

Annual Report 2015



CEIST Award



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 Memos and Articles of CEIST Ltd.)

"At the heart of Catholic education there is always Jesus Christ: everything that happens in Catholic schools... should lead to an encounter with the living Christ....Catholic schools....are a place of testimony and acceptance, where faith and spiritual accompaniment can be provided to young people who ask for it; they open their doors to all and uphold both human dignity, as well as the dissemination of knowledge, to the whole of society, irrespective of merit".

Educating Today and Tomorrow: a renewing passion, World Congress on Catholic Education, November 2015.

Foreword from the Chairperson for the 2015 Annual Report

On behalf of the Board of Directors it gives me great pleasure to welcome you to our 2015 Annual Report. This report gives an overall view of the initiatives and achievements of CÉIST during 2015. Our work has been pursued in the context of our exercising our statutory trusteeship function. Having responsibility for 110 voluntary secondary schools makes our task complex, challenging and comprehensive.

The core document of CÉIST – *The CÉIST Charter* – articulates our purpose, values and vision. CÉIST voluntary schools are the conduits through which we seek to create a compassionate and just society inspired by the life and teachings of Jesus Christ. From the founding congregations we have inherited a sacred tradition. The work of CÉIST seeks to promote the mission of the Church in providing educational opportunity, in a welcoming holistic environment, within the setting of the voluntary secondary sector. Our voluntary schools continue to face many challenges among them the ongoing diminution of funding, our relationship with the State, and unprecedented social change.

I wish to take this opportunity to thank our Directors for their generosity of time and spirit in performing our functions, both canonical and civil. The Board of Directors depends on its executive to ensure that its policies are implemented and followed through. We are indebted to our CEO, Dr. Marie Griffin, for her work and dedication to her role. We are grateful to all members of staff who are the point of contact with the schools.

The Chairpersons and members of the Boards of Management of our 110 schools perform an onerous task in accepting the delegated management function of the Trust. We never cease to be amazed at their generosity and dedication in willingly performing this voluntary function in such a dedicated and professional manner. Without such commitment the work of the Trust would be impossible; we are truly grateful.

Regional meetings of CÉIST Principals and Deputy Principals were a feature of 2015. We are greatly encouraged by the level of attendance and interaction at these meetings. Our aim is to further develop opportunities to support our senior leadership teams. Your work is never taken for granted by the Trust. We are aware of the personal sacrifices required in order for you as individuals to fulfil your professional roles in the true spirit of the CÉIST Charter.

Another feature of 2015 was the inaugural Student Leadership Conference. The packed energy-filled auditorium at St. Patrick's College, Drumcondra was an opportunity to experience the CÉIST Charter in action. Students are the reason we are inspired to continue with our work. We seek to maintain our schools as inclusive communities built on love – our hope is that the students in our care share this experience.

Le gach dea-ghuí,

Bernard Keeley,

Chairperson, Board of Directors CÉIST

April 8th, 2016.

Executive Summary

2015 was a busy year for the Trust but it was also a very enjoyable year. It was a pleasure for CEIST staff to engage with Principals, teachers and other staff members at the various CEIST training events and to hear of the many excellent examples of a holistic education in the Catholic tradition. 2015 saw the first Student Leadership Conference for the students in CEIST schools. Our students were so impressive in their engagement in leadership opportunities in their schools and communities and in their obvious initiative and hard work.

In 2015, CEIST ran two more middle leadership programmes based on 'Leadership in a CEIST School'. We continue to be impressed at the commitment and enthusiasm of the teachers who attend. Provision for schools was formalised as a Training Calendar in 2015.

Professor Gerald Grace, at the CEIST Conference in September 2015, encouraged us to evaluate the mission in our schools in the same way that we evaluate management, leadership and learning. His message resonated with the message of the Catholic Schools' Partnership that we reengage with the founding intention of our schools. This will be very important work for Catholic schools in general and for CEIST schools in particular.

The amalgamation of Mercy Newtownsmith and Presentation Galway was announced in January 2015 and marked the end of one phase of work with the two schools while beginning the concrete work of uniting the two school traditions. Mercy Heights staff members in Skibbereen were also working towards an amalgamation, with two other local schools, to become Skibbereen Community School. In September 2015, the last classes of Scoil Carmel, Limerick, started the academic year. Great credit is due to the management and staff members in all four CEIST schools for their commitment to their students at difficult times for themselves. We wish them well in their current work and in the future.

CEIST staff moved to a new office location at Embassy Office Park, Kill, Co. Kildare in July. The CEIST Award for schools was inaugurated and a DVD was produced that describes a CEIST school and the values therein (the DVD is available on www.ceist.ie).

The financial challenges facing schools with fewer student numbers were increasingly apparent in 2015. As the Trust provides indemnity to all CEIST Boards for debts and expenditure properly incurred, as per the articles of Management, the financial viability of our schools is of major concern. This is an area to be addressed with schools in 2016 and future years.

The Chairperson of CEIST was involved in the review of structure of Catholic patronage/trusteeship/management at second level in the Republic of Ireland and this work will hopefully pave the future road for the sector. It is very important work at a critical period in Catholic education.

As we evaluate our work in 2015, we remember those Sisters, staff and students who passed away 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.

CEIST and the Education Demographics in 2015

CEIST is a large organisation, having patronage responsibilities for 110 schools (29% of Irish voluntary secondary schools and 15% of all Irish second-level schools in 2014/15). In September 2015, there were 57,616 students in our schools, a slight increase of 177 students since 2013/14. The following is a broad picture of the CEIST schools in the 2015/16 academic year.

CEIST schools	110	Girls only	64	Co-educational	46
DEIS	13	Non DEIS	97		
CEIST students	57,616	Girls	46,200 (80%)	Boys	11,416 (20%)

CEIST schools provided second-level education for 30% of the students in the voluntary secondary sector and 17% of the second-level students nationally.

	No. of schools		No. of pupils	
CEIST schools	110	110	57,616	57,388
Voluntary Secondary Schools (incl. CEIST)	375	373	190,587	188,791
ETB schools	262	256	91,612	88,247
Community & Comprehensive schools	95	94	57,008	56,137

Figures in black based on 2014/2015 academic year. Those in red are for the 2013/2014 academic year.

The Department of Education and Skills predict that post-primary enrolments are projected to rise by approximately 15,000 by 2017 and will continue to rise until 2025, at which point enrolments at second-level are expected to be in excess of 400,000 (from 339,207 in 2014/15) for the first time in the history of the State (Projections of Full Time Enrolment, DES, July 2015).

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. The Trust will also consider making applications for trusteeship of any projected new schools that will be announced by the Department of Education and Skills.

This Annual Report describes the progress made in 2015 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, 24th & Friday, 25th September, 2015. The theme for the 2015 conference was **'Living School Mission and Ethos'**. The keynote speaker was Professor Gerald Grace of the Centre for Research and Development in Catholic Education, University College London. Professor Grace spoke about the importance of each school's self-evaluation of its mission identity. Brother Mark McDonnell gave a very wide-ranging and challenging address on "New Cosmology and Its Implications" in the context of the encyclical 'Laudato Si'. The workshops at the Conference addressed HR Issues in schools, Wellness and nutrition, Information and Communication Technology (Apple) and Resources for Catholic schools. Evaluations of the conference were very positive. It was decided that future Conferences would avoid the clash with Mercy Day.



CEIST team with keynote speaker Prof. Gerald Grace, CEIST Conference 2015

(b) Ethos In-service in Schools

An Ethos Induction Session was held on September 20th, 2015 in Portlaoise for all teachers new to CEIST schools. There were over 100 participants from schools in many parts of the country. Teachers said that they had already encountered the CEIST values in the welcome they received in CEIST schools and the respect they witnessed between all members of the school communities.

There was an Ethos input at all Principal Regional Network meetings held in four locations around the country in June, 2015. Ethos in-service sessions were presented to staff in Caritas College, Presentation Wexford, St Mary's Secondary School, Nenagh, Carraig na bhFear, Clonakilty, Milltown and to parents in St Mary's Secondary School, Nenagh. Ethos in-service sessions are available to all schools on request.

(c) Ethos Resources

Sample prayer services for staff meetings and gatherings of pupils were sent to all CEIST schools for the opening of the school year. Ethos/RE educational resources are available on the CEIST website and were regularly updated in 2015.



Pictured above are students from Coláiste Bríde, Enniscorthy, at the Mass for the Opening of the school year.

(d) CEIST Award

The CEIST award was inaugurated in 2015. The Award is given on an annual basis to the student who best exemplifies the spirit and values of CEIST in his/her school. A national competition to design the trophy was held and the winner was Tessa Ní Chrocaigh from Coláiste Chroí Mhuire, An Spidéal. Tessa described her design as "The leaf represents the growth of the student during their time in school, the veins on the inside of the leaf form a tree, symbolising inner strength". Schools presented the Award to students in 2015 and noted that the selection process led to valuable discussions among staff and students about the CEIST values and how they were lived.



An Taoiseach, Enda Kenny TD, presenting the first model of the CEIST Award to Tessa Ní Chrocaigh, An Spidéal, designer of the Award.

Goal 2: Good Governance

(a) Board of Management Renewals

During 2015, thirty-two Boards of Management were appointed in CEIST schools. A total of thirteen new Chairpersons and many new Trustee Board members were appointed. CEIST appreciates all the work done by each member of the Boards as the schools could not operate without their contribution.

In 2015, CEIST adopted a policy of Trustee nominees to Boards of Management serving a maximum of three, three-year, terms. Chairpersons will likewise serve a maximum of two, three-year, terms in that role. These changes mirror changes in governance practices in the public and private sectors. Many Board members and Chairpersons have been generous in offering to volunteer on the Boards of other schools when their terms are concluded in one school. CEIST values this willingness to 'give something back' and is very grateful for the generosity of spirit.

"The board members have strong links with the local community and it is evident from the minutes that the board is kept up to date on financial matters from the active finance subcommittee. The board finalises an agreed written report at the end of each board meeting, which is then communicated to the relevant stakeholders. A review of the work of the board indicates that it has both an operational and an educational focus... There is also evidence of the board's engagement with the review and evaluation of key aspects of teaching and learning, especially in relation to curriculum provision".

WSE-MLL Mercy College, Woodford.

(b) Senior Management Appointments

In 2015, seventeen Principals and twenty-six Deputy Principals were appointed in CEIST schools. CEIST personnel were involved on the interview panels for all appointments. In some instances, there was a less than anticipated number of applications, especially for Principal positions. This may be because of a recognition of the workload of Principals and the many challenges the role entails.

(c) CEIST In-service

CEIST carried out in-service in 2015 for members of the CEIST school communities:

1. Induction of new Principals, August 18th 2015. Governance, Finance & Ethos
2. Induction of new Deputy Principals, August 21st 2015. Governance & Ethos
3. Board of Management Training (in association with AMCSS (Association of Management of Catholic Secondary Schools)/ JMB (Joint Managerial Body) November 2015. Governance, Finance & Ethos
4. Board of Management Training for new Boards. October-December 2015. Governance & Ethos
5. Chairpersons' Day. October 17th, 2015. Governance & HR (Principals were also invited in 2015).
6. Caretakers' Training (in association with ALLIANZ), October 27th, 2015. 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 also an input on hour-long classes by Patricia Hayden, Principal of St. Joseph's, Rush.
8. Finance Training for Administration Staff, June 2015.
9. On-site financial training for administration staff.

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 110 CEIST schools in developing and monitoring best practice in financial management consistent with AMCSS/JMB 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 they being considered by the CEIST Board and if necessary the Board of the Educena Foundation. Retrospective approval of projects is not given.

A number of small schools are finding it increasingly difficult to operate within funds because of reductions in the capitation fee paid by the State. In the Autumn term of 2015, two schools approached the Trust as they were encountering cash flow difficulties. While CEIST supported the two schools, the reality of the fact that the Trust has ultimate liability for all schools has led to a review of financial oversight and how CEIST deals with school finances. This review will have implications for the governance of school finances from 2016.

Licence Fees

All CEIST schools pay a licence fee on an annual basis to the Trust and did so in 2015.

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 these budgets in respect of the school year commencing on the 1st September be submitted to the CEIST Education Office by the previous 31st May each year for review by the Trustees.

Annual School Accounts

The FSSU (Financial Support Services Unit of the AMCSS/JMB) 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”.

As some schools were finding it challenging to meet the original timeframe of 1st November for submission of their Annual Financial Accounts for the year ending the previous 31st August to the CEIST Office for review by the Trustees. CEIST, in 2015, extended that deadline to the 1st December each year.

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 appropriate form, which is then brought to the CEIST Board for consideration and to The Educena Foundation Board where applicable. In 2015, there was a marked improvement in the compliance rate of schools completing the appropriate application forms (Appendices V, VI & VII) seeking permission from the Trustees to carry out capital works at their schools. A log of school property queries & requests for additions/repairs/improvements is maintained for the attention of the respective CEOs of CEIST and Educena for appropriate action.

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

Some schools experience 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 we prepare a Red/Amber/Green (RAG) Analysis of all 110 CEIST schools. The RAG Analysis is a working document and updated quarterly on receipt of information from schools. The RAG Analysis is reviewed and discussed in detail by the CEIST Audit Committee, the CEIST Board of Directors and 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/or decrease in expenditure so that they might return to a viable financial position. Procedures to ensure better controls are put in place at school level are also recommended.

Schools Requiring Attention

An analysis of the previous year's financial results for CEIST schools is undertaken.

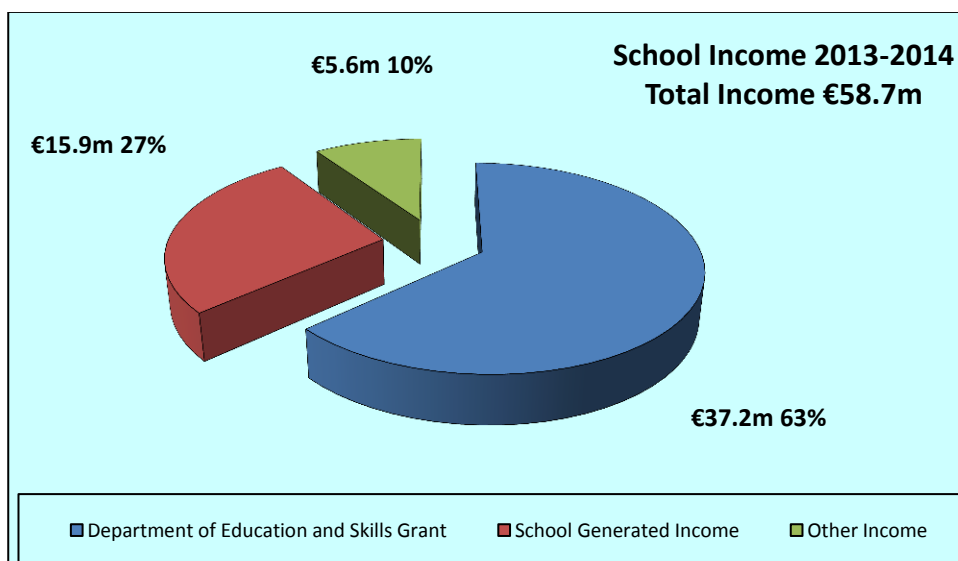
The report includes:

- Schools that generated a net cash deficit
- Analysis of school income
- Specific Cost Analysis

The findings of the ESRI Report "*Governance & Funding of Second-level Schools in Ireland*" clearly provide an explanation for the increasing financial strain on schools within the voluntary sector.

While the FSSU section of the JMB has a primary role in oversight and assistance to schools regarding their financial health, we collaborate in offering support to the Boards and have requested that each of these schools carefully review their costs to identify any savings that can be made or any opportunities to increase income. We recognise that it is becoming increasingly difficult to make ends meet. CEIST is working closely with all schools facing financial difficulties.

Analysis of CEIST School Income:



In comparing School Income 2013/14 with School Income 2012/13 the following is noted:

- Total School Income has increased from €58m to €58.7m
- Department of Education & Skills Grants have decreased from 65% to 63%
- School Generated Income at 27% is in line with the previous year
- Other Income at has increased from 8% to 10%

(b) Information and Communication Technology (ICT)

CEIST Cloud

In late 2015, CEIST made a decision to engage on a project with a software development company to deliver a Customer Relationship Management (CRM) central database to house all CEIST's schools contacts, board of managements, accounts, budget data and statistical data. This new solution will provide a centralised location for accessing all information relating to our schools, where data can be accessed remotely via a web browser either on a desktop, smartphone or tablet device. Thus, it will provide real benefits for CEIST staff working remotely with quicker access to pertinent information on their schools. It will also provide the ability in real-time to review, query and analyse the financial situation of each school. CEIST staff will also have the ability to quickly access from one location (centralised CRM Database) all school contacts, board of management contacts and latest statistical data received from their schools.

The new system will consist of “A **Public Portal for Accounts and Budget Collation**”, which will be housed in the CEIST Cloud. This 'Cloud' is essentially a website that Accountants and Schools can log into securely to prepare and submit data related to their yearly budgets. School accounts data is currently submitted by accountants by logging into the JMB FSSU cloud portal and completing a Trial Balance. With the new system, Accounts data from CEIST schools submitted to the JMB FSSU portal will be ported over to the CEIST cloud where they can be viewed and edited by CEIST. There is NO link between the datasets and any changes made once the initial push of data is completed are done so independently. This ensures that both the JMB and CEIST are able to make their own changes to Accounts for their own purposes.

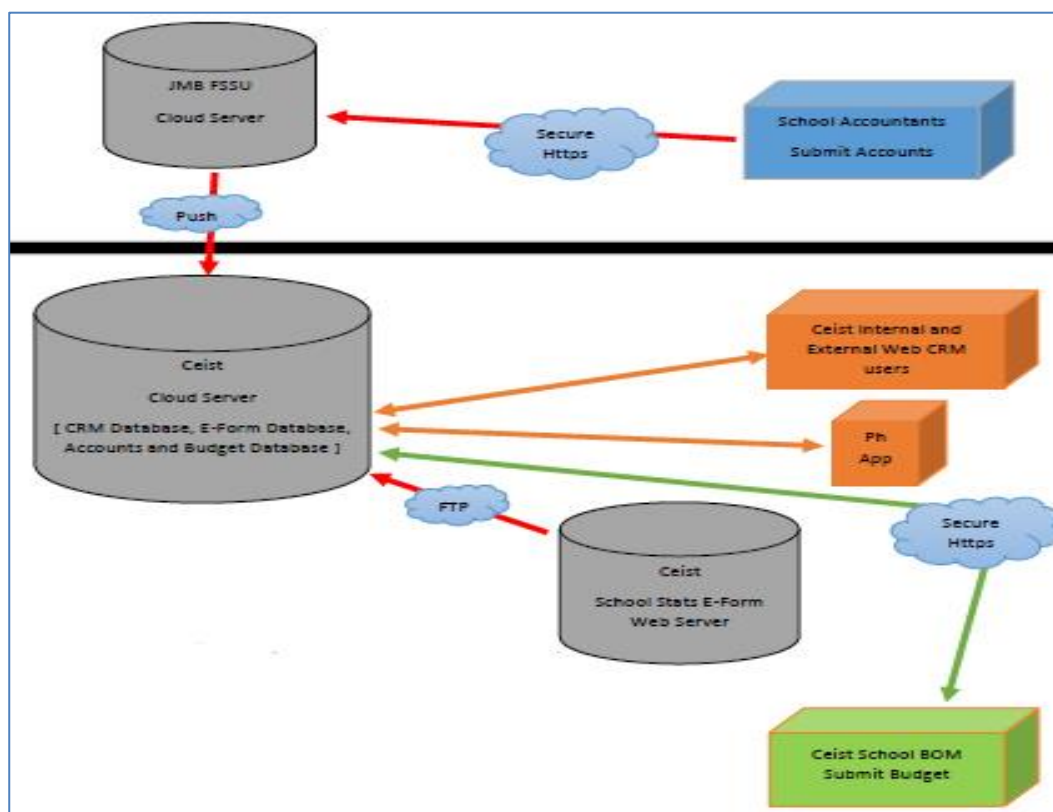


Diagram displaying dataflow of CEIST CRM Solution

CEIST Website

The CEIST website (www.ceist.ie) continues to be a very successful communications medium in “creating community” with our schools. It was very encouraging during 2015 to see so many schools sharing news on a regular basis of their student achievements and initiatives both in school and the local community.



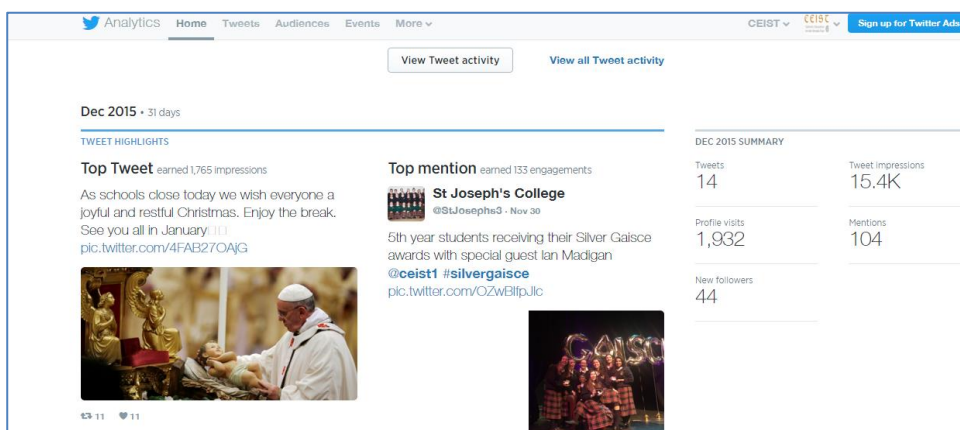
Presentation College, Carlow, staff and students, winners of the Digital School of the Year award, 2015.

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, which currently totals 1,300. Our e-news also provides the latest updates from the Trust and is very useful for promoting upcoming CEIST workshops & seminars during the school calendar year.

Twitter (www.twitter.com/ceist1)

This social media platform has proven to be very popular with our CEIST community during the past year and our number of followers has grown steadily to 1,860 followers. It is very useful for CEIST in retweeting news from other CEIST schools and sharing their ‘good news’.



Twitter statistics displayed above for month of December 2015.

CEIST Schools – IT Initiatives and Challenges Encountered

A number of schools looked for advice with regards implementing IT initiatives in their schools such as Google Forms/Classroom, Twitter/Facebook, Integration of Tablet Devices, Microsoft Office 365, Google Apps for Education, Virtual Learning Environments, Hardware & Software procurement, etc. with visits carried out to schools in some cases to ascertain IT setup and make recommendations in moving to next stage of development.

It is encouraging to learn of a number of CEIST Schools that have implemented or are planning to implement free cloud productivity suites such as Google Apps for Education and Microsoft Office 365 for Education.



The interim Board of Management of Our Lady's College, Galway, with the Lord Mayor of the City of Galway at the launch of the new school on November 23rd, 2015.

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 Financial Officer informed, contributing to the RAG analysis and developing links with the Financial Services Support Unit (FSSU).
- (iii) Progress and facilitate school buildings/extensions/amalgamations.
- (iv) Promote technology as a means of disseminating data and information intra-school and between schools and Trust.
- (v) Meet Senior Management and Staff around Trustee issues. CEIST produced a Training Calendar in June 2015 of in-service initiatives for the 2015/16 academic year.

- (vi) Represent the Trust perspective at Whole School Evaluations: Management, Leadership & Learning (WSE/MLL). There were thirteen WSE/MLL evaluations in CEIST schools in 2015. 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: 2015 saw the inaugural CEIST Bake-off, an initiative of Home Economics Teacher, Jackie Cooper, and Deputy Principal, Margaret Cambie McEvoy, in Ardscoil na Trionóide, Athy. Finalists came to Athy in March from all over Ireland and the winner was a student from nearby Scoil Chríost Rí, Portlaoise.
- (ix) Provide information: CEIST launched an explanatory DVD in September 2015. This DVD is available for all on the CEIST website and gives an outline of what the Trust is and how CEIST values are lived out in our schools.



CEIST held Induction Days for our recently appointed Principals on the 18th of August 2015 and Deputy Principals on August 21st. Both sessions were kindly hosted by Scoil Chríost Rí, Portlaoise. Pictured above are the newly appointed Deputy Principals with CEIST staff and Bernard Keeley, Chairperson.

Goal 5: Communications and Partnership within the Wider Education Sector

- (a) Significant school re-structuring has taken place during the year, the most noteworthy being:**
 - Our Lady's College (OLC), Galway was launched on November 23rd, 2015, in the Radisson Hotel, Galway. OLC will open in September 2016 and is an amalgamation of Mercy Newtownsmith and Presentation Galway. Cliona Ní Néill was appointed as Principal of OLC and we wish her and all the staff well.
 - Twenty two CEIST schools were included on the list for major capital projects in the Department of Education and Skills Five Year Plan 2016-2021. New school buildings will be provided in Rush, Ennistymon, Athenry, Kells and Kilbeggan as well a number of major extensions in other schools.

(b) 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 2015, was on sub-committees that considered how to secure Funding for Trusteeship and Patronage of Community Schools.
- Working with the Financial Support Services Unit (FSSU): The good working relationship that CEIST has developed with the FSSU has resulted in a coordinated approach to attending to schools facing financial difficulties.
- 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, Notre Dame University, to develop links with the wider international Catholic school community and avail of the ACE expertise. CEIST made a successful application for a Ryan Fellow, to spend an internship in CEIST, for Summer 2016.
- CEIST began a partnership with The Irish Catholic in 2015, whereby a student from a CEIST school writes an article for the paper each month. The schools that contributed articles in 2015 were Scoil Chríost Rí, Portlaoise, Coláiste Íosagáin, Portarlinton, Ardscoil Mhuire, Corbally, Sacred Heart School, Tullamore and Presentation Tuam.
- The CEO attended the World Congress on Catholic Education (November 18-21, 2015) in Rome. This Congress, "Educating Today and Tomorrow: A renewing passion" was attended by delegates from all over the world and marked the fiftieth anniversary of "Gravissimum Educationis", the document of education issued by the 2nd Vatican Council.
- The CEIST Chairperson was invited by the Irish Episcopal Conference / CORI – Catholic Education Service Committee to be involved on a working group to further the development of a strategic plan concerning the structure of Catholic patronage/trusteeship/management at second level in the Republic of Ireland. The Chairperson attended two initial meetings of Public Juridic Person representatives in 2015 on behalf of CEIST and a subsequent report issued from Dermot McCarthy. The Chairperson was later nominated to the Steering Committee for the Review. There is an ongoing need for AMCSS and the Trustees of Catholic schools to work closely together.

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.

Brother Martin O'Flaherty led an overnight retreat for the CEIST team in June, 2015, at Mount St. Anne's and Fr Jim Caffrey led a half-day retreat in December, 2015.



Fr. Matt Kelly CC, Bernard Keeley, Bishop Denis Nulty, Dermod Dwyer, Fr. Willie O'Byrne PP, Marie Griffin and Liam Bergin at the Blessing by Bishop Denis of the CEIST offices, December 2015.



Minister Jan O'Sullivan, T.D. and Dr Treasa Leahy, Principal, with students at the launch of the National Digital Schools' Week in Mercy Secondary School, Inchicore, October 2015.

CEIST - 2015 Financial Performance

Change in Financial Reporting Standards: The CEIST Financial Statements for the Year Ended 31st December 2015 are prepared in accordance with The Companies Act 2014 and FRS 102.

The Companies Act 2014 came into force on 1st June 2015 and FRS 102 is to apply to any accounts beginning on or after 1st January 2015.

Neither of these changes had a material impact on the 2015 Financial Statements nor on the 2014 comparative figures.

<u>Financial Summary</u>	2015	2014
	€'000	€'000
<u>Income</u>		
Educena Funding	516	466
Licence Fees	289	281
Sponsorship/Donations	90	42
Miscellaneous Income	<u>12</u>	<u>13</u>
	<u>907</u>	<u>802</u>
<u>Administrative Costs</u>		
Employee Costs	626	595
Depreciation/Loss on sale of Fixed Assets	30	37
Rent and Management Charges	26	41
Travel and Subsistence	54	45
Office Relocation Costs	11	0
School amalgamation/Closure Costs	61	17
CEIST Leadership Conference/Awards/DVD etc.	32	7
Other Costs	<u>96</u>	<u>93</u>
	<u>936</u>	<u>835</u>
(Excess) of Expenses over Income	<u>(29)</u>	<u>(33)</u>

No internal control issues arose from the audit of the CEIST Limited Financial Statements in respect of the year ended 31st December 2015.

CEIST Student Leadership Conference 2015

(Article for The Irish Catholic by student Ciara Ramsbottom, Scoil Chríost Rí, Portlaoise)

Tuesday 24th of March 2015 marked a stepping stone in CEIST's history; it marked the first ever Student Leadership Conference organised by CEIST, held in St. Patricks College Drumcondra, in Dublin. CEIST has 110 schools under their wing and 96 of those invited came along to this conference with three or four of their students whom they believed showed incredible interest in leadership within their school community.



With over 300 students and 80 teachers attending, the organisation of rooms was perfect for the occasion; every student received a wristband upon registration and the colour of the band determined what workshops they would be in. Not only did it make life easier for the facilitators of these workshops, but it also made sure that not everyone from the same school ended up in the same classroom together. The day had already started on a great note and it could only get better.

Dr Marie Griffin, the CEO of CEIST, started off the day with an eloquent speech about how much of an achievement it was for CEIST to be able to have 300 of their school's students hungry to learn more about leadership all in one place. A sense of pride wafted in the room as the students, myself included, realised just how much of a compliment it was for each and every one of us to have been lucky enough to have been chosen to attend the conference; we were proud because it was nice to feel that our teachers, Deputy Principals and Principals appreciated the enthusiasm we have exerted in our schools enough to choose us as representatives.

Following a beautiful and relaxing welcoming prayer myself and the three other girls, from Scoil Chríost Rí, Portlaoise, were spilt up into our different groups and off we went to workshop number one: What is a leader? What makes a good leader? In this workshop, the qualities that make a great leader was the main theme. Sitting around tables of eight, every group had to work together to identify ten leaders from a list and explain why we believed that they had the attributes that come together to form a good leader.

To some it may seem simple to do, but to sixteen and seventeen year olds it can be very daunting to sit with your peers who you don't know and try to voice your opinions without being over bearing. Luckily enough, every group got through the task and every young person got the opportunity to speak. At the end of the session, our facilitators gave us a moment to reflect on the work we had just done, they asked us to think about what we would take from today and my answer was simple: being a leader doesn't mean being the loudest person in the room, it means being the person who encourages and motivates everyone else to be the best they can possibly be.

Workshop number two was much the same, with the added element of incorporating Jesus. This group discussion focused on Jesus' leadership style and why it worked so well. It was refreshing to view Jesus' work from the perspective of how He led His followers and not from the point of view of His teachings. The message from this workshop was straightforward: each and everyone one of us has the attributes and potential to be a successful leader, but before we reach greatness we must believe that we can use these talents and qualities to better our schools, our homes, our communities and especially ourselves. This group workshop allowed us to reflect on how we approach situations and it gave us the chance to understand that we must take responsibility for the energy we bring into a room just like Jesus did.

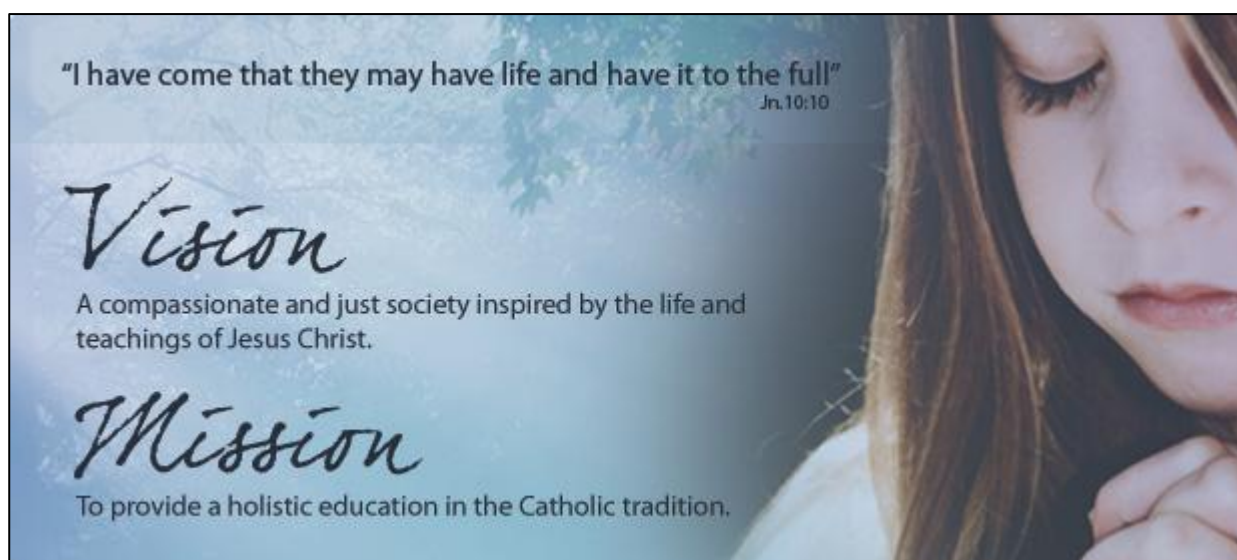
After our workshops finished, we were happy to hear from An Taoiseach, Enda Kenny. He spoke about his own experiences with leadership as leader of our country and he encouraged us to believe in ourselves and to become the best leaders we can possibly be. It was a great experience to hear our Taoiseach speaking to us and it was most definitely a day CEIST won't forget.

The day commenced after students from a select number of schools presented on their own experiences of leadership within their school community. My own school got the opportunity to present and the articulate Eada Hogan did our school proud.

Before parting ways for another year, we were blessed with a scattering prayer and a few thank you words from Dr Marie Griffin again. I commend both organisers and facilitators for a wonderful and unforgettable day. I have learned so much about leadership, so much about the great leaders in our world and most importantly, how to harness my own skills as a leader in my life.



Students at the CEIST Student Leadership Conference, March 2015.



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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.

