



Annual Report 2010

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1. OVERVIEW

Quality Leadership ⇔ Quality Learning

"There are no examples of school-wide success without effective school leadership; all examples of school failure include weak or ineffective leadership." (Fullan, 2006)

Vision

Every Principal empowered to be an exemplary leader of learning – every teacher inspired to lead every child's learning

Mission

Tacaíocht, Misneach & Spreagadh – Supporting and Representing School Leaders

Aims

- Professionalise school leadership to ensure quality learning
- Reflect the experience of school leaders on professional issues
- Resource the professional needs of school leaders
- Improve the quality of education policy and practice.

You are the leader of a school community, a professionally challenging and personally demanding role.

We exist to support and represent School Leaders. Through our Network, we facilitate professional development, offer leadership guidance and advice, conduct and publish research as well as providing a range of practical services.

Professional Body

The Irish Primary Principals' Network (IPPN) is the officially-recognised professional body for the leaders of Irish Primary schools. IPPN is an independent, not-for-profit voluntary body with a local, regional and national presence. Recognised by the Minister for Education & Science as an official *Education Partner*, IPPN works with the Department of Education & Science, the National Parents' Council, management bodies, unions, education agencies, academic institutions and children's charities towards the advancement of primary education. The Republic of Ireland has approximately 500,000 children attending 3,400 Primary Schools. IPPN articulates the collective knowledge and professional experience of 6,600 Principals and Deputy Principals.

Structure

IPPN supports Principals at local and county level and represents their interests nationally. Principals and Deputy Principals participate in local support groups. IPPN facilitates twenty-six County Networks and each Network meets at least three times each year. Each County Network elects two members to form IPPN's *National Committee*. The *National Committee* is responsible for IPPN governance and policy. It elects a President and officers who form the *Executive Committee*. IPPN works closely with the National Association of Head Teachers - NAHT (NI), and is a member of the International Confederation of Principals (ICP). These links play an important role in our research and pursuit of best international practice.

IPPN SUPPORT OFFICE

For general queries:

IPPN Support Office, Glounthaune, Co. Cork.

1890 21 22 23

info@ippn.ie

2. STRUCTURE

IPPN's core activities are developed and delivered from our National Support Office, based in Cork, staffed by 12 full-time and part-time professionals.

Our network of Principals is structured as follows:

- **Local Principals' Support Groups** Support groups form the main 'cell structure' of IPPN. Principals' support groups are sustained with the support of local Education Centres.
- **26 County Networks** - Each County Network will typically organise one Professional Development event per term, i.e. 3 per annum. These events are funded by IPPN and are open to all Principals and Deputy Principals of member schools.
- **A 52-member National Committee** – 2 Principals elected from each of the 26 counties to communicate the key professional issues and concerns of the County Network to the National Committee as well as reporting the decisions, policies and activities of the National Committee to the county networks.
- **15-member National Executive** – elected by the National Committee. This group manages the affairs of the organisation in conjunction with the Executive Director and staff at the Support Office.

IPPN Executive Committee 2010

Pat	Goff	President	Wexford
Gerry	Murphy	Deputy President	Louth
Larry	Fleming	Public Relations Officer	Offaly
Kevin	O'Meara	Treasurer	Dublin
Angela	Lynch	Conference Co-ordinator	Cork
Damian	White	Editor, Leadership+	Offaly
Brendan	McCabe	Deputy Editor, Leadership+	Meath
Margaret	Cooney	Supports & Services	Clare
Maria	Doyle	Supports & Services	Waterford
Tom	McGann	Supports & Services	Wicklow
Anna Mai	Rooney	Supports & Services	Monaghan
Pat	Gately	Supports & Services	Wexford
Páirc	Clerkin	Supports & Services	Dublin
Nora	Kavanagh	Representation	Offaly
Eileen	Burns	Representation	Westmeath
David	Ruddy	Legal Advisor (Ex Officio)	Dublin
Seán	Cottrell	Director (Ex Officio)	Cork

National Committee 2010			
Mandy	Ryan	SN Molaise	Carlow
Noel	McGarvey	Fhoirtcherin & Fhinin Naofa	Carlow
Bernard	Donohoe	Dromaili NS	Cavan
Breege	Flynn	Convent of Mercy NS	Cavan
Peter	Walsh	St Conaires	Clare
Tina	Noone	St John's School	Clare
Micheal	Ó Cochlain	Scoil Nioclais	Cork
Angela	Lynch	Scoil Mhuire Gan Smal	Cork
Máire	Rodgers Coyle	Scoil an Aingil Choimheadai	Donegal
Rosemary	Dunne	Buncrana NS	Donegal
Páirc	Clerkin	St Patricks NS	Dublin
Carol	Burke-Heneghan	Scoil Mhuire	Dublin
Breda	Dolan	St Josephs SS	Galway
Concepta	Ní Stiofáin	SN Naomh Treasa	Galway
Julienne	Donegan	Knockanure NS	Kerry
Patricia	Boyle	S.N Cill Conla	Kerry
Mary	Kavanagh	Scoil an Linbh Iosa	Kildare
Máiréad	O'Flynn	Scoil Mhuire NS	Kildare
Mary	Hahessy	Scoil Phadraig	Kilkenny
Gerard	Farrelly	Goresbridge NS	Kilkenny
Maura	Horan	Scoil Bhride	Laois
Anne	Curtin	The Heath	Laois
Caroline	Healy	Scoil na Maighdine Muire	Leitrim
Martina	Williams	Drumnamore NS	Leitrim
Diarmuid	O'Murchu	An Mhodhscoil	Limerick
Kathryn	O' Connor	St Gabriels School	Limerick
Bríd	Glynn	Colehill Mixed NS	Longford
Elizabeth	Brady	Retired Principal	Longford
Joanne	Moore	SN Brighde	Louth
Mary	Hession	Réalt na Mara	Louth
Fiona	Byrnes	St Anthonys SS	Mayo
Liam	Forde	Bofield Mixed NS	Mayo
Brendan	McCabe	St Colmcilles BNS	Meath
Cóilín	Ó Coighligh	Bunscoil Clochar Mhuire	Meath
Anna Mai	Rooney	St Louis GS	Monaghan
Elizabeth	Moorehead	Scoil Mhuire	Monaghan
Cathy	Lyons	Tullamore Educate Together NS	Offaly
Michéal	Hyland	Geashill No 1 NS	Offaly
Madeline	O'Connell	Scoil Bride	Roscommon
Cecily	Geoghegan	Kiltrustan NS	Roscommon
Patsy	Currid	Scoil Naomh Molaise	Sligo
Mary	Finan	Our Lady of Mercy PS	Sligo
Caitriona	O'Connor	Monard NS	Tipperary
Mary	O'Donnell	St Isidores	Tipperary
Marcella	McGoverns	St Marys PS	Waterford
Fionnuala	Power	Ballyduff NS	Waterford
Sé	McCarthy	St Joseph's NS	Westmeath
Niall	Brennan	Scoil Chruimin Naofa	Westmeath
Pat	Gately	SN Clochar Mhuire	Wexford
Gerry	Moran	SN Rath an Iubhair	Wexford
Tom	McGann	Scoil Na Coroine Mhuire	Wicklow
Emer	Breen	St Philomenas Primary School	Wicklow

3. 2010 PRESIDENT'S REPORT – PAT GOFF, SCOIL MUIRE, COOLCOTTS, WEXFORD

A Chairde,



IPPN continues to grow from strength to strength, with over 90% of all Principals and Deputy Principals as members. 2010 was a year of many challenges arising from the serious economic situation in the country. Principals faced diminishing resources, salary reduction and a lowering of morale in schools. Despite these challenges Principals offered strong and positive leadership in their school communities.

IPPN presented at Misneach and Spreagadh programmes, had three very successful seminars presenting *Your School and the Law* and had the largest-ever attendances at Principals' and Deputy Principals' Conferences. IPPN also dealt with more professional queries from members than ever before, over 4,000 between 1st July 2009 and 1st July 2010, reflecting both the increased complexity of the leadership role and the faith members have in IPPN's ability to provide support.

Le meas

3.1. CHALLENGES OF THE YEAR

- Jan 2010 - 'Should we open or should we close' was heard in schools all over the country as snow falls created further havoc and despair – that was until the IPPN conference lifted the gloom. IPPN play major role in keeping principals and schools informed – minister finally makes decision to close
- Mass exodus of Principals set to continue
- Public sector work-to-rule and its impact on school leadership and education
- DES cutting Special Education by stealth
- Primary Education shredded by an Bórd Snip Nua
- Haiti earthquake and primary schools' respond with raising over €61,000
- ICT Strategy an embarrassing shambles
- Failure of national leadership
- Child protection the absolute first priority
- Teacher and Principal underperformance
- June 2010 - Leading schools through a recession
- April 2010 - Department Cutting Special Education by Stealth
- Oct 2010 – Education Cuts are an attack on children.

3.2. RESEARCH/POLICIES

- Submission to DES on 'Children First Guidelines'
- Submission to the Institute of International and European Affairs (IIEA) on 'ICT Strategy'
- Mar 2010 – SNA Allocation
- Jun 2010 – Continuous Professional Development Needs
- Oct 2010 – Joint Oireachtas Committee discussion on Curriculum Reform

3.3. KEY MILESTONES

- Virginia O'Mahony takes up the Presidency of the International Confederation of Principals from January 2011
- 56 associate members

3.4. SIGNIFICANT PROJECTS

- In February, IPPN office-based staff moved into new, purpose-built Support Offices at Glounthaune, marking a significant milestone for the organisation. This is the first time IPPN support office staff are working from permanent, IPPN-owned offices.
- Research Project – review of all research conducted over the years



3.5. SUPPORT OFFICE STAFF

Currently there are twelve employees of IPPN, ten staff permanently based in the Centre. The job description of each staff member is provided in the table below.

Employee	Role
Seán Cottrell	Executive Director
Virginia O'Mahony	Assistant Director
Caroline O'Dea	Operations Manager
Geraldine D'Arcy	Project Manager
Nicole Walsh	Business Development
Rachel Brannigan	Web and Customer Support
Louise O'Brien	Advertising & Exhibitions
Jackie O'Reilly	Newly Appointed Principal Co-ordinator
Sarah McNamara	Member Services & Support
Jennifer McCarthy	Office Administrator

4. AUDITORS' REPORT

4.1. IRISH PRIMARY PRINCIPALS' NETWORK LTD (LIMITED BY GUARANTEE)

DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2010

EXECUTIVE COMMITTEE

Pat Goff
Gerry Murphy
Larry Fleming
Virginia O'Mahony
Nora Kavanagh
Damian White
Tom McGann
Angela Lynch
Kevin O'Meara
Maria Doyle
Margaret Cooney
Brendan McCabe
Eileen Burns
Anna Mai Rooney
Pat Gately
Pairic Clerkin
David Ruddy (Ex Officio)
Sean Cottrell (Ex Officio)

DIRECTORS

Larry Fleming
James Hayes
Kevin O'Meara
Angela Lynch

SECRETARY REGISTERED OFFICE

Sean Cottrell
IPPN Support Office,
Glounthaune
Co. Cork.

COMPANY NUMBER CHARITY NUMBER

410096
CHY17221

AUDITORS

Marie T Walsh & Co.,
Registered Auditors,
2 Meadow Park Close,
Ballyvolane,
Cork.

BANKERS

Allied Irish Banks plc,
Glanmire,
Co. Cork.

SOLICITORS

Ronan Daly Jermyn,
12 South Mall, Cork

4.2. DIRECTORS' REPORT

The directors present their report and the financial statements for the year ended 31st December 2010.

4.2.1. PRINCIPAL ACTIVITY AND REVIEW OF THE BUSINESS

The company, which is limited by guarantee, is a non-profit organisation. The company's principal activity is to advance education by professionalising school leadership to ensure quality learning, reflecting the experience of school leaders on professional issues, resourcing the professional needs of school leaders and improving the quality of education policy and practice.

Construction of the building in Glounthaune consisting of offices, conference/training rooms, library/archive and meeting rooms was completed at the beginning of 2010.

4.2.2. RESULTS

The surplus for the year amounted to €358,590 compared to a surplus of €817,786 in the previous year.

4.2.3. DIRECTORS

The Directors who held office during the year under review were:

Larry Fleming
James Hayes
Kevin O'Meara
Angela Lynch

4.2.4. POST BALANCE SHEET EVENTS

There have been no significant events affecting the company since the year end.

4.2.5. RISKS AND UNCERTAINTIES

The directors confirm that there is an ongoing process in place for identifying, evaluating and managing the risks faced by the company, with special focus on the challenges presented by our current multi-faceted recession. Due to the uncertain nature of our membership, sponsorship and commercial income, we feel it prudent to maintain a substantial cash reserve to enable IPPN 'ride out' a period of decreased income to avoid reduction in services or staff numbers. In the medium to longer term, part of IPPN's strategy is to purchase a second support office in Dublin. However, this project, as in the case of our current support office will only come into fruition when it is financially viable.

4.2.6. ACCOUNTING RECORDS

The directors acknowledge their responsibilities under Section 202 of the Companies Act 1990 to keep proper books and records for the company.

Our books and records are kept at IPPN Support Office, Glounthaune, Co. Cork.

4.2.7. DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the company and of the profit or loss of the company for that year. In preparing these the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Acts 1963 to 2009. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

4.2.8. AUDITORS

The auditors, Marie T Walsh & Co., have indicated their willingness to continue in office in accordance with the provisions of Section 160(2) of the Companies Act, 1963.

On behalf of the Board

Kevin O'Meara **Director**

Angela Lynch **Director**

10th June 2011

4.3. INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF IRISH PRIMARY PRINCIPALS' NETWORK LTD

We have audited the financial statements of Irish Primary Principals' Network Ltd for the year ended 31st December 2010 on pages 7 to 14. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

4.3.1. Respective responsibilities of directors and auditors

As described on page 4 the company's directors are responsible for the preparation of financial statements in accordance with applicable law and Accounting Standards issued by the Accounting Standards Board.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practices in Ireland and are properly prepared in accordance with the Companies Acts 1963 to 2009. We also report to you whether in our opinion: proper books of account have been kept by the company; whether, at the balance sheet date, there exists a financial situation requiring the convening of an extraordinary general meeting of the company; and whether the information given in the Directors' report is consistent with the financial statements. In addition, we state whether we have obtained all the information and explanations necessary for the purposes of our audit and whether the company's balance sheet and its Profit and Loss account are in agreement with the books of account.

We also report to you if, in our opinion, any information specified by law regarding directors' remuneration and directors' transactions is not given, and where practicable, include such information in our report.

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatement within it.

4.3.2. Basis of opinion

We conducted our audit in accordance with International Standards on Auditing issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance

that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error.

In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

We have undertaken the audit in accordance with the requirements of APB Ethical Standards - Provisions Available for Small Entities, in the circumstances set out in note 15 to the financial statements.

4.3.3. Opinion

In our opinion the financial statements give a true and fair view of the state of the company's affairs as at the 31st December 2010 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Acts 1963 to 2009.

We have obtained all the information and explanations we consider necessary for the purposes of our audit. In our opinion proper books of account have been kept by the company. The financial statements are in agreement with the books of account.

In our opinion the information given in the directors' report on pages 3 to 4 is consistent with the financial statements.

**MARIE T WALSH & CO.,
REGISTERED AUDITORS,
2 MEADOW PARK CLOSE,
BALLYVOLANE,
CORK.**

10th June 2011

**4.4. INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST DECEMBER 2010**

	Note Ref	2010 €	2009 €
INCOME		1,942,885	2,261,695
Administrative expenses		(1,612,813)	(1,521,531)
OPERATING SURPLUS	4.7.6	<u>330,072</u>	<u>740,164</u>
Interest Receivable	4.7.9	42,019	77,622
Interest Payable and Similar Charges	4.7.10	(13,501)	-
SURPLUS FOR FINANCIAL YEAR		<u><u>358,590</u></u>	<u><u>817,786</u></u>

Turnover and surplus for the year arose solely from continuing operations. There were no recognised gains or losses other than those dealt with in the income and expenditure account.

On behalf of the Board

Kevin O'Meara **Director**

Angela Lynch **Director**

10th June 2011

4.5. BALANCE SHEET AS AT 31ST DECEMBER 2010

		2010	2009
		€	€
FIXED ASSETS			
Tangible assets	4.8	2,322,410	1,873,622
		<u> </u>	<u> </u>
CURRENT ASSETS			
Debtors	4.9	111,358	99,322
Cash at bank and in hand		2,531,673	1,681,609
		<u> </u>	<u> </u>
		2,643,031	1,780,931
CREDITORS (amounts falling due within one year)	4.10	(1,724,064)	(1,770,544)
		<u> </u>	<u> </u>
NET CURRENT ASSETS		918,967	10,387
		<u> </u>	<u> </u>
TOTAL ASSETS LESS CURRENT LIABILITIES		3,241,377	1,884,009
CREDITORS (amounts falling due after more than one year)	4.11	(998,778)	-
		<u> </u>	<u> </u>
NET ASSETS		2,242,599	1,884,009
		<u> </u>	<u> </u>
CAPITAL AND RESERVES			
Retained Reserves	4.13	2,242,599	1,884,009
		<u> </u>	<u> </u>

The notes on pages 14 – 17 form part of these financial statements.

On behalf of the Board

Kevin O'Meara **Director**

Angela Lynch **Director**

10th June 2011

4.6. CASH FLOW STATEMENT

	Notes	2010 €	2009 €
RECONCILIATION OF OPERATING SURPLUS TO NET CASH INFLOW FROM OPERATING ACTIVITIES			
Operating surplus		330,072	740,164
Depreciation		61,829	17,839
(Increase) in debtors		(12,036)	(25,599)
(Decrease) in creditors		(96,480)	(304,955)
NET CASH INFLOW FROM OPERATING ACTIVITIES		<u>283,385</u>	<u>427,449</u>

CASH FLOW STATEMENT

Net cash inflow from operating activities		283,385	427,449
Returns on investments and servicing of finance	4.15	28,518	77,622
Capital expenditure	4.15	(510,617)	(924,289)
		<u>(198,714)</u>	<u>(419,218)</u>
Financing	4.15	1,048,778	-
Increase/(Decrease) in cash in the year		<u>850,064</u>	<u>(419,218)</u>

Reconciliation of net cash flow to movement in net funds (Note 4.16)

Increase/(Decrease) in cash in the year		850,064	(419,218)
Cash inflow from increase in bank loan		(1,048,778)	-
Movement in net funds in the year		<u>(198,714)</u>	<u>(419,218)</u>
Net funds at Beginning of Year		1,681,609	2,100,827
Net funds at End of Year		<u>1,482,895</u>	<u>1,681,609</u>

4.7. NOTES TO THE FINANCIAL STATEMENTS

ACCOUNTING POLICIES

4.7.1. Accounting convention

The financial statements are prepared under the historical cost convention. Non-monetary assets are stated at their original cost to the company less any amounts written off. No adjustment has been made to these values to account for the effect of inflation.

4.7.2. Turnover

Turnover includes all membership fees and related income receivable for the year.

4.7.3. Tangible fixed assets and depreciation

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Buildings	-	2%	straight line
Office Equipment	-	20%	" "
Fixtures & Fittings	-	20%	" "

4.7.4. Pensions

The pension costs charged in the financial statements represent the contribution payable by the company during the year.

4.7.5. Taxation

The company is a registered charity and is exempt from corporation tax.

4.7.6. OPERATING SURPLUS

	2010	2009
	€	€
Operating Surplus is stated after charging:		
Depreciation of tangible assets	61,829	17,839
Auditors' remuneration	4,840	4,840
	<u> </u>	<u> </u>

4.7.7. STAFF COSTS

Number of employees

The average numbers of employees during the year were:

	2010	2009
	No.	No.
Management and Administration	11	10

Employment costs

	2010	2009
	€	€
Wages and salaries	443,331	475,086
Social welfare costs	30,129	29,660
Pension costs	39,812	30,711
	<u>513,272</u>	<u>535,457</u>

INTEREST RECEIVABLE AND SIMILAR INCOME

	2010	2009
	€	€
Bank interest	42,019	77,622

INTEREST PAYABLE AND SIMILAR CHARGES

	2010	2009
	€	€
On bank loan	13,501	-

4.8. TANGIBLE ASSETS

Fixtures & Office

	Land	Buildings	Fittings	Equipment	Total
	€	€	€	€	€
Cost					
At 1st January 2010	445,000	1,439,077	-	51,923	1,936,000
Additions	-	413,305	63,104	34,208	510,617
At 31st December 2010	445,000	1,852,382	63,104	86,131	2,446,617
Depreciation					
At 1st January 2010	-	20,592	-	41,786	62,378
Charge for the year	-	37,048	12,621	12,160	61,829
At 31st December 2010	-	57,640	12,621	53,946	124,207
Net book values					
At 31st December 2010	445,000	1,794,742	50,483	32,185	2,322,410
At 31st December 2009	445,000	1,418,485	-	10,137	1,873,622

4.9. DEBTORS

	2010	2009
	€	€
Prepayments and accrued income	111,358	99,322

4.10. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2010	2009
	€	€
Bank loan	50,000	-
Trade creditors	51,043	65,624
PAYE/PRSI	31,910	25,753
Accruals and deferred income	1,591,111	1,679,167
	1,724,064	1,770,544

4.11. CREDITORS: (AMOUNTS FALLING DUE AFTER ONE YEAR)

	2010	2009
	€	€
Bank loan	998,778	-

4.12. CREDITORS - SECURITY AND OTHER PARTICULARS

Allied Irish Banks plc, holds as security against advances a mortgage over office building and adjoining house at Richmond, Dunkettle, Glounthaune, Co. Cork

4.13. RECONCILIATION OF MOVEMENTS IN ACCUMULATED FUNDS

	2010	2009
	€	€
Surplus for the year	358,590	817,786
Opening reserves	1,884,009	1,066,223
Closing reserves	<u>2,242,599</u>	<u>1,884,009</u>

4.14. DETAILS OF BORROWINGS

	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	After 5 years	Total
Repayable by instalments					
Bank loan	<u>50,000</u>	<u>50,000</u>	<u>150,000</u>	<u>798,778</u>	<u>1,048,778</u>

4.15. GROSS CASH FLOWS

	2010	2009
	€	€
Returns on investments and servicing of finance		
Interest received	42,019	77,622
Interest paid	(13,501)	-
	<u>28,518</u>	<u>77,622</u>
Capital expenditure		
Payments to acquire tangible assets	(510,617)	(924,289)
Financing		
New long term bank loan	998,778	-
New short term bank loan	50,000	-
	<u>1,048,778</u>	<u>-</u>

4.16. ANALYSIS OF CHANGES IN NET FUNDS

	Opening balance	Cash flows	Closing balance
	€	€	€
Cash at bank and in hand	1,681,609	850,064	2,531,673
Debt due within one year	-	(50,000)	(50,000)
Debt due after one year	-	(998,778)	(998,778)
	-	(1,048,778)	(1,048,778)
Total	<u>1,681,609</u>	<u>(198,714)</u>	<u>1,482,895</u>

4.17. APB ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to assist with the preparation of the financial statements.

4.18. APPROVAL OF FINANCIAL STATEMENTS

The directors approved the financial statements on 10th June 2011.

**4.19.
2010****INCOME & EXPENDITURE ACCOUNT - FOR THE YEAR ENDED DECEMBER 31ST**

	2010	Chapter Ref
INCOME	€	
Membership Fees	683,495	5
CPD Provision for Principals	357,218	11
Advertising & Exhibitions	172,350	
Sponsorship & Business Partners	239,135	8
Web Services	458,444	10
Publications & Print	<u>32,243</u>	6
	<u>1,942,885</u>	
EXPENDITURE		
CPD Provision for Principals	387,619	11
Publications & Print	148,558	6
Research	33,468	
Web Services Development & Maintenance	153,666	11
Administration & Support Costs	391,271	
Member Supports & Services	85,270	9
PR	4,723	
Loan Interest	13,501	
Membership Development	10,071	
General Overheads	175,519	
Committee Costs	91,850	7
Secondment Costs	<u>130,799</u>	
	<u>1,626,314</u>	
Excess Income	316,571	
Bank Deposit Interest	42,019	
Net Surplus for the year	<u>358,590</u>	

5. MEMBERSHIP

Membership renewal fees received during the month of September (and after) are accountable in relative financial year. Membership Income as per Audited accounts year ending December 31st 2010 are membership fees received for the school year September 1 2009 to August 31st 2010.

There was a 5% increase in member schools from the 2008/2009 academic year to 2009/2010.

Membership Fees have remained at 2008 prices again for this year. IPPN intends to hold static our Membership Fee for the coming 2011/2012 academic year while we increasing our commercial activity to fund our member Support & Services programmes

Membership for the academic year 2009/2010

Large Schools (Admin Principals) @ €260	1,104	€ 287,040
Small Schools (Teaching Principals) @ €225	1,762	€ 396,450
Total Number of Members Schools	2,866	

Income	683,495
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County	No. Of Schools	2009/2010	%
Carlow	43	37	86.0
Cavan	78	67	89.7
Clare	120	105	90.0
Cork	369	324	88.6
Donegal	178	151	86.5
Dublin	505	453	90.3
Galway	247	205	84.2
Kerry	144	124	88.2
Kildare	109	100	94.5
Kilkenny	82	70	89.0
Laois	61	51	88.5
Leitrim	43	31	79.1
Limerick	148	117	81.1
Longford	40	33	90.0
Louth	77	67	90.9
Mayo	171	141	83.0
Meath	114	97	87.7
Monaghan	62	45	77.4
Offaly	69	57	87.0
Roscommon	93	78	87.1
Sligo	68	54	83.8
Tipperary	164	147	90.9
Waterford	76	69	93.4
Westmeath	80	67	86.3
Wexford	109	95	89.0
Wicklow	88	81	94.3
TOTAL	3338	2866	88.0

6. PUBLICATIONS

Leadership+

€74,047

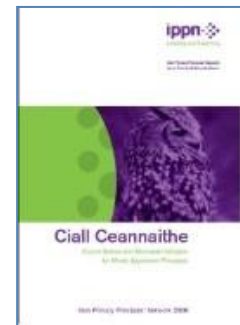


Leadership+ is IPPN's professional member magazine issued 6 times a year, two issues per term. It contains opinion, research summaries, expert perspective pieces, profiles of school leaders, Q&A with education 'personalities'

Ciall Ceannaithe 2010 *(reprint only)*

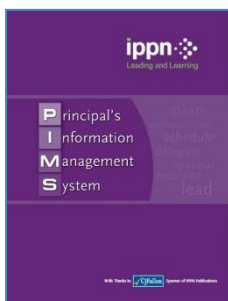
€2,116

Ciall Ceannaithe – Sound Advice & Borrowed Wisdom for Newly-Appointed Principals – first published in 2007, with annual revisions, this is a 'compendium' of hints, tips and advice gleaned from highly experienced Principals and mentors of new Principals to help get started in the leadership role and successfully navigate your way through the first few years



PIMS

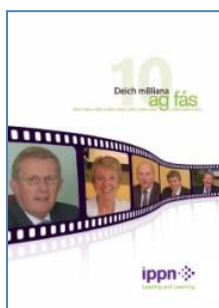
€40,432



Principal's Information Management System (PIMS). PIMS is a desk diary designed by and for Principals, with tools to help with both time and information management, it is designed to be shared with the school secretary and the Deputy Principal. It was first issued in 2006.

Supporting Each Other (with NPC)**€8,028****Supporting Each Other - a guide to best practice for the effective partnership between Principals and Parent Associations.**

This framework, published in 2010, has been jointly developed by the National Parents Council Primary and the Irish Primary Principals' Network (IPPN). It supports an ethos of transparency and openness between all members of the school community.

**Deich mbliana ag Fás****€8,027**

Deich mbliana ag Fás – IPPN Reeling in the years To capture in a publication the birth, infancy and the first ten years in the life of IPPN , Seán Cottrell as editor and the team were keenly aware of the importance of reflecting accurately the story so far of a vibrant Principals' professional association. Deich mbliana ag Fás adequately describes the journey, from the germ of an idea among a small group of professionally committed Principals, to a national network of over six thousand school leaders.

Miscellaneous Print work**€23,936**

7. IPPN PRINCIPALS' COMMITTEES

Committee Costs⁽⁵⁾	€
DEIS	5,010
Inclusion	12,947
Child Protection & Mental Health	4,697
Retired Principals	4,036
Curriculum	5,005
Teaching Principals & Small Schools	10,841
School Governance & Patronage	4,890
Health Safety & Welfare at Work	3,277
Communications and PR	5,493
Professional Development	21,793
Special Schools	7,515
ICT	6,346
Total Committee Costs	91,850

8. COMMERCIAL PARTNERSHIPS

Income 2010

€239,135

IPPN works with a number of carefully selected commercial partners who are committed to our aims in relation to resourcing the professional needs of school leaders and improving the quality of education policy and practice.

We are delighted to have retained the investment of these sponsors and partners in 2010, especially in light of increasingly tightening marketing budgets due to the current economic downfall. In fact, IPPN continued to grow and develop its network of commercial support with the addition of CJ Fallon as a Platinum sponsor, which is a testament to the value and power of our membership acting as a whole.

The income provided by our supporters is vital to the development of our CPD Programme and provides an indispensable buffer to allow us to forward plan effectively each year.



Allianz Insurance continued to show their support for IPPN and our work through their continued investment as a Platinum sponsor.

CJ Fallon joined forces with IPPN in August 2010 in a bid to heavily subsidize our print and publication costs as our official print partner thus allowing the savings to be used elsewhere within the organisation.



Irish Business Systems remained a Gold Sponsor providing both cash investment and the provision of all print equipment, consumables and maintenance for the Support Office.

ScoilTel, IPPN's landline telephone service provided by Pure Telecom continued to provide fantastic discounted telephone services to members along with direct investment in the organisation through affinity type revenue payments.



Energia, Ireland's largest independent energy supply company on the island of Ireland continued to provide a 10% discount on electricity and gas services to member schools along with direct investment in the organisation again through affinity type revenue payments.

9. MEMBER SUPPORTS & SERVICES

Principal Advice & Leadership Recovery

€17,785

A one-to-one confidential advisory service for Principals and Deputy Principals requiring advice or support on a specific school leadership or management issue. *Principal Advice* is provided by a team of experienced Principals by means of telephone call-back within 24 hours.

The Leadership Recovery Programme is one-to-one coaching service for school leaders experiencing on-going difficulties that impact on their professional role. *Leadership Recovery* is provided by a professionally trained team of experienced Principals. This coaching service includes on-going support and advice on the various Leadership, Management and Organisational aspects of the Principal's Role. *Leadership Recovery* is conducted using a combination of telephone, e-mail and school visits.

Networking@ and other mailing lists

€15,969

The moderation of a menu of professional discourse and networking facilities - on-line fora, E-scéal, dedicated mailing list for special interest groups, including autism, conflict management etc. In 2010, over 1,000,000 emails were shared amongst 2,300 school leaders in moderated and facilitated professional debate, peer support and the sharing of good practice.

Dedicated Support for Newly Appointed Principals

€15,632

Induction programme for Newly Appointed Principals on a county by county basis involving assigning Mentors to Newly Appointed Principals. The programme also involves dedicated resource packs, phone support and peer mailing lists for the sole support of new principals. In 2010 over 150 new and aspiring Principals were provided with the on-line course Ciall Ceannaithe.

Mentoring Programme and Mentor training

€ 6,584

This programme brings a wealth of experience and support to newly-appointed principals (NAPs). Mentoring and coaching is a particularly powerful tool in enabling a NAP to be up and running fast. This service is offered for up to two years from first appointment to the leadership role.

County Networks

€26,100

Principals and Deputies are afforded the opportunity to meet their colleagues at county level three times a year. Each County Network is coordinated by a County Network Committee which includes the two representatives from their county elected to the National Committee. The County Network Committee prioritises the professional development needs and, with the assistance of IPPN's Support Office, organises appropriate CPD workshops. Each meeting also includes a networking and social dimension.

Local Support Groups

€ 3,200

Support Groups form a core cell structure within IPPN. Principals' Support Groups have been in existence and sustained with the assistance and provision of Local Education Centres. Every Support Group has its own dynamic. The groups are usually small with 8 – 12 participants. The tested structure of no agenda, no formal presentation and complete confidentiality within the group; are key components contributing to the success of these Local Support Groups.

10. WEB SERVICES



In 2010, IPPN carried out significant redevelopment work to our Web Services for members.



Work to **Educationposts.ie** was finalised with the launch of a site that is now the number one place for Advertising teaching vacancies in Ireland. The enhanced site allows us to promote the high traffic volume to potential commercial interests in the form of Tile & Banner Adverts in 2011. It also now incorporates the TextaSub service; With registered available substitute teachers being identifiable as being Teaching Council Registered and fully qualified primary teachers; Educationpost.ie incorporating TextaSub are now market leaders in the area of teacher recruitment. **Both services are provided free of charge to School Boards of Management and teachers in Ireland.**



Textaparent.ie remains a highly valuable service to both the Organisation and to our member schools. In January 2010 the user accounts increased by 45%, bringing the overall number of User Accounts to almost 50% of schools. Due to increase number of accounts and higher expectations in user experiences; a product redevelopment project went underway in 2010. An enhanced user experience, support desk interaction and in-depth reporting capabilities are all new services of the redeveloped product.

Finance

INCOME	€
TextaParent	452,040
Educationposts.ie	3,109
TextaSub	0
ippn.ie	<u>3,295</u>
	458,444
EXPENDITURE	
ippn.ie	5,510
educationposts.ie	35,265
Textasub	16,180
Textaparent.ie	18,264
SMS Provision	<u>78,447</u>
	153,666
Net Surplus	304,778

11. CPD PROVISION 2010

11.1. ANNUAL PRINCIPALS' CONFERENCE 2010



Theme: Primary Education – A Human Right or a Privilege?

Facilitator: Olivia O’Leary

Venue: Citywest, Dublin

Date: 28th to 30th January 2010

Key input from:

Colm O’Gorman, Minister Batt O Keeffe,TD, Brendan Keenan, Fergus Finlay, Enda Kenny, Eamon Gilmore, Ferdinand von Prondzynski , Vincent Browne, Don Thornhill

This was the largest-ever gathering of Primary Principals in Ireland with over 1,000 attending. Minister Batt O’Keeffe prioritised the tackling of disadvantage and school leadership as the two main areas for which he would wish his ministry to be remembered.

Finance

INCOME

Advertising & Trade Expo	100,300
Attendees Fees	<u>237,250</u>
	<u>337,550</u>

EXPENDITURE

Venue Hire & F&B Costs	174,995
Trade Expo	28,023
Conference Collateral	18,888
AV	35,358
CPD Costs	30,062
Entertainment	<u>7,000</u>
	<u>294,326</u>

Net Surplus/(Deficit)	43,224
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11.2. DEPUTY PRINCIPALS' CONFERENCE 2010



Theme: *Stepping Up to Leadership*

Venue: Citywest, Dublin

Facilitator: Virginia O Mahony

Keynote Speakers: Professor John Coohalan, Anne Looney – CEO of the NCCA, Paul Rellis – General Manager of Microsoft Ireland, Brigid Scully – Acting Principal (Deputy Principal)

This was the largest-ever gathering of Deputy Principals with well over 400 attending.

Finance

INCOME

Advertising & Trade Expo	21,951
Attendees Fees	<u>66,542</u>
	<u>88,493</u>

EXPENDITURE

Venue Hire & F&B Costs	26,581
Trade Expo	8,517
Conference Collateral	2,939
AV	6,891
CPD Costs	12,200
Entertainment	<u>3,250</u>
Total Expenditure	<u>60,378</u>

Net Surplus/(Deficit)	28,115
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Other CPD Events 2010

Income	83,774
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Appendix 2 - Certificate of Incorporation

Appendix 3– Letter of Charitable Status

Appendix 4 – Secondment Agreement with Department of Education & Skills re Pat Goff