

Coláiste Bríde Secondary School



Strategic Plan 2021-2024

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1. Management Introduction

Principal's Introduction



It is appropriate as we celebrate Coláiste Bríde's 50th year in existence, here on the foot of Vinegar Hill, that we look back on events that have shaped our school. We look to the past to chart the growth of the school, and to the present to measure its successes. Coláiste Bríde has indeed a proud and rich tradition of academic excellence, pastoral support and extra-curricular provision. We recognise the strong foundations the school has been built on, our path to the present and we build on that and use it to inform the direction of where we plan to go in the future. And so, in a year of many "roadmaps", it is with great pride and excitement that I introduce our Strategic Plan 2021 – 2024.

Our strategic plan is a collaborative effort, purposefully built on the unique Coláiste Bríde legacy while providing an inspired direction for the school's future. This Strategic Plan combines the perspectives of all stakeholders and it translates them into five strategic priorities: Teaching and Learning, Health and Wellbeing, Community and Ethos, Communications and Leadership and Management. The plan sets out aspirational but achievable goals for further school improvement and growth. With our eyes on these priorities, we remain focused on ensuring that all our students are well prepared for a future that excites them and where all dreams can be achieved.

Coláiste Bríde is a school community with a mission to transform the lives of learners. This plan further enables us to develop lifelong learners who are confident, resilient, and capable of shaping the world around them.

Kiera O'Sullivan

Principal



Chairperson's Introduction

On behalf of the Board of Management of Coláiste Bríde, I am delighted that we are ready to launch our new Strategic Plan which has been developed over the past few months bringing together all our partners in the school community. It's vitally important that we in Coláiste Bríde plan for the future in good times and in bad, in times of boom and pandemic.

The Plan provides a blueprint for the future which builds on our traditions and values and will further enhance the opportunities and educational provision for students of Coláiste Bríde. I thank most sincerely all those who collaborated in the preparation of this Strategic Plan which I believe will benefit the whole school community over the coming years.

Mr. Colm O'Tiarnaigh

Chairperson, Board of Management



2. History

The Sisters of Mercy have made a major contribution to education in Enniscorthy for well over a century starting from very modest beginnings in the 19th century and culminating with today's thriving secondary school.

The Bishop of Ferns, Most Rev. Dr. Furlong, concerned about the degree of illiteracy in Enniscorthy requested Mother Teresa Kelly, Superior of the Convent of Mercy, Wexford to open a Convent in Enniscorthy to meet the needs of the poor. On 2nd June 1858 Mother Teresa and three other Sisters arrived in Enniscorthy in a horse drawn coach.

In their early days in Enniscorthy the sisters' first temporary abode was Slaney Hall, a small cottage which overlooked the Slaney. In 1860 two rooms were procured and classes for children and adults commenced. The sisters were installed in a new convent in 1867 near St. Senan's Chapel.

Recognising the necessity for training the young, in 1882 a workroom was opened where the Sisters of Mercy taught knitting, shirt making and kindred crafts. In 1935, a large building for the second level pupils, known as Secondary Top under the direction of Sr. Catherine Bolger

was provided. In 1970, the Secondary Top was upgraded to full Secondary status with the opening of phase one of the present Coláiste Bríde guided by the new principal Sr Rosarii. The second phase was opened in 1978. A Prayer Room was added in 1986 and a Sports & Drama Centre was opened in 1991. The school has undergone a number of small extensions since 1995. The school is currently undergoing a major extension project.

The perpetual display that greets our students daily, "Mercy Education... The Journey" was launched with the symbolic lighting of the CEIST Candle and now serves as a tribute to the Mercy Sisters, whose school and traditions we inherited, and honours their dedication to educating young people in Enniscorthy. In 2021 Coláiste Bríde is celebrating its 50th

anniversary.



Recent Milestones and Highlights

- In 2021 we celebrate our 50th Anniversary in Coláiste Bríde.
- In April 2020 Coláiste Bríde was granted capital funding for a major extension. The additional accommodation grant includes the development of six general classrooms, two science labs, one computer lab, a technology room, a home economics room, and associated facilities such as common areas, locker space and toilet facilities. The extension also includes the development of a new Special Educational Needs unit.
- In 2020 our school was allocated a second Deputy Principal due to the increase in enrolment.
- Our students have competed and won events in the Soroptimist Ireland Public Speaking Competition in 2020 and 2021 respectively. In 2020 one of our students competed in the Soroptimist All Ireland Final.
- Coláiste Bríde students have been awarded academic/sports scholarships to third level institutions every year.
- The school was the first secondary school in Ireland to receive the Digital School Award in 2020 in acknowledgement of its excellence in the use of digital technology in teaching and learning.
- In 2019 students from Coláiste Bríde 'Climate Change Committee' were presented with a Global Schools Passport Award in recognition for their hard work on sustainable development goals.
- In 2019 Coláiste Bríde received a 'Well-read National Award' for developing and promoting a culture of reading within our school community.
- In January 2018 our Student Council won the overall Wexford Outstanding Junior Achievement Award for their work in promoting positive mental health.
- In April 2018 we held our first Intercultural Day to celebrate the many different nationalities and cultures in our school.
- In 2018 the German Ambassador to Ireland, Mrs Deike Potzel, visited our school to celebrate the tenth anniversary of our German Exchange with Gymnasium Bruckmühl from Bavaria.
- In 2017 we were selected as one of the schools to pilot the new Leaving Cert Physical Education subject.
- The school has organised international school tours to Iceland, London, Munich, Northern Italy, Paris, Rome and Vienna in the last ten years.
- Each year our Transition Year students design and model dresses for our annual Transition Year Fashion Show.
- Every year our Transition Years students qualify and compete successfully in both the regional and grand finals in the Junk Kouture competition winning numerous awards over the years including the overall award on two occasions.



- Every year students from Coláiste Bríde, both past and present have engaged in the President's Award and received Gaisce medals.
- Coláiste Bríde students received the faith achievement Pope John Paul II Awards in 2019, 2018 and 2015.
- Students have won Wexford Garda Youth Awards including our Climate Change Committee in 2019 and our Student Council in 2017.
- Every year the school community raises money for charities. Over the years, the school's very generous donors have contributed a significant amount of money to charities.
- In December each year we hold our annual Christmas Carol Service and Christmas Quiz fundraiser.
- Each year since 2016 we have our 'I am Worth it' Positive Mental Health Week. In 2016 we published and distributed to every student in Wexford 'I am Worth it', our 32-page positive mental health booklet.
- The school was awarded the Amber Flag in 2016 for its work promoting positive mental health.
- In 2015 we launched our exhibition to celebrate the commitment of the Sisters of Mercy to education in Enniscorthy "Mercy Education, The Journey".



Students represent Coláiste Bríde at various age groups in athletics, basketball, camogie, dry-rowing, equestrian, hockey, football, rugby, soccer and swimming.

- In 2019 & 2018 one of our students won All-Ireland gold in the shot put.
- In 2019 our junior camogie team won the Leinster Championship.
- In 2019 our minor hockey team won the South East regionals.
 - In 2017 our senior soccer won the Leinster Championship.
- In 2014 our senior hockey team won the South East regionals.
- In 2012 our senior camogie team won the Leinster and All Ireland championships.
- In 2012 our minor soccer team won the Leinster championship.
- Over the years our school has won numerous Leinster titles in both minor, junior and senior camogie, and also won All Ireland Camogie titles at junior in 2000 and 2004 and at senior in 2002, 2003 and 2004.



Context

Coláiste Bríde is an all-girls voluntary secondary school under the trusteeship of Catholic Education an Irish Schools' Trust (CEIST). It has a current enrolment of 766 students. The school provides Junior Cycle, an optional Transition Year (TY), the established Leaving Certificate, and the Leaving Certificate Vocational Programme (LCVP).

Links with Local Community

At Coláiste Bríde we consider that community links are essential in the growth, development and wellbeing of all our students. We work together in partnership with neighbouring schools, our parish, local employers, businesses and sporting communities in the wider area. Our students, and in particular our Transition Year, CSPE and LCVP groups, fundraise for care homes, charity organisations and agencies that serve the locality, such as Enniscorthy Tidy Towns, SVDP and Hope Cancer Support Centre, to raise awareness and foster social engagement for the common good.

Global links – Global Community

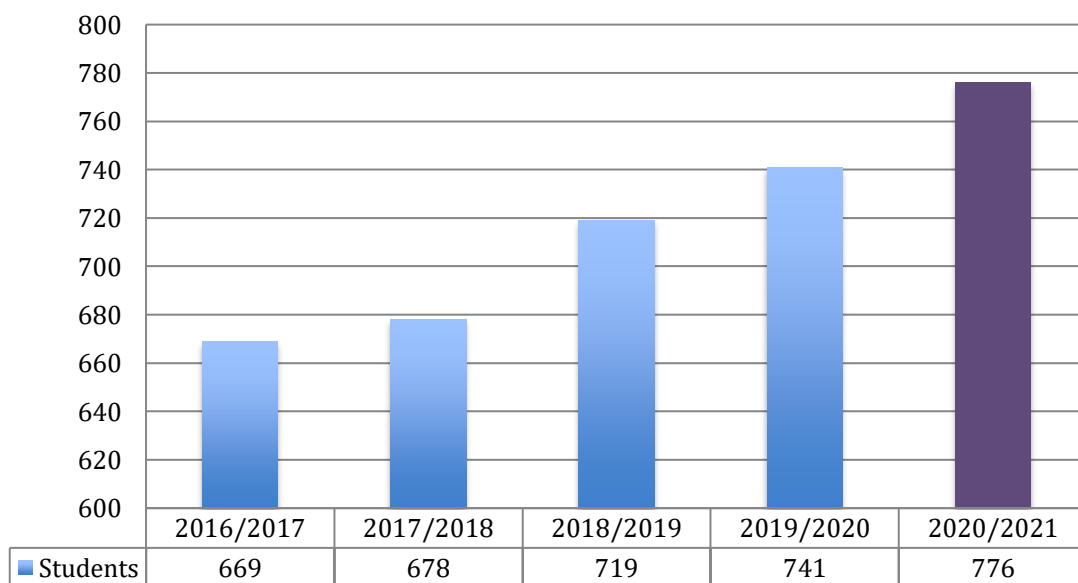
In our school we are dedicated to integrating a strong global dimension as a theme which links subjects, events, and our school ethos together in the sight of God for the benefit of all. Events such as our Intercultural Day have been a resounding success with students from over 25 different nationalities embracing the opportunity to share the diversity of their cultures.

Our Global Schools Programme was established in January 2019. We were honoured to be chosen as one of the first schools nationally to launch the programme. Our teachers and students continuously emphasize Ireland's role in a changing world, and the importance of ensuring that Ireland continues to have a strong international presence across multilateral organisations. Our Geography students' protest marches at the Government's lack of action regarding Climate Change highlights this commitment.

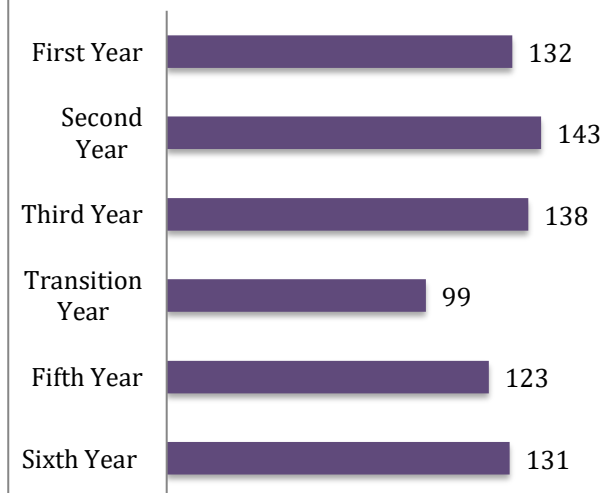


3. School Demographics

Coláiste Bríde's student enrolment numbers 2016-2021



In August 2021 Coláiste Bríde had 776 students comprised of:



4. Methodology of this Strategic Planning Process

In the last quarter of 2020, Coláiste Bríde took the decision to develop a strategic plan that would provide the school with a clear roadmap to enable the school to continue to progress and grow within the current environment. There was an acknowledgement that although the school had been very successful in many areas to date, a new strategic plan was required for both the management and staff of Coláiste Bríde to continue to excel and meet the needs of our students, parents and the wider community.

At the beginning of November, the school contacted Pinta – specialists in the area of strategic planning, to assist in developing a strategic improvement plan for Coláiste Bríde. This plan would provide clear direction for the management, the staff and other stakeholders as to the agreed priorities for the school over the next three years.

In response to the restrictions in place due to the ongoing Covid 19 pandemic, all of the consultations for the project took place online using the school's MS Teams and Zoom systems in line with GDPR guidelines.

The project began with an initial meeting with the Principal and Deputy Principals to discuss and develop a project plan that would assist in delivering the school's strategic improvement plan. Central to this was the creation of a Steering Group that was representative of the stakeholder groups. The steering group was formed to act as an advisory group for the process and encouraged the participation of stakeholders throughout the project. A workshop was held with the group to gather their aspirations for the future of Coláiste Bríde and identify what they wanted to see in place in 2024.

The Steering Group (in alphabetical order):

Tom Banville	Senior Executive Officer in Planning at Wexford County Council
Dr. Michelle Millar	Past Pupil, Dean of Students in NUI Galway
Rose McConville	Deputy Principal
Niall Moynihan	Deputy Principal
Beth Murphy	Past Pupil (Graduated in 2019)
Louise Murphy	Teacher Representative on the BOM, SEN Coordinator, Assistant Principal 1
Precious Obasohan	Sixth Year Student 2020/2021 and Chief Head Girl.
Maurice O'Mahony	Pinta Facilitator
Colm O'Tiarnaigh	Chairperson of the Board of Management
Kiera O'Sullivan	Principal
Aidan Roche	Strategic Planning Post Holder, Assistant Principal 1
Dervla Tierney	Past Pupil, Parent Representative on the Board of Management



The group agreed on the stakeholders to engage with, the method of engagement and the timings of the consultations. They also completed an exercise of identifying and agreeing on potential key areas of focus (Pillars) for the school.

The next phase of the process was a facilitated workshop with the teaching staff. They identified the key areas of focus for the school for the next three years. They focused on the opportunities in the school to facilitate growth, educational excellence and increased student satisfaction. This yielded a significant number of ideas that are contained in the plan. Pinta also met with the school's administration team, SNA staff and caretaking staff to capture their thoughts and opinions on their preferred future for the school. All staff were invited to participate in individual online surveys in order to include any additional ideas or expand on any captured ones.



In addition, one to one meetings were held with the school's senior management team. Group meetings were facilitated with the school's post-holders and the Board of Management. Online surveys were again created for all parties.

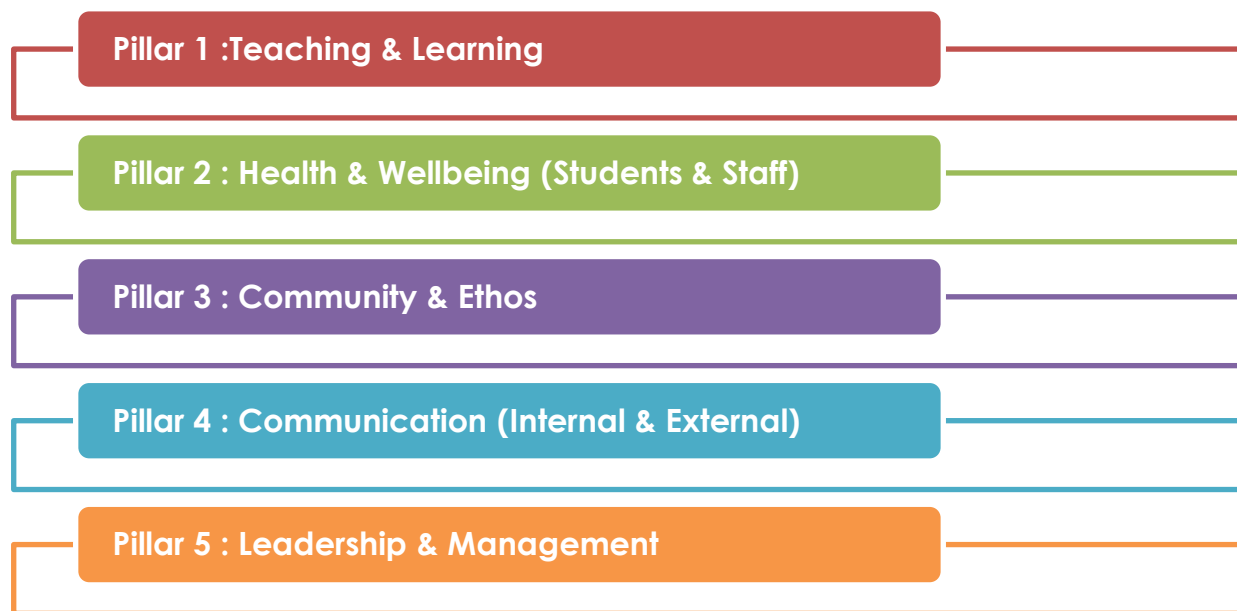
Pinta met with a cross section of students from Junior Cycle and Senior Cycle in two separate sessions, using the workshop format. All Coláiste Bríde students were given the opportunity to participate in an extensive online survey. They were asked about their aspirations and what they believed to be the future requirements for the school. Innovative and challenging ideas of creating new offerings were derived, building on the current strengths of the school. Past pupils participated in an online survey that resulted in some key learnings being captured.

The next phase of the consultation was to invite parents and community members to participate in a workshop to share their opinions and ideas on the future of the school. A wide range of areas were discussed at the workshop and are included later in the plan. An online survey was also conducted with parents and other community members.

Pinta created an online survey for the feeder Primary schools to get their input to the process. It was a very productive survey with some excellent insights, particularly in relation to the transition process from primary to secondary school and how the communication process and collaboration between the primary schools and Coláiste Bríde can be enhanced and improved. Additional historic surveys were also included in the outputs of the consultation process.

A comprehensive document was produced and was presented to the Senior Management Team. This document contained a collation of all inputs received from the extensive consultation process that represented the views of all stakeholders.

The information was categorised in the identified key areas of focus as follows:



The final phase was to translate the aspirations of all into an achievable set of projects and initiatives that would enable the plan to become a reality. The school was determined to establish a prioritised set of projects into each of the three years to ensure the plan was executable and achievable. The school's management team worked over a period of weeks to create a "first pass" of the prioritised projects by pillar and this formed the basis for the steering group meeting and discussion. To that end the steering group worked through the entire project list in an online meeting. Subsequent reviews of documents were completed via email which resulted in a detailed plan for the three years, with a particular emphasis on Year 1.

It is envisaged that prior to the completion of each school year, the management and staff will jointly review progress against action items contained in the plan and adjust, modify, or adapt the plan as appropriate.



5. Mission and Values

Coláiste Bríde, Enniscorthy is an girls Voluntary Catholic Secondary School. Inspired by the vision of Catherine McAuley and Mercy education, under the trusteeship of CEIST, Coláiste Bríde is committed to the all-inclusive development and achievement of the full potential of each student, particularly those who are disadvantaged or marginalised.

Mission Statement

We believe in the value of the Catholic School and in it seek to integrate growth in Christ with the cultural enrichment acquired through human knowledge and skills. Our response requires deep commitment and dedication to the implementation of our mission statement.

"We are working to promote a secure and caring community environment, where respect, responsibility and Christian commitment grow; drawing forth the positive potential of each individual."

Aim of Our School

- To maintain a caring, stable environment where each student feels safe and secure.
- To foster in each child a sense of respect and tolerance for herself, for others and for the wider community.
- To encourage each student to take responsibility for herself, her learning, and her property, and to instil in her an overall sense of honesty, loyalty and integrity.
- To develop in each pupil her diverse talents and potential: Spiritual, Academic, Social, Physical, Creative and Emotional.
- To recognise and reward effort and achievement, thus promoting a true sense of confidence and well-being.



The Core Values of Coláiste Bríde as a CEIST School are:

- **Promoting Spiritual and Human Development**

We believe a knowledge of and a personal relationship with Jesus Christ give meaning and purpose to our lives.

- **Achieving Quality in Teaching and Learning**

We are committed to excellence and to continually improving the quality of teaching and learning.

- **Showing Respect for Every Person**

We respect the unique and intrinsic value of every person.

- **Creating Community**

Coláiste Bríde is a faith community of welcome and hospitality where Gospel values are lived and where there is special care for those most in need.

- **Being Just and Responsible**

We seek to act justly and responsibly in all our relationships



6. School Structure

Management Support Structures

Board of Management

Senior Management

Middle Management (AP1, AP2)

Trustees CEIST



Staff

Principal

Deputy Principals

Teaching Staff

Special Needs Assistants

Ancillary Staff



Students



Additional Support Structures

Parents' Council

Students' Council

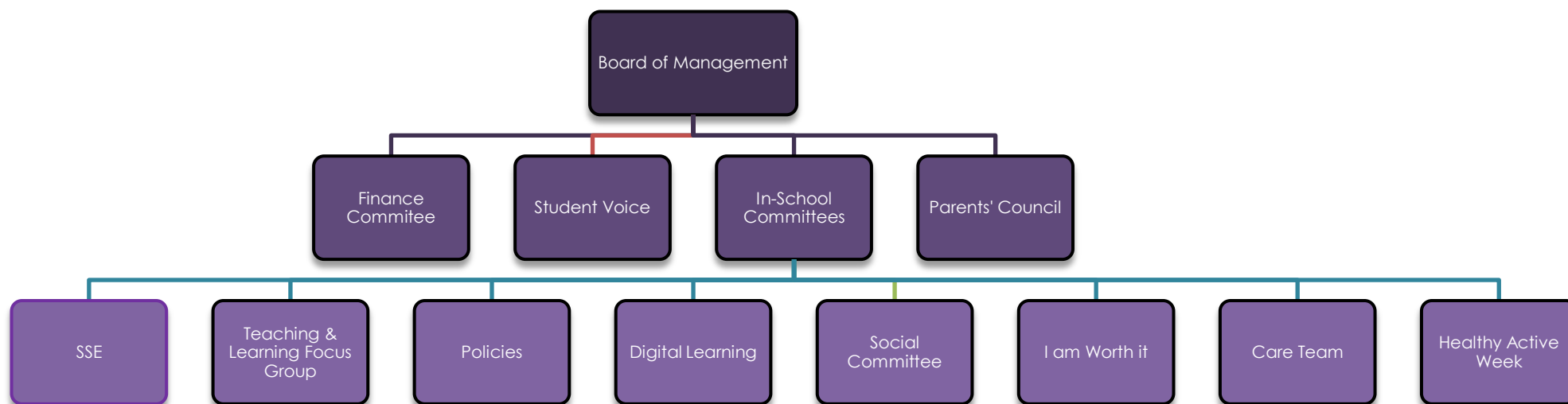
School Chaplain

Primary Feeder Schools

Community Groups



7. Current Committee Structure



8. A Snapshot of What We Heard from Our Students



9. A Snapshot of What We Heard from Our Staff



10. A Snapshot of What We Heard from Our Parents



11. Strategic Framework: What we will be able to say in 2024



Teaching & Learning

"Coláiste Bríde is recognised for our commitment to excellence and to continually improving the quality of teaching and learning by supporting continuous development of our staff, students and management. We challenge our students to think independently, act responsibly and develop continuously."



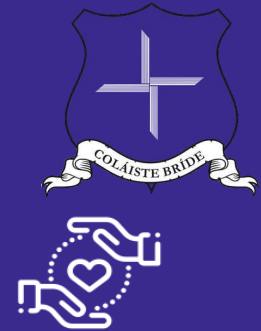
Communication

"Coláiste Bríde is recognised for having excellent communications with its students, parents, staff and the community at large."



Health & Wellbeing

"Coláiste Bríde is a school that emphasises the importance of a healthy lifestyle. We are committed to promoting and supporting positive health and well-being among students, staff and the wider community."



Community & Ethos

"Coláiste Bríde is a Catholic school that is at the heart of its community. We support the holistic and spiritual development of each student, inspiring them to be fully alive human beings with hope and joy in their lives. Coláiste Bríde nurtures in its students a sense of their cultural identity, an appreciation of the diversity of cultures and a respect for people of all races and beliefs."



Leadership & Management

"The Board of Management, management and staff of Coláiste Bríde work together to maximise its effectiveness and efficiency in delivering high standards to its students and community. Coláiste Bríde is a school in which its staff and students are empowered to lead the future direction of the school."

Overview of Projects in our Strategic Plan

Pillar	Year 1 Projects	Year 2 Projects	Year 3 Projects
Teaching and Learning	1.1 Develop teaching and learning 1.2 Curriculum review: Phase 1 1.3 One hour class trial 1.4 Homework policy 1.5 Digital literacy for students	2.1 Study skills workshop 2.2 Curriculum review: Phase 2 2.3 1 st and 2 nd year homework club 2.4 Attendance improvement	3.1 Trial devices with a class group 3.2 Student leadership and mentoring programmes 3.3 High achieving students 3.4 Curriculum review: Phase 3
Health and Wellbeing	1.1 All weather pitch and ball wall 1.2 Student wellbeing days 1.3 Staff wellbeing day 1.4 Canteen 1.5 Staff health and wellbeing 1.6 Active and Healthy Week	2.1 JC wellbeing programme 2.2 Drinking water fountains 2.3 Horticulture 2.4 Broadening of extra-curricular 2.5 Guidance provision	3.1 Garden/TY Horticulture 3.2 Sports hall renovation 3.3 Breakfast club 3.4 Guidance review
Community and Ethos	1.1 50 th Anniversary 1.2 Green school committee 1.3 Parents council 1.4 Inclusion 1.5 Ethos committee	2.1 School motto and mission statement 2.2 Green school 2.3 Community engagement	3.1 Launch mission statement 3.2 Initiate new retreats 3.3 Twin Coláiste Bríde 3.4 Community groups
Communication	1.1 Promote positive behaviour 1.2 Year head/tutor communication 1.3 Management communication 1.4 Senior/middle management communication	2.1 Student council 2.2 Parent information talk on procedures 2.3 Public relations 2.4 Parent communication	3.1 Past-pupil/alumni group 3.2 Teacher/parent communication
Leadership and Management	1.1 IT Upgrade 1.2 School/toilet revamp planning 1.3 New building 1.4 New student lockers	2.1 School/toilet renovation 2.2 Staff handbook 2.3 New building 2.4 Seasonal caretaker support	3.1 New building 3.2 Update classrooms 3.3 Home Economics kitchen 3.4 Management structures

Pillar 1. Teaching and Learning

In 2024 we will be able to say...

Coláiste Bríde is recognised for our commitment to excellence and to continually improving the quality of teaching and learning by supporting continuous development of our staff, students and management. We challenge our students to think independently, act responsibly and develop continuously.

Year 1	Project and Actions	Achievement Milestones	Notes
T&L 1.1	<p>Continue To Develop Teaching and Learning</p> <p>T&L Focus Group: Developing & promoting strategies for one-hour classes.</p> <p>Team of teachers participates in the TL21 Initiative with NUI Maynooth.</p> <p>Digital Learning: Developing & promoting strategies to support T&L.</p> <p>T&L Initiatives to develop the use of teaching strategies such as Learning Intentions, Success Criteria, Assessment for Learning, Formative Feedback, Student Engagement, Universal Design for Learning.</p> <p>Continue to develop T&L using the School Self Evaluation process.</p>	<p>One-hour classes strategies developed and promoted by T&L group to staff in September 2021.</p> <p>Selection of and participation by the team of teachers by Sept 2021.</p> <p>Strategies to support T&L developed and promoted throughout the school year and incorporated into Staff CPD (Continuous Professional Development) days.</p> <p>T&L initiatives will continue to be developed and implemented throughout the year with participation levels assessed versus previous years.</p> <p>Progress report in relation to developing T&L using the SSE process in place by January 2022 and School Evaluation report by end of May 2022.</p>	

Year 1	Project and Actions	Achievement Milestones	Notes
T&L 1.2	Curriculum Review Phase 1 Workshops, surveys, focus groups with students, parents & teachers on Transition Year and Senior Cycle.	A schedule of events for the Curriculum Phase 1 in place and actioned by end of May 2022.	
T&L 1.3	One-Hour Class Trial Workshops in August on strategies for teaching and learning in one-hour classes. Focus within each subject department meeting on subject specific strategies for one-hour classes. One Hour Timetable Trial Evaluation, consultation with students, parents and teachers.	Workshops created and delivered by T & L Group during August and September 2021. Subject Department Meetings scheduled for August 2021, October 2021 and March 2022. Timetable trial, evaluation and consultations completed by April/May 2022.	

Year 1	Project and Actions	Achievement Milestones	Notes
T&L 1.4	Homework Policy Form a Homework Policy committee. Workshops, surveys, focus groups with students, parents & teachers on current homework & study procedures. Use feedback to create a draft Homework Policy. Further consultation on draft policy. Approve final policy.	Homework Policy Committee in place by Sept 2021. Schedule of data gathering events in place by November 2021. Draft Homework Policy completed by March 2022. Next phase consultation completed by April 2022. Final policy approval achieved by May 2022 and policy enactment in September 2022.	
T&L 1.5	Digital Literacy For Students Develop a digital literacy module for each of 1 st , 2 nd , 3 rd & 4 th Years. Programme taught in Wellbeing class as a module. TY Digital Leaders to support teaching digital skills. Develop a Digital Champions Programme with a coordinating teacher. Awareness campaigns for Internet Safety. Mark Safer Internet Day	Digital literacy modules in place by November 2021. Programme module rolled out by end of May 2022. TY Digital Leaders selected and in place by October 2021. Digital Champions Programme developed by November 2021. Awareness Campaigns created and launched by February 2022.	

Year 2	Project and Actions	Achievement Milestones	Notes
T&L 2.1	Study Skills Workshops Study Skills modules to be covered over a set period of weeks in Wellbeing. Concentrated focus during this time by all subject teachers. Examine the possibility of a STUDY WEEK, student surveys, goal setting, time management, organisation, note taking, retrieval techniques, exam revision/preparation methods	Study Skills programme for all year groups by January 2023.	
T&L 2.2	Curriculum Review Phase 2 Workshops, surveys, focus groups with students & parents on Junior Cycle to include subject choices.	Programme of events created and launched by end of May 2023.	
T&L 2.3	1st & 2nd Year Homework Club Set up a homework club targeted at students who need support with their learning. Recruit teachers to oversee the running of the club. Recruit student mentors for homework club.	Homework club in place by October 2022. Panel of teachers recruited by October 2022. Student Mentors recruited and in place by October 2022.	
T&L 2.4	Attendance Improvement Strategies Set actions and targets for improvement in attendance and the reduction of absences. Communicate with home, parent teacher meetings, reminders on VS Ware, parent zoom meetings.	Actions & targets created by September 2022. Communication plan in place and rolled out by March 2023.	

Year 3	Project and Actions	Achievement Milestones	Notes
T&L 3.1	Trial Devices with One Class Group Work with one specific 1 st Year class group, providing access to a full class set of devices on a trial basis for a set period of time. Monitor their progress (using a control class group) and evaluate level of success.	Class selected and device trial programme in place by September 2023.	
T&L 3.2	Develop Student Leadership and Mentoring Programmes Define the programmes based on school requirements. Select participants and mentors. Provide mentorship training and monitor progression.	Programmes created and in place by September 2023. Participants and mentors selected by October 2023. Training plan designed, implemented and reviewed by end of May 2024.	

Year 3	Project and Actions	Achievement Milestones	Notes
T&L 3.3	Develop Programme for Academic High Achieving Students Create an enrichment programme that extends the curriculum for Academic High Achieving Students to include deeper and more advanced content and opportunities to work with peers/facilitators.	Programme designed and implemented by end of May 2024.	
T&L 3.4	Initiate Recommendations from the Curriculum Review Based on the results of workshops, focus groups and surveys, start the process of implementing stages of a revised curriculum to cater for the needs of our students.	Plan designed and implementation started by September 2023.	

Pillar 2. Health & Wellbeing (Students & Staff)

In 2024 we will be able to say...

Coláiste Bríde is a school that emphasises the importance of a healthy lifestyle. We are committed to promoting and supporting positive health and well-being among students, staff and the wider community.

Year 1	Project and Actions	Achievement Milestones	Notes
H&W 1.1	All Weather Pitch and Ball Wall Tender for contractors to install a synthetic hockey surface and ball wall on the outdoor basketball courts. Appoint the contractors. Progress project to completion.	 Tender process created and launched by August 2021. Contractors appointed by September 2021. Project completed by November 2021.	

Year 1	Project and Actions	Achievement Milestones	Notes
H&W 1.2	Student Wellbeing Days In consultation with Year Heads and class tutors organise an internal or external bonding day before midterm for each year group. Well-being workshops for all students during the school year. I am Worth it Week.	Bonding day calendar of events created and in place by end of September 2021. Workshops calendar created and in place by end of May 2022. Schedule in place by Term 1.	
H&W 1.3	Staff Wellbeing Day Staff Wellbeing Day to take place.	Wellbeing Day scheduled for August 2021.	
H&W 1.4	Canteen Survey students, parents & staff on needs. Using the Schools Procurement Unit's eGuide for Catering Services for Post-Primary Schools, tender for the canteen services to begin September 2022.	Survey created and distributed by January 2022. Tender process in place by end of May 2022.	

Year 1	Project and Actions	Achievement Milestones	Notes
H&W 1.5	Staff Health and Wellbeing <p>Set up a committee of staff members to develop a programme of health & wellbeing activities and supports for staff. One initiative to be enacted per half term.</p> <p>Set up an information portal for CPD initiatives for staff.</p>	<p>Committee in place and schedule of events created by October 2021.</p> <p>Portal set up by November 2021.</p>	
H&W 1.6	Active and Healthy Week <p>Form a student and teacher committee to organise an active & healthy wellbeing week to take place before the end of Term 3.</p>	<p>Committee set up and schedule of events in place by end of Term 2.</p>	

Year 2	Project and Actions	Achievement Milestones	Notes
H&W 2.1	JC Wellbeing Programme <p>Establish a group to examine the existing programme, taking into account the increased time provision at JC, the changing environment and resources available.</p> <p>Gather information from students as to which modules are currently effective, could be improved/extended/removed or need to be added in to help improve the programme.</p> <p>As part of the process seek feedback from students, parents & teachers.</p>	<p>Group established by October 2022.</p> <p>Consultation process completed by February 2023.</p> <p>Consultation outputs report completed by May 2023.</p>	
H&W 2.2	Drinking Water Fountains <p>Contact potential water suppliers and invite proposals based on school's requirements.</p>	<p>Tender process created and started by November 2022.</p>	

Year 2	Project and Actions	Achievement Milestones	Notes
H&W 2.3	Horticulture Develop a Transition Year module on growing & maintaining flowers and vegetables. Set up "Guerrilla gardening" projects on the school grounds.	Module developed and launched by September 2022.	
H&W 2.4	Broadening of Extra-curricular Create and carry out student and staff surveys. Based on this feedback, invite interested parties to set up new clubs/ groups etc.	Surveys created and completed by December 2022. Recruitment of parties completed by March 2023.	
H&W 2.5	Guidance Provision Identify additional potential contributions by different members of staff to the role of guidance. Evaluate existing learning outcomes taking into account the changing needs of all students. Review as part of the School Plan.	Staff members identified and recruited by January 2023. Evaluation and review completed by May 2023.	

Year 3	Project and Actions	Achievement Milestones	Notes
H&W 3.1	Vegetable Garden / TY Horticulture Install a Polytunnel and community garden area with raised flower/herb beds for accessibility.	Project completed by October 2023.	
H&W 3.2	Sports Hall Renovation Upgrade student shower areas, replace gym/games equipment as necessary. Upgrade staff shower facilities.	Programme of works completed by May 2024. Programme of works completed by May 2024.	
H&W 3.3	Breakfast Club Source suitable space supplies and funding for the Breakfast Club. Seek staff and student volunteers and include students in planning process.	Programme of work completed by September 2023. Planning and recruitment completed by September 2023.	
H&W 3.4	Guidance Review Initiate guidance review recommendations.	Recommendations initiated by September 2023.	

Pillar 3. Community & Ethos

In 2024 we will be able to say...

Coláiste Bríde is a Catholic school that is at the heart of its community. We support the holistic and spiritual development of each student, inspiring them to be fully alive human beings with hope and joy in their lives. Coláiste Bríde nurtures in its students a sense of their cultural identity, an appreciation of the diversity of cultures and a respect for people of all races and beliefs.

Year 1	Project and Actions	Achievement Milestones	Notes
C&E 1.1	50th Anniversary		
	Schedule a whole school community celebration event to mark the occasion to coincide with Mercy Day in September.	Event planned and celebrated on Mercy Day in September 2021.	
	Contributions from past pupils and staff members, including Sisters of Mercy.	Programme of events in place by September 2021.	
	Create a Photo gallery of moments in our 50-year history and launch the commissioned music for the event.	Actions completed by end of September 2021.	
	Transition Year collect an oral history of past pupils.	Oral history project ongoing.	



Year 1	Project and Actions	Achievement Milestones	Notes
C&E 1.2	Green School Committee Green School committee of pupils and teachers formed. Action plan created with goals & targets for the year.	Committee in place by October 2021. Action plan created and launched by December 2021.	
C&E 1.3	Parents Council Form new Parents' Council. Parents Council to join the National Parents' Council (Post Primary). Provide Parents' Council training. Appoint a middle-management teacher designated to support the committee. Enable a member of senior management to be available to attend meetings. Schedule a yearly presentation to the Board of Management. Facilitate greater consultation with the Parents' Council on school policies & procedures.	Council established by October 2021. Completed by October 2021. Training programme delivered by end of Term 1. Selected teacher in place by October 2021. Selected Senior Manager appointed by October 2021. Presentation date agreed by end of Term 3. Consultation process and schedule in place by end of Term 3.	

Year 1	Project and Actions	Achievement Milestones	Notes
C&E 1.4	Inclusion Form committees to create an Inclusion Policy & EAL policy. Set up a Diversity Week committee of students & teachers. Plan a week celebrating the diversity of the school's community. During the week, invite parents to a multicultural day in the Sports Hall. Celebrate Stand Up LGBTQ+ week.	Committee in place by October 2021 and policy ratified by May 2022. Committee established by November 2021. Calendar of events completed by end of Term 2. Programme of events planned and launched in line with national dates.	
C&E 1.5	Ethos Committee Set up a group of teachers to promote Coláiste Bríde's Ethos and prepare liturgical events. John Paul II Student Leadership Award. Use student leaders and weekly themes for morning prayer. Look at our current retreat programmes. Consider how to increase the benefit for students and the level of inclusivity. Reflect on the duration for each year group and the flexibility of on site or off-site programmes.	Group established by October 2021. Award in place by end of Term 3. Programme in place by November 2021. Review completed and recommendations outlined by May 2022.	

Year 2	Project and Actions	Achievement Milestones	Notes
C&E 2.1	School Motto and Mission Statement Set up a group to rewrite our Mission Statement and review how it might be adapted to address school's evolving needs. Whole school activity: create a competition to write a school motto based on our school's core values.	Group in place by October 2022. Competition designed and launched by end of Term 1.	
C&E 2.2	Green School Continue to enact the school's Action Plan until completion. Apply for the Green School's Flag. Develop a new Action Plan	Ongoing from December 2021. Application submitted by May 2023. Action plan developed by May 2023.	
C&E 2.3	Community Engagement Reengage with local community groups and initiatives that the school had been involved with pre-Covid such as local primary schools, St Patrick's Special School, St John's Hospital, Spring Clean.	Programme of reengagement created and launched by October 2022.	

Year 3	Project and Actions	Achievement Milestones	Notes
C&E 3.1	Launch Mission Statement Introduce the new Mission Statement at a whole school event to promote our ethos. Create a visual interpretation for our school website, PR and produce a corridor display. (Linked to Sacred Space).	Event planned and scheduled by February 2024. Work completed by February 2024.	
C&E 3.2	Initiate New Retreats Provide each year group with an opportunity to participate in a class retreat annually as part of the school calendar of wellbeing events.	Calendar of events in place by September 2023.	
C&E 3.3	Twin Coláiste Bríde with a Sisters of Mercy School In A Developing Country Link with Mercy International Association (Mercy World) and twin with a school in a developing country to promote inclusion and exchange of practices with Mercy ethos partner schools.	Links established by January 2024.	
C&E 3.4	Community Groups Explore opportunities to develop new links with community groups.	Research completed and recommendations in place by September 2023.	

Pillar 4. Communication (Internal & External)

In 2024 we will be able to say....

Coláiste Bríde is recognised for having excellent communications with its students, parents, staff and the community at large.

Year 1	Project and Actions	Achievement Milestones	Notes
C 1.1	Promote Positive Behaviour VShare Points System trialled. Highlight positive role models by holding school-based award ceremonies. Maintain consistency in implementing Code of Behaviour. Through SPHE modules, identify common barriers to positive behaviour and encourage a culture of mutual respect and a positive attitude.	 Trial completed by end of May 2022. Awards ceremony scheduled for May 2022. Schedule of reviews in place by end of Term 3. Research completed and recommendations published by September 2022.	

Year 1	Project and Actions	Achievement Milestones	Notes
C 1.2	Year Head/Tutor Communication Establish a formal structure for effective Year Head tutor communication through scheduled meetings / Teams.	Communication structure in place by End of Term 1.	
C 1.3	Management Communication Evaluate current management communication procedures. Establish procedures to ensure the effectiveness of communication and ensure procedures adhere to best practice.	Evaluation completed by October 2021. Communication plan and procedures in place by November 2021.	
C 1.4	Senior and Middle Management Communication Assess the effectiveness of communication procedures between management & AP I and AP II post holders. Establish agreed procedures that adhere to best practice.	Assessment completed by end of Term 1. Best practice procedures established by March 2022.	

Year 2	Project and Actions	Achievement Milestones	Notes
C 2.1	<p>Student Council</p> <p>Evaluate the effectiveness of the Student Council in promoting the student voice.</p> <p>Look at support structures currently in place and what could be improved or who should be involved.</p> <p>Promote the Student Voice. Welcome open dialogue and enable students to have a sense of school ownership.</p> <p>Implement a programme addressing how democracy, taking responsibility and assertiveness skills can be developed.</p> <p>Set up a Student Council blog, progress board, organise meetings schedule/calendar of events to include meetings with SMT and BOM.</p>	<p>Evaluation completed by November 2022.</p> <p>Review completed and recommendations outlined by January 2023.</p> <p>Programmes in place by March 2023.</p> <p>Research completed and recommendations outlined by May 2023.</p> <p>Programme of activities in place by December 2022.</p>	
C 2.2	<p>Parent Information Talk on Procedures</p> <p>Schedule individual year group zoom meetings with parents and year head/tutors SMT to outline the school procedures.</p>	<p>Event scheduled and completed by end of Term 1.</p>	

Year 2	Project and Actions	Achievement Milestones	Notes
C 2.3	Public Relations Staff member assigned or team formed to strengthen communication lines between the school, home and the wider community and develop communication strategies based on parental preferences.	Project completed by end of May 2023.	
C 2.4	Parent Communication Evaluate the existing parent teacher communication structure by consulting with parents and teachers and draw up recommendations to ensure maximum effectiveness.	Consultation process completed and recommendations outlined by May 2023.	

Year 3	Project and Actions	Achievement Milestones	Notes
C 3.1	<p>Develop a Past Pupil/Alumni Group and Programme</p> <p>Set up an alumni group to raise the school's profile and help past pupils to stay in touch with the school and each other.</p> <p>Seek volunteers from staff and past pupils to form a committee and administer the group.</p> <p>Connect with past pupils via the school website, social media, Twitter email etc.</p>	<p>Alumni group set up by November 2023.</p> <p>Volunteers in place by January 2024.</p> <p>Programme of activities in place and rolled out by March 2024.</p>	
C 3.2	<p>Teacher Parent Communication Procedures</p> <p>Following consultation implement agreed recommendations for updated teacher parent communication procedures.</p>	<p>Consultation completed and recommendations implemented by September 2023.</p>	

Pillar 5. Leadership & Management

In 2024 we will be able to say...

The Board of Management, management and staff of Coláiste Bríde work together to maximise its effectiveness and efficiency in delivering high standards to its students and community. Coláiste Bríde is a school in which its staff and students are empowered to lead the future direction of the school.

Year 1	Project and Actions	Achievement Milestones	Notes
L&M 1.1	IT Upgrade Tender for the replacement of the school's long throw data projectors using Etenders. Following the completion of the tender process, facilitate the installation of new projectors. Evaluate the school's Wi-Fi network and install access points where required.	 Tender created and submitted by August 2021. Installation programme completed by September 2021. Implementation completed by September 2021.	

Year 1	Project and Actions	Achievement Milestones	Notes
L&M 1.2	School and Toilet Redecoration Planning Begin the revamp of the junior student toilet areas. Improve the outdoor seating areas. Create an indoor wellbeing area. Begin the refurbishment of sacred spaces. Promote and ensure greater use of Noticeboards and Display screens.	Programme of works in place by May 2022. Plan in place and implemented by November 2021.	
L&M 1.3	New Building Continue to progress new building as a priority.	Regular progress reports to be presented to the BOM and Staff.	
L&M 1.4	New Student Lockers Overhaul existing lockers and replace them where necessary with more modern models. Introduce a new annual locker management system.	Work completed by September 2021.	

Year 2	Project and Actions	Achievement Milestones	Notes
L&M 2.1	School & Toilet Redecoration Set up student & teacher committee to oversee redecoration work. Source options for design. Seek feedback from students and teachers on available options. Tender for contractors. Complete the work in phases during school closures.	Committee set up by November 2021. Options outlined by January 2022. Feedback process completed by March 2022. Tender process completed by May 2022. Project completed by September 2022.	
L&M 2.2	Staff Handbook Develop a digital staff handbook with all up to date procedures & policies for staff.	Handbook completed by September 2022.	
L&M 2.3	New Building Continue to progress new building as a priority.	Regular progress reports to be presented to the BOM and Staff.	
L&M 2.4	Seasonal Caretaker Support Appoint a seasonal assistant to the school's caretaker for the months of May to September.	Appointment in place by April 2023.	

Year 3	Project and Actions	Achievement Milestones	Notes
L&M 3.1	New Building Continue to progress new building as a priority.	Regular progress reports to be presented to the BOM and Staff.	
L&M 3.2	Update Classrooms Replace Old Classroom Furniture.	Project completed by June 2024.	
L&M 3.3	Renovate Home Economics Kitchen Tender for Home Economics Room refit. Appoint contractors to complete refurbishments during school closures.	Tender submitted by January 2024. Contractors appointed by May 2024.	
L&M 3.4	Management Structures Carry out a consultation process on the school's management structures. Implement any management structure recommendations that are deemed best practice following a consultation process.	Consultation process completed by December 2023. Implementation plan and roll out completed by June 2024.	

12. Implementing the Plan



The first step to implement this plan is to present it to Board of Management to provide them with the opportunity to approve the identified projects and milestones.

Once approved, the plan will be presented to students, parents, staff and community members ensuring that they are informed of the priorities within the school for the next three years. The school will also circulate the plan to parents and the wider community via the website and other appropriate communication channels.

Coláiste Bríde have been committed from the very outset of this strategic planning process to putting in place an ambitious, realistic and achievable strategic plan. The projects and initiatives prioritised under each of the school's key areas of focus (The Pillars) have been included based on the school's best estimate of the availability of resources (people, time and budget). The school's strategic plan is a living, breathing document that will remain front and centre to the school's activities and decision making over the next three years.

A key step will be to assign goals and targets to the staff committees, teams, individuals and Principal and Deputy Principals. These goals will be streamlined with those within the plan to ensure alignment and visibility.

Once all stakeholders review each component of the plan, the school's Management Team and the Board of Management will be responsible to oversee the implementation of the plan. There is an option for an external resource to assist with the review of the plan on an annual basis to support the school in implementing the plan across each pillar if required.

13. Reviewing the Plan

Coláiste Bríde are committed to a robust ongoing review process over the lifespan of the strategic plan. The school has appointed an AP1, part of whose remit will be to actively liaise with school committees, project teams and individuals (POR's) on an ongoing basis to review and support the progress of projects and to help identify and assist with any identified milestone bottlenecks or roadblocks that could impede the successful completion of projects on time and on budget.

A formal review and progress update briefing will be undertaken on a half term basis by the school. Updates will be provided by the Senior Management Team to staff members at each of the four scheduled meetings throughout the year. Additionally the Board of Management will receive progress updates at each of their meetings (normally 6 or 7 per year). Parents and the wider community will be updated via the Parents Council, the school newsletter and through the school's social media and other communication channels. Additionally, the school intends to put in place a public noticeboard in a prominent location within the school to provide a visual representation of ongoing progress.

The Board of Management, the Senior Management Team and the appointed AP1 will complete a comprehensive end of year review during May of each year. This will include an assessment of progress made in each component of the plan versus the established milestones. The review will also include an analysis of the relevance of each of the targets and the inclusion of new targets and projects that are deemed appropriate by the Board of Management and the school's senior management team.



14. Acknowledgements

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Steering Group

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