

Annual Report 2016



Pictured above Muireann Walsh, recipient of the CEIST award in Ardscoil na nDéise, Dungarvan with Deputy Principal Ms. Joanne Brosnan and Principal Ms. Jennifer O'Keeffe.



Tara Brown, 6th Year Student in St Mary's Mallow, pictured above receiving The Spirit of CEIST Award, 2016 from Principal Yvonne Bane.



CEIST (Catholic Education, an Irish Schools' Trust) is the Trustee body responsible for the trusteeship of the secondary schools of five religious congregations - the Daughters of Charity, the Presentation Sisters, the Sisters of the Christian Retreat, the Missionaries of the Sacred Heart and the Sisters of Mercy. The Trust provides a moral and legal trustee framework, dedicated to developing and sustaining the vibrant network of CEIST schools, and to continuing the growth and development of secondary education with a Catholic ethos in Ireland.

OBJECTIVE*

CEIST was established in 2007 for the following charitable object:

To further the aims and purposes of Roman Catholic education in the tradition of the combined ethos and educational philosophies of the Congregations in colleges and schools and other educational projects in Ireland.

SUBSIDIARY OBJECTIVES*

To secure through the Management, the development and implementation of the religious and educational philosophy of the Company.

To ensure that the Schools provide educational opportunity for all students and give special consideration to those who are disadvantaged or marginalised in any way and ensure that provision is made, in so far as is practicable, for those with special educational needs.

To provide through the Schools a holistic education, that caters for the spiritual, emotional, physical, social, aesthetic and intellectual development of the students.

To ensure that education in the Schools is imparted in an environment where students are inspired and enabled to direct their lives in accordance with Gospel values and to contribute to the overall good of society.

Generally to further the interest of Roman Catholic education in Ireland.

*from the Memorandum and Articles of Association of CEIST Ltd.



Pictured above are Presentation Sisters and Presentation Brothers with Principal Kerry Harkin and Bishop Ray Browne at the official opening of new school building for Presentation Secondary School, Miltown, Co. Kerry.

Foreword from the Chairperson

This 2016 Report is the final report in the live Strategic Planning cycle covering the period 2012 to 2016. It is a pleasure to offer you this Report which represents an overview of the stewardship of CÉIST for 2016. The nurturing and fostering of the founding intention and inherited tradition of the schools was a key motivation of those who established CÉIST and continues to guide and inspire the Board of Directors.

Steady improvement has characterised the operation of the Board and new initiatives and developments have been pursued in order to strengthen the Trust. The fiduciary obligations of the Board have been extended by the implementation of the Companies Act 2014 and the establishment of the Charities Regulatory Authority. The key focus of governance has been on corporate governance compliance, prudent stewardship and risk assessment. The legislative framework within which the Board carries out its Patron function is challenging and complex. It is remarkable that the function of Patron of Catholic Post Primary Schools is undertaken in the absence of any grant-aid from the State. In this context it is even more remarkable that the 1998 Education Act legislates that a school simply cannot exist without a Patron.

The Board of Directors of CÉIST never ceases to be amazed at the variety of initiatives creatively pursued by CÉIST schools in any year; 2016 was no exception. Such initiatives point to vibrancy, vivacity and energy. Learning opportunities, inclusion, formal and informal curriculum, social consciousness-raising, extracurricular activities and faith development, not only reflect current educational and social thinking, but is in keeping with the CÉIST Charter. All of which represent ethos in action. Well done!

We acknowledge and are very grateful for the work of CÉIST leaders at Board of Management level. Your volunteerism is admirable and selfless. Our senior leaders at school level carry the onerous task of ensuring that Board of Management policies are implemented and delivered upon. Senior leaders are supported by teachers and ancillary staff, all playing a key role in contributing to the CÉIST mission. Thank you for your energy, enthusiasm, loyalty and stamina.

The Board continues to work in close collaboration with EDUCENA. During 2016 we engaged in a joint strategic planning process, the results of which are evident in the Strategic Plan (2017 to 2020). The CÉIST Board of Directors acknowledges the support and commitment of the EDUCENA Board of Directors.

The achievements of CÉIST in 2016 are attributable to the detailed work carried out by the CEO, Dr. Marie Griffin, and her team and this is greatly appreciated. The CÉIST team works in partnership with the schools, thus ensuring that the corporate and strategic objectives of the Board are achieved at local level.

Sincere thanks is extended to my fellow Directors whose wisdom, expertise and generosity is evident in the various strategic initiatives pursued by the Board. As well as attending regular Board meetings, Directors serve on sub-committees which expedite the work of the Board. CÉIST Directors take their corporate governance role and sustainability of the Trust very seriously. We are fully engaged in a ministry of governance to ensure, not only our own compliance but compliance also by school management in exercising their delegated responsibilities.

The key work of the Audit committee under the leadership of Mr. John O'Donovan is acknowledged and deeply appreciated. As is the important work of Mr. Gene O'Sullivan who chaired the Strategic Plan (2017 to 2020) sub-committee.

In 2016, we welcomed Freda Nolan to the Board. Freda has worked at a senior level within the Civil Service. Her most recent postings were as Director of Corporate and Strategic Services, Director of Advisory and Research Services and Head of the Rights Commissioner Service in the Labour Relations Commission. We would also like to thank Brian Matthews and Sr Francis Crowe, who both resigned from the CÉIST Board in 2016, for their very valuable contribution to CÉIST.

Finally, and most importantly, we extend warm appreciation to the parents, guardians and students of the CÉIST schools. You are the reason all of us engage in this work. Your choice of a CÉIST school is the reason we exist. It is a privilege and an honour for us, as providers of Catholic education, to be collaborators with you in the great work of forming, informing and leading the next generation to whom Pope Francis, on a visit to Mexico, referred as *"our wealth"*.

Bernard Keeley, Chairperson, Board of Directors of CÉIST,

May 3rd, 2017

Executive Summary

2016 was, as ever, a busy year for CÉIST. The theme of Pope Francis' Extraordinary Jubilee, 2016, was 'Mercy'. The Pope wanted the whole Church to be reawakened to Mercy, which in the context of Christian teachings, refers to concepts such as forgiveness, healing, hope and compassion for all fellow human beings. The CÉIST Conference, September 2016, considered how Mercy is lived out in Catholic and CÉIST schools during its keynote address. It was evident from the responses of participants that such Mercy is integral to the ethos of everyday school life in many different ways.

The CÉIST publication *CÉIST schools in 2016: Living out our Founding Mission and Catholic Ethos* was launched at the CÉIST conference by Sr Evelyn Byrne, PVM. Each school received copies of the publication.

Two Middle Leadership courses were filled within hours of being offered to schools. The 2016 course over three days in August at Mount St Anne's proved to be very popular and will provide a good option for future courses. It is very rewarding to witness so many teachers giving up their own time to look at the issues surrounding leadership in a Catholic CÉIST school. The level of engagement by the teachers on the courses is outstanding and we are very fortunate to have such committed teachers working with our students.

At the induction session for teachers new to CÉIST schools, we were again impressed by their witnessing of ethos in action in CÉIST schools. Most new teachers noted the quality of relationships between students and staff as being very respectful and positive. New teachers were also impressed by the desire for learning that they saw in the students. Such desire makes our core value of "Quality in Teaching and Learning" all the more important.

During 2016, forty four Boards of management were appointed and thirty senior management positions in schools were filled. This work is essential to the ethos of CÉIST schools as management and leadership shape the direction of our schools into the future. We welcomed Our Lady's College, Galway to the CÉIST community while saying a fond farewell to Scoil Carmel, Limerick, Mercy Heights, Skibbereen, Mercy Newtownsmith and Presentation Galway.

The CÉIST Student Leadership Conference in March was a highlight of 2016. Over three hundred students and teachers gathered to take part in workshops and focus on leadership and service. Jack Chambers, TD, the youngest member of the new Dáil, gave a very compelling address about his own road to leadership and encouraged our students to be leaders themselves.

In 2016, CÉIST carried out an extensive consultation process, within and outside the Trust, to develop its next Strategic Plan. The CÉIST Strategic Plan 2017-2020 was approved by the Board of Directors on January 26th, 2017.

I want to thank Boards of Management and Principals for working with the new arrangements for school accountants. It was a challenging matter for many schools but their understanding of, and compliance with, the governance and accountability requirements of the CÉIST Board is much appreciated.

CÉIST School Coordinators began a new procedure for annual formal visits to schools. This has proved a most worthwhile practice and I thank Principals for their engagement and welcome.

As we review the work of CÉIST in 2016, we remember those from the CÉIST community who passed away during the year and commend them to God.

I look forward to continued engagement with schools and to working with them to promote Catholic education.

Dr Marie Griffin, CEO.

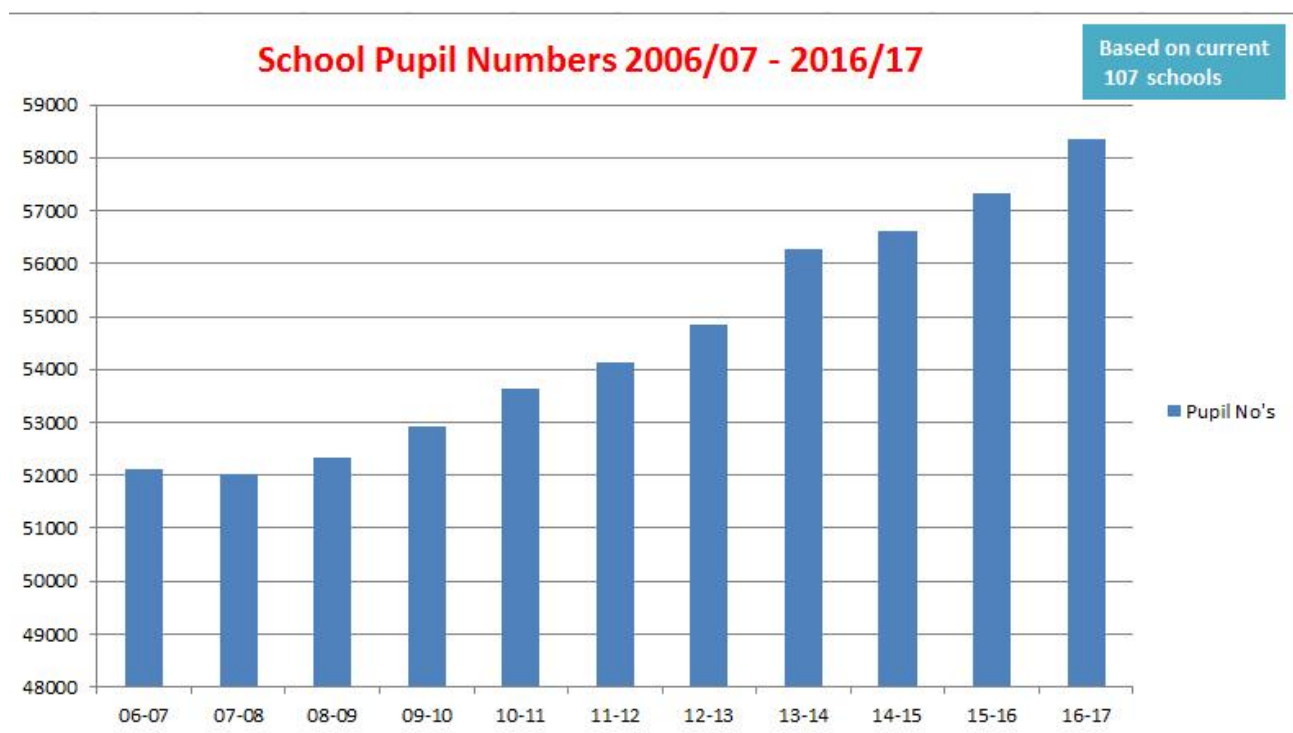
May 3rd, 2017.

CEIST and the Education Demographics in 2016

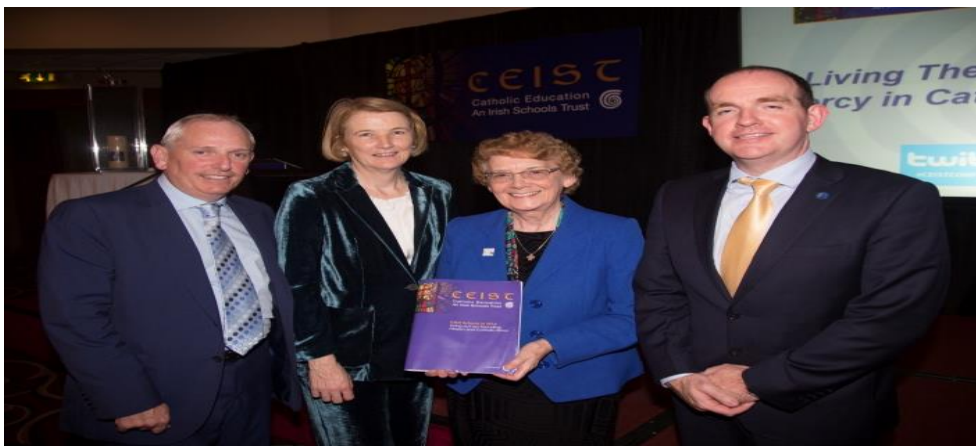
CEIST is a large organisation, having patronage responsibilities for 107 schools. CEIST schools provided second-level education for 30% of the students in the voluntary secondary sector in Ireland in 2015/16. They provided for 17% of the second-level students nationally, despite having only 15% of schools.

There were 3 schools fewer in the Trust in September 2016 than in the previous year. Mercy Heights, Skibbereen was amalgamated into Skibbereen Community School, Scoil Carmel, Limerick closed and Mercy Newtownsmith and Presentation Galway amalgamated to become Our Lady's College, Galway.

In the academic year 2015/16, there were 58,245 students in the then 110 CEIST schools, an increase of over 600 students since the previous year. 13 schools were offering DEIS provision.



While enrolments in some CEIST schools are falling for demographic reasons, others are rising at a rapid rate, as per the national projections. The uneven spread of enrolments is a challenge. Smaller schools are under pressure financially because of decreased capitation funding and years of austerity. Larger schools are challenged for space and infrastructure.



Pictured above (Left) Bernard Keeley, Chairperson, CEIST Board of Directors, Dr. Marie Griffin, CEO, CEIST, Sr Evelyn Byrne, PBVM, holding the CEIST Publication and Justin Brown, School Co-ordinator, CEIST.

This Annual Report describes the progress made in 2016 towards achieving the objectives set out in the **Strategic Plan 2012-2016**.

The strategic goals are:

Goal 1: Faith Leadership in the CEIST Community

Goal 2: Good Governance

Goal 3: Effective Systems

Goal 4: Well-Supported Leadership

Goal 5: Communications and Partnership within the Wider Education Sector

Goal 6: CEIST Team Formation

Goal 1: Faith Leadership in the CEIST Community

(a) CEIST Conference

The Annual Education Conference was held in the Hodson Bay Hotel, Athlone, Co. Westmeath on Thursday, 29th & Friday, 30th September, 2016. The theme for the 2016 conference, recognising that 2016 was the International Jubilee Year of Mercy, was ***'Living The Message of Mercy in CEIST Schools'***. There were three speakers responding to the theme of the conference; Dr Amalee Meehan of CEIST, John O'Roarke, Principal of Mercy Mounthawk and Fr Tomás Surliss, Principal of St Nathy's College. The speakers explored the idea of Mercy and gave practical examples of how Mercy is lived out in leadership and day-to-day school life. Conference participants were also given an opportunity to consider how their schools lived out the Message of Mercy.

Dr Martin Fitzgerald addressed the conference on “Personality and Leadership” and his presentation proved very popular. The workshops at the Conference addressed legal issues in schools, “Christian Mindfulness” and the use of computer tablets in schools. A new workshop format centred on the sharing of research on aspects of Catholic schooling. This proved to be very useful and will be repeated in future years.

Three wonderful choirs provided music and song at different times during the conference; Presentation Kilkenny, Our Lady’s, Belmullet and Scoil na Trionóide Naofa, Doon. The joy and excellence of the performances lifted the spirits of all present.

(b) Student Leadership Conference

The 2016 CEIST Student Leadership Conference took place on March 15th in St Patrick’s College, Drumcondra. Professor Daire Keogh, President of St Patrick’s College welcomed students from 74 of our CEIST schools. Students attended workshops where presentations were made by their peers on how they were showing leadership at school level. The students also explored the style of leadership shown by Jesus Christ in His ministry. During the workshops, former Taoiseach Bertie Ahern visited each group and encouraged them to work hard if they wanted to succeed.

As March 15th was also Proclamation Day in all schools in Ireland, in remembrance of the Easter 1916 Rising, students from Presentation College Thurles performed a very evocative drama about the signing of the original proclamation.

Jack Chambers T.D. gave the keynote address. Mr Chambers was the youngest TD in the 2016 Dáil and he provided an inspirational address. Mr Chambers stressed that you have to be true to your own values in all you do.

(c) Ethos In-service in Schools

An Ethos Induction Session was held on September 15th, 2016 in Portlaoise for all teachers new to CEIST schools. There were over 80 participants from schools in many parts of the country. Teachers new to CEIST schools spoke of the respectful nature of the relationships they encountered in CEIST schools and many commented on the strong desire for learning they had seen in their students.

There was an Ethos input at all Principal Regional Network meetings held in four locations around the country in June and December, 2016. Ethos in-service sessions are available to all schools on request.

(d) Ethos Resources

In 2016, CEIST developed a resource for use by schools in relation to school retreats. The *CEIST Reflection Day* is a practical and detailed programme for a Senior Cycle School Retreat. Schools can use the resource themselves with their own teachers or swap teachers with another CEIST school for the day of the retreat.

Sample prayer services for staff meetings and gatherings of pupils were sent to all CEIST schools for the opening of the school year. Ethos/Religious Education resources are available on the CEIST website and were regularly updated during 2016.

Goal 2: Good Governance

(a) Board of Management Renewals

In November 2016, 44 Boards of Management were appointed in CEIST schools. A total of 26 new Chairpersons took office and 65 new Trustee nominees took up positions on Boards. The sourcing, appointment and administration associated with new Boards of Management is a huge body of work for CEIST school Coordinators each year.

It is increasingly difficult to source committed individuals who will serve as volunteers on Boards. CEIST is greatly appreciative of those who give of their time and energy so generously for the benefit of our schools.

(b) Senior Management Appointments

In 2016, 11 Principals and 19 Deputy Principals were appointed to CEIST schools. CEIST personnel were involved on the interview panels for all appointments.

(c) CEIST In-service

CEIST carried out in-service in 2016 for members of the CEIST school communities:

1. Induction of new Principals, August 16th 2016. Governance, Finance & Ethos
2. Induction of new Deputy Principals, August 18th 2016. Governance & Ethos
3. Board of Management Training (in association with AMCSS (Association of Management of Catholic Secondary Schools)/ JMB (Joint Managerial Body) November 2016. Governance, Finance & Ethos
4. Board of Management Training for new CEIST Boards. October-December 2016. Governance & Ethos
5. Chairpersons' Days. October 22nd & 25th, 2016. Governance & HR (Principals were also invited).
6. SNA Training, November 1st, 2016. Health & Safety
7. Principal Regional Network meetings took place in June and December, 2015, in four locations on each occasion. Sessions included an Ethos input and consultation on the CEIST new Strategic Plan 2017-2020.
8. Finance Training for Administration Staff – 6 locations – June 2016
9. On-site financial training for administration staff.

(d) CEIST Board of Directors' and Audit Committee Meetings

In 2016, the CEIST Board of Directors held 9 meetings (January 21st, March 3rd, April 8th, April 20th, June 9th, August 24th, September 29th, November 11th and December 12th). Their meeting in August included in-service training and took place over two days.

The AGM of the Company took place on April 20th, 2016.

The CEIST Audit Committee held 8 meetings during 2016.

Goal 3: Effective Systems

(a) Effective Financial Systems

The key responsibilities of the CEIST finance function include:

1. Managing and reporting on the financial affairs of CEIST Limited
2. Assisting and supporting the 107 CEIST schools in developing and monitoring best practice in financial management consistent with the Financial Support Services Unit (FSSU) and CEIST guidelines
3. Monitoring the financial well-being of all CEIST schools and ensuring that remedial financial action is taken, when required, by schools Boards of Management
4. Reviewing the Annual Financial Budgets of all CEIST schools together with reviewing the Annual Financial Accounts of the schools
5. Reviewing and assessing all Capital Expenditure Proposals submitted by CEIST schools prior to their being considered by the CEIST Board and, if necessary, the Board of The EDUCENA Foundation



Pictured above Canon Brendan Kilcoyne meets students from Our Lady's College, Galway during the celebratory Mass for the establishment of the new school.

CEIST Schools: Licence Fees

All CEIST schools pay an annual licence fee to the Trust and did so in 2016.

Annual School Budgets

Article 15(c) of the *Articles of Management for Catholic Secondary Schools* sets out that the school Board of Management should prepare a budget each year and submit same to the Trustees. It is a CEIST requirement that the budgets in respect of the school year commencing on the 1st September be submitted to the CEIST Education Office. The deadline for submission of annual school budgets to the Trustees is the 31st May each year.

Annual School Accounts

The FSSU Guidelines state that:

“When the Trustees/Patron is satisfied with school’s accounts, a Declaration signed by the Trustee/Patron is sent to the Board of Management which is then forwarded to the JMB Financial Support Services Unit together with a copy of the final accounts by the end of January at the very least”

The extension of the deadline for submission of the school’s Annual Financial Accounts from 1st November each year to the 1st December for review by the Trustees has been welcomed by schools.

Approval, by CEIST, of all Capital Expenditure by CEIST Schools

Article 27 of the *Articles of Management for Catholic Secondary Schools* states:

- (a) Any extension, improvement or replacement of school building requires Trustee approval
- (b) Hire purchase/lease agreements, bank loans, overdrafts or any other loan may not be arranged without prior Trustee approval
- (c) All Capital Expenditure including Summer Works Scheme, and expenditure above the permitted level (€2,500 per 100 pupils (once off per annum)), must be approved separately by the Trustees.

Through continuous training, schools continue to be made aware of their obligation under Arts. 27 & 28 of the Articles of Management to seek CEIST approval in relation to school capital works prior to such works being initiated. Applications should be made on the Appendix V form, which is then brought to the CEIST Board for consideration and, where applicable, to The Educena Foundation Board. In 2016, there was a marked improvement in the compliance rate of schools completing the application form seeking permission from the Trustees seeking permission from the Trustees to carry out Capital Expenditure at their schools. A log of school property queries & requests for additions/repairs/improvements is maintained for the attention of the respective CEOs of both CEIST and The EDUCENA Foundation for appropriate action.

Monitoring of schools in financial difficulty/showing early symptoms of potential stress

Some schools experienced financial difficulties or face the prospect of financial difficulty. We have identified the following as being the most common reasons for CEIST schools finding themselves in difficulty from a financial viability perspective;

- Reduction in pupil numbers in some of our inner city schools, mainly as a result of the changing demographics in the cities in which they are located
- Schools experiencing a reduction in pupil numbers due to competition from other schools
- Overspends on school capital works
- Poor financial management and financial reporting to the Board of Management

In order to monitor our schools that show symptoms of financial stress, updated reports on current schools in financial difficulty and schools showing symptoms of potential stress is presented regularly to the CEIST Audit Committee. These reports are reviewed and discussed in detail by the CEIST Audit Committee, the CEIST Board of Directors and finally the Joint Finance Sub Committees of CEIST and The EDUCENA Foundation. Schools identified as being “at risk” are monitored closely. CEIST works with these schools to encourage an increase in income and decrease in expenditure so that they might return to financial viability.

The introduction in 2016 of a CEIST Financial Reporting Template, which gives the schools’ Finance Sub Committee and the Trustees an overview of the cash position of the school at any given time, has proven beneficial to both CEIST and the Schools’ Boards of Management in the early identification of cash flow difficulties.

Change of School Accountants

Following particular challenges in a small number of schools, an analysis of the preparation of end-of-year accounts by CEIST schools indicated that 74 accounting firms were preparing accounts for the then 110 CEIST schools. Obtaining information from such a large number of firms was a challenging undertaking and establishing effective relationships with 74 accounting firms was not viable.

Therefore, cognisant of its responsibilities and financial liabilities with regard to schools in the Trust, CEIST requested that schools move their accounts to a small number of accountants. This move enabled CEIST to engage proactively with the accountants on a more regular basis and query any issues more readily. This initiative has given the CEIST Board more assurance in relation to the state of school accounts across the Trust and enabled Directors to more assuredly sign off on their commitments.

CEIST School Income from the Department of Education and Skills:

In comparing School Income 2015/2016 with School Income 2014/15, total School Income has increased from €58.7m to €67m. It is of note, however, that income from the Department of Education and Skills to CEIST schools fell from 63% to 55%. This demonstrates a continued rise in costs but no concomitant rise in State funding.



(b) Information and Communication Technology (ICT)

CEIST Cloud

In May 2016 CEIST implemented a Customer Relationship Management (CRM) portal to house all of CEIST's schools contacts, board of managements, accounts, budget data and statistical data. The CRM provides a centralised location for accessing all information relating to our schools, where data can be accessed remotely via a web browser either on a workstation, smartphone or tablet device. It has proven very beneficial for CEIST staff working remotely where they can access pertinent information on their schools. It has also provided the ability to promptly review, query and analyse the financial statements of each school. CEIST staff is also able to quickly access via their browser all school contacts, board of management contacts and latest statistical data received from their schools.

Schools can now login to the CEIST Cloud via their browser and review, edit and submit to CEIST their current school budget or annual statistical data returns. The schools also have the ability to export their budget or statistical returns to excel and save to their internal filing system. The portal will store previous years submissions for schools to view and they can also reference previous accounts data submitted from 2013-14 upwards when completing their budgets. We have received via the portal all 107 school budgets for the 2016-2017 term and all statistical data returns submissions for 2016-2017. The annual school statistical data returns provides invaluable data to CEIST and is crucial in informing the Trust of underlying trends and standards adhered to in our schools.

CEIST Website

The CEIST website (www.ceist.ie) continues to be a very successful communications medium in "creating community" with our schools and wider members of the CEIST community. We are at present working on the building of a new website with one of its main objectives being to support our schools in building a recognisable identity for themselves as part of the CEIST community and be provided with varied opportunities to promote their ethos. It will provide a platform for schools to profile all their good work and share best practice amongst other members of CEIST.

CEIST E-Newsletter

The CEIST e-news is published on a monthly basis and is very popular with schools as it gives them another opportunity to profile their school to subscribers of the e-newsletter. Our e-news also provides the latest updates from the Trust and is very useful for promoting upcoming CEIST workshops and seminars during the school calendar year. As part of the new website build we plan to refresh the e-newsletter with a new layout.

Twitter ([www.twitter.com/CEIST1](https://twitter.com/CEIST1))

This social media platform has proven to be very popular with our CEIST community and our number of followers has grown steadily to 2,540 followers. It is very useful for CEIST in retweeting news from other CEIST schools and sharing their 'good news' and student initiatives. It also provides an opportunity to build on our relationships with other Trusts, agencies and personnel within the wider educational sector.

Goal 4: Well-supported Leadership

Contact with Schools

The CEIST team work regularly with school senior management to:

- (i) Collate, contact and respond to board of management minutes, annual reports and school correspondence.
- (ii) Seek information where necessary on the financial status of the school, keeping the CEIST Finance Officer informed and developing links with the Financial Services Support Unit (FSSU).
- (iii) Progress and facilitate school buildings/extensions/amalgamations.
- (iv) Disseminate information intra-school and between schools and Trust.
- (v) Meet Senior Management and Staff around Trustee issues. CEIST produced a Training Calendar in June 2016 of in-service initiatives for the 2016/17 academic year.
- (vi) Represent the Trust perspective at Whole School Evaluations: Management, Leadership & Learning (WSE/MLL). There were seven WSE/MLL evaluations in CEIST schools in 2016. CEIST produced a summary of WSE recommendations from CEIST schools to assist Principals in future evaluations.
- (vii) Represent CEIST at School Ceremonies to promote ethos.
- (viii) Support Initiatives: 2016 saw the growth of the CEIST Bake-off, an initiative of Home Economics Teacher, Jackie Cooper, and Deputy Principal, Margaret Cambie McEvoy, in Ardscoil na Tríonóide, Athy. In 2016, the competition proved so popular that a Senior and Junior section had to be included. Finalists came to Athy in March from all over Ireland. The Senior winner was Lauren Crowley from St Mary's Secondary School, Ballina and the Junior winner was Pataire Crawford from Mercy Tuam.
- (ix) CEIST ran two Middle Leadership Programmes in 2016, one in Galway and one in Mount St Anne's, Killenard on *Leadership in a CEIST School*. There was great demand for both programmes and nearly eighty teachers engaged as participants. The particular ethos of Catholic CEIST schools is an important part of the course.



Pictured above on left is the Winner of the Senior Category of the Ceist Bake Off, Lauren Crowley, St Mary's Secondary School, Ballina, Co. Mayo with her teacher, Ms. Ginley. Pictured on right is Pataire Crawford, Winner of the Junior Category pictured with Scoil Bhríde, Mercy Tuam Deputy Principal, Claire Kilroy

Goal 5: Communications and Partnership within the Wider Education Sector

(a) Engagement with the wider national and international school community has also taken place:

- Continuing engagement with the Sisters of Mercy and the Presentation Sisters, South West Province in relation to CEIST assuming the Patronage responsibilities in the congregations' Community Schools.
- Building relationships with Catholic agencies such as other Trusts, the Catholic Schools Partnership, AMCSS/JMB and the Association of Trustees of Catholic Schools (ATCS). The CEO is a member for the Executive of ATCS and, in 2016, was on sub-committees that considered the leases for school buildings and arranged the Forum of ATCS.
- CEIST staff members continue to be involved in the management and delivery of the Masters in Christian Leadership in Education (MACLE), run in Mary Immaculate College, Limerick and Marino College, Dublin.
- CEIST engagement with the Alliance for Catholic Education (ACE), Notre Dame University, to develop links with the wider international Catholic school community and avail of the ACE expertise. CEIST made a successful application through ACE for a Ryan Fellow, a US teacher on a bursary to work in Ireland over the Summer of 2016. Amanda Pertierra was a very welcome temporary addition to the CEIST staff and worked on a number of publications; learning about the Irish education system and contributing to the CEIST resources.
- CEIST continued the partnership with The Irish Catholic in 2016, whereby students from CEIST school wrote regular articles for the newspaper. The schools that contributed articles in 2016 were Presentation Secondary School, Wexford (Orlaith Barrett), Presentation College, Athenry (Mairead Miller) and Sacred Heart Secondary School, Drogheda (Caoimhe Judge).
- The CEIST Chairperson continued the work of the Irish Episcopal Conference / CORI – Catholic Education Service Committee (CESC) to look at the restructuring of Catholic patronage/trusteeship/management at second level in the Republic of Ireland. The Chairperson attended nearly 30 meetings before a final recommendation was made to CESC in late 2016.
- CEIST engaged in a very rewarding partnership with the Marino Institute for Education in inviting Dr Rowan Williams, former Archbishop of Canterbury, to speak to members of the Catholic education community on "Risking Faith in Schools".

Goal 6: CEIST Team Formation

In order to build a cohesive Faith Leadership & Governance (FL&G) team as a ministry of influence in schools and the wider community, living the values of the CEIST Charter, the team strives to maintain quality of work practices, endeavours to develop expertise in core areas of relevance and aims to model ethos in action in all dealings with schools and school staff.

The CEIST team visited Mercy International in Baginbun Street to hear a presentation on the founding intention of the Sisters of Mercy and view the historical artefacts. In December 2016, Martina Lehane led a session on Christian mindfulness for staff at Mount St Anne's, Killenard.

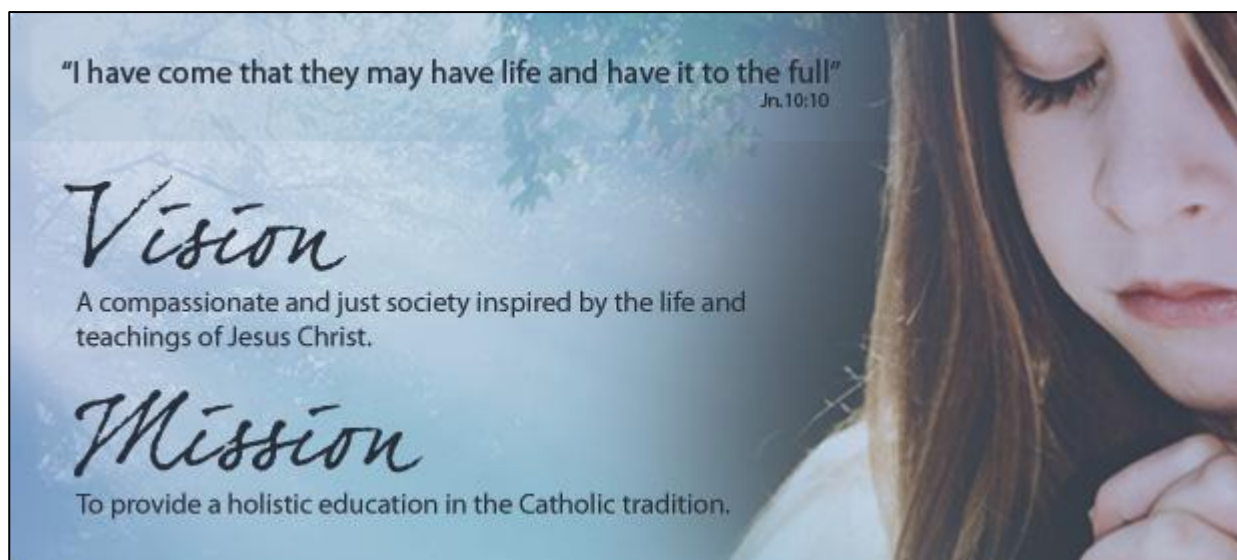
CEIST - 2016 Financial Performance

The CEIST Financial Statements for the Year Ended 31st December 2016 are prepared in accordance with The Companies Act 2014 and FRS 102.

Financial Summary

	2016	2015
	€'000	€'000
<u>Income</u>		
EDUCENA Funding	549	516
Licence Fees	291	289
Sponsorship/Donations	20	90
Miscellaneous Income	<u>27</u>	<u>12</u>
	<u>887</u>	<u>907</u>
<u>Administrative Costs</u>		
Employee Costs	628	626
Depreciation/Loss on sale of Fixed Assets	12	30
Rent and Management Charges	21	26
Travel and Subsistence	50	54
Rationalisation of Schools	74	61
Student Conference/Training/Publications/Awards	19	32
Other Costs	<u>114</u>	<u>107</u>
	<u>918</u>	<u>936</u>
(Excess) of Expenses over Income	<u>(31)</u>	<u>(29)</u>

No internal control issues arose from the audit of the CEIST Company Limited by Guarantee Financial Statements in respect of the year ended 31st December 2016.



Board of Directors

Mr Bernard Keeley	Chairperson
Ms Maeve Mahon	Deputy Chairperson
Mrs Anne McDonagh	
Sr Canice Hanrahan	
Canon Brendan Kilcoyne	
Mr Brian Matthews	to 9/11/16
Sr Ella McGuinness	
Senator Ronan Mullen	
Sr Helena O'Donoghue	
Mr John O'Donovan	
Ms Freda Nolan	from 20/4/16
Sr Frances Crowe	to 8/6/2016
Mr Eugene O'Sullivan	
Sr Mary Rossiter	

Audit Committee

Mr John O'Donovan	Chairperson
Sr Canice Hanrahan	
Freda Nolan	from 15/12/16
Sr Frances Crowe	to 08/6/16

CEIST Staff

Chief Executive Officer

Dr Marie Griffin

Faith Leadership and Governance Coordinators

Dr Amalee Meehan

Catherine McCormack

Justin Brown

Gerry McGuill

Finance Officer


Bernadette McKeown

Information and Communications Systems Manager

John Woods

Administration

Rosemary Greene



CEIST aims, in a spirit of collaboration,
to continually invite its members to reach their potential,
in the context of a school faith community
which seeks to consciously embody a true expression
of the Reign of God as announced by Jesus Christ.

Leadership in Catholic School – A CEIST Programme

After hearing about CEIST's 'Leadership in a Catholic School' programme from a past participant, I decided to apply for a place on the programme. As a business studies graduate now working in education this course on leadership and management was something I would be very interested in attending. I applied and was offered a place on a course that was being offered locally in Oranmore, Co. Galway.

This innovative programme was designed by CEIST, which was set up nine years ago. The Trust, CEIST, had identified the need to train potential leaders in how to apply best practice in building a positive learning environment based on Christian principles in the schools within their care.

Delivered on a part-time basis by leaders in the education field the interactive course is delivered over four sessions.

The four sessions within the programme are:

1. Reflective Practice

In this session we were taught about the practice and benefits of reflective journaling. We were encouraged to complete a reflective journal at the end of each day / week with the aim of becoming more reflective practitioners.

2. Leadership, Personality and Educational Values

Having reflected on the people we are, this session involved analysis of our own personality and how this affects us in our leadership roles and how to create a vision for our schools based on shared educational values.

3. Theoretical and Practical Leadership

With a focus on case studies, this interactive session looked at the various styles of leadership and the implications of each style. The reality of the role of a leader of a second level school is discussed and as participants we were given decision making scenarios to give us a better insight into the roles we were aspiring to.

4. The Catholic School and the CEIST Charter

As staff in CEIST schools we are all aware of the CEIST Charter. This session facilitates a greater articulation of our Catholic Identity and the meaning of Catholic education in the day to day living of our CEIST Charter values.

There is no assessment of participants; however, those enrolled on the course are expected to attend all four sessions and complete regular entries in the reflective journal provided.

Following successful completion, a certificate of participation was issued to all those who undertook the programme. I would highly recommend others who care about the important role Catholic Education has to play in today's education arena to consider applying for CEIST's Leadership in a Catholic School programme.

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