

CEIST

Catholic Education
An Irish Schools Trust



Board of Management Handbook 2023 – 2026

Revised September 2023

Warm Welcome

Dear Member,

A warm welcome and thank you for your willingness to assume a role on the Board of Management. The Board will manage the school in accordance with the Educational Philosophy of the **CEIST Charter**, the *Articles of Management for Catholic Secondary Schools* and Schedules 1 and 2.

CEIST have a proven reputation in the area of Post-Primary Education with 107 schools all across Ireland and over 59,000 students in our care.

Our schools are open, inclusive communities with a commitment to academic excellence. Our aim is always to prepare students to take their rightful place in society as independent, resilient, creative and curious individuals who will be instrumental in contributing to a better world. Their educational experience is critically important in fostering a passion for equality and social justice, a love of learning and a hunger to excel, a desire to effect change and to be that change!

This handbook sets out the key responsibilities of the Board of Management * . In-service for Boards of Management will be offered from time to time and we would like you to avail of these opportunities to assist you in your role.

I look forward to working with you and wish you all the best for the important role you undertake.

* 

Gerry McGuill
CEO

*and should be read in conjunction with the *Manual for Boards of Management of Catholic Voluntary Secondary Schools* (JMB / AMCSS)



Not your Ordinary Company

A concern that Catholic education should continue to be a viable option for people in a changing Ireland led to the creation of a Trust body, CEIST CLG, in 2007 taking over responsibility for schools from Mercy Sisters, Presentation Sisters, Sisters of Christian Retreat, Daughters of Charity and Missionaries of the Sacred Heart.

At present CEIST has responsibility for 107 schools in the Republic of Ireland and is the largest Trust body in Ireland. The Trust has taken over the role of Religious Congregations with the same authorities, rights, duties and responsibilities as the Congregation. The Board of Management have the overall responsibility for the conduct, management and financial administration of the school. However, CEIST is the only authority that can:

- Set up Boards of Management
- Dissolve Boards of Management
- Approve an amalgamation
- Close a school
- Sanction change of status of a school e.g. Single Sex to Co-Educational
- Sanction change of name of a school

Responsibilities of the Board of Management include:

- **Promotion and Protection of Ethos**
- **Respecting the Founding Intentions**
- **Preserving the traditions of the Founding Congregation**
- **CEIST Charter Values**
- **Faith Development**
- **Meeting obligations in relation to timetabling of RE**
- **Financial Oversight**
- **Property Oversight**
- **Governance**
 - - **Employer**
 - - **Child Protection**
 - - **Data Protection**



What We Value

The core values of CEIST are intended to support and nourish the lives of the people who are at the heart of our schools – students, staff and parents. These values guide us to promote the spiritual development of each person, to achieve quality in teaching and learning, to show respect for every person and to create a sense of community, all of which is founded on an ethos of a sincere compassion and justice for all. These values can only be lived out if students, staff and parents work together for the common good of all. In CEIST schools processes should be put in place to deal with areas of conflict and disagreement so that the dignity of all members of the school can be protected.

CEIST Charter Values



- Promoting Spiritual & Human Development
- Achieving Quality in Teaching & Learning
- Showing Respect for Every Person
- Creating Community
- Being Just and Responsible

VISION

A compassionate and just society inspired by the teachings of Jesus Christ.

Mission

To provide a holistic education in the Catholic Education



CEIST

Catholic Education
An Irish Schools Trust

Promoting Spiritual and Human Development
Achieving Quality in Teaching and Learning
Showing Respect for Every Person
Creating Community
Being Just and Responsible

Meet the Ceist Team



Rob Halford
Director of Education



Gerry McGuill
Chief-Executive
Officer (CEO)



Bernadette McKeown
Director of Finance
and Administration



Colin Roddy
FLG-Coordinator



Pdraigín Uí Riordáin
FLG-Coordinator



David Murray
Administration and
Finance Assistant



Jonny McCormack
FLG-Coordinator



Rita McCabe
FLG-Coordinator



Lisa Newman
Administration and
Finance Assistant



Gerry Watchorn
FLG-Coordinator



Sharon McGrath
FLG-Coordinator



Rosemary Greene
Office Administrator

Supports available to Boards of Management

The CEIST Executive Team are available to offer a range of supports to schools:-

- Formal School visits and one to one support.
- Ethos Support for schools.
- Induction for new Principals.
- Induction for new Deputy Principals.
- Induction for new Boards of Management.
- Induction for new teachers.
- Joint Board of Management Training with JMB.
- Day for Chairpersons of Boards of Management
- School Support through Co-ordinators.
- Principal Regional Network Meetings.
- Deputy Principal Meetings.
- Religious Education Teacher Meetings.
- CEIST Award and Nano Nagle Student Assistance Fund
- Middle Leadership Programme.
- Student Leadership Conference.
- Student Representative Council Training.
- Administration Staff Training.
- Caretaker Training.
- Other Staff Training - SNA's.
- Attendance of School Co-Ordinator at WSE\MLL preliminary and reporting meetings. Co-Ordination of all Senior Management Appointments.



The Board

The Board of Management is appointed by CEIST to manage the School on behalf of CEIST.

Once appointed the Board of Management sits for a three year term, this year the term commences on 15th October and will terminate on 14th October three years later.

The Board of Management is made up of eight members with a keen interest in the school.

The composition of Board is:-

- 4 CEIST Nominees (**Limited to serving 3 terms/9 years**)
- 2 Parent Nominees (**Appendix 1**)
- 2 Teacher Nominees (**Appendix 1**)

Although drawn from different sectors the Board is a Corporate Body and acts as one in the best interests of the school and in accordance with Founding Ethos and the CEIST Charter Values. **Four members are required to be present to make up a quorum.** It is advisable to hold Board of Management meetings every 4 to 6 weeks during term time, i.e. 6-8 per year. Six meetings per year is considered a minimum. In CEIST Schools it is expected that all Board of Management Meetings commence with a prayer.

CEIST appoints a Trustee Nominee as Chairperson. This role is limited to two terms, or six years). There can be no Vice Chair or substitute. In the absence of Chairperson the Board may elect a member to chair meetings but only meeting by meeting.

The Principal is not a member of the Board and consequently does not have a vote. The Principal cannot form part of quorum nor can he\she chair a Board of Management meeting. The Principal however is the Recording Secretary to the Board and as such must attend all meetings.

THE BOARD OF MANAGEMENT – A ‘CORPORATE BODY’

The Board of Management is acting on behalf of the patron, and in accordance with the regulations of the Department of Education and Skills. It operates as ‘a corporate body’. This means that:

- The Board acts as one unit in terms of its function in addressing the business of the school.
- Individual members have no responsibility outside the confines of a Board meeting
No member (other than the Chairperson) can speak for the Board or be representative of the Board.

BOARD MEMBERS

Each member should uphold and support the ethos, culture and traditions of the school and be aware of his/her collective and individual responsibilities in understanding the functions of the Board and the relationship between the Board and the students, staff, patron and the Department of Education.

Cohesion of the Board of Management

An effective Board of Management is one that has a shared sense of purpose and of commitment to the school for which it has collective responsibility. Board members should consider together what their particular role is at the beginning of their term of office. Board members might discuss objectives for their term of office that would include the development of the school and of the Board of Management itself. A sense of purpose can engender enthusiasm in the Board members.

At least once a year the Board members should review the parameters of their respective roles and the contribution of the Board to the school. The particular functions that are carried out by the Board of Management in fulfillment of their role are outlined in the other sections of this handbook. General discussion among the Board members can act as a conduit to arriving at a shared understanding of their roles and responsibilities. The Chairperson should encourage full participation by Board members in discussions. It is important not to allow educational jargon to exclude any member. The talents of each member of the Board should be recognised and affirmed. Tasks/responsibilities may be delegated to members of the Board according to their interests and available time. The contribution that she/he has to make to the functioning of the Board should be valued and encouraged.

The Chairperson should endeavour to generate good communication between members of the Board so as to unite them as a group. She/he should draw on members' experience and knowledge, and encourage the development of ideas rather than the mere articulation of a point that is either accepted or rejected. Board members must be assisted in realising and accepting that they carry the collective responsibility for the management of the school, subject to their accountability to the Patron and to the regulations of the Department of Education.

Disclosure of Interest/Integrity of Board Proceedings

Where any member of the Board is in a relationship to a person who is a candidate for appointment by the Board as teacher or other member of staff of the school, including the Principal, related to any person or is connected to any company/business that may be the subject of or have a direct involvement in a matter which is before the Board for consideration (including matters relating to procurement of goods or services), that Board member shall immediately disclose to the Board the fact of that relationship and the nature thereof. Unless the Board is fully satisfied that the relationship concerned is not prejudicial to the preservation of the principles of natural justice and/or public procurement requirements and specifically that the legal requirement that Board proceedings should not be open to the charge of bias, then that member shall take no part in the Board's deliberations on the matter and the disclosure and absence of the member shall be recorded in the minutes. In this context, Board members are required to make a disclosure not only in the case of a family relationship but in respect of any relationship which could be regarded as prejudicial to ensuring absolute impartiality in the deliberations of the Board.

CONFIDENTIALITY

It is essential that confidentiality is respected and this includes respecting the sensitivity and privacy of individuals within the school community, maintaining strict confidentiality on all discussions of the Board and its sub-committees.

FREQUENCY OF MEETINGS

The Board is obliged to meet at least once in every school term, *Articles of Management (9)*. In practice, most Boards find it useful to hold a meeting each month during the school year. In addition to ordinary meetings, special or emergency meetings may be convened to deal with particular or urgent matters.

BOARD OF MANAGEMENT RESPONSIBILITIES (APPENDIX 2)

- Manage the School on behalf of CEIST.
- Uphold, and be accountable to CEIST for upholding, the Characteristic Spirit.
- Fulfil its obligations under the Articles of Management and the Education Act 1998.
- Ensuring that Complaints, Grievance and Disciplinary Procedures are adhered to at all times. Minutes of all Board of Management Meetings must be submitted to CEIST.
- Finance Sub-committee Report to be submitted to CEIST after all Board of Management meetings.
- Annual School Statistics Form (On Line) must be submitted to CEIST by 31st October each year.
- All schools are legislatively obliged to prepare an Annual Report for parents, a copy of this report should be submitted to CEIST by 31st October each year.
- Child Safeguarding Notification Letter must be submitted to CEIST by 1st March each year.
- All amendments to school's Admissions Policy must be approved by CEIST before implementation.

BOARD PLANNING

Planning should include:

- long term and short-term goals.
- schedule of dates for the year's meetings, circulated at the beginning of the school year for the following year (September-June)
- specific and realistic objectives, agreed at the first meeting each school year.

Planning priorities are generally noted as:

- specific policies to be formulated/reviewed, prioritising mandatory policies (e.g. health/safety, child protection, enrolment, behaviour, bullying and data protection)
- building/maintenance programme, including a time-line and a brief commentary on financial implications
- training programme/schedule for the Board and/or for officers of the Board
- budget/financial plan
- list of the sub-committees that may be required for specific areas, and clarification on the reporting structure for such sub-committees.

Managing the Organisation

- The Board of Management and the Principal are required to be fully aware of their statutory obligations and ensure timely compliance with all legislative and policy requirements.
- The Board of Management and the Principal must fulfil their responsibility to create and maintain a climate of security and well-being in the school. They should develop and implement clear policies to ensure the safety and well-being of all students and staff.
- The Board of Management and the Principal must fully understand the school's responsibilities for Child Protection and Health and Safety matters and communicate these very effectively to the whole school community. They should work constructively with the relevant statutory bodies.
- The Principal and the Board of Management must constantly monitor the use of budgets, personnel, and other resources to ensure that they are closely aligned with identified learning priorities and the school's strategic plan.
- The Board of Management and the Principal must ensure that the values of the school enshrine equality, fairness and justice for all students and staff, and are clearly enunciated in policies.

Board of Management as the Employer

- The Board of Management appoints full-time members of the teaching staff on the advice/recommendation of a Selection Committee set up by the Board of Management.
- Appointments of temporary and/or part-time teachers shall be made by the Principal and ratified by the Board of Management.
- Appointments to Middle Leadership and Management positions shall be made by the Board in accordance with the terms of the relevant DE Circulars.
- The Board shall approve the appointments of all members of the non-teaching staff made by the Principal.
- In the event of redeployment, the Board will decide on areas where surplus staff exists in accordance with the curricular needs of the school.

Leave

The Board of Management must be informed of all leave taken by teaching and ancillary staff.

- Personal Leave, Maternity Leave, Parental Leave, Job Sharing, Career Breaks and Secondments must be applied for in writing and decided upon by the Board of Management.
- In the case of Personal Leave, the reason for the leave must be clearly stated and cover must be put in place.
- Personal Leave is entirely at the discretion of the Board of Management.
- All staff are given Leave Statements twice yearly confirming leave taken to date.

DECISION MAKING

Decisions should be by consensus and ensure that a sense of common purpose prevails for the good of all children. Decision making process should be fair, consistent and impartial. In the event that members declare a potential conflict of interest they cannot be present for any discussion and/or decision making on that item.

In the event that consensus cannot be reached and a vote is required, all members must support the outcome of the vote.

AGENDA (Appendix 5)

The agenda for each meeting should:

- Be prepared and agreed by the Chairperson and Principal
- Circulated at least one week before the date of the meeting
- Be accompanied by minutes of the last meeting, and relevant documentation (matters of confidentiality may restrict this practice)
- Be focused on issues affecting the school

The agenda for each meeting should have specific agenda items, e.g.

- Agreement of the minutes
- Correspondence
- Principal's Report
- Financial sub-committee report/financial statement
- Report from sub-committees, or working groups, where appropriate.
- Child protection report
- Bullying report
- School Self Evaluation
- School Planning
- Curriculum Development

Board of Management responsibilities in relation to Posts of Responsibility

- Ensure that a Middle Management and Leadership Review has taken place in line with *Circular 0003/2018* and *Looking at Our Schools 2020* and that this occurs every two years.
- Ensure that teachers have been fully consulted as per *Circular 0003/2018*.
- Ensure that the list of Needs and Priorities has been drawn up and ratified by the Board of Management. This must be done every two years.
- Ensure that list of Roles Responsibilities has been drawn up and ratified by Board of Management. This must be done every two years.
- Receive the Principal's Annual Report on Leadership and Management in the school to the Board of Management.

Leading Learning and Teaching

- Provide a broad and balanced curriculum, making deliberate and informed efforts to meet the needs of the students
- The Board is responsible for ensuring the highest quality of learning and teaching.
- The Board is responsible for ensuring that the curricular needs are met.
- The Board should be aware of new developments in curriculum and assessment.
- The Board is responsible for ensuring that all DE Inspection/Evaluation Recommendations are implemented.
- The Board should be aware of and monitor the School's Self Evaluation Process including School Reports and School Improvement Plans.
- The Board should support, encourage and be aware of Staff CPD.
- The Board may set up a sub-committee (Advisory Board of Studies) to advise the Principal on Curricular Issues.
- The Board should ensure accommodation of State Examination Commission Exams.

The Charities Act 2009 Responsibilities

The Charities Act 2009 requires each Board of Management to have its school registered with the CRA and to verify its registration details once a year. It is an offence for an unregistered charitable organisation to carry on activities in the State.

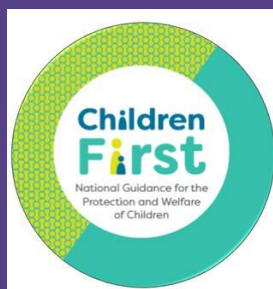
Section 55 of *The Charities Act* prohibits certain persons from serving as members of Boards of Management in our schools. The Act prohibits certain persons from acting as a charity trustee if one of the conditions set out in Section 55 of the Act applies. This section provides that a person shall cease to be qualified for, and shall cease to hold, the position of charity trustee if that person:

- Is adjudicated bankrupt
- Makes a composition or arrangement with creditors Is
- a company that is in the course of being wound up Is
- convicted on indictment of an offence
- Is sentenced to a term of imprisonment by a court of competent jurisdiction
- Is the subject of an order under section 160 of the Companies Act 1990 or is prohibited, removed or suspended from being a trustee of a scheme under the Pensions Acts 1990 to 2008
- Has been removed from the position of charity trustee of a charitable organisation by an order of the High Court under section 74

To this effect, it is strongly advised that when people are asked to sign up to become Board of Management members they should be requested to confirm that they are compliant with the Act.

Responsibilities under Child Protection

- • Adopt, without modification, the DE Child Protection Procedures for Primary and Post Primary Schools (Revised 2023)
- • Boards of Management must prepare a Child Safeguarding Statement. The Child Safeguarding Statement must state the name of Designated Liaison Person (DLP) and the Deputy Designated Liaison Person (DDLP) appointed by the board and this must be minuted.
- • The Child Safeguarding Statement must incorporate the Risk Assessment. Mandatory Template 1 must be used and this document must be displayed prominently near main entrance. This document must be updated on an annual basis and thereafter provided to all school personnel, available to parents, provided to the Patron, Parents' Association and members of the public on request. It should also be published on school's website and be available to DE on request.
- • The Board of Management must review the statement annually. As part of the review feedback must be sought from parents and pupils. Mandatory Template 2 must be used for this process.
- • The Board must provide written confirmation that the review has taken place to school personnel, the Parents' Association and the Patron. This should also be published on the school's website. The notification to the Patron must be provided on Mandatory Template 3
- • Ensure that the DLP and DDLP have been trained in Child Protection.
- • Ensure that all school personnel have completed both TUSLA and PDST Child Protection Training.
- • Appropriately minute at each meeting the number of child protection cases reported to Tusla and the number of cases where Tusla advice was sought and as a result of this advice no report was made.
- • A full report on Child Protection issues must be given at each Board of Management Meeting using DE Child Protection Oversight Report template.
- • Ensure that Social Personal and Health Education (Junior Cycle) and Relationships and Sexuality Education (Senior Cycle) are provided as part of the school curriculum.



Board of Management GDPR Role

With regards to GDPR the Data Controller role is assigned to the Board of Management and not the Principal. It is therefore the Board of Managements responsibility to ensure that:

- Full data protection policies and procedures has been implemented in the school and are reviewed annually.
- All staff have received relevant data protection training and are fully aware of their responsibilities with regards to the school's policies.
- Action plans have been created for Data Access Requests and any Data Breach.
- Service Level Agreements (SLA's) with all external data processors (if applicable) have been fully documented and are in full compliance with GDPR guidelines.
- Systematic/random inspections are in place to ensure that school staff are adhering to approved protocols.

Further information on the role of the Board of Management as Data Controller is available for viewing on the JMB website - <https://gdpr4schools.ie/>



Board of Management Meetings

- The Secretary sends out notification of meetings, along with agenda and other relevant information, at least one week in advance. It can be advantageous to schedule Ordinary Meetings for the year at the first meeting of the year.
- The Agenda is drawn up by Secretary in consultation with the Chairperson (Appendix 5).
- No surprise items should be discussed at meetings. They should be placed on the Agenda for the next meeting.
- Decisions are usually arrived at by consensus but if a vote is taken all members must take responsibility for Board decisions.
- Confidentiality-all matters other than those contained in the Agreed Report MUST remain confidential.
- Board Members must, at all times, act in the best interest of school. In the event of a **Conflict of Interest** arising, for example if a Board member is lobbied by a parent prior to discussion of a particular issue, the Board member must absent himself\herself from the meeting when this discussion is taking place.
- Complaints-If a complaint is made to the Board about any member of the Board in whatever capacity then that member must absent himself\herself during discussions relating to the complaint as must any member involved in investigating the complaint at an earlier stage. Discussions in relation to complaints can only take place with the prior knowledge of those affected by the complaint who should be given the opportunity to put forward their case.
- Criticism of a teacher, student or any other individual is not allowed.
- Minutes must record all decisions taken and be submitted to CEIST.
- After each meeting an Agreed Report is issued to staff and parents. The same report must be issued to both. Many schools also issue the report to the SRC and place it on the school's website.

Board of Management and Anti Bullying Procedures

- Must have an anti-bullying policy which complies with procedures.
- Make policy available to school staff, parents and pupils.
- Once a term consider report from the Principal of number of bullying cases not resolved within 20 days - template.
- Review the operation of the policy annually.



**ANTI-BULLYING
LAW**

Financial Oversight (Appendix 3)

- Annual School Budget, approved by Board of Management, to be submitted to CEIST by 31st May each year.
- Annual School Accounts, approved by Board of Management, submitted by 15th January each year and **prior to submission to FSSU**.
- Applications for Loans, Overdrafts and Credit Cards; Leases/Hire Purchase etc. must be sought from CEIST.
- Board of Management must set up a Finance Sub-Committee comprising the Principal plus at least 2 other Board of Management members. Additional members may be co-opted. Names of FSC members must be submitted to CEIST following first meeting of new board.
- FSC should meet regularly, ideally prior to each BoM Meeting. The FSC should be presented with the CEIST Finance Sub-committee Report at each FSC meeting, sign off on this report and present it to the Board of Management who should sign off on it and forward it to CEIST. The school should submit an Excel FSC report to CEIST each month.
- BoM should ensure that proper and transparent procedures for claiming expenses are in place.

Property Oversight (Appendix 4)

Approvals for any/all modifications to plant and buildings must be sought from CEIST. These projects include:-

- All Capital Projects including Summer Works and/or Emergency Works Schemes.
- Extensions, improvements or replacement of the School Building.

An Appendix V must be submitted to request Trustee approval for all capital works and for permission to apply for DE Grants for Capital Works. In all cases approval must be sought in advance as retrospective approval is not permissible.

External use of School Premises\Facilities must also be approved by Board of Management who must ensure that appropriate insurance and Child Protection procedures are in place.



CHAIRPERSON'S ROLE and RESPONSIBILITIES

THE ROLE OF THE CHAIRPERSON

- The Chairperson presides at all meetings.
- The Chairperson assists the Principal in deciding on the items to be included on the agenda.
- The Chairperson has the discretionary power to summon special meetings of the Board of Management (Articles of Management 13(a)).
- When workplace procedures are invoked (complaints by parents, teacher grievances, disciplinary procedures, complaints relating to dignity in the workplace), it is most important that the involvement of the Board complies with what is stated in the particular procedure. Where there is any doubt, the Chairperson should seek advice before involving the board. Procedural errors may lead to unnecessary complications and leave the Board open to allegations of prejudice. When a letter relating to a complaint or a grievance is addressed to the Board, the Chairperson should establish with the Principal whether the initial stages of the relevant procedure have been followed correctly before allowing such a letter to be read at a Board meeting.

RESPONSIBILITIES OF THE CHAIRPERSON

- Chairing Board of Management meetings
- Official correspondence on behalf of school
- Liaising with the Principal between meetings
- Recruitment and employment-related issues for all school staff
- All capital projects — with Trustees' approval•

ABSENCE OF THE CHAIRPERSON

If the Chairperson is unable to attend a meeting, the voting members present must, before any other business is transacted, choose one of their members to preside at that meeting, Articles of Management 10(b).

DISCUSSION

- The Chairperson presides over the meeting and directs discussion, ensuring that speakers keep to the point and do not stray to other matters.
- The Chairperson secures approval for the agenda at the commencement of the meeting.
- Items brought up by members for inclusion under AOB should be listed on the agenda of the next ordinary meeting.
- Members should speak “through the chair”- directly to the chairperson.
- All matters on the agenda should be dealt with in order and in sufficient detail to give members a comprehensive view of what is involved.
- It is for the Chairperson to assess whether or not there has been sufficient discussion on a topic.
- The Chairperson may be able to achieve consensus on the matter under discussion and the agreed decision will be recorded in the minutes.

Appendices

Eligibility and Election of BoM Nominees

Board of Management Responsibilities (Appendix 2)

Financial Oversight (Appendix 3)

Property Oversight (Appendix 4)

Agenda Template Sample Agenda Items (Appendix 5)

Acronyms in Education

Appendix 1

Eligibility and Election of BoM Nominees

Parents

- Only parents/legal guardians whose children currently attend the school are eligible to be nominated to the Board.
- Candidates for election as parents' nominees should be nominated and elected through a formal nomination and election process notified to all parents.
- During the term of office an elected parent may have to resign because he/she no longer has a child attending the school. Any member of the Board appointed to fill a casual vacancy shall hold office for same period as the member they replaced.
- Casual vacancy can be filled:
 1. By Election or
 2. The Trustees or their representatives may retain the voting returns from the election of parents for the purpose of co-option to fill vacancies occurring during the term of office of the Board.

Teachers

- Two teachers elected by all the current pro-rata contracted, non-casual part-time, job sharing and current full-time teachers on the staff of the school on the date of the election.
- The elected teacher must have at least one year of service in the school except in the case of new or amalgamated schools and shall be lay members of staff.
- The candidates must be proposed and seconded at properly convened staff meetings and election must be by secret ballot.
- Teacher union(s) representative(s) to be notified in advance of upcoming election.
- Should the teacher cease to be a teacher at the school he or she shall cease to be a member of the Board.
- Section 14 (5) of the Education Act refers to directions which may be given by the Minister in respect of appropriate gender balance. Trustees, parents and teachers should take account of gender balance when nominating or electing members of the Board.
- After due notice any member of the Board may be removed from office by his/her nominator or by the electorate in the case of Parents and Teachers.

Appendix 2

Education Act 1998

“It shall be the duty of a Board to manage the school on behalf of the Patron (Trustees)...”

“The Board consults with and keeps the Patron informed of decisions and proposals of the Board.”

“The Board shall have regard to the efficient use of resources, the public interest in the affairs of the school and accountability to students, parents, patron, staff, community.”

Section 24.3 deals with Disciplinary (inc. Competency) Procedures-DE CL 0060/2009.

Annual Financial Reporting Requirements - Education Act, Section 18:

- Properly audited or certified accounts in accordance with best accounting practice.
- Signed Final Accounts to be sent to Trustees.
- Trustee approved signed copy to be sent to FSSU.
- Summary Report to parents and teachers.
- All bank accounts bearing name of school (including Parents' Association) must be included in accounts.
- External Accountant should be invited to present accounts to Board.

Articles of Management:

Article 2-“The financial administration of the school is under the control of the BOM subject to the general supervision and control of the Trustees.”

Article 15-Financial Responsibilities of Board of Management:

- Proper Books of Account and School Bank Account.
- Licence Fee to Trustees.
- Annual Budget must be submitted to Trustees-expenditure must not exceed income.
- Sub-Committee on Finance must be set up.
- Two cheque and electronic signatories one of which must be
- Principal. External use of School Premises\Facilities must be approved
- by BOM. Insurance.

Articles 21 through 26 deal with the Board's responsibilities as employer.

Article 27 deals with Board's obligations to seek Trustee approval in relation to property and finance.

Article 28-Trustees indemnify BOM members against any claim for capital debts or expenditure provided Articles 15 and 27(a) are complied with by Board.

Appendix 3

Financial Sub-Committee Report

PLEASE ENTER SCHOOL NAME AND TOWN HERE		DETAILS
2023/2024 School Year		
After September Bank Reconciliation	Please Enter Date Report Prepared	CHECK BOX 0.00
Opening Balance	0.00	
Less Bank Payments for the Month	0.00	Nominal Codes/Select Bank A\C/Reports/Nominal Activity/Nominal Activity - Excluding No Transactions/Preview/Filter by Date/OK/Print
Total Payments	0.00	
Plus Bank Receipts for the Month	0.00	
Total Receipts	0.00	
Closing Balance	0.00	
Bank Reconciliation		
Closing Bank Statement Balance	0.00	From Bank Statement
Unreconciled Receipts	0.00	Bank Accounts/Select Account/Reports/Unreconciled Transactions/Preview/Filter by Date/OK/Print
Unreconciled Payments	0.00	
Bank Reconciliation Balance	0.00	
Closing Bank Statement Balance Deposit Account (If Applicable)	0.00	Delete or add accounts as required
Closing Bank Statement Balance Cash Account (If Applicable)	0.00	
OTHER - e.g. School Meals Account (If Applicable)	0.00	
OTHER - e.g. Petty Cash (If Applicable)	0.00	
Plus Closing Balance From All Other School Accounts	0.00	
Total Balance of ALL School Accounts	0.00	
To Obtain the Balance of Actual School Funds Available		DETAILS
Deduct		
Any payments made since month end to date	0.00	
Total of invoices received not yet paid	0.00	
Estimate of large expenses due but no invoice yet received (e.g. Energy & Insurance Bills)	0.00	
PAYE/PRSI Payment Due to Revenue	0.00	
VAT/RCT Due to Revenue	0.00	
Balance of School Meals Grant	0.00	
Monies received ringfenced for specific items (e.g. Study - Musical)	0.00	
Monies received in advance of school year (e.g. School Admin. Charges/TY Receipts/Book Grant)	0.00	
DES Grants received to be ringfenced for specific item (e.g. I.T. Grant)	0.00	
Building Project Account - Balance of monies not yet paid from Grant Received	0.00	0.00 Separate Spreadsheet
Add		
Monies received since month end to date	0.00	
Plus Monies due not yet received (e.g. Exam Aid, Supervision & Substitution)	0.00	0.00 Payments made but money not yet received
Balance of Available School Funds		0.00
Date Next Grants Due: _____ Amount Due: € _____		
Prepared By: _____		
Signed by Chairperson, FSC or Chairperson, BoM: _____		
NOTES: Use Column "E" to enter details to refer back to the following month.		

Appendix 4

Application to CEIST for Approval for Grant Application and/or Capital Expenditure on School Buildings

APPENDIX V

Application to CEIST for Approval for Grant Application and/or Capital Expenditure on School Buildings, Equipment, Fixtures & Fittings
Please feel free to contact your School Co-ordinator for assistance when completing this form.

Part A

The Board of Management of : _____ (School Name)
Town _____ School Roll No: _____

hereby requests Trustee permission to apply for Funding e.g., SWS, EWS, Additional Accommodation Grants.

Please state agency to which application is being made: (DoE, Dept. of Sport, Clár, etc.) _____

Please state grant being applied for: _____

Works to be undertaken: _____


Estimated cost of project: € _____

Would this funding cover 100% of the cost: Y or N. _____

If no, where would remainder of funding come from? _____

Signed _____ Signed _____
Chairperson, Board of Management Principal, Secretary to Board of Management

Date: _____ 20.. _____ Date: _____ 20.. _____



APPENDIX V

Application to CEIST for Approval for Grant Application and/or Capital Expenditure on School Buildings, Equipment, Fixtures & Fittings
Please feel free to contact your School Co-ordinator for assistance when completing this form.

Part B: Reference Number _____

The Board of Management of : _____ (School Name)
Town _____ School Roll No: _____

Hereby requests Trustee permission to:

a) undertake Building/Structural works.	<input type="checkbox"/>
b) purchase ICT Equipment.	<input type="checkbox"/>
c) purchase Furniture/Fittings.	<input type="checkbox"/>
d) purchase other Capital Equipment.	<input type="checkbox"/>
e) undertake other Capital Works.	<input type="checkbox"/>

Outline nature of purchase/works: _____


• **Tenders: (All figures exclusive of Vat)**

- Under €5,000-1 Verbal/Written Quote.
- Between €5,000 and €50,000-3 Written Tenders from interested and competent contractors, requested by e-mail
- Above €50,000-Published on e-tender.

Estimated Costs: € _____

We enclose copies of three tenders secured: € _____
€ _____
€ _____

We recommend acceptance of: _____



APPENDIX V

Application to CEIST for Approval for Grant Application and/or Capital Expenditure on School Buildings, Equipment, Fixtures & Fittings
Please feel free to contact your School Co-ordinator for assistance when completing this form.

for the following reason(s): _____

We propose to defray these expenses by the following means:

DoE Funding- € _____

School Funds - € _____

Other (Please specify) _____

Fund-raising- € _____


Nature of Fund Raising to be undertaken: _____

Signed _____ Signed _____
Chairperson, Board of Management Principal, Secretary to Board of Management

Date: _____ 20.. _____ Date: _____ 20.. _____

Check list (Please complete before submitting to CEIST)

	Yes	Confirmed by CEIST office
Name and roll number of school clearly identified		
Section A completed in full (for Grant Applications)		
Section B completed in full (for Capital Expenditure)		
Specifics of works identified		
Details of three tenders supplied where appropriate		
Signed by Chairperson and Secretary to Board of Management		



Appendix 5

Agenda Template Sample Agenda Items

**A meeting of the Board of Management of _____
will take place on _____ in _____ (venue).**

AGENDA

Minutes of last meeting

Matters Arising

Correspondence

Finance

- a. Finance Sub-Committee Report**
- b. Matters arising**

Principal's Report

- a. Child Protection**
- b. Matters Arising**
- c. Bullying**

Policies

- a. Under review**
- b. To be reviewed/agreed**

School Self Evaluation

School Planning

Curriculum Development

Specific item A e.g. Building Protection

Specific item B e.g. Employment Matter

Date of Next Meeting

Acronyms in Education

AP	ASSISTANT PRINCIPAL
BOM	BOARD OF MANAGEMENT
CBA	CLASSROOM BASED ASSESSMENT
CID	CONTRACT OF INDEFINITE DURATION
CPD	CONTINUING PROFESSIONAL DEVELOPMENT
DDLDP	DESIGNATED DEPUTY LIAISON PERSON
DEIS	DELIVERING EQUALITY OF OPPORTUNITY IN SCHOOLS
DLP	DESIGNATED LIAISON PERSON
DP	DEPUTY PRINCIPAL
EAL	ENGLISH AS AN ADDITIONAL LANGUAGE
EWO	EDUCATION WELFARE OFFICER
FSSU	FINANCIAL SUPPORT SERVICES UNIT
HSCL	HOME SCHOOL COMMUNITY LIAISON
ICT	INFORMATION and COMMUNICATION
TECHNOLOGY IEP	INDIVIDUAL EDUCATIONAL PLAN
JCT	JUNIOR CYCLE FOR TEACHERS
JCPA	JUNIOR CYCLE PROFILE OF ACHIEVEMENT
JMB	JOINT MANAGERIAL BODY (FOR SECONDARY SCHOOLS)
LCA	LEAVING CERT APPLIED
LCVP	LEAVING CERT VOCATIONAL PROGRAMME
NCCA	NATIONAL COUNCIL FOR CURRICULUM AND ASSESSMENT
NCGE	NATIONAL COUNCIL FOR GUIDANCE IN EDUCATION
NCSE	NATIONAL COUNCIL FOR SPECIAL EDUCATION
NEPS	NATIONAL EDUCATIONAL PSYCHOLOGICAL SERVICE
NEWB	NATIONAL EDUCATION WELFARE BOARD
NQT	NEWLY QUALIFIED TEACHER
PDST	PROFESSIONAL DEVELOPMENT SERVICE FOR TEACHERS
POR	POST OF RESPONSIBILITY
PPOD	POST PRIMARY ONLINE DATABASE
PWT	PERMANENT WHOLE-TIME TEACHER
RCT	RELEVANT CONTRACTS TAX
RSE	RELATIONSHIP AND SEXUALITY EDUCATION
SDT	SPECIAL DUTIES TEACHER
RPT	REGULAR PART-TIME TEACHER
SDPS	SCHOOL DEVELOPMENT PLANNING SUPPORT
SESS	SPECIAL EDUCATION SUPPORT SERVICE
SENO	SPECIAL EDUCATION NEEDS ORGANISER
SIP	SCHOOL IMPROVEMENT PLANNING
SLAR	SUBJECT LEARNING AND ASSESSMENT REVIEW
SPHE	SOCIAL, PERSONAL AND HEALTH EDUCATION
SPU	SCHOOLS PROCUREMENT UNIT
SNA	SPECIAL NEEDS ASSISTANT
SSE	SCHOOL SELF-EVALUATION
SRC	STUDENT REPRESENTATIVE COUNCIL
TY	TRANSITION YEAR
WSE	WHOLE-SCHOOL EVALUATION
WSE-MLL	WHOLE-SCHOOL EVALUATION – MANAGEMENT, LEADERSHIP and LEARNING

BOM HANDBOOK 2022-2025

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