wherever required. The aim of the support is to ensure that the schools get back on track regarding leadership and governance, with no further immediate requirement for intensive assistance.

Patronage

The Leadership and Governance section works closely with CEO to deliver on Educate Together's role as patron.

Recruitment: The Patron is responsible for the appointment of Independent Assessors to the interview panels for all teachers and SNAs in 48 of the 60 Educate Together schools. In addition, the Patron formally appoints both teachers and SNAs in those schools working with its patronage. 278 appointments were approved (SNAs, permanent teachers, temporary teachers).

Representation: Leadership and Governance represented Educate Together's interests to the Department of Education and Skills on an ongoing basis in 2011, in areas such as Garda Vetting, Child Protection, Data Protection, and a review of the Constitution for Boards of Management. In addition, a submission was made to the Department in relation to the discussion on enrolment requested by Minister Quinn.

Redeployment panels: The panel system came under severe pressure in 2011, and the summer months were challenging for LGD. Louise Daly issued a weekly update to all schools every Friday during this period, keeping them up to date on the progress of the panels. Because of the way the panels operated this year, many schools were unable to complete their recruitment until late summer, which placed considerable stress on principals and chairpersons of Boards of Management in particular. We would like to take this opportunity to thank schools for the open and honest way in which they worked with LGD on resolving the issues that arose this year.

Negotiation Services: Working with the CEO's office, a number of school leases were negotiated by Leadership and Governance in 2011 in consultation with the Boards of Management of the individual schools.

While progress has been made on the leases for schools that have been built by the Department, we are still awaiting the first signing of a lease.

Garda Vetting: Vetting applications for the recruitment of Special Needs Assistants are processed through LGD 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 went online in November, in time for the new Boards of Management. To date, over 100 board members have registered for the online training. We had planned a face-to-face training session before the end of the year, but new boards have indicated that they would prefer this to take place in January, when they have had a chance to get settled in.

Ethos Development

In the second phase of the roll-out of the Ethos Self Evaluation Tool (ESET), five schools completed the process. Overall the results have been very positive, especially in relation to the inclusiveness and respect with which children are treated and also in relation to the teaching staff and how hard they work.

The issues that have arisen include: Learn Together - a primal scream from teachers for a more structured, fleshed-out, spiral curriculum; the status of Christianity in the school; parental involvement (both in relation to the school and the PA/PTA itself); democracy - in relation to pupil, parent and staff involvement in decision-making; clarity about the roles of different members of the school community (BoM, PTA, school council, staff meetings etc.); communication between them, bullying - perceptions of inconsistency, etc., the yard; uniforms.

Changes were made to the questionnaire for the September roll-out of the programme, based on feedback from the participating schools. This included areas not previously covered, such as the yard, treatment of languages within the school, etc.

Fionnuala Ward (Primary Education Officer) and Molly O'Duffy worked with BelongTo to set up a face-to-face summer course on Anti-homophobic Bullying. Molly did an interview with RTÉ radio, which was well received. While the course was not as well attended as we would have liked, the feedback from those who attended was excellent, and we hope to run a further course next year.

A meeting was also arranged for Home School Community Liaison (HSCL) teachers, at their request.

Volunteer Management

In 2011, all Boards of Management finished their term of office, with the new Boards of Management taking up their roles on the 1st December. The major task for the organisation was to source 92 Patron Nominees, and to put in place 47 Chairpersons. A job description for the role of Patron Nominee was drawn up, together with criteria for the position. Consultation took place with the existing Board of Management and the Principal, and nominees were invited from the school community. Where there were more than two nominations, nominees were interviewed, and the best candidate for the position was selected based on the criteria. Nominees who were not known to the school were also interviewed, and introduced to the Principal. On request, schools with local patronage also availed of advice regarding appointment of patron nominees. In addition, Sarah Williams assisted schools in sourcing quality community nominees. In many cases, this allowed the Patron to appoint nominees not directly connected with the school, but who had a skill set that matched the school's requirements.

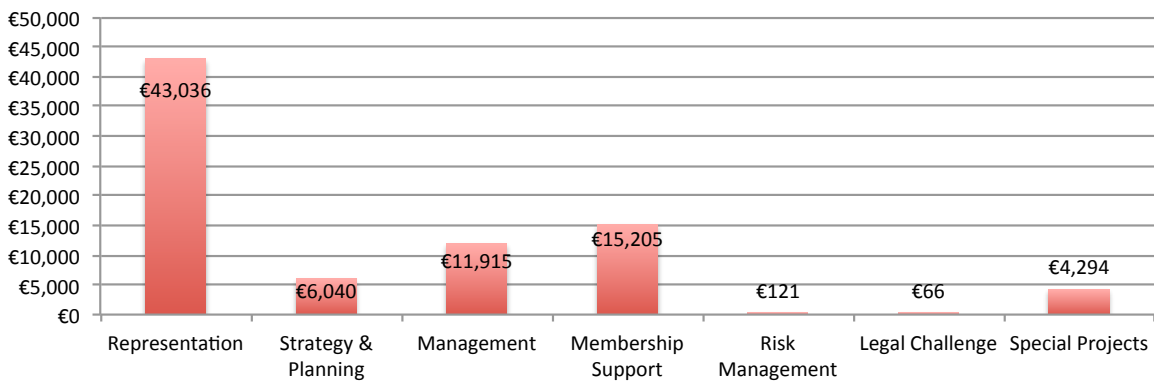
Sarah has also worked with other teams in the organisation to source valuable interns and volunteers, whose work enhances and benefits Educate Together through their involvement in specific areas of work.

Principals' Conference

A successful principals' conference was held in Portlaoise in May, with an attendance of 29 principals. The issues covered included the Redeployment Panel, Challenges facing Educate Together principals, Educate Together's Ethos in 2011, the Ethos Self Evaluation Tool, and Fundraising Challenges. In addition, two principals shared their experience of achievement and innovation in their schools. The conference offers principals in Educate Together schools a chance to network and share, and to engage in discussions that are particularly relevant to the sector.



CEO



Chief Executive's Programmes

The CEO operates seven programmes as follows:

Representation

The most important work under this heading was the representation of Educate Together's key objectives to all the main political parties in the run up to the General Election. This work was particularly successful in the achievement of key goals in the agreed programme for government with the delivery of Educate Together's recognition as a second-level patron at our AGM in May.

In addition, the network was represented at all the main educational national meetings during 2011. This included the IPPN, INTO and CPSMA annual conferences. Considerable work was carried out to establish relationships with all the members of the new Oireachtas Select Sub-committee on Education and to maintain our cross-party stance in the new Dáil.

During the whole of 2011, Ireland was undergoing a Universal Periodic Review of its commitments under various UN treaties, and Educate Together played a major part in the NGO input into this review, on the human rights in education area.

A key feature of our work in 2011 was the development of partnerships around our key objectives. Our close working relationships with other primary education management bodies was further developed and this primary management alliance (Catholic Primary Management Association, Church of Ireland Board of Education, National Association of Boards of Management in Special Education, An Foras Patrúnáichta, Gealscoileanna Teo and the Islamic Board of Education) made a number of submissions and cases to government on the Redeployment Panels, Special Needs and EAL cuts, funding for boards of management and a wide range of other issues during the year.

We remained a member of the Reference Group on the new curriculum for the Community National School and tried - unsuccessfully - to ensure that fundamental human rights and equality issues inherent in this approach would be recognised by the management of the schools and the Department.

At the same time, we engaged positively with the DES over the evolution of a new process for the allocation of patronage for new schools both at primary and second-level. We negotiated constructively with Co. Dublin VEC for a partnership approach to the management of a new Educate Together second-level school in Lucan to open in 2014.

Educate Together was also represented in a wide range of public conferences and meetings. These included speeches on religion and education, on fundraising in the new environment, on the architecture and planning of new schools, on re-imagining our education system and attendance at many other sessions, including conferences on the inclusion of people with disabilities (Kanchi), The Digital Ireland Forum on Education, the AGM of the Northern Ireland Council for Integrated Education (NICIE) and an address in the Senate Chamber at Stormont.

In addition, there were important public meetings organised by our teams for the second-level programme at which the CEO spoke. These included meetings in Greystones, Drogheda, Tyrrelstown and Lusk.

The CEO maintained the public profile of the organisation through a number of national media events including the first Late Late show of the 2011 autumn schedule.

There were two highlights of the year in terms of representation. Firstly the successful representation of the experience of Educate Together at the Forum on Patronage and Pluralism both in written submissions and in our appearance at the public session. The quality of our work over many years, our concern for the future of the Irish education system and the depth with which we have considered the equality and human rights issues in Irish schools shone through these presentations.



The second highlight was the presence of children of two Educate Together schools at the inauguration of President Michael D. Higgins. A wonderful day. To see one of the first supporters of our movement in Galway elevated to the highest post in the land was an outstanding moment.

Strategy and Planning

The CEO and management team spend an appropriate amount of time developing strategy and planning operations. In 2011, we had a number of strategy days and developed programmes with a number of partners. In particular, we had a very productive arrangement with DCU's Ryan Academy Business Innovation Programme. We were assisted by CISCO, Intel, Google, Camara and independent IT professionals in mapping out an ICT strategy for the national office and our network. Strategy planning also took place with our communications, market research and lobbying consultants, Carr Communications and Behaviour and Attitudes Ltd. We would like to acknowledge the excellent support and help we have received from the One Foundation in developing our plans and in building robust systems to monitor performance. The contribution of the One Foundation team, including fundraising support, management and planning assistance and constant encouragement has been superb. As a result of this work, by the end of the year, Educate Together had established a robust budgetary and operational planning system that is used on a monthly basis to monitor progress and control costs.

Management

The CEO manages the national office team and is responsible for ensuring that it grows as a learning organisation that delivers maximum outputs for Educate Together. During the year, considerable time has been spent on developing performance management policy and procedures, effective management team meetings, staff team meetings and measures to motivate and support staff.

Company Support

Company support is the second largest allocation of time of the CEO. This involves supporting the Board in its work providing information, reports and attending meetings. It includes company meetings such as the AGM and national forums and conferences and a wide range of functions relating to the member schools. During 2011, the CEO attended many important meetings in schools including North Bay ETNS, Castaheany ETNS, Castleknock ETNS, Limerick School Project NS, Swords ETNS and others.

In particular, the CEO formally took possession of new school buildings or extensions in Tyrrelstown, Aston Village, Donabate and Lucan East.

In addition, the CEO is involved in many other meetings, making representations in support of member schools.

Risk Management

Educate Together faces many risks. They fall into different categories, financial, reputational, human resources and legal. Robust policies were developed during the year to address financial risk. A new accounting system was installed that gives managers daily access to expenditure and income. An independent role of Financial Controller was established with direct reporting to the board of directors and the CEO. Other improvements in procedures took place in human resource management, legal compliance and health and safety. Risk management remains an important programme of work for the CEO and much is still to be done. By the end of the year areas for further development were identified as, Data Protection, Intellectual Property, trademarks and Child Protection.

Legal Challenges

Educate Together did not pursue any legal challenge in 2011. However, a watching brief was kept on the development of the new school recognition process and on developments involving the State's Community National School project, teacher education, new leases for State-owned schools and the unfolding negotiations between Educate Together and VECs. During 2011, this work was ably assisted by the board's legal specialist, Richard Bourke B.L.

Special Projects

Special projects are approved by the board and relate to the investigation of significant development and income generating opportunities for Educate Together. In 2011 initial investigations were sanctioned into the development of an international educational consultancy in which Educate Together could offer its expertise and intellectual property to organisations operating in different jurisdictions. The Board sanctioned investigations into the development of an Educate Together Virtual School and also a number of important Memorandums of

Understanding between potential partners in our work. Under the special projects programme, the CEO has held meetings with Enterprise Ireland, Dublin City University and other potential partners.



Communications

Educate Together's Communications Department pushed on from the baselines established in 2010 to firmly establish awareness and brand identity for Educate Together in its key publics. Market awareness of Educate Together was measured at 20% across a national sample of parents with pre-school children, third only to Catholic National Schools in general and the Gaelscoileanna. Regular and consistent media coverage of Educate Together events, advocacy initiatives and positioned news stories all contributed to heightened awareness of National Office and wider network activity. 2011 also saw personnel changes in the Comms Department with Luke O'Shaughnessy appointed to the Communications Officer role following the departure of Aoife Murray.

Advocacy

As with 2010, Comms' advocacy programme involved close liaison with the CEO's office and the senior management team. The first major campaign centred on the General Election and a five point manifesto was devised which was circulated to every election candidate and was adopted as policy by Fine Gael and Labour in their manifestos. Positive relations were established quickly with the new Minister for Education and Skills - a continuation of the relationship when Minister Quinn was Education Spokesperson for the Labour Party.

Educate Together was an active participant in the Forum for Patronage and Pluralism and we supported and disseminated information about our submission. Comms was also involved in promoting Educate Together's work in Ireland's UPR submission, a campaign that carried on throughout the year. In the last quarter Comms advocacy efforts focused on the Education and Training Boards Bill and its submission to the Joint Select Sub-Committee on Education and Skills.

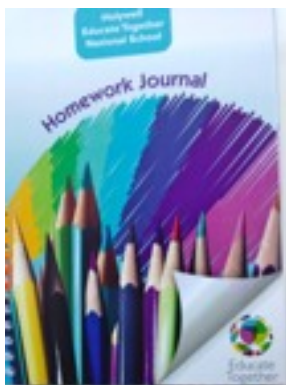
Parental Pull

Comms co-ordinated its Parental Pull programme with the Regional Development Officers to maximise awareness and drive support for new school campaigns. Activity was maintained throughout the year and particular peaks of activity focused around the new school announcements in June. Significant campaigns were run for both primary and second level school campaigns across a number of geographical locations. New promotional materials were created for each campaign and national and local media were extensively used to support awareness and boost pre-enrolment numbers in the start-up groups. Local advertising was also deployed strategically where required.

General PR

In addition to its media work supporting its advocacy and new schools programmes, We were very active in maintaining the national profile of the organisation throughout 2011. The Annual General Meeting was of particular note as the Minister in attendance announced our recognition as a second-level patron. The story was covered as a main news item on all national media platforms. The new school building programme also presented Educate Together with significant media coverage opportunities. Educate Together featured heavily in the first Late Late Show of the autumn schedule. It also received national coverage on a number of education related stories across topics as diverse as school uniforms, Faith formation classes, curriculum reform, the teaching of religion, innovation in education as well as second-level education reform.

Internal Communications



Much of the focus for the Internal Communications programme was to make better use of electronic media in our messaging. To this end the ETSN mailing list was segmented and imported fully into the Salesforce CRM tool. In addition the communication itself moved away from a PDF format to html mail using the Mail Chimp platform. These protocols are used now by other departments for their newsletter dissemination. Steps were also taken by Comms to consolidate the proliferation of newsletters and email into three main communiqués to be rolled out in 2012. Extensive use was also made in 2011 of the Media Contact platform which was used to disseminate all media releases.

Events

The Comms Department supported a number of key events during the year with design, promotion and media management services. The Re-imagining Learning Education conference in Limerick saw strong positive coverage for Educate Together and the Comms team also covered events in live time on our social media platforms. The same approach was taken at the Annual General Meeting and National Fundraising Day.

In addition to media and promotional support, Comms took a more active role in event management and logistics in the National Forums working closely with the Administration and LGD teams for the Enrolment National Forum in Q4.

Online & Social Media

The Educate Together website was developed throughout 2011 with the addition of a revised homepage, individual school pages, new school search tools, conference pages and news feeds. Specific campaign pages were created to skin the website and drive traffic to a parents summer activities page. Additional pages were created for photographic archives and a Volunteer of the Year competition. In the latter half of the year the decision was made to rebuild the website on a Drupal platform as the Wordpress architecture underpinning the site was no longer capable of supporting the range and volume of activity the site was generating. Scoping for the new site began in the last quarter.

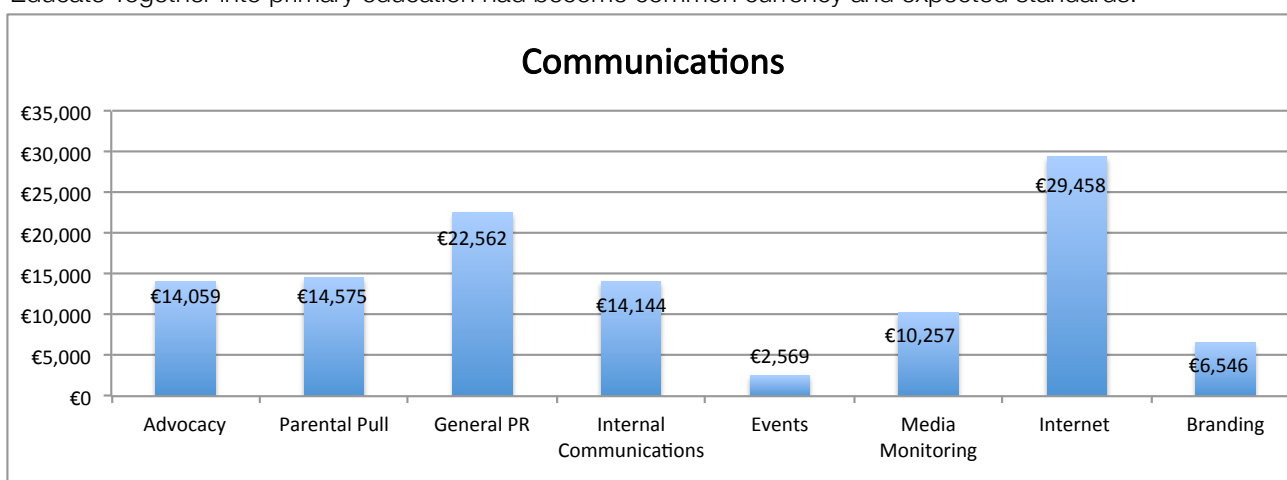
Educate Together has a healthy social media presence on Facebook and Twitter. A concerted campaign was progressed in 2011 to enhance our presence on these platforms. Our Facebook activity levels are strong and we have over 2,500 likes and a new Facebook page was established for the photographic archive. Twitter saw a lot of growth to top 1,100 followers. Google Adwords have also been deployed to support campaign activity throughout 2011.

Branding

The Communications Department contributed to Educate Together's brand profile and presence across a number of programmes in 2011. It produced new material for its primary and second-level campaigns; of particular note is its second-level prospectus. The school journal was rolled out successfully to 31 schools with 4,000 units disseminated to pupils.

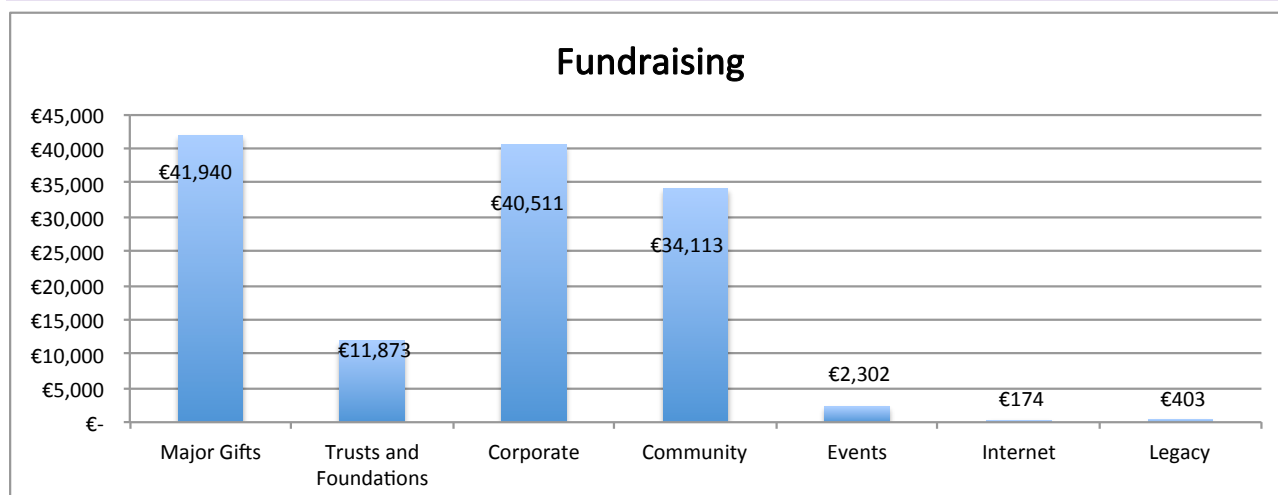
Design concepts were developed into full suites of event specific branded material for the Re-Imagining Learning conference and the Pioneer appeal. These materials included full visual identities, brochures and support materials, which also carried across into Educate Together's online space.

The Behaviour & Attitudes survey reported early in 2011 with positive awareness trends for Educate Together core brand principles. It also reported a widespread belief amongst parents that many of the values brought by Educate Together into primary education had become common currency and expected standards.

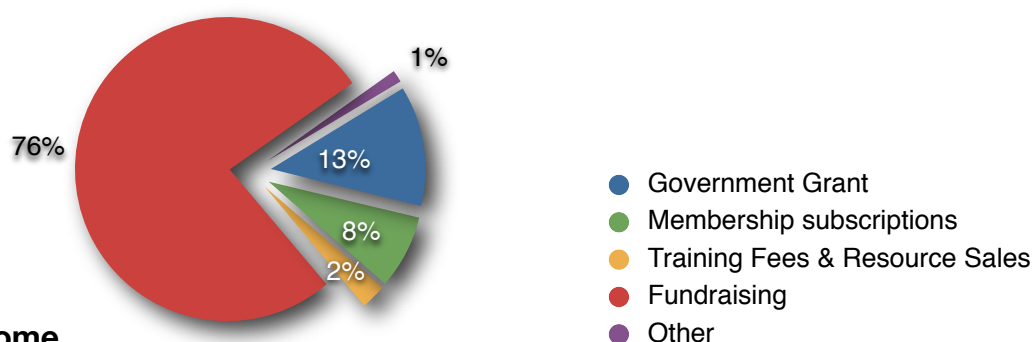




Fundraising



How we are funded



All Income

Major Gifts

Major Gift training supported by the One Foundation has significantly changed the way Educate Together is working to find and maintain major investors. The training got underway in the summer and most of the preparatory materials and practice sessions were complete by the end of the year. A number of vital meetings were held in the latter part of the year that will lay the way for future investment in 2012.

Trusts and Foundations

The One Foundation continues to be our primary investor. The work and success that we have had in opening schools, at second-level and enhanced support for existing schools would not have happened or not have happened as quickly if it were not for their support to the national office functions. Good relationships with a number of other trusts have been forged and we will see the fruit of this in 2012.

Corporate

Significant progress was made in 2011 on partnerships with major technology companies in Ireland, adding particular value to the opening of our first second-level schools. Other corporate sponsorship deals were struck for events we held, for example the Re-imagining Learning Conference in Limerick. Business is seeing the value and size of our audience and are increasingly interested in sponsoring events. Educate Together developed Corporate Fundraising Guidelines for the national office and for schools in 2011 in response to this interest. These guidelines are available on the website.

Community

The running events (Great Ireland Run and Women's Mini Marathon) did not generate the interest hoped and number of runners was very poor. Due to reduced staffing in the fundraising office from July - December the National Fundraising Day was also less successful than in 2010. Although there were more schools participating, the amounts in from schools was considerably less. A different style was used for the Winter appeal this year which generated fewer donations but the donations that did come in were of a higher amount.

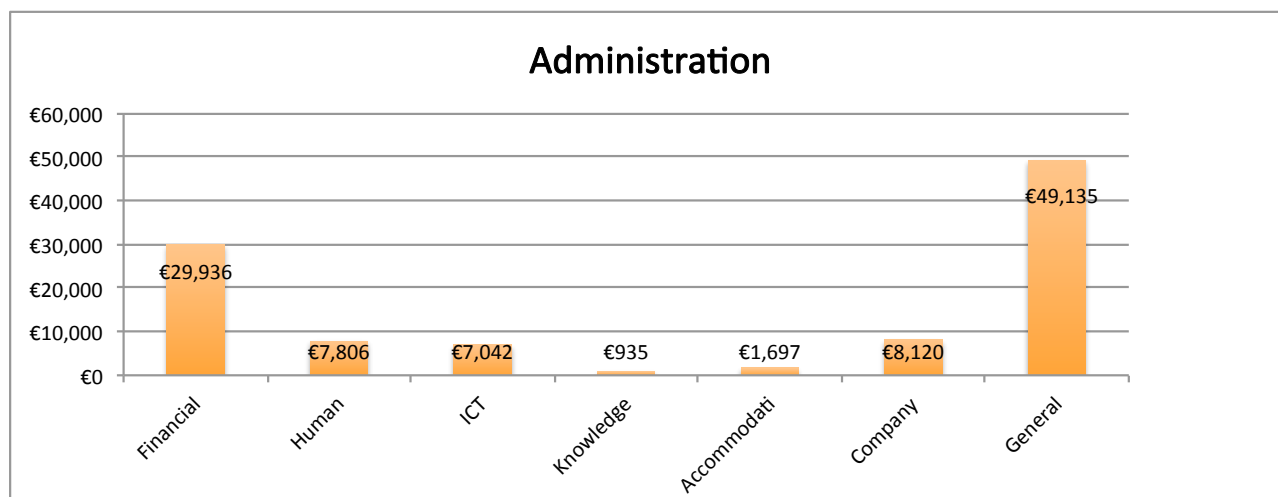
Legacy

Legacies are now being promoted to as part of Educate Together's fundraising suite. In 2010 the website was updated and we registered with mylegacy.ie. Legacies are still quite new in Ireland but we anticipate that they may become a much larger influence on our income as the practice becomes more accepted in the country. 2011 was the first year we have had enquiries about our legacy programme.

Pictures show some of the wide range of fundraising activities undertaken by our members during the year



Administration



Financial administration

Financial Controller

During the year the Board decided to appoint a part-time Financial Controller to advise it and the CEO on financial matters. This step significantly improved this function and reduced the costs previously paid to external accountants. Paula Fagan (Chartered Accountant) took up the post as Financial Controller in January 2011. Paula has extensive experience within the NGO and Charity sector (Women's Aid, Sonas Housing Association, The Equality and Rights Alliance, Marriage Equality Ltd, The Women at Work Skillnets Programme, St. Mary's Community Project, The National Women's Council of Ireland and The Immigrant Council of Ireland).

Paula's initial work plan began by reviewing 2011 budgets for presentation to Audit & Business Team. Paula also supervised the customisation and implementation of the cloud-based AccountsIQ software which was adopted during the year and has radically improved our financial reports.

Financial control function

The board established a formal sub-committee, the Audit & Business Team (ABT) consisting of John Roberts, Declan Ryan and Philip Schofield. The ABT met on three occasions during the year. This team reviews all budgets and cash-flow statements and reports to the full board at meetings on the financial management of the company. The ABT approved the establishment of a interest garnering deposit account to hold reserves . It has also kept currency and bank security issues under review during the year.

New accounting software

During the year, we adopted a new accounts package, Charity AccountsIQ. AccountsIQ is a cloud accounting software provider with offices in Dublin, London, San Jose and Sydney. Charity AccountsIQ is a 'Software as a Service'(SaaS) accounting and business application which is delivered 24-7 via the Internet from a dedicated standards compliant (SAS70 Type II) hosting facility. Charity AccountsIQ is fully compliant with the specific charity reporting requirements contained in the statement of UK recommended practice (SORP). We went live with accountsIQ in the second quarter of 2011. The system allows for multiple inputs and for all managers to be able to review company expenditure on a 24-7 basis from any location with broadband internet access.

Control of expenditure

Considerable work was done to control expenditure during 2011. Strict controls on department purchasing and tighter administration of travel and other expenses were introduced. Educate Together does not allow the payment of any un-docketed expenses and all staff must submit detailed timesheets on a monthly basis. The board is happy to report that very high levels of responsibility and compliance were maintained in 2011 as they have been in previous years.

Furthermore, Senior staff voluntarily took 10% reductions in salary and significant voluntary increases in contracted hours were worked (up to 37%). This was in addition to a wide range of cost-cutting measures being introduced in the office (newspaper subscriptions, canteen expenses, priority given to public transport, removal of 'privilege days', extension of notice required etc.)

During the year one manager took unpaid study leave and another maternity leave. During this period two team leaders 'acted up' into these roles. This also enabled significant cost savings.

A formal salary scale structure for the national office was also established during the year. This is not contractually benchmarked or hard-wired into any external State or private scales.

In relation to these cost savings, the board remains concerned that the company is unable to pay levels of salary to key staff that match those available to staff in schools. Educate Together remains unable to contribute to a sick-pay, pension or other schemes for its employees. This continues to restrict the ability of Educate Together to offer officer posts on secondment from schools and may prevent the company from retaining key staff in the future. The board would like to take the opportunity of this annual report to applaud the national office staff for the exceptional dedication, responsibility and commitment that they display in the exercise of their duties - often requiring hours and effort way in excess of those contracted.

Human Resources

Department Restructure

During the year, Luke O'Shaughnessy was promoted from Administration Assistant/CEO PA and took up his current role as Communications Officer.

At the same time, the Administration Department was restructured to incorporate a Team Leader, and an Office Junior position. Seonaid Dunne was appointed Team Leader and took on additional duties to provide first stage school support and in HR administration. The Office Junior job description was drawn up with a revised salary, and a refined outline of duties. The CEO PA role was also down-graded to Diary Secretary as part of this review.

New Staff Member

Jessica Simpson, Office Junior/ Diary Sec to CEO joined the Admin team in August. Jessica is educated to Masters level, her thesis explored topics in *Specialisation in Social Ethics and Justice, Common Good and Feminist Studies*.

Intern Programme

Educate Together maintained its active intern programme during 2011.

Erin Quinlan from Boston University interned in Admin for 7 weeks from March - May 2011.

Chelsee Farrell from Colorado State University interned in Admin for 7 weeks from May - July 2011.

Brianna Nofil and Phillips Hogan from Duke University also interned during this time and undertook several duties from END and LGD. In particular they conducted important research for our submission to the Forum on Patronage and Pluralism.

Emily Stamm from The College at Brockport, New York - majored in Education, joined the national office on 12 September for an eight week internship through EUSA. Emily provided valuable work writing introductions for lesson ideas, which have been uploaded to the FOMACS website, the site is expected to go live in Spring 2012.

Pilar Lopez Ubeda from University of Zaragoza, Spain interned with Admin through the Leonardo Da Vinci sub-programme Lifelong Learning and worked in the Admin Department throughout the Autumn,

All interns provided excellent support for our work and we would like to formally note Educate Together's thanks for their hard work, good humour and the constructive way that they joined in with the National Office team.

Ryan Academy - Business Innovation Programme (BIP)

Work placements were completed by BIPs partners Rory Finnegan, Gerry Cassells & Orla Madden. Their findings revealed Educate Together could improve on Innovation (implementing innovative ideas) by creating a recognised process to channel these ideas. Results also found developing the eLearning aspect of our work would assist us in our goal of maintaining financial stability. The Board would like to thank the BIPs team for their support and help.

Staff away day - 2011

All staff participated in an overnight training event, comprising of two half days: Day One focused on assessing Values of both the overall network, and the national office itself. Day Two focused on a team building challenge. Overall the away day was a success and, to build on progress made, a sub-team of four staff members (across both buildings and departments) was set up to drive the values work forward.

Monitoring of benefit in kind liabilities

Benefit in Kind regulations continue to evolve and the Administration Team keep this issue under review. Issues include travel and phone usage.

ICT Services

The Administration Department is responsible for all ICT services for the company. During the year, the company took the strategic decision to gradually move as many of its internal services 'onto the cloud'. This decision was taken to reduce cost, improve reliability and security of data and to improve access to services for staff working in the field. At the same time, considerable care has been taken to ensure that confidential financial and other data are secure. By the end of 2011, the company database and accounting system was moved onto the cloud. The database was moved to Salesforce CRM and as Educate Together is a charity partner of Salesforce we are receiving this service free of charge. We are very grateful to the Salesforce Foundation for this support. The move to Charity AccountsIQ has been detailed above.

Internal Operations

Educate Together still maintains its own internal file-sharing server and mail and calendar server. These are securely backed up on a regular basis and we maintain a full service contract with Tynetec, our IT support provider.

Knowledge Management

Salesforce - CRM, Dropbox, GoogleDocs, Local Storage

Knowledge management remains an ongoing struggle for Educate Together. Having an archive stretching back 35 years, a very wide range of interests and a burgeoning network of member schools requires a disciplined approach to both hard copy and digital records. The move to Salesforce and the use of Dropbox and GoogleDocs are assisting in this process. However, we do not envisage that Educate Together will be able to avoid maintaining an extensive multi-terabyte file storage system in its national offices for the foreseeable future.

Accommodation

Office relocation

The Board took the decision to move the national office from its current location into a city centre location early in 2011. This decision was taken on the basis that the current split-campus arrangement was damaging to office operations, that the cost of attending city centre meetings was becoming prohibitive, increased home working of Regional Development Officers and the excellent opportunities available in the city centre commercial letting market.

The Administration Team decided to contract out the premises search to avoid excessive costs. BNP Paribas was contracted to find a premises on a 'results achieved' basis. Following viewings of several properties in the Dublin 1 and 2 area, 2nd Floor, Schoolhouse Lane, Dublin 2 was selected as the best fit for the Educate Together national office relocation. Head of Terms were entered into in late December, with the lease due to be signed in early 2012.

The Board is enthusiastic about this move. Not only will this allow all national office staff to work in the same premises, it will locate Educate Together central operations right in the centre of decision-making and influence in the country with many added, informal contacts and benefits possible. It will also make the office easily accessible by public transport for the first time.

Company Support

Board of Directors

The Administration Department supports the Board in its day to day work. In this regard, the Board decided to ask Paula Fagan to take up the role as Company Secretary on a contracted, non-voting capacity. This has dramatically improved Board regulatory and record-keeping requirements.

In addition Admin organises national meetings of members. The AGM was held in Gorey ETNS in May, with 115 attendees. The introduction of early workshops before the start of company business was a success and enabled a smooth start to the AGM without lengthy delays until the quorum was reached. National Forums were held in Lucan ETNS in March and in the Central Hotel, Dublin in October.

January**Colleges of Education**

After many years of campaigning Educate Together gets equal weighting for the Ethical Education Curriculum in the Colleges of Education as the Teaching Council calls for a re-balancing of the time allocated to the teaching of religion within Colleges of Education training programmes.

RDS Primary Science Fair

Young scientists from five Educate Together National Schools exhibited their projects at the RDS Primary Science Fair in January. This year 8% of the projects chosen for inclusion at the fair are from Educate Together schools. The schools in question included Castleknock, Balbriggan, Griffeen Valley, Waterford and North Kildare Educate Together National Schools.

February**National Forum, Lucan ETNS
General Election 2011**

The general election in February presented Educate Together with an opportunity to push its education priorities across the political spectrum. Our campaign sought protection of education budgets, retention of SNAs, delivery of parental choice, a commitment to innovation in education and new permanent buildings for our schools. We succeeded in having our policies endorsed by all political parties and commitment to formal recognition at second-level became a key point of the programme for government agreed after the election.

March**Second-level Breakfast Briefing**

Educate Together, in association with Mason Hayes & Curran, held a very successful Breakfast Briefing in MHC's headquarters which brought key thinkers and



opinion formers from industry and education together to discuss the key innovations that are needed in Irish second-level education.

April**Patronage Forum**

The Minister for Education and Skills, Ruairi Quinn TD, officially launched the Forum on Patronage and Pluralism in the Primary Sector. Educate Together called on parents, students and teachers to make submissions to the Forum. A draft recommendation report was published in November, identifying 47

catchment areas for possible divestment of Church-run schools. The Forum was due to publish its report early in 2012.

Ethos Conference

More than ninety people from 31 schools, comprising teachers, members of Boards of Management and former principals, attended the Educate Together Ethos Conference in April 2011. There was a great buzz at the conference and those present were keen for this type of event be repeated on a regular basis.

Second-level Easter Camp

At Easter, Educate Together, in association with Bridge 21, ran its first second-level camp for primary students. 19 pupils from Educate Together schools took part. The camp was designed to give participants an insight into how new teaching and learning approaches would work in practice. The children worked together in small learning groups, collaborating as teams through a series of scenarios. Feedback was very positive.

May**Online Courses**

Educate Together launches the Ethical Education Curriculum online course.

Principal's Conference 2011

An excellent annual event. The 2011 principal's conference was an outstanding success.

AGM, Second-level Patron

Delivering on a promise made at the 2010 AGM, new Minister of Education and Skills Ruairi Quinn, announced the formal recognition of Educate Together as a Second-Level patron at the 2011 AGM in Gorey. This was huge moment for all our members and supporters who had been campaigning on the issue for 10 years. The announcement received widespread media coverage on national television, radio and press and we trended on Twitter for the first time!

Re-Imagining Learning Conference

Educate Together hosted a significant international conference on curriculum integration in May. Held in association with the University of Limerick and the NCCA, the conference attracted national and international contributors such as John Portelli (University of Toronto), Emer Smyth (ESRI), John Lawlor (TCD), John Hammond (NCCA) and American educationalist Karen Rectanus (North Carolina).

June**Learning Course**

Educate Together launched anti homophobic bullying course in partnership with BeLongTo and with the support of the INTO.

July**Micheal Johnston Honorary Degree**

Micheal Johnston, one of the founding members of the Dalkey School Project and the Educate Together movement, was honoured with an Honorary Degree from Trinity College in July. Micheal Johnston, together with Aine Hyland and Desmond Green,

co-ordinated the first parent campaign for multi-denominational education in Ireland.

August

New School Buildings

Educate Together takes delivery of new buildings for new schools for Tyrrelstown, Donabate and Lucan East.

September

Brendan Kehoe

Educate Together keenly felt the loss of a friend as well as a board member when Brendan Kehoe passed away in July. Brendan was nominated as a Director by Dalkey School Project and joined the Board in May 2010. Our thoughts are with his family.

Special Needs Funding

In September, Educate Together called for an urgent review of cuts to special needs education funding. It labeled current cuts as 'false economies' that are damaging schools, children and teachers and will incur far greater social costs to the state in the future.

School Journals

The first Educate Together school journals were published this year. Over 4,000 journals were sent to Educate Together schools around the country, which were very well received. Plans are underway for the 2012 journals.

October

UPR

Educate Together welcomes the publication of the UN Human Rights Council's UPR recommendations for Ireland, and welcomed the Irish Government's acknowledgement of the need to accelerate the establishment of multi-denominational schools in Ireland.

Submission to review of enrollment procedures

Educate Together made a detailed submission to this review and called for enrollments to be managed by an independent local authority.

Second-level Workshop (John Portelli)

Professor John Portelli from the University of Toronto presented to a workshop on the Curriculum of Life hosted by Educate Together in partnership with the School of Education Studies, DCU. Undergraduate students, teachers and educationalists all participated in a lively, informative and thought-provoking event that provided participants with a



fascinating insight into the Curriculum of Life concept. Further information is provided on Educate Together's website.

Educate Together Day 2011

On October 28th, thirty seven Educate Together schools, from all parts of the country, got into the spirit and took part in the Educate Together Day celebration. Coming so close as it was to Halloween, fancy dress parties were all the rage in a number of schools. but games days also proved popular. Great imagination was shown by all the schools participating and the children, staff and parents really got into the spirit of the event. All staff from the National Office were out and about, visiting schools in their areas and the reaction to the postings on Facebook and Twitter was huge. Our sincere thanks to all who took part.

November

School Boards

All Educate Together school boards came to the end of their term of office. We said goodbye for now to many incredible and inspiring individuals who brought great passion and commitment to the education of every student in their schools.

Galway Ethos Conference

Educate Together's annual Ethos Conference discussed our Ethos Self Evaluation Tool. Five schools had completed the evaluation since March.

Bray School Project is 30

The second ever Educate Together school to be established in Ireland, Bray School Project, marked its 30th anniversary this year. A series of events culminated on October 27th with 'A Friendship and Memories' event with some of the school's founding teachers and parents.

Public appearance at Forum on Patronage and Pluralism

Educate Together was represented by Paul Rowe, Deirdre O'Donoghue and Emer Nowlan at the Forum.

Presidential Inauguration

Pupils from Ennis ETNS and Waterford ETNS were very proud to be at the Inauguration of President Michael D. Higgins in Dublin Castle on Friday 11th November 2011. Educate Together's CEO, Paul Rowe, also attended the ceremony, representing the entire Educate Together school community.

Board of Management Training

Launch of the first module of our bespoke Board of Management training, provided free to all members of Educate Together boards of management.

December

Junior Spider Awards

Educate Together students in Galway and Balbriggan scooped three awards at the Eircom Junior Spiders 2011. Carlow ETNS was also shortlisted for an award.



From top: Michael Johnston Honorary Doctorate at TCD, Bray 30th Anniversary, John Portelli, BT Young scientists, and Second-level Easter camp.

2011 Start-up groups supported

(For these purposes a 'start-up group' area is any area where we had parents we could name who want a school, who met each other or were in contact with each other during 2011. 'Supported' means we met with people and/or did something for them, like providing them with information or support, and/or keeping them in contact with us or each other.)

PRIMARY

IRELAND SOUTH

- Riverstown/Glanmire
- Douglas/Rochestown
- Mallow
- Kenmare
- Dungarvan
- Tramore
- Clonmel
- Enniscorthy

IRELAND WEST

- Knocknacarra
- Cavan
- Athlone
- Ballina
- Castelbar
- Roscommon

IRELAND EAST

- Dundalk
- Trim
- Ashbourne
- Marino / East Wall
- Carpenterstown
- Tallaght/ Citywest
- Ballinteer/Stepaside
- Kildare
- Athy
- Clane
- Portobello
- Dublin 4

TOTAL: 26

SECOND-LEVEL

- Drogheda
- Dublin 15
- Lusk
- Greystones
- Lucan
- Kilkenny
- Waterford
- Cork
- Midleton
- Limerick
- Dublin City North
- Galway

Total: 12

Public meetings

Total of Primary and Second-level:
Estimate: 37

School	Opened	Boys	Girls	SN Boys	SN Girls	Total Pupils	Classrooms	Streams	New Entrants	Leavers	Total Teachers	SNA
Dalkey School Project	1978	132	95			227	8	1	31	34	13	
Bray School Project	1981	117	127			244	8	1	32	31	14	5
North Dublin National School Project	1984	115	102			217	8	1	33	29	11	0.5
Cork Educate Together NS	1987	109	103			212	8	1	31	30	13	2.5
Kilkenny School Project	1987	134	106			240	9	1	36	39	12	
Sligo School Project	1987	40	34			74	4	1	16	16	8.5	4
Limerick School Project	1989	110	108			218	8	1	35	33	12	2.5
North Bay Educate Together NS	1990	101	111			212	8	1	29	33	13	3
Ranelagh Multi-Denominational School	1990	125	114			239	8	1	40	40	11	
Rathfarnham Educate Together NS	1990	101	125			226	8	1	41	38	13	6
Gaeliscoil an Ghoirt Alairn	1993	151	159			310	11	2	48	30	15.5	
Galway Educate Together NS	1994	115	99	9	3	226	11	2	34	38	17	10
Griffith Barracks Multi-Denominational School	1994	124	124			248	9	1	36	33	13.5	4
North Kildare Educate Together NS	1994	109	117	12		238	8	1	35	38	15	6
Lucan Educate Together NS	1997	249	185	9	2	445	16	2	74	67	24.5	8
Monkstown Educate Together NS	1997	167	157			324	16	2	72	30	20.5	14
Ennis Educate Together NS	1998	76	67			143	6	1	33	34	12	
Castleknock Educate Together NS	1999	224	211	12		447	16	2	76	73	26	8
Dublin 7 Educate Together NS	2000	160	142	5	1	308	11	2	66	36	16	8
Le Chéile Educate Together NS	2001	268	187			455	16	2	72	45	22	5.25
Swords Educate Together NS	2001	242	202			444	16	2	75	55	22	4
Ardee Educate Together NS	2002	48	53			101	4	1	24	14	6	1
Donabate/Portrane Educate Together NS	2002	261	219			480	17	2	81	49	23.5	5
Glasnevin Educate Together NS	2002	117	105	6		228	8	1	33	30	13	4
Griffeen Valley Educate Together NS	2002	220	221			441	16	2	62	77	27	7
Navan Educate Together NS	2002	70	63			133	5	1	29	25	9	4
Tralee Educate Together NS	2002	50	47			97	4	1	17	20	6	3
Waterford Educate Together NS	2002	130	88			218	8	1	51	43	13	3
Newbridge Educate Together NS	2003	145	137			282	10	2	69	19	15	1
Rush and Lusk Educate Together NS	2003	125	125			250	9	2	67	54	14.5	2
Wicklow Educate Together NS	2003	163	94	7		264	10	2	58	32	16.5	5
Castlaheeny Educate Together NS	2004	239	212			451	16	2	84	57	25	6
Limerick City East Educate Together NS	2004	55	69			124	5	1	9	20	9	2
Mullingar Educate Together NS	2004	192	168	10	2	372	14	2	66	44	27	14
Tullamore Educate Together NS	2004	93	61			154	6	1	29	26	11	3
Bairriggan Educate Together NS	2005	204	170			374	16	2	54	25	27.5	5
Claregalway Educate Together NS	2005	49	35			84	4	1	19	23	6.5	
Gorey Educate Together NS	2005	171	143	11	1	326	12	2	97	45	19.5	10.5
Tyrrellstown Educate Together NS	2005	254	239			493	20	3	113	63	29	6
Blessington Educate Together NS	2006	27	16			43	3	1	9	6	3	
Letterkenny Educate Together NS	2006	78	86			164	6	1	46	22	13.5	6
Adamstown Castle Educate Together NS	2007	116	116			232	8	2	74	25	14	
Bracken Educate Together NS	2007	198	180			378	16	2	73	44	30	4
Esker Educate Together NS	2007	185	141			326	13	2	94	46	20	1
Aston Village Educate Together NS	2008	93	94			187	8	2	66	21	12	4
Belmayne Educate Together NS	2008	114	97			211	8	2	65	12	11.5	2
Carlow Educate Together NS	2008	65	60			125	5	1	29	23	10.5	4.5
Carrigaline Educate Together NS	2008	75	73			148	6	2	53	10	12	5
Greystones Educate Together NS	2008	114	97			211	8	2	65	12	11.5	2
Kilcolgan Educate Together NS	2008	62	58			120	5	1	42	10	7	4
Lucan East Educate Together NS	2008	163	134			297	11	2	80	25	18	2.5
Maynooth Educate Together NS	2008	69	72	7	4	152	6	2	67	11	11.5	5
Midleton Educate Together NS	2008	65	67			132	5	1	60	6	7.5	2.5
Skerries Educate Together NS	2008	85	80			165	7	2	56	19	11	4
Thornleigh Educate Together NS	2008	87	72			159	8	2	47	23	15	2
Wexford Educate Together NS	2008	38	35			73	3	1	38	21	6	
Holywell Educate Together NS	2010	47	30			77	4	2	17	17	6.5	2
Portlaoise Educate Together NS	2010	59	54			113	6	2	30	7	5	
Blanchardstown West ETNS	2011	11	5			16	1	1	16	1	2	
Powerstown ETNS	2011	11	11			22	1	1	22	3.5	1	
Totals		7,317	6,502	88	13	13,920	532	91	2,995	1,811	854	226



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