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OF
ONE



DEPUTY PRINCIPALS' CONFERENCE

2017

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23rd and 24th March 2017

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Edco 2017

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If you would like to follow our Twitter feed, please follow @IPPN_Education and use #IPPNDP17 if you wish to comment about the conference.



IPPN Partner:



Fáilte



A sincere céad míle fáilte to all of our Deputy Principals in attendance at this year's conference in Citywest. Please consider this event as time well spent for reflection and recharging. I have no doubt that you will find the schedule over the coming days inspiring and challenging. However, I hope that by Friday afternoon you will leave this conference with a renewed sense of purpose, motivating you to continue the great work you do in your schools.

Recognising and accepting the complexities associated with leading a 21st century primary school inspired the choice of this year's conference theme - 'The Power of One'. To be creative, innovative and effective leaders, we need to understand and accept the value of the collective mind-set where school teams are working together with a common purpose. This approach to school leadership involves a deep understanding of the challenges which present in our schools on a day-to-day basis, underpinned always by a focused and solid commitment to a shared vision.

All of this depends on the relationship between senior leaders who have a clear understanding of, and commitment to, continuous school improvement resulting in better outcomes for learners.

In the past it can be argued that the role of Deputy Principal was underutilised. Innovative schools embraced the co-leadership model effectively while others struggled with the concept of a structured planned approach to senior leadership.

However, the demands on schools to comply with significant legislative changes and curriculum reform means that it is now impossible for one individual (the Principal) to lead and manage a school effectively without the support and partnership which the co-leadership model provides. Indeed, the success of any school rests upon the energy of management, teachers, learners and the school community to plan and implement policies, procedures and effective change together.

Central to good leadership in schools is this relationship between Principal and Deputy Principal. The role of Deputy

Principal must be seen as an essential and significant cog in the leadership wheel, taking responsibility with the principal for the creation and maintenance of successful systems and structures in schools that support the most effective teaching and learning.

As part of our Membership Engagement Project, IPPN has prioritised ongoing collaboration with groups of Deputy Principals to look at this co-leadership space with a view to building a framework that supports effective leadership by having clearly-defined roles and responsibilities. This year's Deputy Principals' Conference reflects this collaboration as the content for seminars and topics for keynote speakers were discussed and agreed with a focus group of Deputy Principals in advance. The new conference date in March also reflects feedback from Deputy Principals. IPPN will continue to work on developing and enhancing these close working relationships into the future.

The power of one person, one community, one action or one connected group to make a significant difference in supporting children to reach their full potential can never be underestimated. To make that difference, school leaders must be encouraged to develop co-learning structures in their schools through meaningful professional conversations. At the heart of this are the conversations that begin with the Principal and Deputy Principal. The strength of this relationship will instil a confidence in the whole school community and lead to better outcomes for children.

I sincerely hope that you enjoy IPPN Deputy Principals' Conference 2017. Often the greatest learning comes from the informal conversations with colleagues and this year's conference allows some time for informal engagement. Consider your experience in Citywest over the coming days as time very well spent, enhancing your leadership development and supporting you in your important role.

Tá fáilte is fiche romhaibh uilig anseo inniu.

Maria Doyle
President IPPN

OUR VISION

*Empowered Leaders;
Inspired Learners*

OUR MISSION

*Our mission is to support
and advocate for
Exemplary School
Leadership – Tacaíocht,
Misneach & Spreagadh*

OUR VALUES

*Our values define us as
an organisation:
Respect, Trust
Professionalism*

ORGANISATIONAL GOALS

The following goals underpin all of the work of IPPN, now and in the future, to achieve our stated mission 'to support and advocate for exemplary school leadership' and, ultimately, to achieve our vision of 'Empowered Leaders; Inspired Learners':

1. To provide a continuum of personal and professional development

2. To offer professional guidance and networking opportunities
3. To be a trusted voice for children's welfare and learning
4. To positively influence education policy
5. To provide leadership to all school leaders
6. To secure independent and sustainable funding to enable ongoing delivery of the supports & services required by school leaders

FOUR-YEAR STRATEGIC PLAN 2016-2020

In addition to the overarching organisational goals set out on page 6, the following four strategic objectives will help us achieve our vision and mission in the short to medium term.

Objective 1:

To strengthen our network by harnessing the capacity of school leaders

Actions:

- 1.1 Develop the capacity and involvement of our exemplar leader cohort
- 1.2 Develop our local networks to maximise the growth and strength of our network nationally
- 1.3 Strengthen the Network by ensuring the right people are at the table
- 1.4 Develop the leadership capacity of IPPN Support Office staff and members of the Board of Directors
- 1.5 Communicate the value of IPPN to our members

Objective 2:

To maximise IPPN's impact and ensure that school leaders' experience is central to educated policy by continuing to build collaborative relationships with key stakeholders

Actions:

- 2.1 Define the 'impact' we want to achieve
- 2.2 Reflect school leaders' experience
- 2.3 Determine education policy goals that we want to influence
- 2.4 Strengthen the collaborative relationships with key stakeholders
- 2.5 Nurture and support the emotional wellbeing of teachers and learners

- 2.6 Empower school leaders to be visionary
- 2.7 Advocate for the positive aspects of school leadership
- 2.8 Encourage and support student-teacher leadership

Objective 3:

To ensure IPPN's supports and services are enhanced to reflect the needs of today's school leaders

Actions:

- 3.1 Undertake an inventory and evaluation of all S&S incl. Continuous Professional Development
- 3.2 Develop a clear understanding of the professional development needs of the various cohorts among school leaders
- 3.3 Examine current provision in relation to identified needs
- 3.4 Expand the continuum of Continuous Professional Development available
- 3.5 Develop a distributed model of leadership capacity of all staff in schools
- 3.6 Develop a leadership pipeline to identify, support and appropriately prepare those with leadership capacity

Objective 4:

To continue the ongoing work in achieving our primary organisational goals

Actions:

- 4.1 Put appropriate Key Performance Indicators/measures in place so that we can determine the impact of our work & review annually
- 4.2 Provide practical supports to school leaders
- 4.3 Ensure financial independence
- 4.4 Maintain & develop our infrastructure
- 4.5 Advocate for exemplary school leadership
- 4.6 Planning and management.

CONFERENCE SCHEDULE – Thursday, 23rd March

14.00	REGISTRATION & Expo Viewing
14.30 – 15.30	SPECIAL INTEREST GROUPS
15.30 – 16.00	NETWORKING & EXPO VIEWING
16.00 – 17.00	SEMINAR SESSION I (60-minute session)
17.00 – 17.30	NETWORKING & EXPO VIEWING
17.30 – 18.45	CONFERENCE OPENING & PLENARY SESSION I IPPN FACILITATOR David Ruddy KEYNOTE SPEAKER Declan Coyle
18.45 – 19.30	NETWORKING & EXPO VIEWING
19.30 – Late	CONFERENCE DINNER – Kingswood Suite

CONFERENCE SCHEDULE – Friday, 24th March

07:30 – 08:15	FITNESS CLASSES – YOGA, PILATES, AQUAFIT AND SPIN
08.00	REGISTRATION & Expo Viewing
09.00 – 10.30	SEMINAR SESSION II (90-minute session)
10.30 – 11.15	REFRESHMENT BREAK & EXPO VIEWING
11.15 – 12.45	SEMINAR SESSION III (90-minute session)
12.45 – 14.00	LUNCH & EXPO VIEWING
14.00 – 15.30	PLENARY SESSION II IPPN FACILITATOR Maria Doyle KEYNOTE SPEAKER Joe O’Connell Conference Ends

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IPPN BOARD OF DIRECTORS 2016–2017

Role of Board Members

IPPN's Board of Directors has the principal responsibility for the general leadership of the organisation, to achieve its mission and the legal accountability for its operations. This means that, as a group, the Board is in charge of establishing a clear organisational mission, forming the strategic plan and overseeing and evaluating the plan's success.

Specific responsibilities of Directors:

1. Commitment to the development and growth of IPPN and support for its values
2. Attendance at Board meetings - a minimum of eight meetings per year
3. Strategy development and planning
4. Monitor all activities to ensure they are consistent with IPPN's vision and core values
5. Membership of sub-groups as requested
6. Represent the interests of the wider community of school leaders as opposed to those of a particular county or constituency.



IPPN Board of Directors 2016–2017 (absent: Denise Ward)

The legal duties of Directors may be summarised as:

- To act in the best interests of IPPN
- To ensure the company is run in a professional and viable manner
- To ensure that IPPN complies with ongoing legal and other requirements
- To elect a Deputy President / President elect.

BOARD MEMBERS

Name	Position	Name	Position
Maria Doyle	President	Gerry Moran	Board Member
David Ruddy	Deputy President	Denise Ward	Board Member
Páirc Clerkin	Treasurer	Pat Connaghan	Board Member
Brendan McCabe	Past President	Caoimhe Mairtín	Board Member
Damian White	Board Member	Kieran McCarthy	Board Member
Anna Mai Rooney	Board Member	Íde Ní Dhubháin	Board Member
Catriona O'Reilly	Board Member	Brian O'Doherty	Board Member
Gerard Ruane	Board Member	Mairead O'Flynn	Board Member

IPPN NATIONAL COUNCIL 2016–2017

The Role of County Network Representatives on the National Council

- To ensure effective communication between the Board of Directors, National Council and their own County Network
- To provide feedback on the professional issues that concern school leaders in their county.
- To use the county mailing list e.g. mayo@ippn.ie to report the decisions, policies and activities of the Board and National Councils to each County Network.
- To encourage Principals and Deputy Principals to use the mailing lists dedicated to their county e.g. mayo@ippn.ie. The specific county mailing lists are designed for sharing information and discussing issues that are relevant to that county only e.g. extra-curricular activity
- To communicate the decisions, policies and activities of the Board and National Council to their own County Network
- To assist the Board and National Council in developing IPPN policies by participating in research and development of sub-committees
- These two representatives, by necessity, are automatically members of the County Network Committee. Ideally the two representatives will serve a minimum term of office of two years with staggered replacement to ensure continuity of experience
- To review and ratify IPPN Policy Position papers as appropriate
- To elect members to the Board of Directors at the AGM
- To elect the Deputy President / President Elect of IPPN
- To support the Board of Directors in identifying professional exemplars from within the Membership.



IPPN National Council 2016–2017

NATIONAL COUNCIL MEMBERS

Carlow	Mandy McDonnell Ryan	Simon Lewis	Meath	Maria White	Sinéad Cannon
Cavan	Breege Flynn	Niall Clerkin	Monaghan	Elizabeth Moorehead	Mark McEntee
Clare	Ann McMahon	Sarah Connolly Barnes	Offaly	Catherine Molloy	Nora Kavanagh
Cork	Íde Ní Dhubháin*	Méabh Hennessy	Roscommon	John O'Dowd	Shane O'Donnell
Donegal	Catherine McClafferty	Noirin Ui Ghraidaigh	Sligo	Bernadette Dwyer	Deirdre Kelly
Dublin	Carol Burke-Heneghan	John Williams	Tipperary	Louise Tobin	Siobhan Verdon
Galway	Marianne Brady	Patricia Coleman	Waterford	Marc de Grás	Pat O'Mahony
Kerry	Diarmuid MacCártaigh	Mary O'Sullivan	Westmeath	Caroline Mhic Roibin	Patrick Cronolly
Kildare	Máiréad O'Flynn*	Maira Liddane	Wexford	Maria Brophy	Siobhán Doyle
Kilkenny	Margaret Walsh	Mary McCormack	Wicklow	Brian O'Doherty*	Miriam Cahill
Laois	Maurette Maher	Patrick Crean			
Leitrim	Caroline Healy	Zara Ball			
Limerick	Niall West	Suzanne Cobbe			
Longford	Cora Nevin	Teresa Kearney			
Louth	Ann Middleton	Bryan Collins			
Mayo	Anita Healy	Regina Corrigan			

*These are Council members who were elected to the Board of Directors in November 2016. The relevant County Networks will, in due course, elect new county representatives to form part of the National Council to replace these members as is best practice.



Declan Coyle

Declan is one of Ireland's most internationally experienced Leadership Training & Development consultants. He has delivered specialist programmes on leadership, management and organisational development to clients in Ireland and across the globe.

His unique use of tools such as Neuro-Linguistic Programming (NLP) to focus leadership teams on personal and organisational goals to maintain consistently high levels of motivation and success. He harnesses the unique power of individual personality styles using the Enneagram Model and combines this with the Red & Green Platform System, which he developed and which has revolutionised leadership and coaching thinking and performance in companies where he has worked.

Declan has worked with government ministers, government departments, semi-state bodies, multi-national companies, SMEs and charities. Declan has given regular goal setting and mental strength motivational sessions to a number of GAA teams. Declan is himself a former Ulster Championship medal winner who played senior football with Cavan. He also worked with the Kentucky Wildcats when they won the National Basketball Title in the U.S.

He is fluent in a number of languages including Mandarin and has a Master's degree in theology and an STL and from his post-graduate work at Ottawa University and St Paul University in Canada. Declan has written and produced many articles and DVDs on leadership, management, sales strategies, communications, teamwork and change management.

He is the author of the Number 1 best-selling book, *The Green Platform*, an innovative "inner software" methodology that has transformed the morale, productivity and profitability of companies across the globe. He also wrote a popular weekly column for *Fit Magazine*. Declan has been a guest on many television shows and radio programmes including *The Late Late Show*, *The Saturday Night Show* and *Ireland AM* as well as on US radio and TV shows. Declan is a member of the Irish Institute of Training and Development. He is also a Master Practitioner in NLP and a certified Enneagram teacher.

Married to Annette from Australia, he has three children, Genevieve, Fionn and Alexander.

Notes...

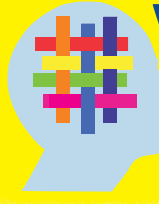


Dr Joe O'Connell

Joe O'Connell is the former Director of Limerick Education Centre, he has also served as a post-primary school principal and held the position of Director of St. Senan's Education Office, the education secretariat for the Catholic Dioceses of Limerick, Kerry and Killaloe. He currently lectures in the Master's Course in Christian Leadership in Education in Mary Immaculate College and is advisor to the LCETB programme, which focuses on leading teaching and learning across their post-primary schools. His Doctoral studies in the University of Manchester focused on educational leadership and organisation and, in this regard, he has supported many school communities in managing the change process.

Joe has extensive experience in addressing issues around challenging behaviour and the management of relationships and communication within and across the school community. He has facilitated many workshops for professional bodies on challenging behaviour, having the difficult conversation and has contributed at previous IPPN annual conferences and presented to IPPN county fora as well as whole staff groupings at both primary and post-primary levels on effective communication and the management of challenging behaviour.

Notes...



Weaving Well-Being

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Weaving Well-Being is the first Irish designed positive mental health programme of its kind which aims to enhance well-being in children aged from 8-12 years within the framework of the SPHE curriculum. Weaving Well-Being is grounded in Positive Psychology.



Weaving Well-Being Programme - Lesson Plans

Weekly Lesson Plans	Character Strengths (2nd Class)	Positive Emotions (3rd Class)	Tools of Resilience (4th Class)	Positive Relationships (5th Class)	Empowering Beliefs (6th Class)
Week 1	Lesson 1: Language of Well-Being	Lesson 1: What is Well-Being?	Lesson 1: Why do we need Resilience?	Lesson 1: The Importance of Positive Relationships	Lesson 1: What are Empowering Beliefs?
Week 2	Lesson 2: Language of Well-Being	Lesson 2: Positive Emotions	Lesson 2: Jigsaw of Perspective	Lesson 2: Respect	Lesson 2: Belief 1 - I can choose helpful self-talk
Week 3	Lesson 3: Introduction to 24 Character Strengths	Lesson 3: Positive Emotion Potion	Lesson 3: Lucky Dip of Distraction	Lesson 3: Empathy	Lesson 3: Belief 2 - My effort is as important as my ability
Week 4	Lesson 4: Understanding Strengths 1 to 4	Lesson 4: Attitude of Gratitude	Lesson 4: Planning Pen (Problem Focused Planning)	Lesson 4: Look for Win-Wins	Lesson 4: Belief 3 - I can recognise thinking traps
Week 5	Lesson 5: Understanding Strengths 5 to 8	Lesson 5: Feel-Good-Flow	Lesson 5: Helpful Thinking Helmet (Cognitive Reframing)	Lesson 5: Active Listening	Lesson 5: Belief 4 - I can act "as if"
Week 6	Lesson 6: Understanding Strengths 9 to 12	Lesson 6: Random Acts of Kindness	Lesson 6: Key of Character Strength	Lesson 6: Try to forgive	Lesson 6: Belief 5 - I can choose to focus on the positive
Week 7	Lesson 7: Understanding Strengths 13 to 16	Lesson 7: Rainbow Moments	Lessons 7 - 9: Mindfulness Switch - Parts 1 - 3	Lesson 7: Interest in Others	Lesson 7: Belief 6 - I can accept that I'm OK as I am
Week 8	Lesson 8: Understanding Strengths 17 to 20	Lesson 8: Healthy Body, Happy Mind	Lesson 10: N.A.B.B. (Name, Accept, Breathe, Body)	Lesson 8: No More Snap Judgements!	Lesson 8: Belief 7 - I can make a difference
Week 9	Lesson 9: Understanding Strengths 21 to 24	Lesson 9: Positive Emotion Potion - Mix and Enjoy		Lesson 9: Give, Give, Give!	Lesson 9: Belief 8 - My actions are powerful
Week 10	Lesson 10: Identifying and using my top 5 Strengths	Lesson 10: Review		Lesson 10: Taking All the Steps	Lesson 10: Charging up my batteries - Empowering Beliefs in action

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Conference Seminars

Introduction

There is one 60-minute seminar session on Thursday as follows:

- DPmeet 2017 – The Power of One
- The Principal and Deputy Principal: A partnership in trust
- Partnership Schools
- What supports are available for Deputy Principals – including when acting up as Principal.

There are a further two 90-minute seminar sessions on Friday morning as follows:

- Our eLearning Plan: a digital strategy for our school
- Child protection and parental complaints
- New resource model - allocation of resources and its implementation
- School Leadership and Looking at Our School 2016
- Managing stress in your role as a deputy school leader.

Notes...

The Power of One - DPmeet 2017

A DPmeet is a similar event to a Teachmeet with a target audience specifically of Deputy Principals, focusing on issues particularly relevant to school leadership.

This is an organised (but informal) meeting where participants are offered a variety of nano (2-minute) or macro (5-minute) presentations on any aspect of primary education from Deputy Principals attending this year's conference. Participants can be actively involved as presenters, or can simply relax and listen to all that will be on offer! More information can be found on our website, teachmeetireland.com.



Kathleen Byrne

Kathleen Byrne M.Ed. is the principal of St. Patrick's NS, Glencullen, Dublin 18 where she has been both Teaching and Administrative Principal since 2008. She is Chairperson of the Wicklow IPPN County Committee and an advocate of all aspects of educational development. She is particularly interested in educational leadership; she is currently a mentor with the Centre for School Leadership and a PDST Digital Leadership summer tutor.



Ciara Brennan

Ciara Brennan is a teacher in St. Peter's Primary, Bray, Co. Wicklow. She has been a PDST Technology in Education tutor for the past four years, and is a part-time lecturer in Creative Technologies in the Marino Institute of Education. She is currently completing an M.Ed. in Literacy Studies in DCU.

In March 2014, Kathleen and Ciara founded Teachmeet Ireland, a non-profit organisation and the first Primary specific network of Teachmeets. Our objective is to provide short snappy CPD to educators via the collaborative Teachmeet style.

Last year we hosted the first ever teachmeet for Deputy Principals in Ireland at the IPPN Deputy Principal's conference. We hope this year's DPMeet will be even more exciting and innovative with presentations specific to the interests and needs of Irish Deputy Principals.

Notes...

The Principal and Deputy Principal: A partnership in trust

Áine and Enda will facilitate a seminar on developing partnership between the principal and deputy principal. They will explore how they achieve this in their own practice. In this seminar, they will highlight the centrality of trust in the relationship. They will seek to explore and develop with participants an understanding of:

- Shared leadership
- Collective responsibility
- Sharing autonomy
- Communication
- Shared opportunities for growth and development
- Distributed leadership: a challenge and a responsibility
- Broadening the understanding of leadership.



Áine Fitzpatrick

Áine is the deputy principal of Mary, Mother of Hope NS. A native of Dublin, Áine graduated from St. Patrick's College of Education in Drumcondra in 1991. Áine worked as a teacher in St. Francis Xavier Senior National School, Castleknock from 1991 to 2005. She joined the staff of Mary Mother of Hope School in 2005 and was appointed deputy principal in 2008.

Áine is the SEN co-ordinator for the school and is currently completing a diploma in Special and Inclusive Education in St. Patrick's College. She also has an interest in inter-culturalism and completed studies in Minority Ethnicities and Minority Languages in Irish Education in St. Patrick's College in 2008. Áine has presented workshops with Féilte, NEPS and has been actively involved with IPPN in promoting the role of the deputy principal, most recently in the November 2015 issue of Leadership+.



Enda McGorman

Enda is the principal of Mary, Mother of Hope National School, Littlepace, Dublin 15. He hails from Monaghan, and graduated from St. Patrick's College of Education in Drumcondra in 1994. He worked as a teacher in the Holy, Spirit Boys National School in Ballymun from 1995 to 2001.

In 2001, Enda was appointed as principal of Mary, Mother of Hope NS. In addition to his work as school principal, Enda has worked on several leadership programmes including Misneach, Forbairt, Tánaiste and Tóraíocht. Most recently, he has works as an associate with the Centre for School Leadership (CSL). He has a keen interest in intercultural issues, integration and supporting students and families from socially disadvantaged communities. In 2007, he conducted research on the challenges of inter-culturalism and co-authored a report Intercultural Education, Primary Challenges in Dublin 15.

Notes...

Partnership Schools Ireland: How we can use our school communities to enhance teaching and learning in our schools

Partnership Schools Ireland is a joint project between the National Parents' Council, the Irish Primary Principals' Network and the Department of Education and Skills. It is based on the work of Dr. Joyce Epstein based in Baltimore in America. The vision of the project is to have the work being done in schools supported by the school community in a practical and organised manner. The partnership focuses on four areas, two academic, one behavioural and making the school a more welcoming place. It aligns its focus to the school's plan assisting in practically supporting each area. It provides an opportunity for the entire school community to work together to support the school, and brings together Board members, parents, students, teachers, support staff and independent members of the local area. After initial training and setting up, the principal hands the project over to the group. He/she is expected to attend the meetings but not to chair them. It puts the principal in the unique position of hearing the opinion of others on how the school is doing, and seeing the work of the school enhanced by ideas from a broad range of supportive partners.



Anna Mai Rooney

Anna Mai is originally from Ballymahon in Co. Longford. After graduating from St. Patrick's College in Drumcondra in 1987, she taught in St. Patrick's Loreto Primary School in Bray. On moving to Monaghan in 1992, Anna Mai taught in various schools becoming the Teaching Principal of Scoil Mhuire, Magherarney, Smithborough in 2000 where she remained until becoming Administrative Principal of St. Louis GNS in Monaghan town in 2008.

Anna Mai was a part-time facilitator with the Professional Development Service for Teachers (PDST) from 2006 to 2015. She became a member of the IPPN Board of Directors in 2009. Her responsibilities on the Board lie in the areas of principal advice, resource and policy development, and CPD development and delivery. In her current position with CSL, Anna Mai works closely with IPPN as one of the partners in CSL and also represents IPPN on the Management Board of the Partnership Schools Initiative with the National Parents' Council Primary and the DES. She became the Deputy Director for Primary Schools with CSL on September 1st 2015, and is on secondment to this position until 2018.

Notes...

What supports are available for Deputy Principals – including when acting up as Principal

The post of Deputy Principal is in many cases a very fulfilling dual role of full-time teaching, with leadership duties. IPPN has a range of supports that are available to all Deputy Principals to support them in their leadership role. These seminars will outline these supports and also the practicalities of acting-up in the short, medium & long term – what to concentrate on and, probably more importantly, what to avoid!



Pat Goff

Pat is a Wexford man who started his teaching career in CBS Enniscorthy, before moving to Kennedy Park NS in Wexford town. He was appointed Deputy Principal in Scoil Mhuire, Coolcotts, Wexford in 1983. Scoil Mhuire, then a new school, opened with eight teachers. He completed a Masters in Educational Management in 1996. Pat became Principal in Scoil Mhuire in 1997 and the school has continued to grow and expand to its current size, 43 teachers & 15 SNAs.

Pat was the President of IPPN from 2009 to 2011. He has served as co-chair of the National Consultative Forum for Special Education. As principal of a Band 1 DEIS school, he has also represented IPPN on the DEIS Advisory Group. Pat also served on the NEWB as part of their School Implementation Group. He is currently the National Treasurer of IPPN and continues to be hugely involved in IPPN's policy development and infrastructure.



Sarah McNamara

Sarah is the IPPN Principal Information Officer and is responsible for managing the professional, factual queries received at the IPPN Support Office, working closely with the Principal Advice Manager to coordinate and respond to all queries received. As part of this role, she develops Resource Bundles on specific topics of key relevance to school leaders and content for CPD modules as well as for IPPN's website www.ippn.ie and the IPPN Dashboard. She also moderates the dedicated mailing list for IPPN's 6000 members and manages the weekly members' email bulletin – IPPN's E-scéal.



Angela Lynch

Angela Lynch is the Leadership Support Manager for IPPN. Prior to taking up this role in 2011, Angela taught in Glasheen Girls Schools, Cork, for over 36 years, 20 of these were in a Teaching and Administrative principal role. She is a trained mediator with a particular interest in the area of conflict resolution. From being a founder member of Cork Primary Principals' Network (CPPN), Angela went on to serve on the IPPN Board of Directors for over 10 years. She is also a regular contributor to Leadership+.

Notes...

Our eLearning Plan: a digital strategy for our school

Circular 0001/2017 directs each school to draw up an eLearning plan using a whole school approach and taking account of its context and circumstances. The plan will outline the vision of the school for the embedding of ICT in teaching, learning and assessment and incorporate targets and priorities for improvement and development..... and to consider how the school can strategically use the funding, over the 5 years in a phased and coherent approach to incrementally improve learning outcomes for students.

This seminar will discuss how schools can begin to develop and implement an eLearning plan and make suggestions as to how it might look, where resources can be found and to identify the most important characteristics of a modern digital school.



Robbie O'Leary

Robbie is principal of Sacred Heart SNS, Killinarden, Tallaght, Dublin. He is a graduate of St. Patrick's College of Education, and has a Master's Degree from Trinity College, Dublin. He has had extensive involvement in the evolution of ICTs usage in Irish primary education since the early 1990's and has written and lectured widely on the subject. He was among the first proponents of the IBM PC as an educational tool, and was the first Irish teacher to successfully publish indigenous digital content for use in Irish primary schools. Since then, he has been centrally involved in the design and production of numerous software titles for Irish primary schools, including *The Normans in Ireland*, *Who Nabbed Sam?*, *Who Stole Mona* and *Who took the Book?* He has worked closely with NCTE, as well as INTO, IPPN, CESI, third level colleges and education centres in the design and delivery of pre-service, in-service and postgraduate training courses, and in promoting the use of ICTs in primary education. He is the instigator of the Digital Schools award scheme and the author of a number of children's textbooks including *Proud to live in Tallaght (DWEC)* and *My Confirmation Year (Veritas)*.

Notes...

Child protection and parental complaints – no grey areas, follow the process!

There are some statutory obligations that the school has no choice but to follow. It is essential to communicate these obligations to all stakeholders within the school community. This seminar will explore some challenging scenarios facing school leaders in discharging their duty of care to children, including child protection and parental complaints.



Margaret Gorman

Margaret is the Head of the Education Law Unit at Eversheds. She is a leading expert in education law and advises a wide range of first, second and third level institutions on all issues of relevance to them. She always work creatively with clients to ensure best service delivery and has a unique client perspective on legal concerns facing those in the education sector as she was Deputy CEO and in-house Solicitor for the country's leading school management organisation. Margaret's experience of directly working in the education sector means that she fully understands the importance of knowing each client's organisational and employee culture so as to give value-add, pragmatic and timely advice as well as taking cognisance of "public" body considerations. Margaret advises education institutions on education law issues, administrative law, legislative matters and regulatory compliance. She has many years' experience of dealing with statutory bodies including the office of the Data Protection Commissioner, the Ombudsman for Children, the Equality Tribunal (now the Workplace Relations Commission) and the Child and Family Agency.

Notes...

New resource model - allocation of resources and its implementation

This seminar will outline the proposed model for the deployment of teaching resources to support all pupils with learning needs. It will help schools in relation to best practice guidelines to make optimum use of the resources allocated under the model to improve outcomes for pupils with special educational needs.

Facilitators

Facilitators will be a combination of DES Special Education officials and members of the IPPN leadership team.

Notes...

School Leadership and Looking at Our School 2016

The Department of Education and Skills published a new quality framework for primary schools, Looking at Our School 2016, in September 2016. The framework outlines domains and standards for teaching and learning and leadership and management. The masterclass will provide participants with an opportunity to become familiar with the elements that make up effective school leadership. It will enable school leaders to explore how the leadership and management domains and standards, along with those for teaching and learning, will assist principals in leading learning in their schools.



Dr Deirdre Mathews

Deirdre is an assistant chief inspector in the Department of Education and Skills. In her role as manager of the school improvement and quality unit of the Inspectorate, she led the development of the school self-evaluation process. She is part of an inter-departmental leadership group, which has been reviewing all aspects of school leadership and from which the domains and standards for school leadership evolved. She is currently responsible for managing the Evaluation Support and Research Unit which has developed the quality framework for schools published in Looking at Our School 2016.



Brian Mac Giolla Phádraig

Brian is a divisional inspector with the Department of Education and Skills. He is based in Athlone and currently assigned to the Evaluation Support and Research Unit of the Inspectorate. In this unit he is involved in the development of Looking at Our School, the design of new inspection models for primary schools and the provision of support for inspections.

A proportion of his time is also spent in evaluation, advisory and follow-up work in mainstream and special schools. He was involved with the NCSE in the design of a new resource allocation model for children with special educational needs. Before joining the inspectorate, he was a primary teacher and principal of Scoil na gCeithre Máistrí in Athlone.

Notes...

Managing stress in your role as a deputy school leader

Stress is an occupational hazard for school leaders. This seminar will provide Deputy Principals with an opportunity to recognise stress and stressors, including those caused by challenging relationships with colleagues and others. It will create a better understanding of stress and its effects on our health and well-being.

Practical coping strategies for dealing with possible and probable daily stressors will be explored. Finally, this seminar will offer practical suggestions for building resilience to the wear and tear arising from the stress and stressors of the every school leader's life.



Donal Kerins

Donal Kerins taught in Midleton CBS for 21 years and was Principal of Bunscoil Rinn an Chabhlaigh in Cobh, Co. Cork for the past 19 years. Donal has been trained as a Mentor with NIPT and has a passionate interest in the development of capacity in teaching staff as the prime means to improve the quality of teaching and learning in schools.

Donal now works with IPPN's Leadership Support Team and has contributed to Leadership+ and E-scéal. Donal is an avid cyclist and walker and has completed the Tour de Munster and Camino trails.



Ann Ryan

Ann Ryan has worked for all of her teaching career in areas of social disadvantage. She was a mainstream teacher for 17 years and then worked for 3 years as a teacher counsellor. She was Principal of St. Mark's JNS, Tallaght for 17 years. Ann now works with the IPPN Leadership Support Team.

Ann is passionately committed to a positive school experience for all. She considers emotional literacy as the bedrock on which to build best possible teaching and learning outcomes and believes relational trust and connectedness can never be overstated. She is an advocate of Restorative Values and Practices in schools and delivers workshops to school staffs on getting started in Restorative Practices. She is a qualified Life Coach and also works as a mentor with CSL.

Notes...

IPPN Deputy Principal Leadership & Learning Summer Course

IPPN is offering its first tailored summer course specifically for Deputy Principals this summer. This will be a blended course with a requirement to complete two days of the course online. The remaining three days will take place face-to-face in a central venue in Athlone.

The event will run from Monday 3rd July to Friday 7th July (5th to 7th July onsite).

Course content will include:

- Child Protection & Parental Complaints
- Shared Leadership & Management
- Stress & Wellbeing
- Leading Inclusive Learning
- Managing an SEN team
- Policies in School
- Developing Personal Leadership & Empowering Staff
- Positive School Environment.

This course will be open to current and acting, teaching and administrative deputy principals.

Keep an eye out on www.ippn.ie and your weekly E-scéal for booking details.

Resource Bundles

Resource Bundles are the most recent addition to the supports and services suite available to members. A total of nine Resource Bundles are hosted on www.ippn.ie in the Resources/Resource Bundles menu. The content of the bundles reflects the most frequently-asked topics received by members of the Principal Advice Team in the National Support Office.

These one-stop-shop interactive, user-friendly 'bundles' cover each topic comprehensively in clear language and provide supporting documentation and reading materials that principals and deputy principals require for the day-to-day management of their schools.

Resource Bundles available include:

NEW! SNA Leave and Absences – outlines all types of leave than an SNA is entitled to and whether such leave is substitutable, paid or unpaid etc.

Recruitment & Appointment Resource Bundle - Offers a step-by-step guide to follow the recruitment process as well as answering the most frequently-asked questions.

Teacher Absences & Leave - One of the most popular requests that we receive from members is a detailed list of all leave types for teachers. This resource bundle is a single reference point for all DES-approved teacher absences and leave. Provides the relevant circular reference and a synopsis, including whether or not the absence or leave is substitutable and how to record it on OLCS.

Supervision Resource Bundle - Addresses one of the big issues for schools – what is the school's duty of care? It provides best practice and guidance regarding issues such as before & afterschool supervision and after-school activities.

Parental Separation - Implications for the School – Clarifies the roles and responsibilities of the school and how to manage the expectations of separated parents.

Communication - Considers the different forms of communication and the benefits of effective communication in managing school/parent relationships, handling complaints and dealing with conflict.

Deputy Principal - Examines the supporting leadership role of the deputy principal including the sequential process to appoint a teacher to the role.

School Improvement Plan - Covers topics such as setting and achieving literacy and numeracy targets as well as evaluating strengths and quantifying challenges.

School Self Evaluation - Road Map - Looks at what is expected of schools in chronological order until the 2016/2017 school year. This is followed by a short and simple explanation of each of the six steps in the Road Map.

School Self Evaluation - Pit Stop - This Resource Bundle will assist and support you to continue competently with SSE in your school starting from the point in the process you have currently reached.





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A visit to the Butlers Chocolate Experience promises a magical action-packed tour for students of all ages. An entertaining, educational school tour with a difference covering the subject areas of history, business and food science in a relaxed and engaged manner.



Camara Ireland

Camara Ireland is a social enterprise and Google for Education partner. Our Schools and Community Programme supplies affordable PCs, Laptops, and Chromebooks, teacher training, G Suite for Education and ICT planning. To date we have supplied 6000+ computers and trained and supported 2000+ educators in hundreds of Irish schools.



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For excellence and reliability in the School Meals Programme (SMP) talk to Carambola. Whether you are 'new DEIS' or are already DEIS and looking to upgrade your school meals service, it's Carambola for quality, service and professionalism.

For a guide to the SMP go to www.carambola.ie

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- Edtech Software - the leading supplier of Educational Technology since 2000.
- Worried about how best to spend your ICT grant come and talk to us.
- We have new Literacy and Numeracy Software to show you.
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Foras na Gaeilge

The most comprehensive and most modern English-Irish dictionary, accessible online free of charge.

An foclóir Béarla-Gaeilge is cuimsithí agus is nua-aimseartha, ar fáil ar líne saor in aisce.



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Cemetery Museum

Glasnevin Cemetery Museum, Finglas Road, Dublin 11.

Glasnevin Cemetery is the final resting place of over 1.5 million people. Glasnevin Cemetery Museum shares and explores the ordinary and extraordinary stories that shaped modern Ireland through tours and workshops for learners of all ages.

<https://www.glasnevinmuseum.ie/>



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Outside The Box Learning Resources

OTB is one of Ireland's leading providers of CPD resources for Educational and Health professionals. The company recently released two new levels of the acclaimed Irish mental health series - Weaving Well-Being. These levels along with all the company's most popular resources will be showcased at the conference.



Playchimes.ie

Playchimes.ie is a genuine Irish Company supplying our own manufactured unique outdoor magnetic wallgames to primary schools across Ireland. Our wallgames educate and entertain children of all ages and offer a great alternative in the school yard. Call to our Stand for SPECIAL IPPN OFFERS over the two days.



Sensational Kids

Sensational Kids Child Development & Learning Store is a not for profit shop helping fund occupational therapy & speech and language therapy for children of all abilities. We offer educational and skill building resources including Handwriting Without Tears. Shop instore at our shop in Kildare or online at www.sensationalkids.ie



Speech Matters

SpeechMatters offers quality speech and language therapy services to children and adults with communication needs. Established by Jonathon Linklater and Aisling Keogh and based in Rathgar, Dublin 6, SpeechMatters provides school sessions, individual and group sessions in the greater Dublin area. See www.speechmatters.ie for more information.



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Veritas

Visit the Veritas stand at the IPPN Deputy Principals' Conference where you can collect a sampler of Grow in Love for 3rd and 4th class. We will also have our range of colourful Grow in Love prayer plaques, available in English and as Gaeilge.



WEEE Ireland

WEEE Pledge is a FREE battery recycling programme designed for schools on behalf of WEEE Ireland. By engaging in fun learning activities and taking charge of battery recycling, students learn about the importance of being responsible for the environment in order for them to become 'Guardians of Our Planet'.



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Annual Report 2016 – Highlights

Membership

3,115 member schools
 1,825 are Teaching Principals
 1,190 Administrative Principals
 2,953 Deputy Principals
 563,093 children

Supports and Services in numbers

2166 member calls to the Support Office, of which 1054 were given coaching sessions with a member of the Leadership Support Team and 1112 had their factual queries answered

4956 attendees at 83 events in 26 counties

1174 members involved in local support groups

192 newly-appointed principals

119,360 E-scéals sent

9,953,946 networking emails sent



6,900,864
text messages sent

530,395
parents received text messages



13,305
vacancies advertised

18,102
registered job-seekers

285,615
SMS alerts to registered job-seekers

TextaParent.ie makes it easy to send text messages to parents in seconds. Inform your staff, students and parents of emergency closures, important reminders and school events.

Textaparent.ie can be used from any device with internet access.

Over 3,000 schools use TextaParent.ie on a weekly basis. We have delivered more than 100,000 messages a day - over 10 million messages were sent last year alone.

- Online payment option
- Auto Top-Up option - never run out of credit
- No cost to receive messages
- No set-up or administration costs
- No minimum purchase amount required
- Scheduling messages for future delivery
- **5.5 cent per message. TextaParent is an IPPN member service**
- Parent to school Payments
- A reliable service with efficient Customer Service.

NEW FOR 2017 – Parent to School Payments

IPPN has developed a new payment facility for schools. Schools can now collect payments directly from parents – no more cash on site. Through IPPN's TextaParent.ie service, primary schools can request payments from parents via Stripe or PayPal. The purpose of this payment system is to facilitate the easier collection of school money from parent/guardians and to reduce the amount of cash and cheques being sent into your school.

If you have any queries, or would like to try TextaParent.ie for yourself, please contact info@textaparent.ie



Mellon Educate – Teachers’ Blitz

Almost everyone reading this article is an education professional. If you are, then you have a skill set that my charity needs. We only need a little help from a lot of people to vastly improve the lives of some of the world’s poorest children.

Mellon Educate (formerly Niall Mellon Township Trust) is three years into our mission to help 100,000 of the world’s most disadvantaged children to a better education. Our main focus is in South Africa where we are firmly established and well known through our housing programme which provided 25,000 homes over a ten-year period for 150,000 township residents living in shacks through the collective effort of 22,000 volunteers. I am very proud that so many of my fellow countrymen and women played such a big part in this achievement.

Over the years, many of our volunteers heard the families we were working with ask; ‘could we help their children get a better education?’ The poorest of the poor people in the world are deeply aware that a good education is their child’s only ticket to economic freedom. Every morning in these townships, it’s inspiring to see the enthusiasm that the children have going to school. They want to be there. They know that education is a right but because of their adversity, it feels like a privilege or a luxury.

Since 2014, we have built or refurbished 10 schools and we’ve launched a training and mentoring programme for teachers and school principals. This is where you can help. The majority of our South African teachers and principals are not trained to the standard and level of expertise that exists in Ireland. We know we can make a big impact if Irish teachers and principals give some of their time by joining our two-week Teacher’s Blitz in Cape Town (First trip August 2017). You will work side by side with South African teachers and principals in their classrooms, sharing your knowledge in school and classroom management, curriculum design and delivery.



I am the father of four young children who are getting a great start in Irish State schools. I can’t speak highly enough of the excellent education they are receiving nor the great spirit of volunteerism that so many teachers demonstrate through extra-curricular activities and time given to our children.

On their behalf and mine, my sincerest thanks, and I hope many of you will respond to my call for assistance in South Africa and help in realising Nelson Mandela’s dream of an equal society for all.

On my final meeting with the great Nelson Mandela, he inspired me, as he so often did, by reminding me that everything is possible through the collective efforts of good people, I hope with your help we can make this a reality. As Mandela is so famously quoted ‘Education is the most powerful weapon you can use to change the world.’

I hope you can be part of this effort.

Niall Mellon



For more information, see www.melloneducate.com or email info@melloneducate.com.



On your behalf

A round-up of the advocacy work undertaken on your behalf over the past year:

Wellbeing

IPPN is part of the Wellbeing for Teachers and Learners group, comprising those agencies and organisations that are passionate about bringing about a change of culture in our schools in relation to wellbeing: IPPN, NAPD, Ombudsman for Children, National Parents' Council and the Teaching Council. Conor Cusack ignited our thinking on this crucial area back in January 2015 and this Group is progressing both the thinking and action to bring about a change in culture in schools.

Principals' Priorities

An ongoing aspect of our advocacy is ensuring that key decision-makers understand principals' priorities. To that end, IPPN surveyed principals in April 2015 as an input to the 2016 education budget. The following were confirmed as the top priorities for school leadership:

1. Minimum of one administration day per week for Teaching Principals
2. Improve the pupil/teacher ratio
3. Increase the Capitation Grant
4. Restore full resource hours
5. Restore middle leadership posts
6. Reduce the threshold for administrative principalship
7. Revise the staffing schedule for special schools
8. Dignified step-down facility for principals without loss of seniority/pension
9. Children's Emotional Wellbeing
10. Information Technology and Digital Learning in Primary Schools.

- IPPN has met several stakeholders to discuss these priorities, including the Minister for Education and Skills, the Secretary General of the DES, Assistant Secretaries General, the Chief Inspector, as well as the Teaching Council, management bodies, the INTO and others.

SEN and DEIS

Special Educational Needs and Inclusion generally are key aspects that IPPN has been involved in for many years. Past President and Deputy CEO Pat Goff has been involved in consultation and focus groups on these topics for many years and has raised the concerns, suggestions and proposals of principals at these fora as well as directly with policy-makers. This proactive engagement has resulted in increased understanding among decision-makers and better decisions being made in relation to new and revised resource allocation models.

Other advocacy work

There has been an increased focus in the past year on the resource and staffing challenges in special schools and one-teacher schools. The inaugural One-Teacher Schools Symposium took place in November and was considered to be a very worthwhile event for both the school leaders, the Inspectorate, the NCCA and of course IPPN. A position paper on the challenges and requirements of Special Schools has been drafted and, once signed off, we will be using this as a focus point for our advocacy work in the coming year. In addition, IPPN has been working closely with a focus group of Deputy Principals to ensure their needs as co-leaders are better understood and addressed as a specific cohort of school leaders. Finally, IPPN has worked closely with the Education Partners, with the Centre for School Leadership and others, to ensure that school leaders' views are taken into account on a wide range of issues, including Droichead, Cosán, Parents & Pupils Charter, SEN Allocation Model, pre-appointment professional development, coaching, mentoring and priorities for the DES' Action Plan, to name but a few items.

Submissions

The following submissions were made over the past 18 months on a range of issues relating to primary education:

- The Department of Finance and DES - Pre-Budget Submission for 2017 (Sept 2016)
- The DES re. Data Strategy 2017 - 2020 (Sep 2016)
- The Standing Committee on Boards of Management re. the Operation of BoMs (July 2016)
- The Minister for Education & Skills re. Strategy for Education and Skills 2016-2018 (June 2016)
- The DES Inspectorate re. Curriculum Evaluation Model (June 2016)

- The DES Inspectorate re. Evaluation of Provision for Pupils with Special Educational Needs (SEN) (June 2016)
- The JOC - School Meals Programme (Dec 2015)
- The Department of Finance and DES - Pre-budget Submission for 2016 (Sept 2015)
- The DES - DEIS Programme (May 2015)
- The DES - Principals Priorities for Education Budget 2016 (May 2015)
- The JOC - ICT in Primary Schools (May 2015)
- The NCSE - Research Framework (March 2015).

All IPPN submissions are available to view/download from **www.ippn.ie** under the Advocacy/Submissions menu. Note these are in a public section of the website.

Position Papers

The following recent position papers provide IPPN's stated position on a wide range of topics:

- Reducing the Threshold for Administrative Principalship (May 2016)
- Emotional Wellbeing in Primary Schools (March 2016)
- In-School Management (March 2016)
- Physical Education in Schools (March 2016)
- Administration Days for Teaching Principals (Oct 2015)
- Qualifications for Principalship (Oct 2015)

- Small Schools (Oct 2015)
- Principals' Step-down Facility (Oct 2015)
- Droichead (May 2015).

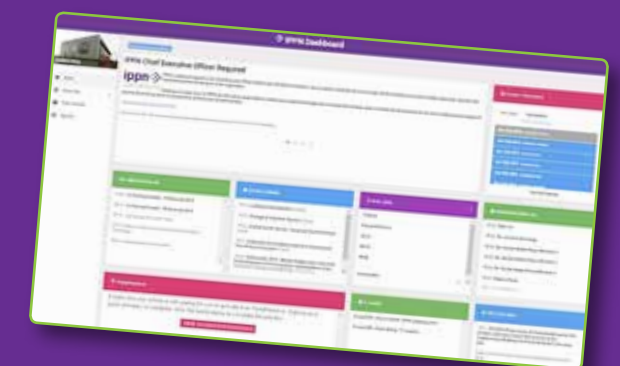
The Position Papers Advisory Group, a sub-group of the Board of Directors is currently preparing two further position papers – on Special Schools and on Early Years Education. We hope to have these ratified at our next National Council meeting in March.

Synopses of these position papers have been published in recent issues of Leadership+.

All IPPN position papers are available to view/download from **www.ippn.ie** under the Advocacy/Position Papers menu. Note these are in a member-only section of the website.

IPPN Dashboard

- ✓ One username and password to access all IPPN online services
- ✓ One place for all education sector information
- ✓ Add your own key systems/websites
- ✓ Access your school's TextaParent account
- ✓ View the latest resources on ippn.ie
- ✓ View recent E-scéals, Networking email items, Circulars, news, and press releases



The IPPN Dashboard brings all these features together
Make IPPN Dashboard your access point for all Education resources
Go to dashboard.ippn.ie and log in with your IPPN username and password

