

Core Theme: Management & Leadership

Management & Leadership Committee (Chair/Secretary): Mary Costello, Sharon Brooks

Committee Members: Clodagh O'Hara; Josephine Buckley, Bernadette Hally, Deirdre Lyne, Diane Downes, Deirdre Griffin, Sean Boyce, Yvonne Nugent

Priority Area: Curriculum

Domains:

- Learner Outcomes (T&L)
- Learner experiences (T&L)
- Teacher's Individual Practice (T&L)
- Teachers' collective/collaborative practice(T&L)
- Leading Teaching & Learning(L&M)
- Managing the organisation(L&M)

Target:

- The provision of a varied curriculum that is responsive to the needs of students.
- To ensure that all subjects are allocated space on the timetable according to their curriculum recommendation.
- To provide a selection of courses to meet the needs and aptitudes of students

Action:

→ Review of timetable and subject time allocation.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">• Reviewed & adjusted early 2019 for 2019/2020 timetable.• Implemented for 20/21 and 21/22 Timetables	<ul style="list-style-type: none">• Replacement of static blocks with flexible blocks facilitates greater responsiveness to student preferences/aptitudes and interests - student attainment and participation should improve.

→ **COVID Action:** January 2021 – review curriculum provision in light of move to remote Teaching & Learning

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">• Review students and staff on remote teaching & learning experiences from 12th March 2020 to end May 2020	Redrafted timetable responds to following identified challenges: <ul style="list-style-type: none">• Experience of being overwhelmed – both students and staff

<ul style="list-style-type: none"> • Review timetable provision in response to survey feedback • Redraft timetable January 2021: <ul style="list-style-type: none"> ○ Move to 1 hour classes ○ Priority scheduling for 6th, 3rd, 5th, 2nd, 1st & TYs ○ Schedule Independent Time for homework &/or study ○ CSPE, SPHE & PE to be delivered through Teams/ school website dedicated pages – Stay Active & Stay Positive • Redraft L2LP timetable for Inbhear students. • Reassignment of resource classes to respond to redrafted mainstream timetable. 	<ul style="list-style-type: none"> • Manages the workload for both students and staff. • Facilities preparation, correction time for teachers. • Facilitates homework and study time for students. • Manages screen time. • Longer class period reduces the impact of technical challenges.
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→ Provision of L2LP Programme.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Implemented for end 2018/2019 & 2019/2020 through Inbhear • Reviewed and researched by committee January 2020 to facilitate provision in mainstream. • L2LP programme delivered both in ASD classes and mainstream for qualifying students from September 2021. • Delivery both of external and internal inservice for staff on L2LP programme. • Development on internal resources for L2LP programme. • Development of L2LP reporting mechanism & P/T Meeting • Inclusion of L2LP information in Junior Cycle Prospectus. • Extensive planning for extension of L2LP style programme for post JC students 	<ul style="list-style-type: none"> • Meets the needs of students who struggle with mainstream Junior Cycle – provides targeted, student centred programme for students with greatest need. • Quality and relevant in-service delivered by L2LP practitioners has alleviated anxiety amongst staff and enhanced the provision of the programme.

→ Review of Transition Year Programme in response to TY Inspection & Follow Up Inspection.

Action to 5/4/22	Impact on T&L?
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<ul style="list-style-type: none"> • TY programme redesigned for 2019/2020 • Students, parents & staff surveyed ahead of preparation for 2020/21. • Assistant Year Head appointed to take up responsibilities in September 2021 • Student voice captured to identify areas of interest in advance of developing the timetable 	<ul style="list-style-type: none"> • Provides a dynamic learning programme which will provide a good foundation for senior cycle • Curriculum developed which considers the cohort of student applicants. • Increased numbers selecting optional TY – statistics show students who complete TY score more points on average in the LC. • Provides greater support and mentor-style interventions for students and deters student behaviour that may interfere with T&L.
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→ Ongoing review and planning for LCA programmes.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Reviewed for 2019/2020 timetable • Reviewed for 2020/2021 timetable • Increased options provided for 2020/21 timetable. • Additional resources assigned for both LCA2 & 1 in 2020/21 to reflect the greater learning challenges experienced by some students on the programme. • Assistant Year Head appointed to take up responsibilities in September 2021. • 22/21 & 21/22 timetable facilitated 2 classes in LCA1 to support student transition to a new programme 	<ul style="list-style-type: none"> → Curriculum developed which considers the cohort of student applicants. → Meets the needs of students who struggle – provides targeted, student centred programme for students with greatest need. → Provides greater support and mentor-style interventions for students and deters student behaviour that may interfere with T&L.

→ Teacher Timetable Wish Lists to identify staffs' interest in programmes.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Completed March 2019 • Completed March 2020 • Complete March 2021 • Completed February 2022 	<ul style="list-style-type: none"> • Teachers will be teaching subjects they are qualified to teach; delivery of quality teaching for all students and greater wellbeing for staff • Teachers with a specific interest in an area eg SEN have identified that interest in their Wishlist which ensures that staff with an interest, aptitude and skillset in

	<p>this important field are assigned to SEN students.</p> <ul style="list-style-type: none"> Provides the opportunity for staff to extend their skills eg additional staff to deliver the LCPE programme.
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→ Facilitate and encourage staff access to CPD in their subject areas.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Whole school JCT Inservice 2019, 2021 Whole school JCT Cluster day 2020, 2021 Dyslexia InService- whole staff WRAT Testing Inservice- Y. Nugent, M.Shannon, E.Magee, A. Schous, D.ODomhnaill, M.Murray VShare InService –whole staff Digital Learning Framework-visits to Dublin and Limerick schools- D. Haugh Management and Leadership course- various teachers Fire Safety- whole staff Formative Assessment Training- whole staff Managing Challenging Behaviour InService- whole staff L2LP In-service – SEN Team Office 365 Training – whole staff Teams Internal Inservice- whole staff Office 365 teacher mentors Internally developed Teams CPD for staff & students Restorative Practices InService- Edel McDonnell, David Daly ACCS: Middle Leaders; Building Sustainable Capacity- Phase 2: S. Brooks, C.O’Hara, S. Hickey Phase 3: Mary Costello; Jacquie Murphy; Edel McDonnell Bealach Committees formed Student Teacher Placement Programme Music Generation TY programme Forbairt Programme – Mary Costello, Sharon Brooks, David Daly, Edel McDonnell 	<ul style="list-style-type: none"> Regular upskilling of staff will ensure highest quality teaching and learning experiences for students Upskilling in range and variety of teaching methodologies will enhance T&L experience for students and facilitate the different learning styles of students. Teacher and SNA CPD promotes and facilitates differentiation in T&L Develop intrinsic resources to support resilience and development.

<ul style="list-style-type: none"> • Shane Martin – Staff Inservice 2019 • 2021 – trying to secure Shane Martin for online inservice for students(LC) and parents – coping with stress & anxiety • Student Support Team Project- N. Murray, A. Schous, A. Howard • Dignity in the Workplace Inservice – Sharon Brooks, Enda Garvey, Edel McDonnell • Middletown Centre for Autism – CPD hosted by St Patrick’s Comprehensive School for teachers – primary & post primary and parents. 	
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→ Promotion of MFL through exchange programmes and school tours.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • German exchange September 2019 • Co-op student employed Jan 2020 with expertise an interest in linguistics. • Jan 2020 exploring Foreign Language Assistant Application • 2020/21 Successful in securing Language Assistants in both French and German • 21/22 developing partnership with schools in Guingamp (twinned with Shannon) 	<ul style="list-style-type: none"> • Experience of ‘real life’ language use will increase confidence in spoken word. • Enhanced preparation for orals and resource support.

→ Sourcing theatre groups, writer’s in residence, guest speakers etc in all subject areas.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Irish Department – Irish theatre group • TY first Aid- Order of Malta (in school) • 2019/2020 English Theatre trips 	<ul style="list-style-type: none"> • Brings texts ‘to life’ • Supports understanding and recall. • Experience ‘texts’ as intended. • Post-performance discussions broaden understanding and enforces personal interpretation.

→ Cross-curricular links with Guidance – guest speakers/visits out to explore career areas in different subjects.

Action to 5/4/22	Impact on T&L?
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<ul style="list-style-type: none"> • Collaborate with the Comp • Careers Fair 2019 • Transition Year Careers Week 2021 • Development of Senior & Junior Cycle Prospectus • Junior and Senior Cycle sections on school website • Careers page on school website • Query forms to ensure dedicated and informed responses. 	<ul style="list-style-type: none"> • Range and variety of information available for student and parents to support decision making process. • Voice of subject practitioners facilitate students/parents engaging with information. • Variety of presentations supports different learning styles of students and parents. • Enhanced links developing with local companies reinforces the relevance of subjects and highlights career opportunities for students & parents.
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→ **COVID Action:** Explore how to support students and parents in the transition from primary school to secondary and from Junior Cycle to Senior Cycle

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Virtual Open Night • Virtual Induction • Senior Cycle Online Presentation 	<ul style="list-style-type: none"> • Supported potential students and parents in decision making process. • Virtual Induction gives detailed subject specific information to students and parents especially when considered with new Junior Cycle Prospectus • Online Senior Cycle Presentations- gives 3rd & TY students quality information to inform their choices for senior Cycle • Accompanied by senior Cycle Prospectus • All Virtual & Online presentation have the added advantage of being available to be reviewed as often as required by students and parents.

→ Explore links with Alumni and Shannon Chamber of Commerce and other agencies.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Collaborate with the Comp • Alumni Page on website. • Alumni recorded interviews. • Clare Youth Project Board- Sharon Brooks • Safety on JC results night talk- Shannon Gardai • Social Media safety- Shannon Gardai 	<ul style="list-style-type: none"> • CPD opportunities for students & staff • Enhanced links may provide work experience/work shadowing opportunities. • Engaging with expertise in the community, amongst parents and alumni can enhance T&L.

<ul style="list-style-type: none"> • Linking in with LCAs-Shannon Gardai • Road Code Road Safety programme- CYS and UPS • Senior Citizen's Christmas Party • (Alumni: M. Hartigan)) Intel maths mentoring programme- Community links • CAMHS, NEPS, CYS ongoing visits to school re Wellbeing- Year heads, S. Brooks, N.Murray, A. Howard • Note: This is outside of official visits. • Traveller Health Ed. Workshop- Mary Shannon • AslAm Schools Pilot Project- Mary Costello, Y. Nugent • Alumni: A. Fox, K. Barrett, L. Gough- Musical • Alumni: Elora McFall: Women In Physics • S.I.P. Launch: (Alumni: A. Harrison, A. McFall) • Student Council - ISSU. • Green Schools committee – community links-Town Park clean up etc. • School Social Media presence- community • Photograph Club - Comp Pix • Links with Love Shannon • Mary Costello - participation in Shannon Development Plan – strategic plan for Shannon 2020/21 	<ul style="list-style-type: none"> • Supports targeted interventions for students struggling to engage with education. • Potential to expand the range & variety of extra-curricular opportunities for our students. • Creates strong and binding links with our wider community – reinforces students' sense of community responsibility and empowerment. • Opportunities to experience the theory of subjects in 'real life .'
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→ Use a variety of teaching & learning methodologies to promote attainment across all curricula.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Enhanced use of Teams • Active Learning Methodologies: SEN & Differentiation strategies identified in Subject Plans from Sept 2019 	<ul style="list-style-type: none"> • Student attainment will improve because of recognition of different learning styles and ability levels. • Teams – students can follow the progress of their classes if absent. • Teams – students can revisit teacher presentations and demos after class.

→ Examine curriculum provision at Junior Cycle – Short Courses.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> PE JC short course timetabled 2019/2020, 2020/21 Explore curriculum provision at JC with particular focus on 400 hrs Wellbeing:SPHE; CSPE; IT; Careers scheduled for JC 2020/21 	<ul style="list-style-type: none"> Improvement in participation and status of the subject which is impacting on subject demand at senior cycle – LCPE 6th year #10; LCPE 5th year #16 2019/2020

→ Poll student preferences in 1st & 5th year every year to ensure curriculum development that maximizes preferences.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Student preferences polled April 2019; March 2020; March/April 2021; March/April 2022 	<ul style="list-style-type: none"> Students are happier and more successful studying subjects they have a genuine interest and aptitude – small percentage of students who changed subjects in Sept 2019 -20% in 5th year; 11% in 1st year. Refined teacher resource allocation to reflect subject demand and student preferences. Elimination of ‘subject trial period’ in 1st year and removed the necessity for static blocks and has resulted in a more flexible and responsive timetable; has increased the relevant tuition time for all students and teachers.

→ Review the range of subjects on offer.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Subjects scheduled in response to preferences 2019/2020; 2020/2021 and subject to teacher allocation. Decision to change Science from compulsory at JC and MFL from compulsory at LC to ensure correct assignment of resource allocation. 	<ul style="list-style-type: none"> Option blocks are responsive to student preferences which reflects their interests and aptitudes – creates greater opportunities for students to be assigned subjects where they have the greatest potential to be successful. Students with a language exemption at senior cycle effectively gained a subject option once compulsory MFL was changed.

	<ul style="list-style-type: none"> Science is strongly recommended at Junior Cycle and has significant uptake – the optional nature allows those students without a strong aptitude to experience success in another option subject.
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→ Review current staff in areas of interest, professional development opportunities.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Approximately 25% staff engaged in CPD outside of school. Promotion of internal staff led CPD as a feature of staff meetings. 	<ul style="list-style-type: none"> T&L enhanced within individual classrooms and sharing of expertise within subject departments and whole school. Staff led CPD ensures CPD is context relevant and therefore very effective; it also allows for follow up.

→ Create links with other schools.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Timetable Review - questionnaire and interviews with management, staff, parents and pupils in exploring the structure of the timetable – 1 hour classes/ Friday half-day. IT coordinator visit to secondary schools in Limerick and Dublin April/May 2019. ASD/SEN Team visits to other schools in researching L2LP programme Primary schools' visits- M. Costello, S. Brooks ASD/SEN Admissions Liaison works with Primary Schools along with Year Head to support students transition to the Comp Local Primary School Principals 'meeting-hub'- facilitated at St Patrick's Comprehensive School. Middletown Centre for Autism – CPD hosted by St Patrick's Comprehensive School for teachers – primary & post primary and parents. 	<ul style="list-style-type: none"> Development of whole school digital strategy to enhance T&L – visits to other school to identify best practice. Strengthens the relationships with National School; facilitates positive transition experiences for students and sharing of information for the benefit of students. Supports the transition of students into 1st year. Strengthens good communication between schools – shared resources, supporting students.

- **COVID Action:** Explore potential cooperation and mutual support relationship between St Patrick's Comprehensive School & St Caimin's Community School.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> St Caimin's & COVID - management teams worked closely in a supportive way – developed a joint presentation for students and parents of both schools to alleviate anxiety and any confusion regarding different logistics in both schools. Logistics support – Titan Storage; Sanitizer 	<ul style="list-style-type: none"> Joint presentation eliminated any confusion/debate as to how one school's response may be different to the other depending on context. Unprecedented times – mutual management support facilitated management leading and supporting staff and students.

Priority Area: School Policies

Domains:

- Learner Outcomes (T&L)
- Learner Experiences (T&L)
- Leading Teaching & Learning (L&M)
- Managing the Organisation (L&M)
- Leading School Development(L&M)

Target:

- To ensure that all mandated school policies are in place.
- To ensure a schedule of review and ratification of existing policies.
- To engage with all school partners in the development & review of school policies.

Action:

- Appointment of AP I Post Holder with responsibility for School Policies.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> 2019 Anne Howard appointed. November 2020 – secondment appointment – post vacant 	

- Establishment of School Policy Calendar for review and ratification.

Action to 5/4/22	Impact on T&L?
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<ul style="list-style-type: none"> • Drafted May 2019 • COVID school closures have mitigated against proactive engagement with school policies – activity is predominantly reactive and focused on priority/time bound policies. 	<ul style="list-style-type: none"> • Having correct and up-to-date policies will ensure the efficient operation of school and will scaffold T&L.
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→ All school policies to be available on the school website.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Policy documents updated on school website as reviewed and ratified. 	<ul style="list-style-type: none"> • Students, parents & staff have all relevant information available to them.

→ School Policy for review on the agenda for Board Meetings.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Ongoing as required. • COVID – majority of BoM meetings have moved online; all staff meetings have moved online; challenges and workload of remote T&L have mitigated against the viability of a more robust approach to policy development &/or review. 	<ul style="list-style-type: none"> • Opportunities for forward planning and employing policy review & development for proactive action are currently minimized & as a consequence potential positive impacts on T&L are reduced.

→ Student Council coordinator to facilitate engagement by Student Council in policy review and development.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Clodagh O'Hara appointed January 2019 • Student Council Elections for 2019/2020 & 2020/2021 academic years. • Ms O'Hara facilitates meetings between school management & student council. • Bealach distributed to Student Council. • COVID policy and response plan shared with student council for input. 	<ul style="list-style-type: none"> • Student Voice reflected in school policies will impact on student satisfaction (happiness quotient) and should impact positively on T&L. • Election process has elevated the status of the student council.

→ Explore opportunities for Student Council to feedback to the student body:

Intercom access

Suggestion box

SC Noticeboard

Liaise with Year heads for assemblies.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">• Student Council Office identified in Dec 2019 – work to establish Jan 2020• COVID – lockdown hindered progress on student council office; on return to school social distancing requirements hindered progress.• Student Council notice board identified.	<ul style="list-style-type: none">• Student Council will host clinics and opportunities and challenges can be identified earlier.• Greater communication to the student body should result in greater engagement, ownership and participation which should result in happier students who will engage and achieve better.

→ Parents' Association coordinator to facilitate engagement by Parents' Association in policy review and development.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">• Pauline Gallery appointed January 2019.• Following post review and additional selection process – Leona Leonard appointed as Parents Association Liaison March 2022	<ul style="list-style-type: none">• Enhanced partnership between home and school will result in improved learning outcomes for students.

→ Agreed template for school policies with printed version available in front office and principal's office; digital version on school website and for staff through Share Point.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">• Currently adopting DES templates.	<ul style="list-style-type: none">• Ensures policies reflect DES requirements while also edited to reflect our school context.

→ **COVID Action:** Prepare and keep updated COVID Response Plan & COVID Policy

Action to 5/4/22	Impact on T&L?
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<ul style="list-style-type: none"> • School COVID Response Plan – Ar Ais developed and released on school website. • Ar Ais updated in response to changing conditions and requirements. • COVID Policy drafted, reviewed and ratified by Board of Management. 	<ul style="list-style-type: none"> • School community as a whole are fully informed as to school's response to COVID requirements. • Ar Ais gave clarity and as a result reduced anxiety.
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Priority Area: Parent Teacher Meetings

Domains:

- Learner Outcomes (T&L)
- Learner experiences (T&L)
- Teacher's Individual Practice(T&L)
- Teachers' collective/collaborative practice(T&L)
- Leading Teaching & Learning(L&M)
- Managing the organisation (L&M)

Target:

- That P/T Meetings provide an opportunity for meaningful engagement between home and school for the benefit of students.

Action:

→ Schedule of meetings to be determined in advance and notified to parents.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • 2019/2020 schedule decided in May 2019 and notified to parents through Buíochas • 2020/2021 schedule drafted in June 2020 with the caveat of COVID 19 restrictions – full schedule held online • 2021/2022 full schedule of p/t meetings held online 	<ul style="list-style-type: none"> • Teachers can schedule assessments in advance of p/t meetings. Parents & students are aware of schedule and can be prepared.

→ Schedule of P/T meetings to follow release of internal school reports.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> AFL Reports in October ahead of 3rd, 6th, LCA & TY p/t meeting. Christmas Reports available ahead of 1st, 2nd & 5th year p/t meetings. 	<ul style="list-style-type: none"> Parents and students are better informed in advance of meetings; AFL reports help teachers prep for meetings, facilitates more constructive discussions.

→ Reminder text to parents in advance of meetings to remind of meeting and to check VSware for the most up-to-date information regarding their student.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Text sent day before and day of meeting. Online p/t meetings required parents to book a meeting time which enabled very efficient scheduling. 	<ul style="list-style-type: none"> Greater likelihood of parental attendance which is critical in the partnership between home and school.

→ Review the location of P/T Meetings to facilitate efficient and comfortable engagement.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Reviewed following feedback from staff and parents in 3rd term 2018/2019 - moved to R22/23 & library. Propose a review of online meetings with staff and parents in advance of 22/23 academic year. 	<ul style="list-style-type: none"> Better arrangements will facilitate better discussion.

→ Sign in book for parents.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> In place for all meetings. Online records 	<ul style="list-style-type: none"> Year head/ subject teacher can follow up with absent parent if required.

→ Explore student Council role at P/T meeting as stewards.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Tried in November 2019 with TY students. 	<ul style="list-style-type: none"> Parents will be better able to identify staff and have more efficient meetings.

→ If a teacher is unavoidably absent from the P/T meeting they will email parents.

Action to 5/4/22	Impact on T&L?
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<ul style="list-style-type: none"> List of staff in attendance available at Sign-in book for all meetings – parents asked to contact front office if follow up need with a teacher who is unavailable. 	<ul style="list-style-type: none"> Parents and students can be assured of feedback.
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→ Reminder text to staff & parents that discussions time is limited.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Text sent to parents Jan 2020 reminding of large numbers in attendance. Online meetings limited discussion time. 	<ul style="list-style-type: none"> More efficient and effective meetings.

→ Year Heads to follow up with parents who didn't attend P/T Meeting to encourage them to attend the next meeting.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Proposed strategy January 2020 meetings – Year head to identify parents who didn't attend email M&L team to compare with student attainment, attendance and behavior at school. Proposed strategy was made redundant by COVID 19 lockdown and restrictions for end 2019/20 and 2020/21 academic years. 	<ul style="list-style-type: none"> Explore if there is a correlation between students under achieving and parental involvement?

→ **COVID Action:** Explore the possibility of Online P/T Meetings

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> M&L Committee explored P/T options in December 2020 in light of COVID restrictions. Proposal to use a 'phonecall' request form for parents to identify the teachers they would like to engage with – trial with 6th years post Christmas 2020. Following a recommendation of a teacher-parent who experienced an online p/t meeting we researched the possibility of p/t meetings facilitated through Teams – trial with 6th years initially. 	<ul style="list-style-type: none"> Feedback from Teams p/t meeting: Welcomed by both parents & staff. Effect & efficient mechanism. Prebooking facilitates student specific preparation for staff. Booking mechanism facilitates parents. Online facilitates sharing and demonstrating student learning & attainment. Limited booking times can mean insufficient slots for class sizes.

<ul style="list-style-type: none"> Teams p/t meetings 2020/21 scheduled for 6th, 3rd, 5th, TYs, 2nd & 1st years for 2020/21. 	
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Priority Area: Student Leadership

Domains:

- Learner Outcomes (T&L)
- Learner experiences (T&L)
- Leading Teaching & Learning (L&M)
- Managing the organisation (L&M)
- Leading School Development (L&M)
- Developing Leadership Capacity (L&M)

Target:

- To promote the student voice in our school community.
- To listen to and engage with the student body in the development of our school.

Action:

→ Assign a post holder responsible for liaising with the student council.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Clodagh O'Hara appointed January 2019 Student Council Elections for 2019/2020 & 2020/2021 academic years. Ms O'Hara facilitates meetings between school management & student council. Bealach distributed to Student Council. COVID policy and response plan shared with student council for input. 	<ul style="list-style-type: none"> Student Voice reflected in school policies will impact on student satisfaction (happiness quotient) and should impact positively on T&L. Election process has elevated the status of the student council. Promotes Student Voice and partnership.

→ Examine with the student council an enhanced role for the student council.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Student Council participation and leadership in Bealach Student Workshops 	<ul style="list-style-type: none"> Addition of unique student perspective impacted on a more enhanced School

and Strategic Committee Bealach review 2019.	Improvement Plan and better School Self Evaluation.
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→ Scheduling of regular minuted meetings for the student council.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Scheduled ... Student Council record books. 	<ul style="list-style-type: none"> Focused and informed response to student voice.

→ Student Council Liaison to enhance communication between management and student council.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Ms O'Hara facilitates meetings between school management & student council. Regular engagement between C O'Hara and Senior Management 	<ul style="list-style-type: none"> Student Voice reflected in school policies will impact on student satisfaction (happiness quotient) and should impact positively on T&L. Senior Management are better informed of student concerns/ideas; students better informed – enhanced communication throughout.

→ Student Council page on school website.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> In place and updated following election Dec 2019 & Dec 2020 	<ul style="list-style-type: none"> Reinforces importance of student voice and partnership in school – greater collegiality and team spirit.

→ Explore local & national opportunities for student council.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Meeting with Student Council in advance of Shannon Development Plan Meeting. Co-opting of 2 student council members from the Comp onto the planning group for the Shannon development Plan Engageemnt with ISSU – sharing ISSU material on school website for information and benefit of students. Student Council member participation in Clare Youth Council 	<ul style="list-style-type: none"> Informs student council and student body of student experiences in other schools.

→ Student Menor Programme for incoming 1st year students by 5th year students.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Commenced September 2019 – will be reviewed in May 2020 COVID restrictions for 2020/21 academic year mitigated against operating a mentoring programme and cross group missing. 2021/2022: important to review provision of mentoring programme. 	<ul style="list-style-type: none"> Ease transition of 1st year students; create a greater sense of belonging; mitigate against bullying; provide leadership opportunity for senior students. Reinforces and protects positive, caring atmosphere in the school.

→ Source in-service and training for student council and student mentors.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Student mentors trained in August 2019 with ongoing monitoring and support. Student mentors trained in August 2021 	<ul style="list-style-type: none"> Empowers student mentors to positively impact on 1st year students and peers – positive contagion.

→ Student Council membership or appointment as a Student Mentor to be recognized and merited on VShare.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Facility to record Student Council/Student Mentor role on Positive Behaviour section of VShare. 	<ul style="list-style-type: none"> Celebrates expansive learning of students. Informs teachers of students' skills and aptitudes. Reinforces wholistic approach to T&L.

→ Appointment of Student Mentor Coordinator.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Appointed May 2019 – Rachel Akers Temp liaison appointed Dec 2019 – Yvonne Nugent 	<ul style="list-style-type: none"> Co-ordination and delivery of mentoring programme.

→ Students to actively engage in fundraising for the enhancement of school facilities.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Legally Blonde Cast & Crew – sponsored walk; cash for clobber and table quiz 	<ul style="list-style-type: none"> Students have greater awareness of commitment to extra curricular activities

	and an appreciation of their financial cost.
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Priority Area: Parental Leadership

Domains:

- Leading Teaching & Learning(L&M)
- Managing the organisation(L&M)
- Leading School Development(L&M)
- Developing Leadership Capacity(L&M)

Target:

- To promote the parental voice in our school community.
- To listen to and engage with parents in the development of our school.

Action:

→ Appointment of Parents Association liaison.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Pauline Gallery appointed January 2019 • Leona Leonard appointed February 2022 	<ul style="list-style-type: none"> • Facilitate partnership between school & home.

→ Parents association liaison to enhance communication between management and parents association.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Regular email correspondence following PA meetings. • Joint action on Car Park challenges during 2020/21 academic year. 	<ul style="list-style-type: none"> • Enhanced communication between home & school; allows for targeted action and feedback.

→ Parents Association page on school website.

Action to 25/4/22	Impact on T&L?
<ul style="list-style-type: none">In place but needs updating	

→ Review the formation and election of Parents' Association.

Action to 2/3/21	Impact on T&L?
<ul style="list-style-type: none">Parents Association elections October 2019Challenge to get parental involvement in Parent's Association.	<ul style="list-style-type: none">Limited parental engagement hinders the partnership between school & home.Limited mandate of Parents Association requires that queries/concerns that may be common to a lot of parents have to be dealt with on an individual basis.

→ Parents Association to provide funding for reopening of Breakfast Club.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">Breakfast club reopened November 2019.Had to be postponed for 2020/21 academic year due to Covid restrictions.	<ul style="list-style-type: none">All students will have the opportunity to start the day with breakfast regardless of their circumstances.

→ Parent role in school activities eg musical, Christmas Market etc.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">Parent Association support for interval refreshments during school musical Dec 2019	<ul style="list-style-type: none">Reduces the burden on teaching staff which allows them to focus on core purpose of T&L.

Priority Area: Staff Leadership

Domains:

- Teacher's Individual Practice(T&L)
- Teachers' collective/collaborative practice(T&L)
- Leading Teaching & Learning(L&M)
- Managing the organisation(L&M)
- Leading School Development(L&M)
- Developing Leadership Capacity(L&M)

Target:

- That all staff both post holders and non-post holders have the opportunity to provide leadership and direction in the development of our school.

Action:

→ Rotating Chair & Secretary of subject Departments.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • In place from September 2019 	<ul style="list-style-type: none"> • All staff have the opportunity and responsibility for leadership.

→ Staff to lead sections of staff meetings.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • J Murphy presentation on House exams. • D Haugh presentation on IT strategy. • S Hickey presentation on programme changes in TY & LCA. • D O'Domhnaill presentation on SEN & Team Teaching • E Garvey presentation on Health & Safety. • L Leonard presentation on L2LP programme. • J Murphy presentation on Teams. • Year Head presentation – E McDonnell & E Magee on amendments to discipline and referral procedures. • CO'Hara & S Hickey presentation on ACCS Management programme. 	<ul style="list-style-type: none"> • Perspective of staff presentations is informed by school context, so presentations are very focused and relevant.

→ Review of Teacher Handbook.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Reviewed in June 2019; updated and published for all staff Sept 2019; available on Sharepoint. • Handbook presented to all staff joining the school. 	<ul style="list-style-type: none"> • All staff have priority information at hand. • Clear & consistent approach.

→ Appointment of postholder responsible for easing transition of new teachers.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> R Akers AP II with responsibility for staff new to the school. 	<ul style="list-style-type: none"> Staff new to school have post holder and senior staff to ease transition.

→ Ongoing engagement with Droichead programme including upskilling of new members.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Droichead programme in place in school and new members upskilled 2019 	<ul style="list-style-type: none"> NQTs receive support from Droichead staff in T&L.

→ Staff leadership of School Development Plan Committees.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> AP I postholders and senior management chair & secretary to Bealach committees – Sept 2019 	<ul style="list-style-type: none"> Focused group to ensure forward momentum; leadership team can liaise to avoid duplication and identify complementary actions.

→ Annual review with post holders as to their role and the evolving needs of the school.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Process started Sept 2019 – progress hindered by COVID restrictions. Process to be completed with all post holders before the end of the 2020/21 academic year. Reassignment of posts in June 2019 <ul style="list-style-type: none"> Emer Magee assigned role as Timetabler Alieen Dineen as Year Head Siobhan Hickey took on role coordinating TY & LCA Anne Howard secondment in November 2020: <ul style="list-style-type: none"> Cathy Keane (Acting AP II) – TUSLA reporting 	<ul style="list-style-type: none"> Ensures PoR are targeted, relevant and attainable.

<ul style="list-style-type: none"> ▫ Ciara Golden (Acting AP I) – assistant Year Head in TY & LCA in addition AP II roles & responsibilities ▫ Jacquie Murphy (Acting AP I) – IT coordinator in addition to AP II roles & responsibilities ▫ Yvonne Nugent (Acting AP II) – Admissions Liaison & L2LP/ASD/SEN timetable liaison. 	
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→ Financial support from Board of Management for staff interested in upskilling.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • 2 staff to date have applied & received financial support from BoM for external CPD 	<ul style="list-style-type: none"> • Important to support staff with the intrinsic motivation to improve their teaching and the learning of students.

→ Reflection Sheets to be used to ensure all staff have a voice.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Teacher Timetable Wishlist – March 2019; January 2020, March 2021, March 2022 • Integral part of SIP process 2019. • Regular online surveys of staff. 	<ul style="list-style-type: none"> • Aims to improve 'job satisfaction, wellbeing and achievement for staff. • Identified core themes from all partners.

→ Leadership & management needs of the school to be identified at first staff meeting annually

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> • Reviewed November 2019; COVID restrictions in 2020 delayed the review process. • Concern as to the low level of engagement by staff in Post of Responsibility recruitment process – Acting AP II position lost to the school in February 2021 because there was only one applicant for two positions. • Engagement with CSL pilot project on middle Leadership 	<ul style="list-style-type: none"> • Reflects current needs of school.

→ Staff to actively engage in fundraising for the enhancement of school facilities.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none">• Staff involved in school musical led fundraising drive through a sponsored walk; cash for clobber & table quiz.• Green Schools Committee secured sponsorship for water bottles and hydrating stations.• Collaborate with the Comp.• Astroturf Fundraising Drive.• 'Gifted Funds':• Comp Counts• Comp Golf Classic	<ul style="list-style-type: none">• Partnership with students.• Targeted projects with focus and impact on T&L.

Priority Area: School Plan

Domains:

- Learner Outcomes (T&L)
- Learner experiences (T&L)
- Teacher's Individual Practice(T&L)
- Teachers' collective/collaborative practice(T&L)
- Leading Teaching & Learning(L&M)
- Managing the organisation(L&M)
- Leading School Development(L&M)
- Developing Leadership Capacity(L&M)

Target:

- School Development Plan will be developed every 3 years which engages with all the school partners.
- The School Development Plan will be a roadmap detailing the primary development objectives for the school.
- The School Development Plan will be a 'live' document which holds the school accountable for progress or lack thereof.

Action:

→ Identify core themes for school development.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Identified Nov 2018 – May 2019 through reflection sheets and workshops. What is good about the Comp? What isn't good about the Comp? The Comp in 3 years time ... 	<ul style="list-style-type: none"> Bealach will give a clear roadmap for school improvement for next 3 years.

→ Conduct workshops with staff, students and parents.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Staff – Dec 2018 Students – March 2019 Parents – March 201 	<ul style="list-style-type: none"> Staff, Student and parent voice in Bealach will broaden perspective and effectiveness. Cross community engagement will ensure relevance, diversity and connection.

→ Collate data and present draft plan to School Improvement Plan Strategic Committee.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> June/July 2019 	<ul style="list-style-type: none"> It will facilitate focused and coordinated action with the impact on T&L at its centre.

→ Present reviewed plan to Board of Management for ratification

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> September 2019 following review and amendments by strategic Planning Group. 	<ul style="list-style-type: none"> Composition of Board ensures all community groups are reflected.

→ Publish plan both in hard copy and as a digital version on our school website.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> January 2020 	<ul style="list-style-type: none"> Hardcopy grounded the SIP and enforced the commitment to its implementation – the relevance of strategies underpinned by their impact on T&L.

→ School Plan core themes committees to be established to drive the plan forward – staff to self-select the committee that they are interested in supporting.

Action to 5/4/22	Impact on T&L?
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<ul style="list-style-type: none"> Dec 2019 – Bealach Committees established and inaugural meetings. 	<ul style="list-style-type: none"> Whole staff responsibility and engagement – solutions focused approach will create forward momentum.
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→ AP I post holders to act as Chair & Secretary to SIP Committees – responsible for scheduling of meetings and recording of minutes.

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> Appointed and schedule of meetings added to calendar from Jan – June 2020 COVID impact on 2020/21 academic year hindered prescheduling of Bealach meetings however Bealach Committees proved invaluable in providing a mechanism through which staff input could be engaged on targeted actions without the logistic challenges presented by COVID. 	<ul style="list-style-type: none"> Shared responsibility and workload will mean whole school gain. Bealach Committees in the COVID era were influential and dynamic in implementing focused, researched and relevant change in the school.

→ Croke Park hours to be used for scheduling of Committee Meetings

Action to 5/4/22	Impact on T&L?
<ul style="list-style-type: none"> 3 x 70 min meetings scheduled through Croke Park. COVID – many Bealach meetings had to be scheduled online or during tuition time/lunch or break times 	<ul style="list-style-type: none"> No loss to tuition time for meetings. COVID time restraints limited the exploration possible for Bealach Committees however the commitment of staff in those committees researched and implemented change and navigated that change in very challenging times. Bealach Committees gave our school the mechanism and vehicle to respond to the challenges presented by COVID in measured, informed and creative ways that had as their focus T&L at all times.