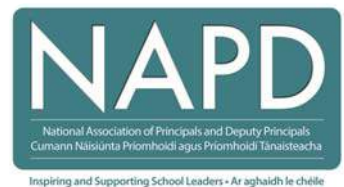


# Striving for Sustainability: our Leaders, our Schools, our Future



**ANNUAL CONFERENCE 2022**  
Wednesday 19 to Friday 21 October



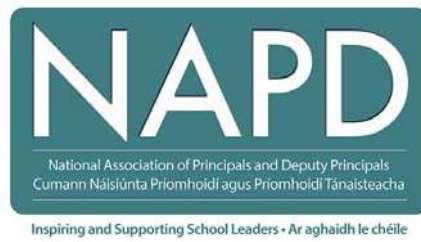
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# ANNUAL CONFERENCE 2022

## Striving for Sustainability: our Leaders, our Schools, our Future

**The Galmont Hotel & Spa, Galway**  
**Wednesday 19 to Friday 21 October**

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Published by The National Association of Principals and Deputy Principals

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NAPD acknowledges the support of the Teacher Education Section,  
an Roinn Oideachais, for this Conference



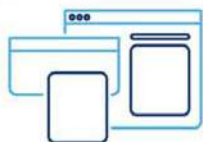
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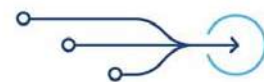
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Following the recent tragic events in Creeslough, Donegal, NAPD expresses its sincerest, heartfelt thoughts and prayers to the local community and to the staff and students of Mulroy Community College.

# Welcome



**RACHEL  
O'CONNOR**  
*NAPD President*

I am delighted to welcome you all to the 23rd Conference and Annual General Meeting of NAPD. It is wonderful that after 2 years in the doldrums that we are finally back face to face! Also, after two AGMs online, it is an opportunity to meet, discuss and debate the issues that are important to you, our members.

Our Conference theme this year is **Sustainability** – and this is something that we will continue to strive for on your behalf. We will launch our Statement of Strategy 2022- 2027 at Conference. This strategy is built on the four pillars of People, Profile, Pedagogy and Process. Following robust interactions with both members and external stakeholders we have prioritised four strategic goals:

- Sustainable Leadership
- Professional Development
- Connecting School Leaders
- School Leaders' Voice

Making our jobs more sustainable is the main priority for NAPD. Our recent workload survey has shed more light on the urgent need for further supports for school leaders. When we see that we compare very poorly with international indicators across myriad metrics, it is incumbent on the Department to recognise that a chain is only as strong as its weakest link.

I believe that school leaders are owed a huge debt of gratitude for what they have accomplished over the last few years – Covid, Leaving Certificate, Senior Cycle Reform, Ukrainian Students to name but a few. It has been school leaders that have kept crises from our doors, school leaders that have kept schools open, school leaders that have supported staff, school leaders that continue to confront on a daily basis the impact that the pandemic has had on our students' wellbeing, our staffs' wellbeing and our own wellbeing.

The survey clearly indicates that the administrative burden has become too much. It is rare that you meet a school leader who raves about all the time s/he spends being a leader of learning & teaching. NAPD is actively working with the Minister and her Department to lessen this burden.

I would like to take this opportunity to thank each of our Committees from Welfare, Digital Learning, Arts, Culture & Heritage, Learning & Teaching, FETCI and NAPD-R. A sincere thanks to our Regional Ambassadors, our Publications Editor and to Michelle and Lisa in Head Office; to Máire Ni Bhróithe and Mary Keane for their work with our new DP Mentoring. Thanks to Deputy Director Paul Byrne for his tireless work keeping us in touch with International best practice via his work with ESHA.

A special word of thanks to our regional committees, to the secretaries and chairs for the work they do at a local level to keep us all connected. Thanks to the National Executive for their commitment to NAPD and for voicing the concerns of our members at a national level. It would be impossible to run this Association without the hard work and dedication of so many people.

On a personal note, as I finish my Presidency, I would like to extend a sincere thanks to my fellow Presidents, Michael Cregan and Shane Foley. I am so grateful for their counsel over my time in office. I would like to wish Shane the very best of luck for his year ahead as President. I also would like to wish our incoming Vice President, Regina Butler every success. Finally, I would like to congratulate Paul Crone on his first year as Director. It has been a pleasure to work with Paul.

Our Conference line up is excellent and I hope you enjoy the new format. I also hope that you embrace your time away from your busy schools, connect with like-minded and that you raise a glass to all that we have achieved together!

Be assured that NAPD will continue to advocate on the issues that matter most to members.

*Ar aghaidh le chéile*

**Rachel O'Connor, President**

## PRESIDENT'S CHARITY

### St. Louis Day Care Centre – Ramsgrange, Wexford



Senior Citizens Concern CLG (SCCCLG) is a non-profit making company which originated in 1973, when, in answer to community needs, concerned local people began to actively help older people with laundry, fuel supply and house repairs, etc.

The Board of Directors of SCCCLG and staff of St. Louis Day Care Centre aim to:

- Provide care, opportunity for social interaction and other essential services to older people in South West Wexford in the parishes of Ramsgrange, Duncannon, Templetown, Horsewood and Tintern
- Enable people to retain their independence and continue to reside in their own home or with their family or carer

# Welcome



**PAUL CRONE**  
*NAPD Director*

**P**andemic, what pandemic? I flippantly ask, as we return to our first in-person conference since 2019. It is great to be in Galway and it is great to have record numbers registered for conference 2022. We have been through very difficult times that only occur once in a generation (we hope!) and we are now emerging on the other side stronger, better and more determined. You have worked incredibly hard over the past number of years to get your school from functioning to flourishing. Your work is greatly appreciated. I thank you for the commitment you have shown to your school. It is now time to switch our attention, post-pandemic, to the sustainability of our role for the benefit of our own health and wellbeing, that of our families, our schools and indeed the whole education system in Ireland.

Conference 2022 theme “*Striving for Sustainability: our Leaders, our Schools, our Future*” is aimed at switching the focus to the health, wellbeing and workload of school leaders. It can’t continue at the current pace and volume of work. We need to lead the national debate, to change the current situation to allow school leaders focus on their core purpose, leading Teaching & Learning. We have a schedule for Conference this year to inform, enthuse and to inspire you. We have built the schedule to create opportunities for professional collaboration and I am confident you will return to your school with a renewed positivity and energy for the challenges you meet on a daily basis.

On behalf of the Presidents and officers of the Association I welcome you to conference 2022 and I welcome all of our guests. I would like to take this opportunity to thank the senior officials of the management bodies, the teacher unions, the parents’ and students’ representative bodies and those state agencies and organizations with whom we constantly liaise, for their courtesy and access. There has been close contact and cooperation between all the partners and it is a tribute to their work and the support from the Department of Education that our schools are operating so efficiently.

Interaction with regions continues and the opportunities to consult and keep members updated in large numbers is greatly appreciated. Sincere thanks go to our President, Rachel O’Connor, whose vision, commitment and dedication has been inspirational on behalf of NAPD members, to past President Michael Cregan, Vice President Shane Foley and to the members of the National Executive for their availability and work on behalf of members throughout the year. It’s important to acknowledge the often-unheralded work of our regional Committees, our sub-Committees and working groups meeting behind the scenes to meet the needs of our members. It is greatly appreciated. Thanks also to Michelle O’Hanlon our administrator and



Lisa Lennon in head office, and to Paul Byrne, Barry O'Callaghan, Shay Bannon, Maire Ni Bhróithe, Mary Keane and Dermot Carney for their help, organizational skills, and advice over the last year.

We acknowledge the support of our sponsors and thank the Teacher Education Section of the Department of Education for their financial support of the Association. I urge you to take the time over these couple of days to invest in yourself, to prioritise your own professional development and to use the time to reflect on the small changes that you can make to empower others and improve the sustainability of the job you do in your school.



**Paul Crone, Director**



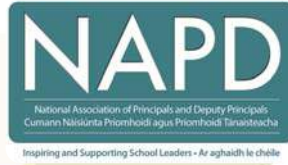
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# Striving for Sustainability: our Leaders, our Schools, our Future



## ACKNOWLEDGMENTS

**We would like to thank the following for contributing  
to the success of the Conference**

**Paul Crone**  
*Director*

**Paul Byrne**  
*Deputy Director*

**Rachel O'Connor**  
*President*

**Shane Foley**  
*Vice-President*

**Barry O'Callaghan**  
*Publications Editor*

**Michelle O'Hanlon**  
*Office Manager*

**Lisa Lennon**  
*Administrator*

**Norma Foley, Minister for Education**

**Fastlane Audio Visual**

**Conference Connections**

**Mark Daniel, CRM Design & Print**

**Speakers**

**Exhibitors**

**Galmont Hotel and Spa, Galway**

**Richardson Promotional Goods Ltd**

**The Chocolate Garden of Ireland**

***And all who attended and contributed to the Conference***



# NAPD Conference Schedule

## The Galmont Hotel & Spa, Galway, October 2022



### WEDNESDAY 19TH OCTOBER

<b>Morning Event</b>	Golf at Bearna Golf Club
<b>2.00pm-3.00pm</b>	Executive Meeting
<b>2.00pm</b>	Exhibitors area open
<b>4.00pm</b>	Conference registration
<b>5.00pm</b>	Annual General Meeting
<b>6.00pm-7.00pm</b>	<b>KEYNOTE</b> Dermot Whelan, Today FM
<b>7:30pm</b>	Dinner

### THURSDAY 20TH OCTOBER

<b>9:00am</b>	Exhibitors area open
<b>9:20am-9:30am</b>	Message from Ukrainian Ambassador
<b>9:30am-10:30am</b>	<b>KEYNOTE</b> Lt. General Seán Clancy, Defence Forces
<b>10.30am-10.45am</b>	Deakin University – Ben Arnold Update Workload Survey
<b>10.45am-11.15am</b>	<b>BREAK</b>
<b>11.15am-12.45pm</b>	<b>KEYNOTE</b> Dr Zachary Walker, MBA

<b>12.45pm-2.00pm</b>	<b>LUNCH</b>
<b>2.00pm-3.00pm</b>	<b>KEYNOTE</b> Dr. Cara Augustenborg
<b>3.00pm-3.30pm</b>	<b>BREAK</b>
<b>3.30pm-4.00pm</b>	Workshops 1-5
<b>3.30pm-4.30pm</b>	Workshop 6 FET
<b>3.30pm-4.30pm</b>	Workshop 7. Fochoiste Gaeilge
<b>4.00pm-4.30pm</b>	Workshops 1-5 ( <i>Repeated</i> )
<b>5.00pm-5.15pm</b>	Meeting of newly appointed Executive members
<b>7.00pm</b>	Newly appointed members and mentors Drinks Reception
<b>7.30pm</b>	President's Drinks Reception
<b>8.00pm</b>	Gala Dinner

### FRIDAY 21ST OCTOBER

<b>9.00am</b>	Exhibitors area open
<b>9.30am-11.00am</b>	Minister's Address President's Address
<b>11.00am-11.30am</b>	Presidential handover, close of Conference
<b>11.30am-12 noon</b>	Tea/Coffee

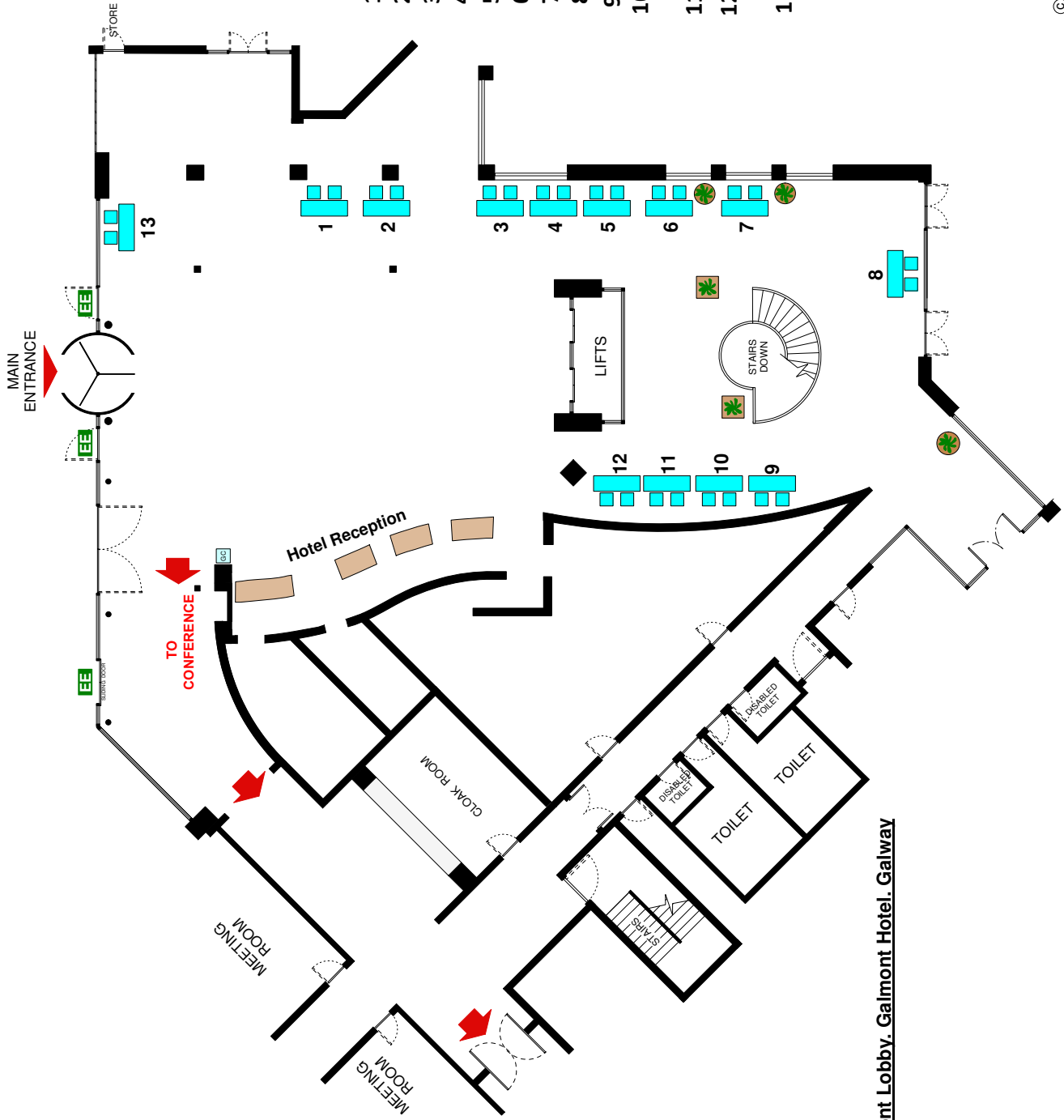






## NAPD Conference October 2022 Lobby Layout

1. ARAG
2. Creative Engagement
3. Phoneawaybox
4. Clean Air Technology
5. Yondr
6. College Awareness
7. PPLI
8. ESHA
9. Gaisce
10. Thomas Francis Meagher Foundation
11. UCD Innovation Academy
12. FIT (Fasttrack to Information Technology)
13. Studyclix



**Front Lobby, Galmont Hotel, Galway**

# Report from the Director 2021-22

**Paul Crone**



## The National Executive met on the following ten dates:

2021	2022
19 October	15 January
19 November	15 February
9 December	22 March
	10 May
	15 June
	18 August
	20 September

## Co-options to the National Executive

Ceola McGowan, (Deputy Principal Community & Comprehensive Sector), Michael Weafer (Principal ETB Sector) and Francis Neary (Principal Community & Comprehensive Sector) were co-opted to the National Executive in October 2021.

## The work of the National Executive

The National Executive returned to in-person meetings, but retained the option to remotely log in for Executive members unable to travel to meetings. Thank you to members of the Executive for their ongoing attendance at meetings and to the officers for their availability to attend meetings with the education partners and other agencies. Members are kept updated on current issues through our quarterly magazine *Leader* and through the monthly newsletter.

Over the last year the National Executive has overseen the strategic review of the organisation, which has produced the Statement of Strategy for the next 5 years for the Association. The review of the Articles of Association, as part of a good governance review, has

been commenced and as a result a number of policies have been updated and drafted to promote good governance within the Association. The risk register for the Association has been drafted and adopted. Since the last AGM held in October 2021 the following are among the areas that were addressed at meetings of the Executive. Members will appreciate that while an issue may only be mentioned once, it was often a recurring item:

- Meetings with the management bodies
- Meetings with teaching unions
- Meetings with officials from the Department of Education
- Meetings with officials from the Department of Further and Higher Education, Research, Innovation and Science
- Advisory Group for State Exams Contingency Planning
- Advisory Group for the management of Ukrainian students
- College Awareness Week
- Creative Engagement events and Creative Schools funding
- Online Leading Learning Regional Seminars with Mike Hughes
- Submissions and presentations to the Joint Oireachtas Committee on Education
- Contact with the European School Heads Association (ESHA)
- Contact with the International Confederation of Principals (ICP)

- Implementation group and Steering group of the Centre for School Leadership, merger of the CSL and the Support Services.
- Local Support Network expansion, with the operation of Regional Ambassadors
- Mentoring for newly appointed Deputy Principals with recruitment and training of Mentors and also for Year 2 Principals
- Welfare Committee supports for members
- Wellbeing for Teachers and Learners Group
- Senior Cycle Reform working group
- Sustainable Leadership working group
- Strategic Review working group
- Cúisle – review of Regions Working Group
- Leading Ireland's Future Together (LIFT) initiative
- Review of the LAOS document
- Review of the terms of engagement with schools of the Inspectorate
- Meetings between NAPD and IPPN officers
- Meetings with Teaching Council and education partners regarding teacher shortages
- Legal Island seminars
- Mason Hayes & Curran webinars
- National Council for Special Education Consultation
- SEC strategic review feedback
- BT Young Scientist & Technology Awards
- NAPD lobbying returns to SIPO
- NAPD Regional meetings, mostly in-person but some remote
- Meetings of the Regional Chairpersons and Secretaries group
- NAPD Digital Learning Committee
- School Administration Package User Group report (SAPUG)
- National Forum on Guidance
- Participation in Misneach and Tánaiste PDST Programmes for newly appointed school leaders
- Finn Partners and NAPD Communications Strategy
- Collaborative meetings with DCU, DKIT, Trinity College
- Meetings with the Irish University Association

## Conference 2021 – From Functioning to Flourishing

Although schools were open, Covid restrictions meant that Conference 2021 had to be held remotely. The business section dealing with the Annual General Meeting was held in October. This date meant that NAPD complied with the Companies Registration Office regulations regarding the filing of accounts and the officers were able to move on. President, Michael Cregan chaired the conference before handing over to Rachel O'Connor as President elect and Shane Foley as Vice-President. The regional representatives were received and the sectoral representatives were elected. The prescribed agenda was adhered to and the minutes of the AGM are included in this publication.

The Conference itself was held remotely in October 2021. The highlight was a refreshing format of engaging with the Minister when a round table discussion between the Minister and the Presidents was moderated by myself. Keynote addresses were delivered by David Marquet, Guy Claxton, Dr Harry Barry and Maureen Gaffney. A series of workshops was organised for delegates, which were well received.

Detailed coverage of Conference keynotes was carried in December 2021 *Leader*. Conference 2021 was well supported by members and the announcement of a return to an in-person Conference in 2022 has been very well received. Last year's online Conference was attended by over 600 delegates and great credit is due to the Presidents, as well as Michelle and the head office staff working alongside Colette Duggan and her colleagues from Conference Connections, Fastlane Audio-Visual and the Galmont Hotel.

## Teacher Education Section

The Association is grateful for the continuing support of the Teacher Education Section of the Department of Education. The Teacher Education Section helps part-fund the activities of the nine NAPD regions in facilitating professional development for members. Among the initiatives part-funded by this grant were the supports for newly appointed Principals and Deputy Principals, the Leading for Learning workshops, the National Symposium, the organisation of Regional meetings as professional development for schools, the expansion of the Local Support Network to launch Regional Ambassadors, expansion of the Confidential Support Service, mentoring to

newly appointed Deputy Principal colleagues and Principal colleagues in their second year, hosting seminars and webinars in areas of interest to members, seminars for newly appointed Principals and Deputies as well as a two-day retirement workshop for those considering retirement, which was very well received.

### State Examinations Commission

NAPD continue to be part of the State Examinations Advisory Group which comprised representatives of students, parents, teacher unions, school managers and leaders, higher education, state examinations commission, the Department of Education and the Department of Further and Higher Education. This group provides a forum for all stakeholder voices to be heard and issues discussed included the format of the state exams, repeat exam opportunities, oral exams at Easter and all other relevant issues that impact of the running of the state exams.

### Centre for School Leadership

The Centre for School Leadership, a collaboration between the Department of Education, IPPN and NAPD continued to operate successfully. The Implementation Group and the Steering Committee oversees the work of the Centre which is led by Mary Nihill as Director and which is supported through Clare Education Centre. Planning is at an advanced stage for the establishment of a national support programme and it is planned to commence this at the beginning of the next school year. It is planned that this integrated service will lead to an improvement in structural supports for school leaders. CSL has continued close collaboration with sister organisations in Scotland and Wales and organised very successful Blethers to enhance international collaboration.

### Sustainable school leadership

Following Conference 2019, Minister McHugh authorised further investigation to improve the administrative supports available to school leaders and to reduce workload in areas that are not core responsibilities of the school leader and which distract from teaching and learning. This group, chaired by the Inspectorate, but involving relevant sections of the Department has been meeting and has made a proposal to the Management Committee of the Department. This working group remains active in pursuit of additional administrative supports for school leaders.

### National Council for Special Educational Needs (NCSE)

NAPD welcome the appointment of Mr John Kearney as the Chief Executive of the National Council for Special Education (NCSE). Exploratory meetings have taken place to see how NAPD can support and inform the work of the NCSE to get maximum impact for the students in our schools. Integration to mainstream schooling of pupils with special needs is government policy and schools are willing to play their part. NAPD continues to provide advice and support in relation to implementing this policy in a measured and reasonable way that does not unduly impact in a less than positive way on individual school communities.

### European School Heads Association (ESHA)

NAPD is represented on the Board of ESHA by current Deputy Director, Paul Byrne. Meetings of the ESHA board are back to in-person. The ESHA Conference 2021 belatedly took place in Cyprus in May 2022 and was attended by the NAPD Director, Deputy Director and President. ESHA publishes an e-magazine several times during year to update members of educational news across the member organisations. As members in good standing of ESHA, the members of the NAPD are automatically members of ESHA.

### Leading Irelands Future Together (LIFT)

The LIFT Programme has taken off in second level schools, with hundreds now participating in an initiative to promote leadership and create a leadership culture in our schools. Members of the National Executive are now participating in training and it is hoped to soon embed the concept among second level school leaders. Many benefits accrue from this programme, which is rewarding and fulfilling without being too onerous on the school leader's time.

### Coalition for Technical Apprentices

NAPD is represented on the steering group for this initiative which is designed to promote technical skills among apprenticeships and develop an ICT Talent Pipeline. The programme is restricted to students aged 15 to 18 in a DEIS school or 15 to 20 in a Youthreach programme. Business in the Community, the ESRI, Ahead, the HEA, TUSLA and the Institute of Guidance Counsellors are represented on the steering committee. Mary Daly, a former Principal colleague from Ballyfermot convenes the group. For the moment this initiative is largely Dublin-based, but



given the level of interest it is hoped that resources can be found to enable more schools participate.

### Corporate Advisory Board

The Association has benefited greatly from the involvement of key figures in industry who have agreed to meet with NAPD officers three or four times a year to offer advice and contribute to the NAPD's strategic thinking. Members were of great assistance in the drafting of the Statement of Strategy.

### The NAPD Digital Learning Committee

This Committee is currently undertaking a review of their terms of operation. It supports fellow school leaders on the effective use and integration of ICT to enrich learning, teaching, assessment, and administration. The Committee is currently working to deliver under the Statement of Strategy in the area of digital communications.

### Get Retirement Ready

NAPDR organises a retirement seminar for members in the run up to Easter each year. This past year the course was offered by an independent contractor, but will return to NAPD-R in the coming year. The programme was open to members but limited to 50 participants. Participants made a small contribution to the cost of the programme, which was subsidised by head office. Evaluations from participants was very positive.

### Erasmus+ and Léargas

Léargas has had a high profile on the Twitter feed @NAPD\_IE, seeking to encourage schools to participate in overseas exchanges via eTwinning and virtual contact. Significant funding remains available to schools as part of the new Erasmus+ Programme. Funding applies to both students and staff. NAPD works closely with Léargas, the agency responsible for administering the programme in Ireland and encourages schools to broaden their horizons by exploring links with other European schools.

### Opportunities to brief politicians and officials

The Association briefs all political parties as appropriate and accepts invitations to participate in policy discussions organised by the various political groupings. NAPD officers have met Minister for Education, Norma Foley TD, Minister of Further and

Higher Education, Research, Innovation and Science, Mr Simon Harris TD and the Minister of State for Further and Higher Education, Research, Innovation and Science, Niall Collins TD. NAPD has presented to the Joint Oireachtas Committee on Education, Further and Higher Education, Research, Innovation and Science on:

1. Leaving Certificate Reform
2. School Admissions
3. Managing the Ukraine crisis

A written submission was made to this Committee on mental health supports in schools. A Meeting has taken place with the Cathaoirleach of the Seanad, Senator Mark Daly and other members of the Oireachtas. NAPD officers avail of every informal opportunity to brief politicians on issues of concern to members. Formal meetings and informal briefing sessions were also held with the Secretary General of the Department of Education, Sean Ó Foghlú, and his successor Bernie McNally. Briefing sessions and meetings were also held with Assistant Secretaries Dalton Tatton, Deirdre Shanley and Hubert Loftus. NAPD is on the Register of Lobbyists and notifies the Standards in Public Office Commission of meetings with designated officials as required.

### NAPD CPD Initiatives

NAPD members are encouraged to participate in the Forbairt Programme which is a very effective resource, whose aim is to create and support senior leadership teams. As part of the Association's continued commitment to support Principals as leaders of learning in their schools, NAPD collaborated successfully with UK colleague Mike Hughes to conduct online seminars. Mike Hughes's book the Magenta Principles, produced in collaboration with NAPD in 2018, is available from NAPD head office. This book, full of Irish examples, will continue to be a key resource for teaching colleagues and members in future years. Regional CPD meetings to meet local needs were again a feature of members' experience and are well supported.

### Wellbeing for All

The collaboration between NAPD, IPPN, the Teaching Council, the Ombudsman for Children and the National Parents Council is still in place. The Wellbeing for All working Group continues to meet to advance

the wellbeing agenda. The group is exploring how best to provide resources and materials for schools in conjunction with NEPS and the Inspectorate.

### TESS

NAPD welcomes the appointment of Joy McGlynn as acting Director of Tusla Education Support Services (TESS). Numerous meetings have taken place to improve collaboration between the two organisations. Joy's student-centred approach to the implementation of supports to schools is welcome and NAPD looks forward to collaborating closely, over the coming year, to focus TESS services in a school-centred way.

### Irish Second-level Students' Union

While Deputy Director Paul Byrne is a Director of the ISSU, NAPD's involvement is more advisory, supportive and hands-off at an operational level. The ISSU remains a key ally in the College Awareness Week Campaign. Student Voice is an important theme NAPD which continues to promote in the education discourse.

### Meeting with the National Parents' Council

Engagement with NPCpp continues. NAPD is anxious to collaborate with NPCpp on the implementation of the Parents and Students Charter and NPCpp continues to be a valuable ally and partner in education.

### Teaching Council

NAPD, although not represented on the Teaching Council, continues to serve the interests of members, and give the perspective of the post-primary school leader on several key Committees and working groups dealing with Droichead, Teacher Induction and Teacher Professional standards. Initial Teacher Education, Newly Qualified Teachers and Teacher Placement are also areas where NAPD has participated in consultation meetings. The Association has also taken a leading role in the debate on teacher shortages.

NAPD wish past Director of the Teaching Council, Tomás Ó Ruairc, every success in his new role as Assistant Secretary in the Department of Education. We thank him for his listening ear and support for the work of school leaders. We look forward to the announcement of his permanent replacement and wish acting Director, Phil Fox, every success in the interim role.

### Relations with the media

The Executive retains Finn Partners as communication and media advisors. This has led to a higher media profile for the Association, with opinion pieces featuring in the national daily papers and many local ones. NAPD is frequently asked for comment or reaction. Spokespersons for NAPD continue to feature on morning and evening current affairs radio and television programmes. Spokespersons are frequently quoted in the national media and offer briefings, both on and off the record, to the Irish daily and the Sunday papers.

### Strategic Review & Statement of Strategy

During the past year the *Statement of Strategy 2022-2027* has been drafted. As part of the process of drafting the statement, a thorough consultation process was conducted with members, non-members and stakeholders. A full core values review was conducted, the vision and mission for our Association were revisited and the strategic goals for our Association were stated. The *Statement of Strategy* will be formally launched at this Conference. It will provide us with a clear road map for the strategic direction for the next 5 years. The Executive has formed an implementation Committee to track progress on the achievement of the goals and to maintain a focus on the change and improvement agenda.

### Communication Strategy

Following on from the strategic review and to progress one of the strategic goals, a review of our communications is currently being conducted. We are reviewing our written publications, our digital communications and our engagement with members. This review includes the website, the app and our strategic use of social media. The ability of the National Executive to engage with members to ascertain their views to adequately represent the views of members is at the core of improving communications.

### Governance review

The National Executive has commenced reviewing the governance structures within the Association. The Articles of Association have been in place since 1998 and the review of these articles has commenced. Changes to the Articles require a two third majority vote at the AGM. The National Executive has prepared a number of changes to the Articles for consideration

at this year's AGM and members will have their opportunity to have their voices heard. This process will be ongoing over the duration of the Statement of Strategy. All proposed changes are either to ensure legislative compliance or to enhance the operation of our Association in line with the Statement of Strategy.

In addition, the National Executive has updated the internal operating procedures and financial oversight procedures, while adopting the risk register for our Association.

### Teaching Unions

A meeting between the Director and Presidents have taken place with both of the post-primary teaching unions in relation to ensuring clarity of roles between the two organisations and to affirm the advocacy function of NAPD for school leaders. Agreement has been reached to meet regularly with both teaching unions to work collaboratively to ensure there is appropriate representation for school leaders.

### Wellbeing and Workload Survey

The results from year 1 of the Health and Wellbeing survey conducted by Dr Ben Arnold and Dr Philip Riley in Deakin University are quite worrying and are currently being used by NAPD to pursue administrative supports for school leaders to reduce the workload and consequently improve health and wellbeing prospects for school leaders. This is the first year report of a 3-year longitudinal study and a follow on from the 2015 survey. This study will give empirical data that tracks the health, wellbeing and workload on school leaders. It is vitally important to our case that as many members as possible complete the survey and I would like to encourage as many of you as possible to complete the year 2 survey that will take place later in the academic year. The results of this survey have given us national comparisons with, firstly, a healthy working population in Denmark and, secondly, with school leaders in New Zealand. This is so important as it clearly shows that there is an urgent need for action to support school leaders in their work.

### Promoting teacher availability

Engagement is ongoing with the Department of Education, Higher Education Institutes, other education stakeholders and the Teaching Council in relation to issues impacting on teacher supply. Many of our suggestions have been adopted and our solution-focused approach ensures the ongoing

engagement is productive. There is no silver bullet to resolve this issue and continued dialogue and engagement with the stakeholders is the key to supporting schools to get through these difficult times with teacher supply shortages. The promotion of professional collaboration through the regions has helped some schools to share teachers and to secure teachers who are finishing a contract in one school to commence a contract in another school. The issue of the two-year PME, the cost of the PME and issues securing Teaching Council registration are major issues impacting on teacher availability that NAPD continues to advocate for on behalf of school leaders.

### Cúisle Review (Operation of Regions)

A review of the operation of the regions is one of the strategic goals in the *Statement of Strategy* and work has begun on compiling best practice in the operation of the regions. From this, a support document, "Cúisle" will be updated to act as a manual for the operation of the regions. This is to provide clarity and consistency around the running of the regions, to provide a secure platform to engage with the members and to deliver to meet the continuously emerging needs of members. A suite of professional development resources has been compiled to allow ease of access to high quality professional development for all regions. Your opinions will be sought and your input will be at the centre of this initiative.

### Member engagement

NAPD membership is at the highest since the foundation of the Association. Registration for Conference is also at the highest level since the foundation of the Association. The response level to questionnaire has been excellent and visits to schools by myself and the Regional Ambassadors has had a significant impact on connecting with the views of members. Competition for nominations to the National Executive is healthy and commitment to regional organising Committees is excellent and much appreciated. Your voice continues to be vitally important to the success of NAPD and I urge you to continue to let us know your opinions and views.

## Regional Ambassadors

19 Regional Ambassadors have been deployed throughout the regions as a support to members. Their aim is to bring the supports available through NAPD to the members, to ensure every school leader is supported in a bespoke manner and to work towards sustainable leadership. They also filter information back to the National Executive about experiences on the ground in schools. The Regional Ambassadors are recently retired school leaders with experience and stature among colleagues. The wealth of experience they bring to the NAPD team is excellent and really appreciated. The role they undertake is central to the achievement of the strategic goals in the Statement of Strategy and greatly appreciated by members who have received a visit. The profile of NAPD nationally is greatly enhanced by this group of experienced professionals.

## Development of Head Office

Within the last year a number of development and sustainability projects have been undertaken in the Head Office building to endeavour to improve the energy rating of the building:

- Upgrade of hot water supply
- Upgrade from storage heating to electric heating
- Installation of LED lighting
- Replacement of windows with triple glazing A rated windows

A number of other projects are at an advanced stage in planning:

- Installation of life systems
- Upgrade of security system
- Installation of access control system and CCTV

## Symposium

The Annual Symposium returned in March 2022 in the Marker Hotel in Dublin. The title was "Senior Cycle Reform – Carpe Diem" and was aimed at stimulating discussion on meaningful Senior Cycle reform. Speakers were Dalton Tatton, Assistant Secretary in the Department of Education, Dr Niall Muldoon, the

Ombudsman for Children, Professor Anne Looney, Executive Dean in DCU and Professor Selina McCoy from the ESRI and Trinity College Dublin. Our rapporteur was Mr John Walshe, educational journalist and consultant.

Following excellent presentations there was in-depth table discussions to get the views of participants and their feedback was received by the rapporteur John Walshe. Following the Symposium, a discussion paper was drafted to guide the conversations nationally around Senior Cycle reform and to challenge some of the traditionalist views on meaningful reform of the Senior Cycle. The Symposium and the report got a lot of traction among stakeholders and media nationally and has contributed significantly to the national discussions and decision making in relation to senior cycle reform.

## Management bodies

Relationships and collaboration with the 3 post primary management bodies has been excellent. Numerous meetings to develop a shared vision for school leadership and the support roles that each organisation undertakes have been ongoing with a view to reducing overlap and to better meet the needs of school leaders.

## Senior Cycle Reform

NAPD warmly welcomes the review of Senior Cycle undertaken by the NCCA and looks forward to the recommendations for implementation of meaningful reform. In the light of the controversy around Accredited Grates, NAPD believes that the need for substantial reform of Senior Cycle and the associated need to include different assessment methodologies has never been greater. I encourage members to actively contribute to the debate. NAPD is a member of the implementation group as announced by the Minister and fully intends to represent the voice of school leadership in this group. Further consultations and engagement will be required at times and I thank you in advance for your participation in this process. It is vitally important that our voice is representative of the views of school leaders at this forum.



# NAPD Head Office

**Rachel O'Connor**  
*President NAPD*



**Shane Foley**  
*President-Elect*



**Regina Butler**  
*Vice President-Elect*



**Director:**  
 Paul Crone



**Deputy Director:**  
 Paul Byrne



**Publications Editor:**  
 Barry O'Callaghan



**Mentoring Co-ordinator:**  
 Máire Ní Bhróithe



**Mentoring Co-ordinator:**  
 Mary Keane



**Office Manager/  
 PA to Director:**  
 Michelle O'Hanlon



**Administrator:**  
 Lisa Lennon

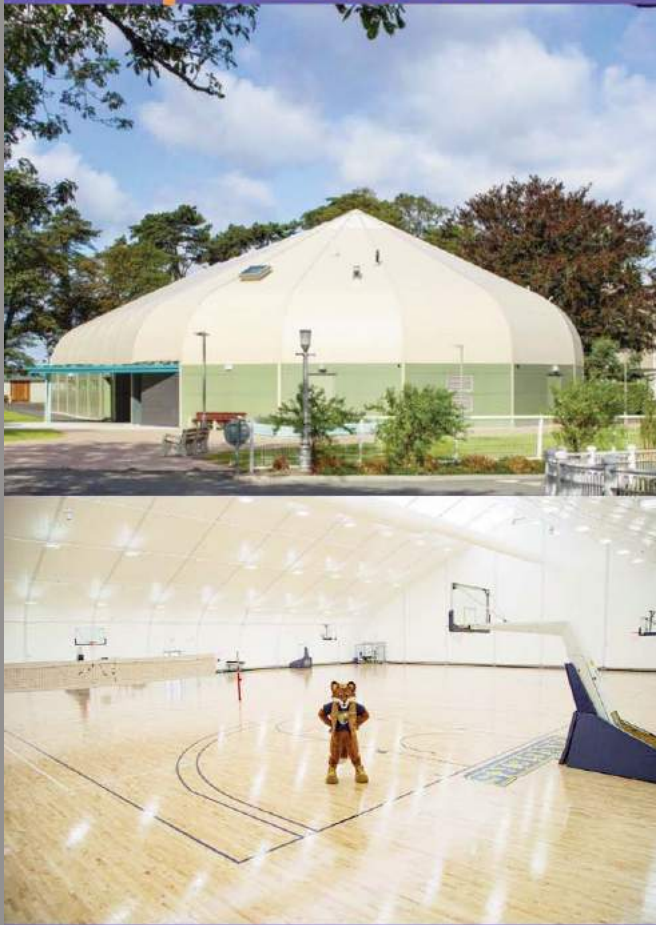


**Arts Officer:**  
 Dermot Carney

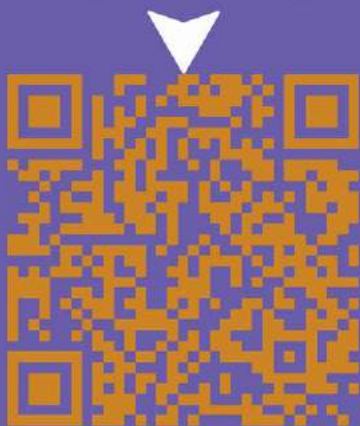


**Regional Co-ordinator:**  
 Shay Bannon

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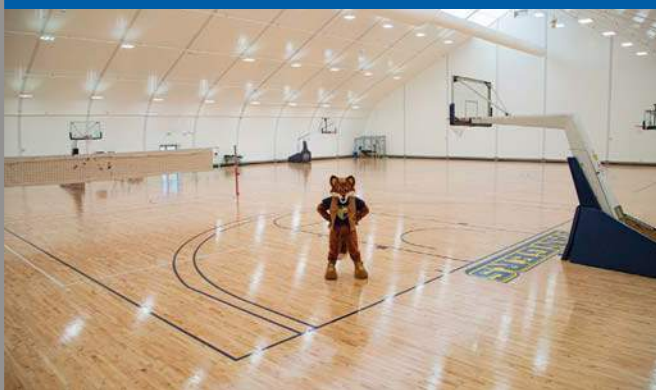
## Minutes of the 2021 Annual General Meeting held remotely via Zoom at 3.30pm Thursday 14 October 2021, with President, Michael Cregan, in the Chair.

1. Standing Orders were adopted on the proposal of Shane Foley and Seconded by Orla Bolger.
2. The minutes of the previous Annual General Meeting were adopted on the proposal of Orla Bolger and seconded by Shane Foley.
3. The Director's Report as printed in the Conference Handbook, pages 21-26, was presented by Director Paul Crone and, acknowledging the previous Director, Clive Byrne's contribution, the report was submitted to the meeting and adopted (Accept 100% - Reject 0% - Abstain 0%).
4. The audited accounts were presented by the treasurer, Anton O'Mahony. They were submitted to the meeting and adopted (Accept 100% - Reject 0% - Abstain 0%).
5. The proposal by the treasurer not to increase in the membership fee was accepted (Accept 97% - Reject 3% - Abstain 0%).
6. The current auditors, McFeeley and McKiernan, were re-appointed (Accept 97% - Reject 0% - Abstain 3%).
7. The Director acknowledged the excellent work done by the Executive Committee and thanked all members of the Executive, in particular members who had served 5 years and were stepping down from the Executive.  
  
 The following six members were elected to the National Executive:  
  
 Voluntary Secondary: John O'Donovan (P) and Lorraine Sherlock (DP); ETB Sector - Brian Doran (P) and James Collins (DP); Community & Comprehensive Sector - Anton O'Mahony (P) and Sarah Gibbons (DP).
8. Michael Cregan proposed Rachel O'Connor for the Office of President. His proposal was seconded by Anton O'Mahony and Rachel O'Connor was elected. Rachel O'Connor delivered a short address to the AGM outlining her commitment to NAPD and her strategic priorities for her Presidential year.

9. Shane Foley was proposed for the Office of Vice-President of NAPD by Alan Mongey and was seconded by Rachel O'Connor. Shane Foley was elected.
10. The meeting received the Regional Representatives as follows:  
**Region 1** - David McEvoy  
**Region 2** - Susan McGann  
**Region 3** - Sorcha Ni Dhonnacha  
**Region 4** - Maria Barry  
**Region 5** - Siobhan Landers  
**Region 6** - Gerard O'Connor  
**Region 7** - Regina Butler  
**Region 8** - Judi O'Boyle  
**Region 9** - Deirdre Hickey  
**FET Nomination** - Rory O'Sullivan  
**NAPD-R Nomination** - Sean Crowley  
 The new Executive will co-opt 3 additional members to have a fully constituted Executive Committee.
11. The Report from the sectoral meetings were submitted to the meeting and adopted (Accept 97% - Reject 0% - Abstain 3%).
12. Reports were presented to the Annual General Meeting from NAPD-R, Mentoring, L4L, ICT, Welfare and Arts and they were adopted (Accept 91% - Reject 0% - Abstain 9%).
13. No motions were tabled for discussion at the meeting.
14. President Michael Cregan delivered his address to the AGM.
15. There was no other business properly arising for discussion at the meeting.
16. Michael Cregan thanked delegates for their attention and patience. He hoped that members would be able to meet in person for regional meetings and the meeting adjourned at 4.26pm.



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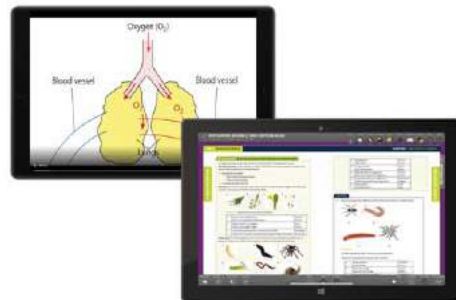


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# Agenda

## Annual General Meeting Wednesday 19 October 2022

**Chair:** Rachel O'Connor, *President*

1. Adoption of Standing Orders
2. Adoption of Minutes of AGM 2021
3. Consideration of Director's Report
4. Consideration of Audited Accounts and Treasurer's Report
5. Ratification of membership fee proposed by the Executive Committee
6. Election of Auditors
7. Reception of 6 members from the Sectors to the Executive Committee
8. Election of President
9. Election of Vice-President
10. Reception of the Regional Representatives
11. Reports from Sectoral Meetings
12. Report from NAPD-R; Mentoring; L4L; ICT; Welfare; Arts, Culture & Heritage
13. Launch of Strategy Statement
14. Consideration of properly proposed motions
15. Address by Rachel O'Connor, President
16. Consideration of any other relevant business, ruled in order by the Chairperson

# Standing Orders for General Meetings

## 1. Motions

- (a) The proposer of a motion shall be allowed not more than five minutes to speak to a motion and any other speaker (including the proposer of an amendment to a motion) shall be allowed three minutes. At the discretion of the Presiding Officer these times may be reduced. In exceptional circumstances the Presiding Officer may allow the proposer three additional minutes.
- (b) Any amendments to a motion must be moved after the motion has been proposed and seconded, and before any speakers are admitted. When an amendment has been moved no other amendment shall be taken until the first amendment has been finally disposed of.
- (c) After a motion or amendment has been proposed and seconded, the Presiding Officer shall, as far as possible, call alternately for speakers against and for the motion or amendment. Where no speaker offers to oppose, the motion or amendment shall be put immediately, unless the Presiding Officer rules that the interests of the Association warrant an extension of the debate.
- (d) No member shall be allowed to speak more than once on the same proposition except for the proposer of the motion, who shall have the right to reply for not more than three minutes to the matters raised in the debate.

## 2. Amendments to Motions

The procedure in relation to amendments to motions at an AGM shall be in accordance with Article 20 of the Articles of Association.

At an EGM any amendment to a motion shall be submitted in writing to the Presiding Officer with the names of the proposer and seconder attached.

## 3. Procedural Motions

At any time during the discussion of a motion, after opportunity has been given for the expression of a *pro* and *contra* view, it shall be open to any member to propose from the floor any of procedural motions:

- (a) "that the motion be put"
- (b) "that we proceed to the next business"
- (c) "that the question be referred to..."

The acceptance of such a motion shall be at the discretion of the Presiding Officer. If such a motion be accepted, the mover thereof only shall be entitled to

speak thereon for not more than two minutes, after which the procedural motion shall be put to the meeting.

In the case of the meeting resolving "that the motion be put", the proposer of the original motion shall be entitled to exercise the right of reply provided by Standing Order 1(d).

## 4. Reports

- (a) Any committee or member introducing a report to Convention shall be allowed not more than ten minutes for that purpose.
- (b) After any report has been introduced, the Presiding Officer shall call for a motion, which may be proposed and seconded either formally, or by members rising in their places, and which may take one of the four forms:
  - (1) "That the report be adopted"
  - (2) "That the report be adopted and its recommendations be implemented"
  - (3) "That the report be rejected"
  - (4) "That the report be referred back"

In the case of a report being referred back, the motion should specify to whom the report is referred and to whom it is to be brought when completed. Motions proposed under this Standing Order shall be subject to the ordinary rules of debate except that

- (1) speakers shall be permitted to ask questions about matters contained in the report and
- (2) the member or the committee introducing the report, rather than the proposer of the motion, shall exercise the right of reply.

## 5. Elections

- (a) President and Vice-President  
 Those members nominated by the outgoing Executive Committee for the offices of President and Vice-President shall be proposed, seconded and voted on at the AGM. No other person may be nominated to these offices except as provided for in Article 26(ii).

- (b) Six Members from the Three Sectors (Articles 24 (iii))

The six members duly nominated at the sectoral meetings referred to in Article 28 shall be proposed, seconded and elected at the AGM.

**6. Reception of Regional Representatives**

The nine members nominated by the Regions shall be proposed, seconded and ratified *en bloc* at the AGM.

**7. Decision of Presiding Officer**

Subject to the rules of the Association and these Standing Orders, the decision of the Presiding Officer on questions of procedure shall be final.

**8. Suspension of Standing Orders**

A motion to suspend Standing Orders shall be submitted in writing to the Presiding Officer by a proposer and seconder. It must specify the Standing Order or Orders to be suspended, and the period of such suspension. It must state the reasons of

importance and urgency justifying such suspension and if such suspension is for the purpose of considering a matter not on the agenda, the reasons for not submitting such matter in accordance with the rules or with Standing Order No. 2. A motion to suspend Standing Orders shall not be adopted save:

- (a) with the permission of the Presiding Officer and
- (b) with the consent of not less than two-thirds of the members present and voting.

**9. Matters not on the Agenda**

Matters which are not on the Agenda, and which are not raised under Standing Order No. 2 or No. 8 must first be submitted in writing to the Presiding Officer, who shall decide whether to consult the meeting further. Such matters may be taken only if agreed to by the meeting and at such time as the Presiding Officer shall arrange.



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# Keynote Speaker

Wednesday 19 October



## DERMOT WHELAN

*Radio – TV Broadcaster,  
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 Public Speaker and  
 Meditation Expert*

### Plugging in and Switching off – Taking back control of your day

How do we set ourselves up for a productive day without getting overwhelmed? More importantly, how do we truly switch off when the work is done? With his unique humorous approach, comedian and bestselling author, Dermot Whelan, will share easy, practical and scientifically proven techniques to de-stress and create a resilient, joyful approach to work and life.

Busting the many myths and preconceptions around meditation, Dermot will teach effective tips and techniques to help you bring your best-self to work and to ensure that you enjoy each moment of your precious personal time. And, along the way, we'll have some craic!

**D**ermot is a radio and TV presenter, author, comedian, public speaker and meditation expert. He presents the popular *Dermot and Dave Show* on Today FM. He won 'Best Music Presenter' at the 2020 and 2021 IMRO Radio Awards and in 2020 he won the 'Best Music Programme'. In December 2021, he presented 'Big Night In' on RTÉ 1, alongside co-host Doireann Garrihy.

Dermot's first book '*Mind Full: Unwreck Your Head, Destress Your Life*', a fun and accessible guide to meditation, shares his journey to becoming a meditation teacher and expert. The book provides easy techniques to meditate and de-stress in a fun and accessible way.

In 2021, he released his first children's book '*Noni & The Great Chocolate Mystery*', featuring his much-loved character, Noni, who is a regular on the *Dermot and Dave* show on Today FM.

He is a certified Masters of Wisdom and Meditation Teacher, training in California with one of the world's leading experts in corporate stress management and meditation practice.

Dermot has received more than 15 IMRO awards. He

was awarded Best Music Broadcaster 2016 at the PPI National Radio Awards and won Best Music Programme 2016 for his Today FM show, *Dermot and Dave*.

His podcast, *The Booze Chronicles*, won him a gong at the New York Festival Awards for the world's best radio shows. His radio comedy creation, *The Toll Trolls*, has had 3 top ten albums and went double platinum.

He has appeared on many TV shows, including most recently on *Callan's Kicks*. He has appeared on Des Bishop's *This Is Ireland* for RTÉ 2. He is best known as host of the hit RTÉ 2 show, *Republic of Telly*, with his sharp, cheeky comedic style.

Dermot also appears in season four of RTÉ Two's hit comedy *Bridget and Eamon* starring as Maurice Mallumphy. In 2021, he narrated RTÉ 1's hugely popular show '*Selling Ireland's Most Exclusive Homes*', a three-part series exploring some of the most amazing and expensive houses for sale in Ireland.

Dermot is also a stand-up comedian and he has performed at the Kilkenny Cat Laughs Comedy Festival, the Edinburgh Fringe Festival and Kilkenomics.



# Keynote Speaker

Thursday 20 October



**Lieutenant General  
SEÁN CLANCY**  
*Chief of Staff of the  
Irish Defence Forces*

## Resilience in Leadership, How We Keep Going

The Chief of Staff's presentation will focus on resilience and leadership. As we live in a world of extraordinary change and complexity, Seán will provide some thoughts on personal resilience and its importance to individual leaders, to those they lead and to the overall organisation.

Drawing on his experience as a military pilot and commander, he will outline how the concept of mission command enables resilience and why the climate a leader creates is important to leadership succession.

The presentation will be a personal reflection on resilience and how to keep going, gathered from his learnings during his thirty eight year career of service to the State.

Lieutenant General Seán Clancy, Chief of Staff, has 38 years' service in the Irish Defence Forces. He is the first airman in the Irish State to serve as Chief of Staff, having previously served as Deputy Chief of Staff (Support) and General Officer Commanding Irish Air Corps and Director of Military Aviation.

He joined the Irish Defence Forces in 1984 as a cadet and commenced flight training in 1986. He has flown both fixed and rotary wing aircraft, accumulating nearly 5,000 flight hours.

Seán has spent a considerable period of his career as a search-and-rescue pilot and was the Commander of the crew which received the Marine Medal for Meritorious Service in 2002. He served for a year with

the European Union Force in Bosnia as the Military Advisor to the Force Commander; he also spent two years as air advisor to the permanent element of SHIRBRIG, the UN standby brigade.

He holds a Bachelor of Science Degree from Trinity College, Dublin and a Masters in Military Leadership and Defence Studies from the National University of Ireland, Maynooth.

He is a graduate of the Defence Forces Command and Staff College, where he was the recipient of the Lt Gen Tadhg O'Neill Award. In 2017 he completed a Diploma in Advanced Management Performance with Smurfit Business School.

# Keynote Speaker

Thursday 20 October



**Dr ZACHARY WALKER**  
**MBA**

## Sustaining Leadership: Your Challenge and Your Responsibility

How do we build learning and leading in a sustainable way? What questions can we ask? What things can we do? This talk will focus on how we create a culture which develop leaders in schools, so that learning and laughter lead the way.

**D**r Zachary Walker is Head of Department for the Department of Psychology and Human Development (PHD) at the University College London Institute of Education (IoE).

He is a Senior Fellow with the Higher Education Academy and is recognised as an expert in individual and organisational learning performance. In the last ten years, Zachary has worked with educators and policymakers in more than 30 countries on learning, inclusive leadership and innovative practice.

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# Keynote Speaker

Thursday 20 October



**Dr CARA  
AUGUSTENBORG**  
*Environmental Scientist*

**D**r. Cara Augustenborg, an environmental scientist by training and a media pundit by passion, was awarded the title of “Woman of Influence” at the Irish Women’s Awards in 2020. She is currently an Assistant Professor in Landscape Studies and Environmental Policy at University College Dublin, a member of Ireland’s Climate Change Advisory Council and a member of the President of Ireland’s Council of State.

She also hosts the national environmental radio show and podcast “Down to Earth” on Newstalk and serves on the advisory committee of Teagasc’s agri-environmental Signpost programme. Cara is a former Chairperson of both Friends of the Earth Europe and Friends of the Earth Ireland and a former Government appointee to the advisory committee for Ireland’s Environmental Protection Agency and the National Dialogue on Climate Action.

She was the first person in Ireland to join Al Gore’s Climate Reality Programme in 2013. In 2016, the Sunday Independent named Cara as one of the 20 most influential people to lead the low carbon transition in Ireland. GreenNews.ie called her one of five women in Ireland making incalculable contributions to Irish environmental issues.

Her blog, ‘The Verdant Yank’ gives her take on “green” issues from an Irish-American perspective and was awarded Ireland’s best political and current affairs blog in 2016. Cara conducted her doctoral research at Ireland’s Agriculture and Food Research Authority, Teagasc, and was the Irish Ambassador for Ben & Jerry’s Climate Change College, traveling to the Arctic with the late Marc Cornelissen in 2008 to witness the impacts of climate change first-hand.

Cara attended University of Washington and received a B.Sc. in Biochemistry in 1999. She completed an M.Sc. in Environmental Health Sciences and a Doctorate in Environmental Science and Engineering at the University of California, Los Angeles (UCLA). She has lived in Ireland since 2003, when she moved her to pursue research on a Fulbright Scholarship at Teagasc in Co. Wexford and continued work there until 2007 as a Walsh Fellow.

She conducted a post-doctoral research in Trinity College Dublin’s School of Business and University College Dublin’s School of Agriculture before branching out into environmental policy and climate advocacy.








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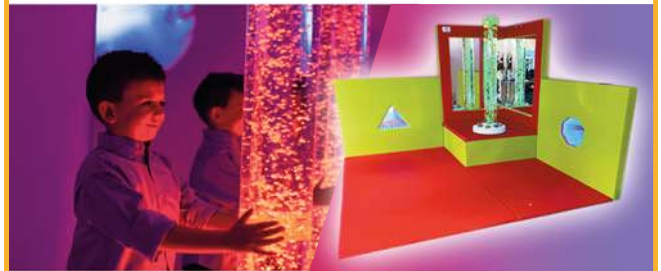
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# Workshop 1

Thursday 20 October



**Dr CARA  
 AUGUSTENBORG**  
*Environmental Scientist*

**D**r. Cara Augustenborg attended University of Washington and received a B.Sc. in Biochemistry in 1999. She later completed an M.Sc. in Environmental Health Sciences and a Doctorate in Environmental Science and Engineering at the University of California, Los Angeles (UCLA).

She has lived in Ireland since 2003, when she moved her to pursue research on a Fulbright Scholarship at Teagasc in Co. Wexford and continued work there until 2007 as a Walsh Fellow.

She did post-doctoral research in Trinity College Dublin's School of Business and University College Dublin's School of Agriculture before branching out into environmental policy and climate advocacy.

Cara, an environmental scientist by training and a media pundit by passion, was awarded the title of "Woman of Influence" at the Irish Women's Awards in 2020.

She is currently an Assistant Professor in Landscape Studies and Environmental Policy at University College Dublin, a member of Ireland's Climate Change Advisory Council and a member of the President of Ireland's Council of State.



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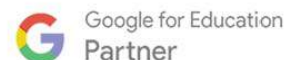
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# Workshop 2

Thursday 20 October



Dr ZACHARY WALKER *MBA*

## Fifteen Practical Leadership Tips to Adopt Immediately

Fifteen tips in 30 minutes? Get your seat belts on because we will be moving quickly! What are the practical follow-ups to building sustainable leadership? What are the most important actionables for next week and how do we make these behaviours part of our ethos? We will go through 15 quick ones – and we hope you will bring your own best tips too!

**D**r. Zachary Walker serves as the Head of Department for the Department of Psychology and Human Development (PHD) at the University College London Institute of Education (IOE). He is a Senior Fellow with the Higher Education Academy. Zachary is recognised as an expert in individual and organisational learning performance. In the last ten years, Zachary has worked with educators and policymakers in more than 30 countries on learning, inclusive leadership and innovative practice. He also enjoys frozen yoga, tackle chess, and wrestling with rhinos.

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# Workshop 3

Thursday 20 October



## AIDAN RYAN

*Military Assistant to the  
Assistant Chief of Staff  
of the Defence Forces*

### Positive Psychology

Aidan's workshop will primarily focus on why resilience forms part of our life cycle and on the need to differentiate resilience from robustness. This will be done using contemporary examples from the military which will show the distinct difference between the two. Savouring enjoyable situations throughout our life is a key pillar to helping us improve our resilience.

There's an onus on all of us as leaders and managers to have a positive impact on those we lead and to develop an environment and culture which fosters resilience in others, ultimately leading to a community which can overcome adversity more quickly, with the minimum loss of productivity.

We will discuss why it's so important for us to understand resilience in ourselves, and why we must also be able to understand resilience in others - there's a responsibility on all of us to espouse this.

Commandant Aidan Ryan is a Military Assistant to the Assistant Chief of Staff of the Defence Forces. A native of Waterford City, Aidan joined the Defence Forces as an Army Cadet in 2003 with the 80th Cadet Class, after completing his Leaving Certificate in St Kieran's College, Kilkenny the same year.

Aidan has served in a range of appointments in the Defence Forces, both at home and abroad, completing three tours of duty with the UN in Lebanon. He also served in KFOR HQ in Kosovo in 2021. Notably he was Class Officer of the 96th Cadet Class, which was recognised as one of the key leads in the response to the Covid-19 pandemic, designing

and implementing the national Contact Tracing System in conjunction with the HSE.

With a keen interest in education, Aidan completed a MSc (1st) in Guidance Counseling from Dublin City University in 2021, focusing his research on Individuals' understanding of resilience. Aidan has lectured extensively on how Positive Psychology can affect an individual's approach to resilience. He takes his lead from the writings of Martin Seligman and joins this up to the contemporary challenges of resilience in the military.

Aidan lives in Naas, Co. Kildare with his wife Suzanne and their two children, Steven and David.

# Workshop 4

Thursday 20 October



## MARK SPARVELL

*Teacher, Leader, Thinker, Speaker, Writer, Influencer, Educator, Podcaster, Do-er*

### What Matters Most?

#### The Case for Social-Emotional Learning and Technology

**M**ark Sparvell, B.Ed, M.Ed, is a global award winning educator and leader with over 30 years' experience leading improvement and is currently a Director of Education Marketing based in Seattle. Mark speaks frequently at events and conferences, sharing best-practice and next-practice from the classroom through to policy and practices at system levels. He is always on the lookout for innovative examples to share, new evidence and research about impact and ways to scale and sustain improvement.

Mark has a strong interest in emotional intelligence. He is considered to be an expert in this topic and frequently writes, presents and levers social platforms to explore emotions as gatekeepers of cognition, attention and motivation.

Mark is an advisor for Goldie Hawn's MindUp Foundation and for the anti-bullying foundation Power of Zero; he is the founder of the SELinEdu Community of 20,000, ambassador for the Emotional Intelligence Society, presenter, podcaster, social media wrangler and writer.

#### **What Matters Most? – The Case for Social-Emotional Learning and Technology**

In this practical session, Mark will share current research, best- and next-practice around the approaches schools are taking to support the well-being of young people to do their best and to be their best in environments, which are both inclusive and accessible for all.

Simply put – how do we give every student the best seat in the house?

The challenges faced by education globally are shared challenges and, accordingly, the good news is that the solutions are shared solutions also.

You won't walk away heavy hearted or full of despair but will walk away with things to do and consider – Monday and not someday!

**Follow Mark on Twitter @sparvell**

# Workshop 5

Thursday 20 October

MARY NIHILL



DONAL O'REILLY



## Shared Learning from the Irish System

This workshop will firstly synthesise the findings from a CSL research project which examined the impact of the allocation of additional DPs to larger schools.

The workshop will then look at practices that Senior Leadership Teams (SLTs) have developed that have had the greatest impact on the effectiveness of the team.

It will also explore what the greatest challenges have been in sustaining the SLT as a coherent team, as well as how the SLT impacts on the effectiveness, or otherwise, of other teams, such as the Middle Leadership Team in schools.

**M**ary started her career in education as a post-primary Science and Maths teacher. She co-ordinated the Transition Year programme in St Paul's Secondary School Oughterard Galway for a number of years. In 1993 she completed a Masters in Education and in 1994 she was appointed Principal of St Paul's.

In 2005 she was seconded as Assistant National Co-ordinator to the Leadership Development for Schools (LDS) team, where she co-ordinated programmes such as Misneach, the programme for newly appointed Principals, and Forbairt, a development programme for established Principals and Deputy Principals.

In 2010 she was appointed as Principal of Calasanctius College in Oranmore Galway. Mary was elected President of the National Association of Principals and Deputy Principals (NAPD) in October 2014.

Since 2015 she has been seconded as the National Director of The Centre for School Leadership (CSL).

Mary is currently undertaking PhD study in the area of professional learning for school leadership at the University of Galway.

**D**onal is a graduate of the University of Limerick, where he studied Engineering teaching. He has worked in the voluntary secondary and ETB sectors during his career. He returned to the University of Limerick in 2004 to complete a Masters of Arts in ICT in Education.

Having been the LCVP co-ordinator in his previous school he joined Killorglin Community College, Co. Kerry as Deputy Principal in 2007 and was appointed acting Principal in 2018. Donal has also worked as tutor on the Tóraíocht programme, was a leadership associate for the PDST on the Tánaiste programme and an NAPD mentor for Deputy Principals.

He is a guest facilitator with European SchoolNet and has co-facilitated workshops and MOOCs during his time in Killorglin Community College.

He was seconded to the Centre for School Leadership in 2019 as post-primary co-ordinator and appointed post-primary Deputy Director in 2021. Donal has just completed a Diploma in Life & Leadership Coaching.



# Workshop 6

Thursday 20 October



**ANDREW  
BROWNLEE**

## The new FET Funding Model

In June 2022, SOLAS published the final report by the Independent Review Panel on the FET Funding Model Review.

The recommendations of this report have great implications for the funding of FET as a whole and FET Schools and Colleges in particular.

This workshop will provide an opportunity to discuss these implications with the Chief Executive of SOLAS, Mr Andrew Brownlee.

It is also an opportunity for Mr Brownlee to hear the observations and feedback from FET Principals and Deputy Principals.

Andrew Brownlee is the CEO at SOLAS, the national Further Education and Training authority, having previously served as Executive Director for Strategy and Knowledge.

At SOLAS, he has played a key role in putting in place a strategic performance framework for the Further Education and Training (FET) system, in implementing reforms to support a simplified and more integrated provision model and in developing a new 5-year FET strategy which sets out an ambitious new vision for its next critical phase of development.

He joined SOLAS from the Higher Education Authority, where he was Head of System Funding and led the establishment of a comprehensive governance framework and the reform of Higher Education funding.

Prior to joining the public sector, he had a distinguished career in management consultancy, working for PwC, PA Consulting and Fitzpatrick Associates, developing strategy and managing change for a diverse range of clients, with a particular focus on the education and skills sector.

# Workshop 7

Thursday 20 October

## Coimriú ar fhorbairtí agus ar chomhpháirtíochtaí reatha COGG

- **Téacsleabhair iar-bhunscoile, acmhainní eile agus An Tairseach**
- **Plé ar dhréacht chlár don Chomhdháil do Phríomhoidí, do Phríomhoidí Tánaisteacha agus do Mhúinteoirí i bhfeighil ar Aonaid a fheidhmíonn in iar-bhunscoileanna Gaeltachta agus i nGaelcholáistí.**

1. Sa cheardlann seo, déanfar coimriú ar a lán gnéithe d'obair COGG agus de na forbairtí tairbheacha i réimse na hiar-bhunscoile. Le linn an tseisiúin, léireofar fairsinge an tsoláthair mar a bhaineann sé le téacsleabhair agus acmhainní ina measc an leabhar nuafhoilsithe téarmaí do scoláirí na céad bliana. Lena chois sin, cuirfear béim ar an fhiúntas oideachasúil a bhaineann leis *An Tairseach* [www.tairseachcogg.ie](http://www.tairseachcogg.ie) agus tabharfar léiriú beo ar an suíomh nua seo.
2. Tabharfar deis do rannpháirtithe an tseisiúin seo plé a dhéanamh *ar an dréacht chlár don Chomhdháil do Phríomhoidí, do Phríomhoidí Tánaisteacha agus do Mhúinteoirí i bhfeighil ar Aonaid a fheidhmíonn in iar-bhunscoileanna Gaeltachta agus i nGaelcholáistí*. Tabharfar cluas éisteachta do théamaí/topaicí lena cois gur mian le ceannairí scoile go ndéanfaí iniúchadh orthu le linn na Comhdhála. Tionólfar an Chomhdháil seo in Óstán na Páirce, An Mhuileann gCearr, ar an Déardaoin, an 20 Aibreáin, 2023. Beidh fáilte mhór roimh thuairimí agus moltaí na rannpháirtithe.

### Aoi-chainteoirí / Speakers:

#### JACQUELINE NÍ FHEARGHUSA

Ceapadh í ina Príomhfheidhmeannach ar COGG i mí an Mhárta 2022. D'oibrigh Jacqueline mar chigire Gaeilge ag an iar-bhunleibhéal ar feadh beagnach fiche bliain agus bhí sí ar an bhfoireann chigirí atá ag obair leis an Aonad um Oideachas Gaeltachta ó bunaíodh é in 2017. Tá taithí cigireachta aici sna réimsí eile seo: Oideachas Sóisialta Pearsanta agus Sláinte, DEIS, an Idirbhliain, Cosaint Leanai agus Youthreach. Roimh di dul isteach sa Chigireacht, d'oibrigh Jacqueline mar Stiúirthóir ar an eagraíocht Gaelscoileanna (athraíodh an t-ainm go Gaeloideachas i 2016). Chaith Jacqueline tamall de bhlianta ag obair freisin leis an eagraíocht Glór na nGael agus cur amach aici ar phobail teanga ar fud oileán na hÉireann, dá bharr. Tá cáilíochtaí bainte amach aici sa Ghaeilge, Fraincis, Oideachas, Gnó, Aistriúchán, Réiteach Coimhlinte agus Rialachas Corparáideach.

#### PÁDRAIG Ó BEAGLAOICH

Ceapadh ina Oifigeach Oideachais Iar-bhunscoile é le COGG in 2016. I ndiaidh dó Ard-Diplóma san Oideachas a bhaint amach sa bhliain 2011, chaith sé 5 bliana ag saothrú mar mhúinteoir iar-bhunscoile. Chaith sé seal roimhe sin ag obair mar shaoraistritheoir Gaeilge. Is díol mór spéise dó forbairtí sa teicneolaíocht agus an tslí ar féidir iad a chur i bhfeidhm sa Ghaeilge. In 2016, bhain sé amach Diplóma Gairmiúil sa Mhargaiocht agus Straitéis Dhigiteach. Ghnóthaigh sé MSc i mBainistíocht Oideachais agus Oilúna (R-fhoghlaim) sa bhliain 2020 agus tá sé faoi láthair ag tabhairt faoi Theastas Gairmiúil sa Rialachas leis an bhForas Riaracháin.

#### PEADAR Ó LOIDEÁIN

Ceapadh Peadar ina Oifigeach Oideachais don Pholasáí um Oideachas Gaeltachta le COGG in 2019. Tá sé ar iasacht ó Choláiste na bPíarsach, Ros Muc, Co. na Gaillimhe, áit a d'fheidhmigh sé mar Phríomhoide ó 2009-2019. Roimhe sin, chaith sé tréimhse mar Chomhordaitheoir ar Chlár Críochnú Scoile Chonamara Thiar Theas mar aon le blianta fada caite aige ag múineadh Gaeilge i scoileanna éagsúla timpeall na tíre. Tá cáilíocht tríú leibhéal sa Staidéar Gnó aige agus é i mbun staidéir i láthair na huair ar an M.Oid. san Oideachas Lán-Ghaeilge & Gaeltachta. Oibríonn sé mar Scrúdaitheoir Comhairleach do Choimisiún na Scrúduithe Stáit.



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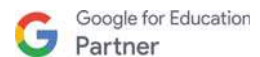
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# Report on NAPD Group Mentoring for Principals and Deputy Principals 2021-22

**Máire Ní Bhróithe  
 Mary Keane**



**N**APD Group Mentoring was organised and planned by Michael McCann for the past number of years. There were 45 Principals and 60 deputies involved in mentoring in 2021-2022. We took over the Group Mentoring programme in January 2022 from Michael and we are grateful to him and all the group mentors who have ensured that there was a seamless transfer.

The past few months have been spent planning for Group Mentoring for 2022-2023. We set up an email address, [mentoring@napd.ie](mailto:mentoring@napd.ie), and all queries in relation to mentoring are going through this address.

We decided to train in more NAPD mentors this past summer, so that we would have a larger pool of Principals and Deputies ready to support their newly appointed colleagues in the 2022/2023 school year.

We had 9 group mentors for Principals and a further 8 new group mentors were trained in Portlaoise in June 2022. This brought to 17 the number of mentors and will allow us to allocate two mentors to some of the larger groups in 2022/2023. It will also help to reduce the size of some of our mentoring groups. All group mentors are already CSL (Centre for School Leadership) mentors and have had many years' experiences of one-to-one mentoring. We also have a mixture of mentors from different sectors to support our new colleagues. As we move into the school year

2022-2023, we expect to have 60 Principals in their second year in the position

We had over 80 applications from Deputy Principals to attend our 2-day training session in June. We were delighted with the response and the generosity shown by the Deputies in offering to assist their colleagues. As a result of the high interest, time was spent on the shortlisting process. Finally, 22 new deputy mentors were selected, and they attended an in-person deputy training session in June, followed by an online event in the autumn. This enabled us to have 27 qualified Deputy mentors and allowed us to run the programme on a regional basis.

Each NAPD region has a committee of 3 qualified mentors who are organising the group mentoring for that particular region. There have been over 150 newly appointed Deputies in 2022. Some regions have over 20 new Deputies. The regional teams are currently making plans for the group mentoring of Deputies in 2022-2023.

Thanks again to Michael McCann for all his support and dedication to group mentoring over the past number of years. We hope to continue his good work and bring support to all our newly appointed colleagues.

**As we say in NAPD – ar aghaidh le chéile!**

# Report from the Welfare Committee 2021-22

**Shay Bannon**



A key part of NAPD's brief is to promote the health and welfare of Principals and Deputy Principals and it is important to stress that NAPD is the only organisation which is specifically dedicated to that purpose. NAPD supports the professional needs of school leaders in a constantly changing and increasingly demanding educational landscape. As you are well aware, this has been a particularly difficult time for all school leaders and the need to look after their welfare and wellbeing has never been more important.

The NAPD Welfare Committee was established in March 2012 and current members of the committee are: Shay Bannon (Chair), Cáit Breathnach, Paul Byrne (NAPD Deputy Director), Sean Crowley, Chris Darby, Deborah Dunne, Kathy Finnegan, Siobhan Foster, Anne Gorby, Kieran Golden, John Gorman, Mary Keane, Jimmy Keogh, Ceola McGowan, Kathleen O'Donovan Ryan, Sarah Rice and Damhnait Uí Argáin.

The President, Vice-President and Director attend meetings when available.

The Welfare Committee is responsible for developing suitable and appropriate guidance documents and resources to assist school leaders in their day-to-day work. The **Very Useful Guide (VUG)** is an essential element of the work of the Welfare Committee and all of the guidelines and documents that have been developed by the committee since 2012 can be found in the member's section of the NAPD website.

All of the documents in the VUG are based on the experiences of school leaders who have shared their

knowledge and experiences with us so, that the practical advice offered in the documents reflects the reality of life at school level. To access the **Very Useful Guide (VUG)** go to the NAPD website and log into the members' area with username and password; click the *Publications* icon at the top of the screen and then click on the *Very Useful Guide* icon. It's that simple.

The committee welcomes suggestions and proposals from colleagues about areas where they feel they might need additional help or guidance. Similarly, if you have any ideas for policies or procedures that need to be included in the **Very Useful Guide** or if you feel you can contribute to our work in any way, please contact us at [welfare@napd.ie](mailto:welfare@napd.ie).

The need for well-being and welfare to be highlighted and promoted at the Annual Conference through keynote speakers and workshops has been acknowledged. The Welfare Committee plays an active role in ensuring that this happens annually at Conference.

Other areas of interest being considered by the Welfare Committee include:

- Developing a health and well-being strategy/protocol for Principals and Deputy Principals – one that identifies and outlines what is required to create a healthy and thriving culture to support the well-being of school leaders in a potentially volatile and ever-changing work environment
- Identifying areas for postgraduate research that might be undertaken by NAPD members

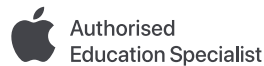
# Report from the Welfare Committee 2021-22

- Contributing to an annual programme of wellbeing-related activities and campaigns, e.g., general health campaigns, work/social balance, wellness programmes and initiatives, etc.
- Providing information, advice and guidance about general welfare, psychological wellbeing and personal health to improve the health and wellbeing of members
- Attending events and providing updates to members (particularly new appointees) around welfare issues

A special word of thanks to Director Paul Crone and Deputy Director Paul Byrne for their encouragement

and ongoing support and to Michelle and Lisa in the Head Office for their efficiency, courtesy and hard work. A special word of thanks to Barry O'Callaghan and Mark Daniel for their expertise in making the guides intelligible and legible.

Finally, can I thank all the members of the current committee for their patience, understanding, energy and positive inputs during the last academic year. I know that NAPD members appreciate what it takes to prepare each guidance document and there is no doubt that the VUG is helping those in leadership roles in practical and real ways.



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# NAPD Leading for Learning (L4L) Report 2021-22

**Barry O'Callaghan**

## Background

NAPD launched the Leading for Learning (L4L) initiative at the 2012 Symposium, with the aim of articulating, promoting and developing the central role of Principals and Deputies as Leaders of Learning.

Starting with Paul Ginnis and Guy Claxton in 2012, NAPD subsequently invited Mike Hughes and Graham Powell, both respected and independent international practitioners, to share best international practices around Learning & Teaching with Irish practitioners.

The years since 2012 have seen great strides taken by many schools as they moved the nature of learning in their classrooms from Instructivist (*I tell, you listen; I'm active, you're passive; I transfer information from my head to yours*) to Constructivist (*my role is to help you construct understanding and meaning in order to facilitate your learning*).

Over the past 10 years, many thousands of teachers and school leaders from hundreds of schools have participated in NAPD workshops, resulting in significant benefits to Irish classrooms.

## Learning & Teaching Workshops 2021 – 2022

The big challenge this past year continued to be Covid. Like the previous year, Graham Powell decided not to proceed with workshops.

Thankfully he has decided to return in the current year (2022 – 2023) with an introductory Newcomers' workshop and a refresher Returners' workshop. Based on demand, follow up workshops will be considered for later in this academic year.

A very significant development in the current year is the *Become a Leader of Learning in your School* workshop to be held in Portlaoise on 17 November. Details are elsewhere in the brochure; registration is via the NAPD website (professional learning tab). Many school leaders rightly feel overburdened by the administrative workload and express a desire to spend more time being a leader of learning. Yet, if honest, many will say they wouldn't be sure where exactly to start. This, then, is a perfect opportunity to collaboratively explore what leading learning might look like in practice. Graham will lead this workshop, accompanied by his colleague Armando Di-Finizio, a UK based education consultant, and supported by 4 Irish Principals Gerard O'Leary, Janice Uí Bheoláin, Yvonne Lucey and Colm Ó Corcora.

In the autumn of 2021, we had hoped to return to face-to-face Magenta workshops with Mike Hughes but it soon became clear that Covid restrictions would not allow this.

The Newcomers programme comprised six Zoom workshops between November and March, with a choice of time – mid-morning or after school. Returners from previous years were offered a single workshop in late November.

The Newcomers programme attracted almost 200 teachers from 44 schools and the Returners programme almost 80 teachers from 24 schools. Given the disruption caused by Covid to school and family life, the attendance at workshops was hugely encouraging, particularly those late in the school day and those late in the school year. We expected drop off – it didn't happen and, for this, credit is due to all the participants and to Mike.

By offering series of workshops, rather than once-off, teachers could take ideas back to their practice, try things out to deepen their understanding and then return to subsequent workshops to reflect on, and share, experiences.

A key aspect for the success of the programme is that



# NAPD Leading for Learning (L4L) Report 2021-22

Mike is an independent educator who doesn't represent the Irish, UK or any other system. Through Magenta, he shared insights gained over many years as a teacher and Principal and inspector. Since 2013 he has conducted annual series of Learning & Teaching workshops for teachers and school leaders. Mike also works with individual schools, clusters of schools and groups in different ETBs and regions.

Magenta workshops are based on the principle that in order to make sense of information students have to do something to/with it. The term Magenta has become part of the vocabulary in many schools and is regularly referenced in WSE Reports.

Magenta seeks to promote engagement, depth and challenge in lessons and is based upon the belief that:

- Learning is the consequence of thinking –therefore our job is to make students think
- Language is central to learning - therefore our job is to encourage students to talk
- Learning is an active process - therefore our job is to get them doing

Magenta is about principles to adapt rather than strategies to adopt. Workshops are not designed to provide a range of good ideas/collection of activities/quick fixes but instead to provide a framework upon which to build something more substantial.

Feedback from participants was, this year again, hugely encouraging. A selection of participant feedback is available to view in the summer edition of Leader (page 69-71).

As is the case every year, teachers welcomed engagement around improving learners' experiences and around enhancing their own professional capacity. At a time when weariness around Covid permeated, workshops provided a welcome professional distraction. It must, however, be fairly noted that a programme comprising exclusively online workshops cannot provide the dynamic energy and professional engagement that in-person workshops can.

### **The Magenta Principles.ie (Na Prionsabail Maigeanta) by Mike Hughes**

One of the legacies of the L&T project, which will have a lasting impact in Irish classrooms, was the publication of The Magenta Principles.ie in 2018.

It was described as ... *a unique project, there has never been a book on Learning & Teaching written for an*

*Irish context, with lessons devised by Irish teachers ... a book which shows how learning in our classrooms can be radically changed for the better ... a timeless book, will be as relevant in 20 years' time, as it is today ...*

It is available for purchase from Head Office.

### **Powering Up Students – Graham Powell and Guy Claxton**

We are also very pleased to be associated with this book, published in June 2019. While NAPD had no direct involvement with its publication, both Graham's and Guy's experiences with Irish schools and their interaction with the Irish education system features prominently. The book is also available for purchase from Head Office.

Two more recent publications, with immediate relevance to the *Become a Leader of Learning in your School* workshop in November are *Powering Up your School* (Guy Claxton, Graham Powell et al) and *A Head Full of Ethics* (Armando Di-Finizio). Both are available online.

### **Looking Forward ...**

Workshops have shown teachers and school leaders that it's not a binary choice between achieving good results and developing successful, engaged, self-directed and curious learners. Both are simultaneously possible. As we continue to embed Junior Cycle reform, we must quickly move to build momentum for, and bear influence on, Senior Cycle reform.

NAPD L4L is always open to new ideas. Are there other things we should be engaged with or doing differently to energise, stimulate and support? Let us know personally or through NAPD's structures.

### **BIG Thanks**

Special thanks are due to the Executive for its continuing support for the L4L project; to Michelle and Lisa in Head Office for their understanding, patience and efficiency; to Paul Crone, Paul Byrne, to President Rachel O'Connor for their enthusiastic support which has ensured that L4L continues to be placed high on NAPD's agenda.

# Report from the Arts Culture and Heritage Committee 2021-22

**Derмот Carney**



Chair Kay O'Brien led the Arts Culture and Heritage Committee as the country moved away from the pandemic. It was an active year and the Committee once again adjusted its programmes to deal with the remaining pandemic restrictions. Committee meetings this year were via Zoom until June 2022 when the Committee was delighted to meet once again in person at NAPD HQ.

Supported by Director Paul Crone and Deputy Director Paul Byrne, the Committee met on eight occasions during the year. In June a lunch was held to mark the retirement of Derek West, Michael Parsons, Dave Mac Pherson and Patricia Hayden from the Committee and to recognise their tremendous dedication work in arts-in-education in schools. Kathy Jones, Principal of Bremore Educate Together, was welcomed as a new member of the Committee.

## Coming out of the pandemic

There was optimism in autumn 2021 that the worst of the pandemic was over and Creative Engagement 2021-22 was launched. There were applications for 110 Creative Engagement projects from schools. This was a big increase on the previous year but considering the pandemic was still a threat, it showed the optimism of the teachers and school leaders. The 2020-21 programme was extended into autumn 2021 to allow teachers finish projects which had been delayed due to school closures. The majority of school leaders, teachers, artists and students embraced the opportunity of completing the 2020-21 work and there was some extra funding made available from Creative Ireland. The Committee began to visit schools again

as the school year progressed. School visits were set up to encourage students, teachers and artists in their work and this is now an integral part of the Creative Engagement. However, during the pandemic the Committee did stay in contact with schools via social media and phone, in the knowledge that meeting in-person in schools was always preferable.

## Finance

Although requested, no meetings were held with Minister of Education, Norma Foley nor Catherine Martin TD, Minister of Tourism Culture Arts Sport Gaeltacht and Media. However, Minister Martin is favourably disposed towards NAPD's Creative Engagement. As a teacher she partook in the Creative Engagement programme in 2015 and exhibited her students' work in Collins Barracks. Both Department of Education and the Department of Tourism Culture Arts Gaeltacht Sport and Media continued to finance the Creative Engagement programme.

The Arts, Culture & Heritage Committee still feels that compared to Creative Schools there is an inequality of funding in existence with Creative Engagement schools on average receiving half of what Creative Schools receive. Negotiations with the DTCASGM in the previous school year had resulted in a modest increase in the funding. This was welcomed. NAPD had signed an SLA with Creative Ireland and a PDA with the Department of Education to regularize the financial interactions. Creative Ireland also recognized Creative Engagement as one of the strands under Creative Youth, Pillar 1 of Creative Ireland.

# Report from the Arts Culture and Heritage Committee 2021-22

## Creative Engagement programme 2021-22

Creative Engagement applications increased in numbers for the 2021-22 school year. There were 110 original applications for project approval. The number reflected the interest from schools following the pandemic. The arts in education programme, now in its twenty second year, continues to be a rich source of inspiration for students throughout the country. Schools applied from all the second level sectors, Further Education Colleges and some National Schools with Special Needs classification. Visitation of schools by the Committee was recommenced. School visits are a normal part of the Committee's work. School visits encourage teachers, students and artists and stimulates dialogue between the partners on aspects of the programme.

## Stimulus funding

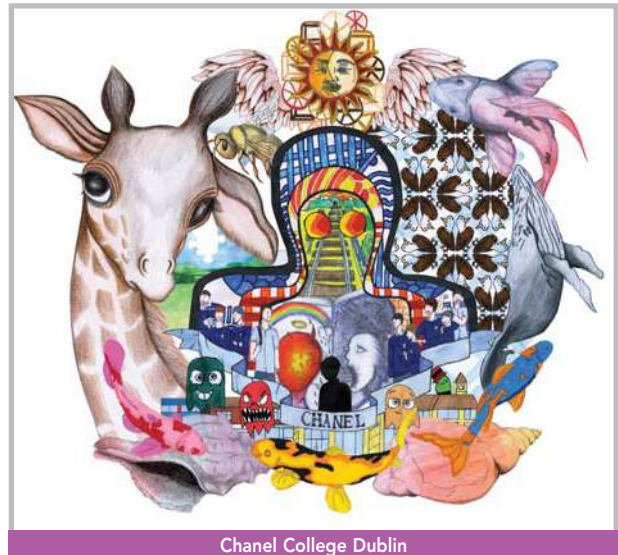
The Department responsible for Tourism Culture, Arts et al. had kindly offered NAPD stimulus funding for artists that could be paid as a grant through the Creative Engagement programme. This was done in the previous year and had been welcomed by the Committee, since the arts sector was seen as one of the most seriously affected by the Covid 19 pandemic. Most of this money was paid out in the 2019-20 school year. Any outstanding funds were paid out by September 2021. Many schools took up the offer of the stimulus.

## Creative Engagement Exhibition

As 2020-21 projects were not finished until December 2021, the ninth Annual Creative Engagement Exhibition took place again online in February 2022. The Committee used the Hopin online platform.

This had been a major departure the previous year from using the National Cultural institutions as venues for the exhibition but it was the only option the Committee had to display students work. There were over 45 exhibitors and, as the exhibition was prepared during lockdown, the result was a great success for the schools involved. It had a number of dramatic projects on display.

Paul Crone, NAPD Director, opened the exhibition which remained live online for two days. The exhibition



Chanel College Dublin

brochure, which was very well received, was once again produced by Kay O'Brien and Michelle O'Hanlon was instrumental in the success of the event management of the exhibition. The exhibition, however, did not attract as many visitors as the first online exhibition in 2021.

## Arts In Education Portal

NAPD continues to be represented on the editorial Committee of the Arts in Education Portal by NAPD Arts Officer, Dermot Carney. Under the direction of Dr Katie Sweeney from the Department of Education, there continues to be great momentum to this work and in November 2021 the National Arts in Education Portal Day was held online. There were workshops, events and webinars which were very successful. The website, showing a wide range of arts projects and showing best practice in school projects is a wonderful resource for schools and practitioners in the arts. For details about the arts in education website, which caters for first and second level schools, please go to [www.artsineducation.ie](http://www.artsineducation.ie)

## Creative Ireland

The First Pillar of Creative Ireland involves young people and therefore schools. It is called Creative Youth. Creative Ireland sets out as a key objective that "by 2022 every child in Ireland will have access to tuition in art music and drama". NAPD agreed to work

# Report from the Arts Culture and Heritage Committee 2021-22

within the framework of Creative Ireland for the past two years. Creative Engagement is now seen as a strand alongside Creative Schools under the Creative Youth Pillar. Under governance agreements with both the Department of Education and Creative Ireland, in March 2022 NAPD had to produce an audit of accounts and details of all activities related to the grants given by the departments.

## National Strategic Plan for social inclusion

Director Paul Crone and Arts Officer Dermot Carney continue to represent the NAPD Arts Culture and Heritage Committee at meetings online with Dr Paul Downes, Director, Educational Disadvantage Centre, Associate Professor (Psychology of Education), DCU Institute of Education.

There were a number of meetings with a wide variety of interested parties designed to prepare a submission to the Minister of Tourism Arts and Culture for the National Strategic plan for social Inclusion. The central

aim is to influence the Budget to allocate funding for the arts which would promote social inclusion.

## Review of the Arts Culture and Heritage Committee and its programme

The Committee is reviewing its policies and is planning for the next five years. During the past two years the Committee had begun the process by looking at the tenure of the Committee and to plan for the succession of new people who might be interested in being part of what is a very dynamic Committee. It will continue its work reviewing the Creative Engagement programme and all aspects of the arts in education. The review will link the five year plan of Creative Engagement to the Creative Youth Pillar of Creative Ireland.

### Committee 2021 - 2022:

Dermot Carney, Anthony Condrón, Mick Daly, Brendan Flynn, Mary Hanley, Kathy Jones, Frances Neary, Paddy O'Conor, Kay O'Brien (*Chair*).



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# Report from NAPD Retired (NAPR-R) 2021-22

**Ciarán McCormack**



At long last, on 29 September 2022, we finally had an in-person AGM, following a number of postponements when Covid numbers were high. The previous event that took place was the Dublin Spring lunch in March 2020, just as the first lockdown was upon us.

The day began with the Annual Golf competition which was open to members and friends. Thankfully, it was dry and warm and this was reflected in the standard of play.

It was pleasing that the number in attendance at the AGM was comparable to pre-Covid times. It was particularly nice to welcome many colleagues who had retired in recent years. Brief reports were given on the work of the Alliance and National Executive of NAPD.

The accounts were presented and approved. We were delighted that both Paul Crone, Director and Paul Byrne Assistant Director were able to attend.

In his presentation to the AGM, the Director gave a summary of the results of a recent survey of NAPD colleagues. It is clear that the job has become even more time demanding and stressful since the last survey a few years ago. He also expressed his support for NAPD-R and committed to assisting us in making contact with newly retired colleagues (many Principals and Deputies use school email addresses, which become defunct on retirement).

A new committee, with 5 new members was elected. Now we have an opportunity to begin again, post Covid, to re vitalise NAPD-R.



*Detta Cahill making a presentation to Tim Geraghty to mark his retirement as Deputy Director.*

Immediately after the AGM, Jacinta Kitt spoke on the topic Caring for Yourself – making the most of life. If you have heard Jacinta speak, you will know that her presentation was both informative and entertaining.

The evening concluded with a dinner at which the Golf trophy was presented to the winner, Seamus Hanley, husband of Mary Hanley, past NAPD President.

The immense contributions to NAPD of Clive Byrne, Tim Geraghty and Derek West over many years were also recognised and marked with presentations.



*Mary O'Donnell presenting the prize to the winner of the golf tournament, Seamus Hanley.*



# An Coiste Gaeloideachais 2021-22

## Feargal Ó Giolláin

**F**eidhmíonn Coiste Gaeloideachais an NAPD ar son na scoileanna lán-Ghaeilge agus Gaeltachta. Tá aon duine dhéag againn ar an gCoiste agus tá ionadaithe óna hearnáil éagsúla ina measc. Bímid ag obair in éineacht le COGG agus Gaeloideachas. Tá ionadaí againn ar an gCoiste Comhairleach um Polasaí Oideachas Gaeltachta agus ar Fhóram Gaeloideachais an BOOÉ/ETBI. Buntáiste amháin a d'eascair as an bpaindéim ná gur thosaíomar cruinnithe ar líne, a thugann deis do phríomhoidí agus do phríomhoidí tánaisteacha freastal ar na cruinnithe níos minice – táimid ag leanúint ar aghaidh leis an nós sin.

Ba mhaith liom, ar dtús báire, ár mbuíochas ó chroí a ghabháil le Fiona Ní Chatháin a d'oibrigh go dian dícheallach mar chathaoirleach ar an bhfochoiste seo le blianta anuas. Níl a taithí de dhíth orainn ós rud é go bhfuil sí fós ar an gcoiste .

Bhí an chomhdháil anuraidh ar líne, ar an 20 Deireadh Fómhair, agus ba í Sarah Ní Dhuinnín a bhí i mbun na ceardlainne. Chuir sí ceardlann thar a bheith suimiúil i láthair ar chleachtais an mhúinteora ábhair mar a bhaineann le cruinnúsáid na teanga a chur chun cinn in iar-bhunscoileanna lán-Ghaeilge agus Gaeltachta.

Beidh an chomhdháil ar siúl i nGaillimh i mbliana agus beidh COGG ag cur na háiseanna uile atá forbartha acu faoinár mbráid. Chomh maith le sin, beidh réamhphlé agus tuairimí a lorg faoi dhréacht chlár don Chomhdháil do Phríomhoidí, do Phríomhoidí Tánaisteacha agus do Mhúinteoirí i bhfeighil ar Aonaid a fheidhmíonn in iar-bhunscoileanna Gaeltachta agus

i nGaelcholáistí a thionólfar in Óstán na Páirce, An Muileann gCearr, ar an Déardaoin, an 20 Aibreáin, 2023.

Is luachmhar agus tairbheach an obair atá á dhéanamh ag COGG le cabhrú lenár n-earnáil. Freastalaíonn feisire ó ChOGG ar gach cruinniú don fhochoiste agus táimid buíoch as an tacaíocht leanúnach seo. Is fiú 'An Tairseach' atá forbartha ag COGG a lua, áit gur féidir le múinteoirí a gcuid acmhainní a roinnt le scoileanna na tíre.

Táimid mar fhochoiste fós an-bhuartha faoi na himpleachtaí a bhaineann le dréachtsonraíocht Ghaeilge na hArdteistiméireachta, T1. Mar a luadh, cuireadh aighneacht chuig an CNCM. Níl aon eolas nua foilsithe go dtí seo.

Ní mór dúinn fadhbanna earcaíochta a lua freisin. Tá Gaeloideachas, a bhíonn ar an bhfochoiste chomh maith, ag cur suirbhé le chéile chun doimhneacht na faidhbe seo a fhiosrú. Ón méid a cloistear, tá an earnáil Ghaeilge ag fulaingt de bharr easpa múinteoirí oilte le Gaeilge líofa. Cuireann an fochoiste an fhadhb seo faoi bhráid fheidhmeannacht an NAPD, ag cur béime air, go bhfuil an ganntanas múinteoirí níos géire dúinne.

Táimid i gcónaí ag lorg baille nua – má tá suim agaibh, bí cinnte go dtugann sibh cuairt ar an gceardlann ag Comhdháil NAPD i nGaillimh i mbliana.

Beirigi bua!

**Feargal Ó Giolláin, *Príomhoide*,  
 Coláiste Chilllain, Cluain Dolcáin, Baile Átha Cliath**



# Regional Ambassadors Report 2021-22

**Shay Bannon**

An induction day was held for regional ambassadors in February 2022 and information packs for school visits were prepared and subsequently developed.

School visits commenced in May 2022, with over 20 schools visited to date. It is planned to increase this number significantly in the current academic year.

The school visits are going extremely well with very positive feedback – the welcome for ambassadors is very genuine and all schools visited were happy to meet with NAPD representatives and were delighted with NAPD’s initiative of visiting and listening.

A report from each school visit is emailed to me, as co-ordinator, and from these a list of issues is being compiled to help with the development of supports. It is also planned that regional ambassadors will record innovations and new projects they encounter during visits, so that such best practice can be shared with colleagues.

There are 15 regional ambassadors presently:

**Region 1** Jimmy Keogh, Chris Darby, Martin Killoran, Ann Waters

**Region 2** Bernadette Rowland, Jacinta Deady-Henry

**Region 3** Madailín Mhic Loughlin

**Region 4** Appointments pending

**Region 5** Robert O’Callaghan, Shay Bannon, Detta Cahill

**Region 6** Ciaran Cooke

**Region 7** Sean Crowley, Mary Keane

**Region 8** Patricia Hayden, Kathy Finnegan

**Region 9** Tony Collison, Kathy Finnegan

A meeting was held with the regional ambassadors in September 2022 to review their role and to assess the feedback that had been received to date.

Ambassadors have been invited to attend the NAPD conference in Galway and are looking forward to meeting up with school leaders from their regions.

Finally, NAPD is applying for additional funding from the TES to support the regional ambassador initiative.

**Shay Bannon,**  
*Co-ordinator*



# Report from the Further Education & Training Committee (NAPD-FET) 2021-22

**Rory O'Connor**



**Further Education and Training Colleges Ireland**

The Voice of FET College Leaders | A Committee of NAPD

## Committee Members

Dr Noel Colleran  
 Maureen Conway,  
 Dr Jean Fitzgerald  
 Michael Foley  
 David Forde  
 Geraldine Gibbons  
 Stephen Goulding  
 Deirdre Hanamy  
 Ann Marie Lacey  
 Tom Lowry (ACCS Rep)  
 Patrick Maunsell  
 Paula McCarthy  
 David McDonnell  
 Dr Markita Mulvey  
 Cecilia Munro  
 Michael Murphy  
 Sorcha Ní Dhonnacha  
 Patricia O'Brien (KWETB)  
 Patricia O'Brien-Brennan,  
 Catherine O'Sullivan (JMB Rep)  
 Noreen Reilly  
 Helen Ryan  
 Ray Tedders  
 Alison Ward

The 2021-2022 academic year, until the end of January at least, saw a continuation of the restrictions of the previous year. Committee meetings, as well our engagement with various stakeholders, were held online through Zoom or Teams. The regular Forum meetings of Committee members continued on a regular basis throughout the year and proved useful in monitoring the various levels of restrictions throughout the year, and how the different FET Schools and Colleges were managing this situation. There were four full Committee meetings held in November, March, June via Zoom, and our first in-person Committee meeting, since the beginning of the Covid restrictions, in September 2022.

Despite the restrictions, the Committee continue to meet with, and make representations to, key stakeholders throughout the year:

- Andrew Brownlee, CEO of SOLAS – January 2021
- ETBI General Secretary, Paddy Lavelle, and Colm McEvoy (CE of KETB), Martha Bolger (FET Director KCETB) – December 2021, April 2022
- QQI Re Research on Comparability of Two Level 6 Awards – Dr Peter Cullen, Karena Maguire, January 2021
- QQI Re new research "Rethinking Assessment" - Dr Peter Cullen, Karena Maguire, May 2022
- Department of Further and Higher Education, Research Innovation and Science – Minister Simon Harris January 2022



- THEA Chief Executive, Dr Joseph Ryan, Sean O'Reilly – re impact of CAO points increase in autumn 2021 above 390 points ceiling. A joint THEA-FETCI Joint Working Group was established to examine this issue more closely.
- JMB – FETCI Chair invited to present at the JMB DEIS Conference in March 2022.

The Committee also made a submission to the public consultation on behalf of members:

- Public Consultation on an Integrated Tertiary Education System

### FET Colleges Ireland Conference

The major piece of work for the Committee last year was the 2022 FET Colleges Ireland Conference which took place on 29 & 30 March in the Heritage Hotel, Killenard, Co Laois. Given the public health situation, the Conference was organised as a hybrid event.

The Conference, on the theme of "Leading Learning for Skills Development", was chaired by Carol Hanney, former Chief Executive of the City of Dublin ETB. Proceedings began with the first of two keynote presentations from European experts in the field of vocational and work-based learning. Professor Rolf van Velden, from the University of Maastricht in the Netherlands began our Conference with an insightful presentation on a European perspective on the importance of general or transversal skills for skills development. This was followed by an excellent panel discussion, led by our DDLETB colleagues, on the initial learnings from the pilot of the new Early Learning and Care programme. The second day of the conference commenced with an 'in conversation' session with Minister Niall Collins. This was followed by the second keynote presentation from Professor Martin Mulder, from Wageningen University in the Netherlands, entitled 'Work Placements in Competence-Based Vocational and Professional Education and Training'. This presentation was very well received by the delegates. The conference concluded with expert summation by the Conference rapporteur, Professor Anne Looney.

NAPD and FET Colleges Ireland would like to thank all of our sponsors for the Conference, and, in particular, our main sponsor SOLAS who provided significant financial support.

# SOLAS

## learning works

### Main Sponsor of the FET Colleges Ireland 2022 Conference

The video of the conference presentations is available on the ETBI FET Digital Library at <https://library.etbi.ie/library/fetci2022>.

In addition to their involvement on Committees within their own ETBs, and organisations (JMB and ACCS), FET Colleges Ireland Committee members are also involved in the following committees:

#### SOLAS

- SOLAS Board
- SOLAS Audit and Risk Committee
- FET Programme Improvement Advisory Committee
- PLSS Advisory Group
- PLSS Steering Committee
- Advisory Committee for the development of Universal Design for Learning (UDL) for the Irish Further Education and Training (FET) sector
- Accounting Technician Ireland Apprenticeship Consortium
- Catering Apprenticeship Consortium
- Creating Pathways Advisory Group

#### QQI

- QQI Appeals Panel
- QQI Consultative Forum
- Steering Committee of the Research Project into Comparability of the Level 6 Awards
- QQI's Early Childhood Care and Education Level 4-6 Standard Review Group
- QQI Re-engagement and Inaugural Review Panel

#### ETBI

- ETBI FE Principals Network
- ETBI AFET Forum

- ETBI JFERG FET National Liaison Group
- ETBI JFERG FET Regional Liaison Group
- ETBI DEIS Transitions to FET Network
- ETBI CAO FET Project Working Group

**OTHER**

- Dublin Regional Skills Forum
- Education Matters Yearbook Editorial Board
- Board of AHEAD
- IUA Further Education Progression Sub Group
- FET Principals Network and PDA Executive
- Cork College Progression Scheme CCPS Committee
- City of Sanctuary- Further/Higher Education Committee (Cork)
- ETBs Directors of FET Forum
- County Wicklow's LCDC
- FET2HE Project Steering Committee

- Bray Community Enterprise
- Regional Enterprise Plan Cross Cutting Team
- Ballyfermot/Chapelizod Partnership
- DCU FET Advisory Group
- USI Academic Affairs Advisory Panel

On behalf of all NAPD members, I would like to express my gratitude to the FET Colleges Ireland Committee members for their support, commitment and dedication. I would also like to thank our President Rachel O'Connor, our Director Paul Crone, Deputy Director Paul Byrne, and all of my colleagues on the National Executive for their continuous and unfailing support of the committee's work. I would also like to thank Michelle and Lisa in NAPD Head Office for their great courtesy, support and professionalism. Finally, I would like to thank Derek West and Barry O'Callaghan for profiling FET matters in all publications.

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# Regional Committees 2022-2023



# NAPD Regional Committees 2022-2023

## REGION 1

**Chair:** John McGuinness  
Carndonagh Community School  
E: j.mcguinness@carndonaghcs.ie

**Secretary:** Geraldine Diver  
Abbey Vocational School  
E: geraldinediver@donegaletb.ie

**Treasurer:** Ann Gorby  
Mercy College  
E: agorby@mercycollegesligo.ie

**Regional Representative**  
David McEvoy  
St Attracta's Community School  
E: dmcevoy@stattractas.ie

## REGION 2

**Chair:** Aisling McAlpine  
St Joseph's School  
E: aisling.mcalpine@stjosephscastlebar.com

**Secretary:** Sarah McGreal  
St Killian's College  
E: sarah.mcgreall@gretb.ie

**Treasurer:** Daniel Hyland  
Clarín College, Athenry  
E: daniel.hyland@gretb.ie

**Regional Representative**  
Susan McGann  
Clarín College  
E: susanmcgann@gmail.com

## REGION 3

**Chair:** Susan Campbell  
Drogheda ETSS  
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**Secretary:** Sandra Durkan  
Cnoc Mhuire, Granard  
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**Treasurer:** Gordon McDonnell  
Enfield CC  
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**Regional Representative**  
Andrea Finlay-Kajic  
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## REGION 4

**Chair:** Joe Leonard  
Cross & Passion College, Kilcullen, Co. Kildare

**Secretary:** Bridgit Murphy  
Presentation College, Bagnalstown, Co Carlow

**Treasurer:** To be confirmed

**Regional Representative**  
Brian Doran  
St Kevin's Community College  
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## REGION 5

**Chair:** Micheal O'Loughlin  
Presentation Secondary Clonmel  
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**Secretary:** Anthony Reynolds  
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**Treasurer:** Liam Smith  
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**Regional Representative**  
Micheal Weafer  
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## REGION 6

**Chair:** Úna Griffin  
Laurel Hill Colaiste FCJ  
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**Secretary:** James O'Shaughnessy  
Coláiste Chiaráin  
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**Treasurer:** Noel Kelly  
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**Regional Representative**  
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# NAPD Regional Committees 2022-2023

## REGION 7

**Chair:** Sean Twomey  
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**Secretary:** Iggy Dineen  
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**Treasurer:** Tracey Groome  
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**Regional Representative**  
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## REGION 8

**Chair:** Judi O'Boyle  
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**Secretary:** Bernie Judge  
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**Treasurer:** Jean-Marie Ward  
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**Regional Representative**  
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Malahide Community School  
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## REGION 9

**Chair:** Deirdre Hickey  
The Teresian School  
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**Secretary:** Ms. Nickola Dempsey  
Holy Child Secondary School  
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**Treasurer:** Geraldine Troy  
St Paul's Girls Secondary School  
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**Regional Representative**  
Deirdre Hickey  
The Teresian School  
E: principalsecondary@teresian.ie

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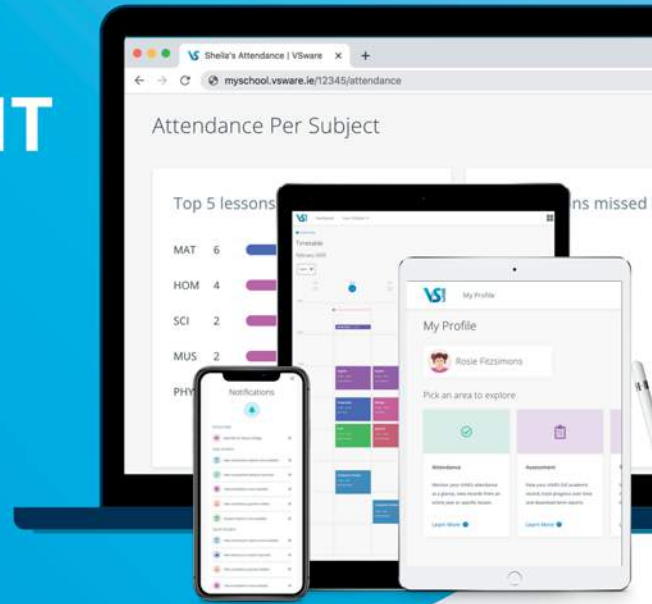
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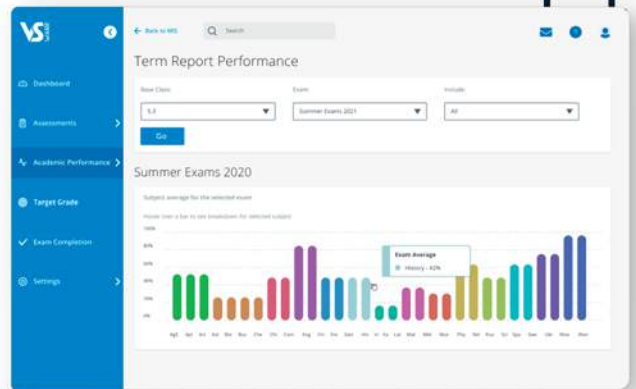


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# Region 1 Report 2021-22

## Geraldine Diver

### Region 1 Committee 2021-2022

**Chairperson:** Geraldine Diver  
John McGuinness

**Secretary:** Stephen Sheridan

**Treasurer:** Anne Gorby

Ceola McGowan

Cora Fagan

Anthony Doogan

Fiona Temple

**Executive Representative:**

David McEvoy

The following meetings took place during the 2021-22 school year:

#### Meeting 1 – Region 1 AGM 5 October 2021 (virtual)

The minutes of the 2020 AGM, the Secretary's Report and the Treasurer's Report were all circulated to members. These were proposed and seconded. The steering committee for 2021-22 was elected and officers were appointed.

Paul Crone (NAPD Director) spoke at length to members on NAPD's Strategic Review. Paul Byrne also gave a summary of the schedule for the National Conference.

#### Meeting 2 – Regional Meeting 29 November 2021 (virtual)

Paul Crone gave an overview of the responses from the strategic Review. Paul Byrne presented

information on the ARAG Legal Indemnity Insurance. Ann Waters gave an update on the up-coming Region 1 Meitheal in Farnham Estate. Current issues were discussed among members, with one of the biggest concerns being subbing and teacher recruitment.

#### METHEAL Farnham Estate, Cavan, 10 – 11 March 2022

The following presentations took place:

- Wellbeing presentation: Shane Martin (psychologist) 'Taking stock of our changed world – an opportunity for psychological renewal'
- David Ruddy (Consultant in Education Law) 'Essential Law for School Leaders'
- Ger Power (Senior Inspector, Dept of Education)
- Anti-bullying checks during Inspections
- Child Protection Checks: Levels 1,2 and 3 during Inspections

The Steering Committee held a virtual meeting on 7 September to plan Region 1 2022 AGM. This was held on Monday 19 September in Donegal Education Centre.

The following Steering Committee was elected:

**ETB:** G. Diver, C. Campbell

**Vol Sec:** A. Gorby, P. O'Donnell

**C&C:** C. Fagan, D. McGuinness

**Co-opted:** F. Temple, A. Doogan, J. McGuinness

# Region 2 Report 2021-22

**Sarah McGreal**

Two regional meetings were held, one of which was a full day session in the Westport Woods Hotel.

The following guest speakers addressed these meetings:

- Inspectorate advisers, Catherine King & Jason Kelly, on the next cycle of SSE
- Anthony Kilcoyne (PDST) on the Digital Strategy for Schools
- Michelle Harding (School of Life) on the broad range of skills required for the workplace which is suitable as a programme for TY students.
- Daniel Hyland (Principal, Clarin College, Athenry, Galway) gave an input on anti-bullying policies, procedures and inspections.
- Susan McGann provided regular updates from the national executive

## Region 2 Committee 2021-2022

Mary Kelly  
Sarah McGreal  
Daniel Hyland  
Nessa Cosgrove  
Susan McGann  
Shane McClearn  
Alan Mongey  
Aisling McAlpine  
Francis Collins  
Niall Kelly

### Regional Representative:

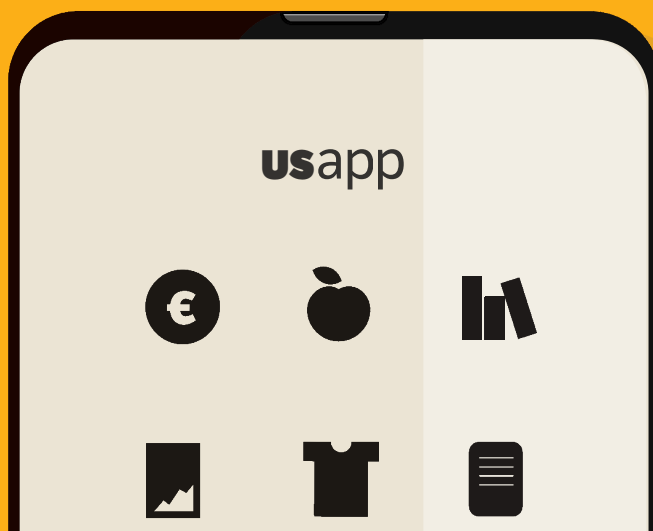
Susan McGann

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**Web**  
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# Region 3 Report 2021-22

**Sandra Durkin**

Region 3 met remotely on a number of occasions during the 2021-2022 academic year.

On 10 March, members were invited to a remote meeting with guest speaker Jacinta Kitt and Ger Power. Jacinta Kitt spoke on proactive self-care and interpersonal relations and behaviours.

Ger Power gave an overview of the inspector's role on anti-bullying procedures and inspections.

Both speakers were informative and engaging.

Region 3 steering committee met remotely with Paul Crone and all regional chairs and secretaries to discuss the many and varied issues that members faced during the previous school year. These meetings were always informative and topical.

The AGM was held remotely on 23 Sept 2022.



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# Region 4 Report 2021-22

**Brian Doran**

Region 4 met twice in person during the academic year 2021/2022. The first meeting took place on 7 March 2022 in the Seven Oaks Hotel in Carlow.

There were 3 inputs at this meeting:

- School Self Evaluation – Jason Kelly, Senior Inspector, & Catherine King, District Inspector DES Inspectorate
- Team Teaching in an SEN context – Oliver Stack
- Report from NAPD Executive/Head Office

The second event was the overnight Meitheal in Mount Wolseley Hotel, Carlow on the afternoon of 16 September and the morning of 17 September:

On the first evening, there was an input from the inspectorate on Leading School Development –with input on the review of DEIS and SSE, followed by an interactive focus group on the feedback on the recent results from the NAPD Health and Wellbeing survey.

On the following morning, John Doran delivered a thought-provoking input on school leader wellbeing and Dr Joe O'Connell delivered an informative session on creating a high functioning middle leadership team in your school.

Member engagement has been good with some room for improvement and region 4 is looking forward to connecting with more members in the new academic year.

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- What are 3 things you learned?
- What are 2 things you found interesting?
- What is 1 question are you left with?

% **Unlock Grade**

# Region 5 Report 2021-22

## Anthony Reynolds

There were 5 meetings in total throughout the year, the first being online, with the remaining being face to face meetings.

This year we set up a Region 5 WhatsApp group, which was a great way of sending out information and it organically grew into a forum for school leaders to seek advice and share resources.

We hosted our own regional CPD event in November which entailed a presentation on the NAPD Strategic Plan and various workshops in relation to hour-long classes, timetabling of wellbeing and incidental inspections.

We ended the year by making a welcome return to Kelly's of Rosslare for our annual seminar. The guest speakers were David McCarthy from Ark, who spoke about GDPR, Health & Safety and Cyber Security. He also demonstrated a number of certified online courses which are available for staff CPD on their Ark Academy platform.

While continuing the regional theme of leadership wellbeing, guest speaker Susan Giblin presented in Rosslare and spoke about the challenges and the new opportunities the pandemic has revealed and how to harness the transferrable skills between the realms of sports psychology and education.

### Region 5 Committee 2021-2022

Michael O'Loughlin  
Anthony Reynolds  
Liam Smith  
Rachel O'Connor  
Tracey Edwards  
Peter Creedon  
Darius Delahunty  
Shane Hallahan  
Ken Maher

#### Regional Representative:

Siobhán Landers

## Wolf Academy™

Wolf Academy was set up to inspire and empower young people to connect with and become their true selves. We intend to prepare young people for life, not just exams.

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 Daryl 083 322 6878  
Cormac 087 7766 291

 [wolfacademy.ie](http://wolfacademy.ie)

# Region 6 Report 2021-22

## James O'Shaughnessy

Four Regional meetings were held during the year including live streaming the NAPD virtual conference in The Aghadoe Heights Hotel, Killarney in October 2021 and our annual Meitheal which took place in The Towers Hotel Killarney in March 2022.

Guest speakers at our meetings were:

Paul Crone (NAPD Director) – NAPD Strategic Review & Irish Principal and Deputy Principal Health & Wellbeing Survey

Rachel O'Connor (President NAPD) & Norma Lenihan (Region Chair) – “Refocusing for a post Covid future in Our Schools”

### Region 6 Committee 2021-2022

**Chairperson:** Norma Lenihan

**Secretary:** James O'Shaughnessy

**Treasurer:** Noel Kelly

**Regional Representative:**

Gerard O'Sullivan

**Steering Committee:**

Ita Browne

Eukaria O'Grady

Angela Russell

John O'Donovan

## ATHENA TRACKER

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Oliver Deneher, Deputy Principal, Scoil Aodháin

“It was easy to set up and use. The Athena team are always on hand to lend assistance. It is a great addition to our teaching and learning toolkit”

Des Cullen, Principal, Moyne Community School



# Region 7 Report 2021-22

**Jennifer O’Keeffe**

Three regional events were held during the year.

The following guest speakers addressed the meetings:

- Colm Canning, National Anti-Bullying Centre, DCU.
- Ger Power DES Inspectorate in anti-bullying supports for schools
- David Ruddy Mason, Hayes and Curran on the legal requirements on anti-bullying measures
- Ger Hogan, Deputy Principal Kinsale Community School – their approach to supporting wellbeing in the school and their approach to managing the 400 hours requirement.
- Tracey Groome Deputy Principal Midleton CBS – their approach to supporting wellbeing in the school and their approach to managing the 400 hours requirement.

### Region 7 Committee 2021-2022

- Niall Murphy
- Jennifer O’Keeffe
- Ciaran Cooke
- Regina Butler
- Sean Twomey
- Tracey Groome
- Iggy Dineen
- Ger Hogan
- Sean Crowley
- Anton O’Mahony



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# Region 8 Report 2021-22

**Judi O'Boyle**

We had two face-to face-meetings and two zoom meetings.

### Face to face meetings

#### February 2022

Darren Byrne – Student Voice

Kate Burnes and Ciaran Reade – LIFT, A module for TY Leadership programme

#### March 2022

Ger Power – Department of Education Inspector, anti-bullying policy and procedures

Paul Crone – Senior Cycle update, questions and answers

### Region 8 Committee 2021-2022

- Judi O'Boyle
- Bernie Judge
- Jean Maire Ward
- Michael J Flynn
- Anne Grillis

#### Regional Representative:

Judi O'Boyle

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# Region 9 Report 2021-22

**Deirdre Hickey**

At the meeting on 14 December 2021 there was a presentation from Ger Power, Senior Inspector, Dept of Education on *Monitoring the Implementation of Anti-Bullying procedures for Primary and Post-primary Schools, (2013)*. He also gave a brief input on reduced timetables for students.

Regular meetings took place centred on professional collaboration on COVID related issues; connect meetings to support members took place thereafter.

Regular Information sessions updated members on information from SEC regarding exams.

There were Information sessions on reopening schools, complemented by feedback sessions with NAPD Head Office.

The region concluded the year with a very successful *Summer Gala Dinner* in the Radisson Hotel with presentations to retired Principals and Deputy Principals from 2020-2022, as well as to former Director Clive Byrne and former Deputy Director Tim Geraghty.

## Region 9 Committee 2021-2022

### Chairperson & Regional Representative:

Deirdre Hickey

### Committee:

Fíona Ní Chatháin

Caroline Garrett

Geraldine Plunkett

Ann Marie Mee

Diane Birnie

Geraldine Troy

Marguerite Gorby

Orla Lambert

Niamh O'Brien

Nicola Dempsey

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# Reports from Sectoral meetings 2021-22

## ETB SECTOR

- Concern about the role of the ETB in compliance and accountability and how resources are allocated to schools from the ETB. Schools are not given enough administration support to complete the required work
- Many ETBs add to the school's administrative workload unnecessarily and the audit culture is stifling educational provision
- ETB schools need to be given some autonomy to respond to immediate and specific school-based needs. The recruitment structures in ETBs are restrictive on schools.
- PPOD and VSware need to sync to reduce duplication of work
- Response required from the DoE to the substitute teacher crisis
- PLC/FET Colleges need to be included in campaign for administrative support
- Audits are becoming very frequent and often with little notice
- P2P is very cumbersome and a cause of stress for Principals
- Cover for Principals and Deputies for Parental and other leave is needed immediately – relying on goodwill is not sufficient

## VOLUNTARY SECTOR

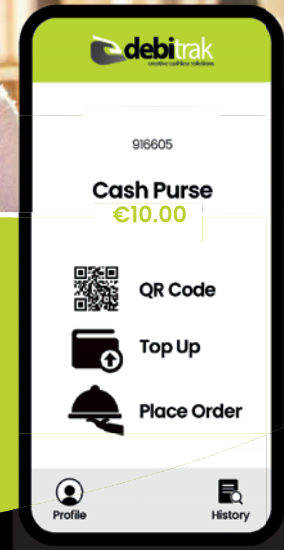
- Differences in centrally allocate funding – schools need parity of funding and need to retain their flexibility and autonomy, which is being slowly eroded
- Teacher recruitment is at crisis point. Quality of teachers being hired is also a cause of concern for the future
- Growing attack on faith schools is a concern
- Attack on single sex education settings is also a concern. Mutual respect between schools, school types and education partners is required
- Unsustainability of the school leader role because of the increased administrative burden
- Filling of temporary PORs from a panel

## COMMUNITY & COMPREHENSIVE SECTOR

- Administrative workload. Need for administrative support and need for additional Deputy Principals
- All schools should have a full ex-quota DP and lower the threshold for DPs
- Teacher supply is at crisis point
- Supporting Ukrainian students. Access to school transport still an issue and schools funding the transport need to be refunded by the DoE
- Access to EAL training and support for schools is required
- Increase in cyber-related issues impacting on schools. Investigating these is placing a huge burden on schools
- Access to NEPS support. Increasing number of schools are off-service with NEPS.

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## ATHENA ANALYTICS PRESENTS ATHENA FITNESSMARK

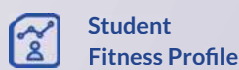
The Athena FitnessMark is a cloud-based, easy access system which allows schools to record results of a battery of up to 11 fitness tests.



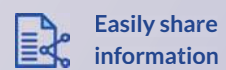
Identifies students who display elite fitness or who require support to achieve healthier fitness goals



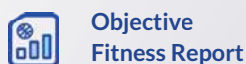
Simple tool for PE teachers to store students data in a compliant and easily accessed format



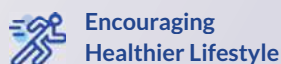
Provides a benchmark for schools with the opportunity to profile student fitness and compare fitness scores



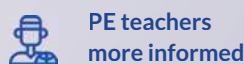
Results can be shared with students together with tips on activities which will improve each fitness area



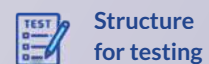
Report on the fitness profile of a student that can be used by PE teachers to discuss with parents



Encouraging the tracking and development of physical fitness, health and wellbeing



Better planning for PE teachers and clear insight into their student's abilities



Provides a standardised set of tests for PE teachers to run each year

# Leading Learning Conference

*Become a Leader of Learning in your school*

Graham Powell & Armando Di-Finizio



Graham Powell



Armando Di-Finizio

**Portlaoise  
17 November 2022**

Registration via NAPD Website  
(Professional Learning Tab)

# UPDATE

The need to ensure that the development of learning habits lies at the heart of our schools and colleges has never been more urgent. The disruptions caused by Covid over the last three academic years made us all focus on making sure that all young people received a reliable education regardless of prevailing circumstances. We have all acted responsibly and expediently in the short-term best interests of our students. Now is the time for us to look at the opportunities we can take to foster the development of those learning habits that will equip them, in the longer term, for an increasingly uncertain future.

**In conversation with several Irish Principals, it is clear that the last few years have caused them understandably to focus on the needs of their individual schools, to the detriment of learning from, and with, colleagues from other schools.**

In conversation with several Irish Principals, it is clear that the last few years have caused them understandably to focus on the needs of their individual schools, to the detriment of learning from, and with, colleagues from other schools. The conference in November, is designed as a refocusing event for us to look at how schools operate across the board when developing learning for all partners – students, teachers, parents and the local community – whilst creating future networks for collaborative work between schools and colleges.

Graham Powell will focus the day by drawing on his work with countless school internationally, as written up in the book that he published with Guy Claxton and others in 2020 – *Powering up your School*. His session will, as ever, be interactive and enable school leaders to reflect on their current practice and the opportunities that they might take to enhance learning in their schools. He will provide further guidance on the ways he has worked with many schools to enable them to place coaching at the heart of school leadership, in the classroom as well as in the wider professional life of the school.

**The day promises to be both challenging and stimulating, whilst providing an opportunity for all schools to evaluate where they are with the leadership of learning and where they need to go in order to ensure that all young people leave our schools equipped to make the most of their lives as local and world citizens.**

His work will be supplemented by recent and current school leaders who have been committed to the *leadership of learning* before, during and after the Covid pandemic. Armando Di-Finizio has been a successful Principal in three UK schools – all in challenging circumstances – and is the author of the highly praised book, *A Head Full of Ethos*.

Four Irish Principals, with whom Graham has worked in the Dublin and Cork regions – Yvonne Lucey, Colm O'Corcora, Gerard O'Leary and Janice Uí Bheoláin – will present on the work they have undertaken. They will talk about why the Learning Powered Approach has been important to them, how they positioned it within and across their schools, what the challenges and pitfalls have been, how they have sustained this work and what they are doing to regenerate commitment during this post-Covid year.

The day promises to be both challenging and stimulating, whilst providing an opportunity for all schools to evaluate where they are with the leadership of learning and where they need to go in order to ensure that all young people leave our schools equipped to make the most of their lives as local and world citizens.

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**Rebecca Garven**  
Education Consultant, Ireland





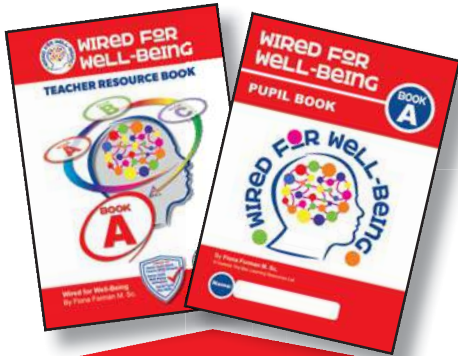


# WIRED FOR WELL-BEING

**Wired For Well-Being is a new multi-year SPHE and well-being programme designed for Junior Cycle students.**

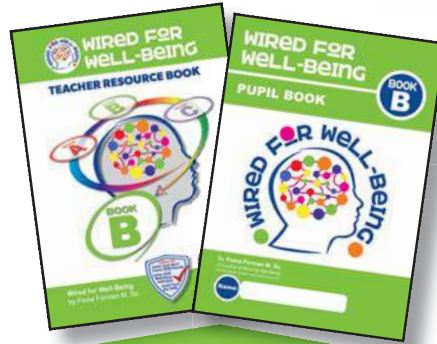
**Wired for Well-Being** aims to introduce young people to skills and strategies from the fields of Positive Psychology and Neuroscience to empower them to become active participants in understanding, creating and maintaining their well-being and resilience. In doing so, it aims to help young people to reach their potential, to flourish and to become thriving citizens.

Independent research showed that the programme significantly enhanced the positive factors of student well-being, along with high levels of engagement and enjoyment by students.



## BOOK A

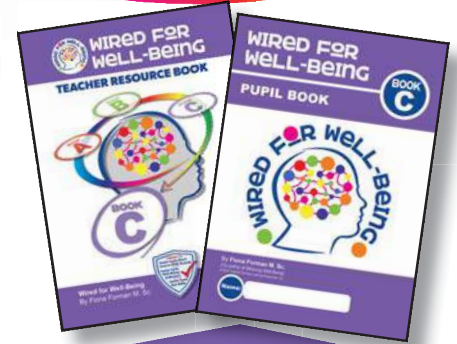
- Skill 1: Understand Your Well-Being
- Skill 2: Nurture Neuroplasticity
- Skill 3: Savour Your Sleep
- Skill 4: Prioritise Positivity
- Skill 5: Choose Kindness
- Skill 6: Be Your Own Best Friend
- Skill 7: Tame Technology
- Skill 8: Become Wired for Well-Being



## BOOK B

- Skill 1: Get Good at Well-Being
- Skill 2: Tackle Your Thoughts
- Skill 3: Embrace Imperfection
- Skill 4: Tame Your Emotions
- Skill 5: Know Your Strengths
- Skill 6: Connect and Uplift
- Skill 7: Reboot Your Resilience
- Skill 8: Become Wired for Well-Being

[www.otb.ie/w4w](http://www.otb.ie/w4w)



## BOOK C

- Skill 1: Excel at Well-Being
- Skill 2: Cultivate Optimism
- Skill 3: Get Good at Stress
- Skill 4: Make Your Goals Work for You
- Skill 5: Evolve with Intent
- Skill 6: Stop and Drop
- Skill 7: Believe You Make a Difference
- Skill 8: Become Wired for Well-Being

**Each level has 8 lessons, containing the following elements:**

- Lesson plans** - containing relevant SPHE modules and DES well-being indicators (Resilient, Connected, Respected, Active, Aware and Responsible), lesson outcomes, resources, Body and Mind Check-in meditation, warm-up activities, subsequent development and supplementary photocopyable resources.
- PowerPoint slides** - containing all relevant material for the presentation of the lesson including a multi-media element and links to online research articles for further information if required. All of these are contained on a comprehensive **Digital Companion Page** – one for each of the three levels.
- Pupil Book** - containing four pupil activity pages per lesson including key message, self-assessment and homework activity. Some lessons also include 'Replay' sections to remind the students of previous levels of the programme.
- Parent/Guardian/Carer Guide** - a pull-out section for parents to learn about and support their child in using the new skills.
- Digital Companion Pages** - containing downloadable PowerPoints, supplementary worksheets, videos and other valuable materials to support the delivery of each level of the programme.

**Free Well-Being Lesson Plans & Free Pupil Book Samples available on:**

[www.otb.ie/w4w](http://www.otb.ie/w4w)



**WIRED FOR WELL-BEING**

[www.otb.ie/w4w](http://www.otb.ie/w4w)  
Outside the Box Learning Resources Ltd.





# Unlock your students' potential with accessibility tools that support diverse learners

Supporting teachers so that you can drive student success is our number one job at Microsoft Education. That's why we've created resources and accessibility tools to help you meet every student where they are.

72%

of classrooms have students with individual education needs

53%





of classrooms have English Language Learners

UP TO 20%




of students are impacted by dyslexia

If your student experiences challenges with:



## Learning and Speech

-  **Immersive Reader**: helps students read and listen to text. It can even break words down into syllables or show words as pictures!
-  **Read Aloud** reads text in PowerPoint, OneNote, Excel, and Word.
-  **Presentation Coach** reads text in PowerPoint, OneNote, Excel, and Word.
-  **Reading Progress** within **Insights** is an efficient way for you as a teacher to assess reading fluency – helping you identify accuracy rate and trouble words.

## Vision, Hearing and Mobility



-  **Subtitles** are available for those with hearing difficulties in Teams, the Translator app, and PowerPoint's Presentation Translator.
-  **Built-in screen reader** in Windows' settings helps those with visual difficulties have everything read to them.
-  **Dictate** allows anyone with limited mobility to use their computer's microphone to dictate presentations and documents.

## Neurodiversity and Cognitive

-  **Microsoft To Do** is a free list, task, and reminder app that can help your students get organized as they work through their many lessons and activities.
-  **Reading View** in the Edge browser removes distracting ads and excess information, leaving only the main text and images on a website.


> [aka.ms/learningtools](https://aka.ms/learningtools)

## Mental Health

-  **Reflect** and **Insights** are tools within Teams. Use them to check on your student's social-emotional wellbeing.
-  **Flipgrid** is a safe video expression tool you can use in the classroom to help students learn to share their thoughts and support one another on important topics.

> [aka.ms/sel](https://aka.ms/sel)

## All Learners

-  **The Ease of Access Center** in the Windows operating system's settings allows you to personalize your computer in many ways to best support your child's needs, like with mouse actions, trackpad options, and keyboard preferences. (Select the **Start** button, then select **Settings** > **Ease of Access**).



**WE TAKE THE EDUCATION EXPERIENCE TO THE NEXT LEVEL**



- Student Journals
- Transition Year Journals
- Teachers Journals
- School Prospectus
- GDPR Sign in books
- Yearbooks

- Ring Binders
- Wall Banners
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Gerry Ryan 087 6120739  
Karl Hegarty 087 6379590

[info@phoneawaybox.com](mailto:info@phoneawaybox.com)

# Notes





# Allianz

## Allianz are delighted to be back at the NAPD Annual Conference

Time moves on and there have been some changes to our personnel since we last met. Our updated regions are outlined below. We look forward to meeting you all again and helping you with any queries you might have.



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