

Glanmire Community College



Strategic Plan Year 1 & 2 Implementation Assessment October 2021

Submitted by:
Maurice O Mahony | Pinta
Tel: 086 7759713
Email: maurice@pinta.ie
Web : www.pinta.ie

Introduction & Methodology	2
Summary	3
Strategic Plan Implementation Review & Comments	4
Pillar 1 : School Culture (Year 1 & 2)	4
Pillar 1 : School Culture (Year 3 Planned Activity)	10
Pillar 2 : Teaching & Learning (Year 1 & 2)	14
Pillar 2 : Teaching & Learning (Year 3 Planned Activity)	20
Pillar 3 : Leadership & Management (Year 1 & 2)	23
Pillar 3 : Leadership & Management (Year 3 Planned Activity)	30
Conclusion & Recommendations	33

Introduction & Methodology

Pinta has a strong relationship with Glanmire Community College in recent years having participated in the development of the School Strategic Plan in 2018 / 2019. Following an update request from the Board of Management, the senior management team contacted Pinta at the beginning of the new academic year as they were looking to carry out an assessment of the progress made to date regarding the implementation of their strategic plan. It was felt that by employing Pinta as an independent facilitator, the necessary time would be allocated to the review process and that it would provide the opportunity and reflective space for the senior management team to discuss the achievements to date and to identify where renewed effort and focus was needed

Pinta met initially with the School Principal to scope out the implementation assessment project. Further to the meeting, the following approach was agreed upon. Three (2 hour) workshops were scheduled to review each of the key areas of focus (The Pillars) for the school

- School Culture
- Teaching & Learning
- Leadership & Management

Each workshop consisted of a detailed, open discussion of each project, initiative and milestone as outlined in Year 1 and 2 of the strategic plan. The workshops gave the senior management team the opportunity to outline and discuss their opinions and feedback around what had worked well and where there were opportunities for improvement. Finally, the sessions provided the opportunity for the senior management team to revisit and re-examine the relevance of the projects and initiatives identified for implementation and completion in year 3

Workshops were held through the months of September and October on three consecutive Tuesday afternoons on site in GCC. The senior management team comprising of Principal Mr Ronan McCarthy and Deputy Principals Mr Seanie McGrath, Ms Gertie Cahill and Mr Seamus Kennefick attended the sessions.

Summary

Glanmire Community College set out to create an ambitious, realistic, and achievable strategic plan in 2018 / 2019. The school has made excellent progress in implementing the plan to date. This has been achieved by the school taking a very practical approach where the focus has been on the successful implementation and completion of projects and initiatives. The methods and approaches employed have differed on occasions from those outlined in the original document as the school adapted and pivoted in response to circumstances as needed.

Most projects have been successfully completed, many of them ahead of schedule. There are a small number of projects that need to be completed or revisited and these have been highlighted in red later in the document. Central to the success of the plan to date has been the whole school effort, led by the senior management team with the support of the stakeholders who participated in the consultation and planning process originally. The plan has focused on improving multiple aspects of the school for the benefit not only of the student population but also the teaching staff and non-teaching staff. Stakeholder groups involved in the implementation of the strategic plan adopted a progressive, solution focused, growth mindset throughout and there has been a clear commitment to continuous improvement.

The well-being and development of students has always been central to the strategic plan. This was evident from the work carried out which displayed a clear focus on helping each of the 1100+ students to achieve their full potential. Glanmire Community College continues to expand rapidly in terms of student numbers. It has become an increasingly busy and fast paced environment. It is important for the school to schedule time going forward to reflect and to plan to ensure that they continue to focus on the priorities that will move the school towards where it wants to be in the years to come.

The challenges of COVID-19 were substantial and there is great credit due to the school that they have managed to achieve so much of the strategic plan under the circumstances. Conversations with the school have shown that there is an ongoing commitment and focus on moving the school forward with the consultation, engagement and help of all the stakeholder groups.

The school has completed two years of the three-year strategic plan and Glanmire Community College is undoubtedly in an increasingly better place and continues on a progressive path towards the next phase of development and growth.

Strategic Plan Implementation Review & Comments

Pillar 1 : School Culture (Year 1 & 2)

Actions	Achievement Milestones	Status & Additional Comments
Transition into GCC		
Review the effectiveness of current transition strategies for students moving from primary school or from another secondary school.	Survey parents, students and teachers before October midterm 2019	Completed. Meetings were held with 1st year parents. Outputs were worked on by teachers in organised groups. Virtual briefing sessions were scheduled and completed with parents. Ongoing reviews are scheduled.
Create orientation material to support new students.	In consultation with staff and parents, senior management to develop resources to support the transition of students and staff new to GCC by May 2020.	Completed. A Transition booklet was created and distributed.
Continue the established practice of scheduling meetings with primary schools and promoting ongoing communication and feedback	Senior management and Learning Support teachers to continue the current practice of visiting and working with primary school personnel	Completed. Work continues to evolve in this space. The school is making better use of data received from sources. Face to Face interactions will be scheduled in 2022
Promoting positive and responsible relationships		
Provide Restorative Practice training for staff	Seek an expression of interest from staff to engage in training in consultation with Restorative Practice Ireland. Training to be provided by Christmas 2019	Completed. Surveys were conducted. Staff and student body training has been completed. RP is very much embedded in the school culture

Actions	Achievement Milestones	Status & Additional Comments
Wellbeing		
Allocate areas for reflection and meditation : a quiet room and prayer room.	Review the current provision of space for reflection and meditation. September 2019	Completed. A Prayer room is in place as well as a Quiet Space
Develop a healthy eating policy and facilities.	Establish a working group in Term 1 2019.	In progress. No formal policy was created. Ongoing improvements have been made to the offering. The catering contract has been changed to O Crualaoi's
Establish a working group to look at the provision of healthy eating menus and break time seating for students	Survey staff and students in Term 1 2019. Develop and implement the policy by May 2020.	Ongoing. The school will revisit establishing a working group. Seating is now in place in the 1st and 2nd year courtyards. A designated area is in place for 5th years. Improved breaktime facilities have been provided throughout the school
Communication		
Carry out a review of the current practice & modes of communication with parents and implement recommendations	Current practice to be reviewed and evaluated by Christmas 2019. Agreed recommendations and strategies to be implemented by Summer 2020	Completed. Regular text messages and relevant website updates are in place
Implement recommendations from review process to ensure effective modes of communication with parents and key stakeholders	Senior management to consult with focus groups and gather feedback about revised communication processes from stakeholders. Review process to be conducted by Christmas 2020.	Not completed. Needs to be revisited
Inclusion		
Research and implement initiatives to promote inclusive activities in the Hub through engagement and consultation with the core staff, students and parents	A consultation process to commence by January 2020 to further develop initiatives that promote inclusion. Implementation for September 2020	Completed. Ongoing connectivity initiatives happening with The Hub. Reviews of progress are scheduled

Actions	Achievement Milestones	Status & Additional Comments
Parent / Teacher Meetings		
Consult and engage with teachers and parents re feasible options for improving the current format	Consult with parents' council to seek recommendations for consideration Summer 2020	Completed. New PT structure in place. PT meetings are now spread across two centres (Gym & Social area). Refreshments are provided. A new registration system is in place in the reception area. The new system is more streamlined and positive feedback has been received from parents / students / teachers.
Parents' Council		
Assist and support the Parents' Council in a promotion campaign to recruit parents	Involvement in Parents' Council to be promoted by Senior Management at scheduled information events for parents	Ongoing. Parents Council Representatives participated in the 1st year night promoting increased involvement by parents.
School Self Evaluation		
Establish an SSE working group to review current work and strategies and outline recommendations.	Working group to be established in Term-1 2019	A working group was not formed. The Deputy Principal and a Post Holder have completed work in this space instead. Also two senior management team members and two staff members have been involved through a Forbairt initiative
Use online surveys to gather the diversity of views of key issues for GCC	Continue to expand the good practice of using digital surveys , as relevant to support the ongoing SSE review process.	Completed. All graduates were surveyed. The school completed a Pupils Attitudes & Dispositions School Survey. Ongoing surveys for key school issues are scheduled to be created and distributed
SSE working group to review current work and strategies and outline recommendations for future areas for improvement in line with SSE guidelines	Interim review of progress to be completed by December 2020.	Not completed. Needs to be revisited

Actions	Achievement Milestones	Status & Additional Comments
Continue to develop method to gather the diversity of views on key issues for GCC		Ongoing
Links with Community		
Investigate approaches to further promote awareness of planned co-curricular and extra-curricular activities in the school.	Provide regular updates on planned activities through the school webpage and social media. Process to be in place by Summer 2020	Completed. Regular updates are provided through the school website, Twitter and Facebook. Plans are in place to ramp up activity further in this space post covid. Parents are regularly contributing "good news" stories. Students are actively involved in contributing via GAA, Soccer Committees etc and this will increase post Covid
Investigate ways that GCC can further develop links with local sporting, community and business organizations	Committee to be established in consultation with local club(s)/businesses to enhance greater collaboration with community stakeholders. Implementation by Summer 2020	No formal committee established. However strong links are in place e.g. Supervalu grant for the B Block facilities upgrade. Ongoing work in this space
Facilities		
Establish a Sustainable/Green Schools Group to review hygiene, litter and school maintenance.	Newly formed Environmental committee in place in September 2019	Completed. A Green School Flag has been awarded. Ongoing work and progress being made
Set up a programme to ensure shared responsibility in the school re hygiene and litter		Completed. Consultations with landscape companies are ongoing. Contract cleaners have been appointed to supplement the school cleaning staff.
Improve the seating facilities in the respective student zones. Review progress to date and roll out the next phase	New outdoor seating to be provided for students between Block B & Block C by Summer 2020	Ongoing. New benches are being installed in A Block (in addition to the points outlined above)

Actions	Achievement Milestones	Status & Additional Comments
Lockers : Review and implement the locker allocation process factoring in the book loan scheme. Review the maintenance of the lockers.	Revised procedure for lockers and book loan scheme to be fully implemented by Autumn 2020.	Completed. Lockers are available to all students. Padlocks have been provided to all 1st year students. All books and timetables were delivered to lockers this year. Upgrades to lockers are ongoing
Infrastructure		
Aesthetic appearance of the school : Set up a design team to review and assess the current status.	Consult with Environment committee to review and develop strategies to improve the aesthetic appearance of the school by September 2019. Report back by Easter 2020	Ongoing. Lots of work has been completed. The school foyer was redesigned. Work has been completed in the grounds. New furniture has been installed. New pathways are in place. Christmas lights and decorations are installed annually. Backdrops are in place throughout the school.
Locate and collate all available material and recommend selected material for display throughout the school.		Ongoing. Pictures, artwork, wall graphics, mosaics and signage have all been introduced.
Room facilities : Schedule ongoing work to maintain lockers, clocks and blinds in the school	Lockers, clocks and blinds to be serviced by Christmas 2019. Continued periodic review at Easter and Summer 2020	Completed. Ongoing work happening as regular service and replacement work is necessary.
Schedule the ongoing work to upgrade classroom & facilities on a zone by zone basis. All classrooms in B block to be completed	B-Block classrooms to be refurbished by Summer 2020.	Completed. Work on the Practical rooms is nearing completion. Teachers Resource rooms are being upgraded.
Water Fountains : Investigate options for improved facilities and upgrade the water fountains based on the findings	Consult with Student Council to decide on preferred options to access water fountains. Completed by Summer 2020	Completed. This was a very successful project. An environmental count of the number of bottles saved through the introduction of the system is being recorded. The water quality is excellent and the system has been very well received by students and staff

Actions	Achievement Milestones	Status & Additional Comments
ICT & Printing		
Review the existing print management contract to ensure increased reliability and efficiency.	Consult with Cork ETB to review the current provision and maintenance of ICT & Print Management contracts. Christmas 2019	Completed. This project was a particular success.
Provide easier access to print management through establishing central locations.	Establish robust and frequent maintenance procedures to ensure reliability of ICT & print systems throughout the school year.	Completed
Utilize technical support to clean up the teachers shared drive		Ongoing
Car Park Health & Safety		
Create a programme to educate students re car park safety.	Education programme to be developed in School Year 2019/2020 and implemented each year subsequently. Completed by October 2019	Not fully completed. Some work done in this space but needs to be revisited. The school has applied for and been accepted on the Safe Routes To School Program.
Research the feasibility of erecting a barrier at the school's main entrance.	Feasibility study completed by October 2019	Completed. The school was advised against erecting a barrier as it would have created a backlog of traffic on the main road. This will be revisited when plans for the Greenway are finalised and the resulting impact on GCC is known. Text messages and website messages were sent to all parents informing them of the car park rules.
Employ the services of an external expert to provide traffic management advice.	Employment of an external expert completed by the end of the School Year 2019/2020	Completed. Bollards were put forward as a suggestion but it was decided it was not a practical system when researched was completed.
Put in place health and safety car park signage.	Awareness Campaign developed in school Year 2019/2020 and implemented each year subsequently	Completed. All visitors now report to reception. No access is allowed via any other entrance to the school by visitors

Actions	Achievement Milestones	Status & Additional Comments
Create and launch a car park safety awareness campaign for parents and the wider community		No official campaign to date. Text messages and website content have been sent to parents

Pillar 1 : School Culture (Year 3 Planned Activity)

Actions	Achievement Milestones	Status & Additional Comments
Transition into GCC		
Implement revised transition strategies for students moving from primary school or from another secondary school.	Senior Management, Learning Support Coordinator and Year Head to First Years to review and update procedures based on feedback from parents, students and feeder primary schools. May 2022	Scheduled for the 2021 - 2022 academic year
Review effectiveness of orientation material to support new students.		Scheduled for the 2021 - 2022 academic year
Continue to schedule meetings with primary schools and promote ongoing communication and feedback		Scheduled for the 2021 - 2022 academic year
Promoting positive and responsible relationships		
Continue to develop and promote ways of reinforcing and building on the existing positive and respectful interactions in the school.	Whole school approach – promotion of positive inter-personal attributes of kindness, respect and trust through assemblies, meetings with parents and at all events. Ongoing over the duration of this plan	Focus Group in place. Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Communication		
Continue to promote multiple modes of communication with staff, parents and the wider community and implement recommendations from review process	Survey key stakeholders to review revised communication procedures – May 2022	Scheduled for the 2021 - 2022 academic year
Inclusion		
Continue to implement initiatives to promote inclusive activities in the Hub through engagement and consultation with the core staff, students and parents	Hub Coordinator and Senior Management to review inclusion programme by May 2022	Scheduled for the 2021 - 2022 academic year
Parents' Council		
Assist and support the Parents' Council to recruit parents	Senior management to provide ongoing support for Parents' Council through advocacy with general parents body. Ongoing throughout the duration of this plan.	Scheduled for the 2021 - 2022 academic year
School Self Evaluation		
SSE working group to review current work and strategies and outline recommendations.	SSE working group to continue to promote strategies that support Literacy, Numeracy and Teaching and Learning. Review of progress May 2022	Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Links with Community		
The established working group to investigate ways that GCC can further develop links with local sporting, community and business organizations	Continue consultation and collaboration with stakeholders - ongoing throughout duration of this plan.	Scheduled for the 2021 - 2022 academic year
Facilities		
Support the Sustainable/Green Schools Group to review hygiene, litter and school maintenance.	Final report from Sustainable Environment/Green Schools Group by May 2022	Scheduled for the 2021 - 2022 academic year
Continue to develop the programme to ensure shared responsibility in the school re hygiene and litter	Environment/Green School Group, along with Senior Management to continue to promote shared responsibility for school hygiene.	Scheduled for the 2021 - 2022 academic year
Room Allocation		
Carry out a review of room allocation & the feasibility of Teacher-Based Classrooms	Senior Management and AP with responsibility for timetabling to conduct a new review of the feasibility of Teacher-Based Classrooms before December 2021	Completed. Decision taken not to adopt a Teacher Based Classroom system
Infrastructure		
Aesthetic Appearance of the school: Continue to update and improve the visual environment	Senior Management to continue to work with staff and students to ensure that the aesthetic appearance of the school promotes a positive learning environment. Review work completed and further areas for development by May 2022.	Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Heating System: Enable the Sustainable Energy Group to investigate grants available to the school to improve insulation and heat retention in the B Block	Sustainable Energy Group to develop an energy conservation plan, including any available grant applications by May 2022	Scheduled for the 2021 - 2022 academic year
Room facilities : Schedule ongoing work to maintain lockers, clocks and blinds in the school	Ongoing work by caretaking staff	Scheduled for the 2021 - 2022 academic year
Schedule the ongoing work to upgrade classroom & facilities on a zone by zone basis. All classrooms in B block to be completed	Senior management, in consultation with staff, to schedule ongoing upgrading work.	Scheduled for the 2021 - 2022 academic year

Pillar 2 : Teaching & Learning (Year 1 & 2)

Actions	Achievement Milestones	Status & Additional Comments
Collaborative Practice		
Carry out a review of the current subject department planning process and identify any areas for improvement to promote consistency and coherency of subject curricular plans.	Senior management and subject co-ordinators to begin the consultation & review process by Christmas 2019.	No formal consultation took place. Instead teachers were emailed re subject plans. Representative examples of plans were provided to all as a benchmark reference. Ongoing work
Consolidate and continue to share effective learning strategies through subject departments with all staff.	Establish recommendations to support effective subject department planning and collaboration. To be developed by April 2020.	Completed. This is now Included as part of subject department meetings with dedicated time being allocated. An assessment of available skills is being completed and consolidated on an ongoing basis. Workshops have been scheduled for students.
	Senior management to facilitate both internal and externally provided professional development opportunities and to identify a forum to promote sharing of practice – Ongoing throughout the duration of this plan	Completed. Peer learning groups are in place. The “My Brain & Me” program has been very successful to date. Peer workshops are happening e.g. Mind Maps session. Teacher and student advocates are being given the opportunity to share knowledge and skills. Ongoing work in this space
Consolidate and continue to share effective learning strategies through subject departments with all staff.	Senior Management and Subject Department Coordinators to review progress in subject department planning process. May 2021	Completed and ongoing work happening

Actions	Achievement Milestones	Status & Additional Comments
	Senior Management to identify and promote sharing of practice through staff meetings and specific learning groups. Ongoing throughout the duration of this plan.	Ongoing. Activity will increase once F2F options return. Staff are now presenting to each other in their specialist areas.
Learning Skills		
Continue to support and expand programmes and initiatives that enhance learning.	Senior Management and Junior Cycle Co-ordinator to continue to expand the Learning-to-Learn initiative. Ongoing throughout the duration of this plan.	Ongoing work. Teaching strategies are increasingly influencing student's learning skills. A team of 14 teachers is in place (My Brain & Me program : 1st Year Geography and 2nd Year History initially trialled.) The learnings here can be applied to all subjects going forward
	Senior Management will continue to facilitate peer-learning workshops and establish a process to share experiences with all interested staff. Begin sharing process by Christmas 2020.	As above
Build and roll out the use of online learning platforms e.g. Google G Suite.	All students and staff will be provided with a specific user account to facilitate online interaction that supports teaching and learning. May 2020.	Completed September 2019. The work completed was critical to the successful response by GCC to the Covid 19 challenges re remote learning
Continue to support and expand programmes and initiatives that enhance learning.	Review of progress achieved in 2019-2020 and revised strategies to be developed by end of Term 2 2020-2021.	Completed and Ongoing

Actions	Achievement Milestones	Status & Additional Comments
Build and roll out the use of online learning platforms e.g. Google G Suite.	Senior management to continue to support the roll out online platform access to teachers and students. Review of levels of use to be conducted by May 2021.	Completed and Ongoing
Induction for Staff		
Establish a core team of staff mentors to research ways to integrate staff mentoring to a greater extent. Put a plan in place to address findings.	Senior management to review current mentor process for staff new to GCC and/or new to teaching. Christmas 2019. Establish a core team of mentors and provide mentor training by May 2020.	An induction and support program is in place for new teachers. The Droichead program is working well. The staff handbook is very effective. Subject department introductory sessions are ongoing.
Create a feedback mechanism for new staff members of GCC.	Senior Management to develop a mechanism to facilitate staff new to GCC, including placement and PME students, to provide feedback on their experiences of induction, support and working in GCC. To be implemented by May 2020.	Some work has been completed here. Online surveys have been used and a system of informal feedback is working. Will be revisited.
Support the core team of staff mentors to implement the staff mentoring plan. Incorporate findings from the feedback process of new staff	Senior Management and mentors to review feedback and identify any recommendations to revise the mentoring process. May 2021	Ongoing consultation and work happening. Staff are happy with the current supports in place

Actions	Achievement Milestones	Status & Additional Comments
Assessment		
Set up an Assessment review group.	Assessment Review group to be established September 2019. Revised calendar of assessment milestones at Junior Cycle to be developed and implemented by Christmas 2019.	A person of responsibility will be in place going forward (instead of a formal group.) Consultations have been completed. The Calculated Grades Program was very successful based on feedback and input from staff. Ongoing work in this space
Realign the calendar of assessment tasks at Junior Cycle.		Completed
Focus on Assessment for learning (AFL) strategies.	Implement an assessment audit tool to review AFL strategies currently being used. October 2019.	A project was completed through Forbairt. A core team is in place. A study has been completed along with student consultations. A whitepaper will be published shortly. The school has worked closely with UCD on this project
	Identify impactful AFL strategies for implementation as part of next phase SSE process May 2020.	Completed and ongoing
Focus on assessment for learning (AFL) strategies.	Implement AFL strategies identified from AFL audit and review. September 2020.	Completed. Data has been collected. A Forbairt project has been successful and content was shared with staff. This will be developed further when more F2F opportunities are possible
Review revised assessment calendar	Assessment Review group to review revised assessment calendar at Junior cycle. May 2021	Completed and Ongoing

Actions	Achievement Milestones	Status & Additional Comments
Results Analysis		
Provide CPD for staff re analysing relative academic achievement and performance.	Senior Management to provide training (including from NEPS/external experts) on promoting academic achievement.	Completed and ongoing. Data has been shared with Year Heads and Class Teachers. A NEPS Workshop was completed with staff outlining and explaining the data to them. A Relative Performance System is in place and is working well. There is greater understanding around individual students potential / performance in the school. Time is allocated in meetings for discussion. Ongoing work on tracking and monitoring progress is happening.
	Senior Management and Learning Support Coordinator to provide inputs on tracking and monitoring students' learning progress at staff meetings. Autumn and Spring each year.	Ongoing. Learning Support Coordinators are receiving term results and structures are in place re supporting students' performance relative to their individual ability and potential
	Senior Management to generate and provide class teachers and year heads with spreadsheets of students' achievements in house and state exams. Christmas and Autumn each year.	Completed and ongoing
	Subject departments to be provided with analysis of students' performances in state exams. Ongoing at Autumn of each year	Completed. A more scientific approach is in place. There is now less subjective input.
	Analysis of results relative to academic ability to be provided to class teachers and year heads. Ongoing at Christmas and Autumn each year.	Completed and ongoing

Actions	Achievement Milestones	Status & Additional Comments
	Senior management to ensure student profiles include standardised assessments results and reports (STEN's & CAT4) are available on VSWare	Completed and ongoing
Continue to provide CPD for staff re analysing relative academic achievement and performance.	Senior Management to continue to provide input on academic profiling, tracking and monitoring of students' academic progress. Autumn of each year.	Ongoing.
	Results analysis to be provided to subject departments each autumn and to class teachers and year heads following Christmas and Summer house exams.	Ongoing.
VSWare Data		
Provide CPD training to staff to improve the quality of the VSWare Data input and accessibility.	Training to be provided on a bi-annual basis to all staff during staff meetings. First scheduled training Autumn 2019.	Ongoing. There is improved and more complete utilisation of the system e.g. a database of healthcare needs is now included. The notes section has been developed and expanded. Ongoing formal training is being provided.
Create a phased schedule to optimize the functionality for each different section of VSWare.		Ongoing work
Continue to provide feedback and CPD to staff to ensure high quality VSWare Data input and accessibility.	Feedback and training to be provided on a bi-annual basis to all staff during staff meetings.	Ongoing work in progress. Data input quality needs to be continually reinforced with users. Ongoing work.

Actions	Achievement Milestones	Status & Additional Comments
VSWare Access		
Provide tutorials for parents during open/information evenings	Provide training during 1st Year Information evening. Ongoing in September of each year	Completed. First year parents were provided with online training sessions. Ongoing work
	Provide training to parents in attendance at option subject evenings for 3rd Years & TY parents. Ongoing in Winter each year	Completed through the Show and Tell sessions. Timetables and attendance records are now in place for access by parents. Ongoing work
Provide tutorials for parents during open/information evenings	Senior management to continue to provide training during 1st Year Information evening & 3rd Year & TY Option evenings. Ongoing in September & Winter of each year	Ongoing work in progress. Lots of work is being carried out with parents who are in need of assistance

Pillar 2 : Teaching & Learning (Year 3 Planned Activity)

Actions	Achievement Milestones	Status & Additional Comments
Collaborative Practice		
Implement recommendations from May 2021 review of revised subject department planning process	Subject Department Coordinators to lead colleagues in the implementation of the revised planning process. Ongoing throughout 2021-2022	Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Consolidate and continue to share effective learning strategies through subject departments with all staff.	Senior Management to continue to identify and promote sharing of practice through staff meetings and specific learning groups. Ongoing throughout the duration of this plan.	Scheduled for the 2021 - 2022 academic year
Learning Skills		
Continue to support and expand programmes and initiatives that enhance learning.	Peer learning group to continue to promote evidence-based practice. Learning to Learn strategies to be expanded through consultation with teachers and students – review of progress by May 2022.	Scheduled for the 2021 - 2022 academic year
Build and roll out the use of online learning platforms e.g. Google G Suite.	Senior Management to facilitate a review of the frequency and impact of digital learning amongst teachers, students and parents. May 2022	Scheduled for the 2021 - 2022 academic year
Induction for Staff		
Support the core team of staff mentors to implement the staff mentoring plan. Incorporate findings from the feedback process of new staff	Senior Management and mentoring team to review progress. May 2022	Scheduled for the 2021 - 2022 academic year
Assessment		
Focus on assessment for learning (AFL) strategies.	Continue to implement AFL strategies identified from AFL audit and review.	Scheduled for the 2021 - 2022 academic year
	Seek feedback from students and parents about the impact of strategies to support learning May 2022	Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Results Analysis		
Continue to provide CPD for staff re analysing relative academic achievement and performance.	Senior Management to continue to provide input on academic profiling, tracking and monitoring of students' academic progress. Autumn of each year.	Scheduled for the 2021 - 2022 academic year
	Results analysis to be provided to subject departments each Autumn and to class teachers and year heads following Christmas and Summer house exams.	Scheduled for the 2021 - 2022 academic year
VSWare Data		
Continue to provide feedback and CPD to staff to ensure high quality VSWare Data input and accessibility.	Feedback and training to be provided on a bi-annual basis to all staff during staff meetings.	Scheduled for the 2021 - 2022 academic year
VSWare Access		
Provide tutorials for parents during open/information evenings	Senior management to continue to provide training during 1st Year Information evening & 3rd Year & TY Option evenings. Ongoing in September & Winter of each year	Scheduled for the 2021 - 2022 academic year

Pillar 3 : Leadership & Management (Year 1 & 2)

Actions	Achievement Milestones	Status & Additional Comments
Review of Mission Statement		
Set up a working group to review the school's Mission Statement	Working group to be established In Term 2 2019. Report and recommendations to be presented May 2020.	A formal review of the Mission statement needs to be scheduled and completed. Work has been completed in relation to the school vision, values and principles.
Relationships & Values		
Support and assist the Wellbeing Committee in their work researching and implementing initiatives to further enhance the overall wellbeing of the school community.	Wellbeing Committee to identify strategies to further promote the integration of the JC Wellbeing indicators across the curriculum and beyond. Deadline May 2020.	Ongoing support in place. Wellbeing initiatives have increasingly been integrated into the curriculum. Covid restrictions have limited the number of events but this will be revisited as restrictions ease.
	Senior Management to support the Wellbeing Committee to organise and host various events annually such as Schools go Orange and Darkness into Light – Ongoing throughout the duration of this plan	As above
Affirmation and Celebration		
Establish a process of sharing and celebrating achievements.	Senior Management, in collaboration with Parents, Teachers and Students to identify how to collate, record, promote and celebrate significant achievements by members of our school community. An efficient process to be developed by May 2020.	Ongoing work in this space. Regular BOM updates are being provided. Wider community updates are released on the school website. Intercom announcements of achievements are happening regularly. The school's social media channels are updated frequently

Actions	Achievement Milestones	Status & Additional Comments
Update and review the current Affirmation guidelines.	Subject and Class teachers to identify how best to identify and showcase elements of students' achievements in class. Selected pieces to be displayed each term on the school website. Ongoing throughout the duration of this plan.	Completed. As above
Establish a representative group of stakeholders to look at how the schools achievements can be collected, recorded and promoted.		Completed. As above
Actively promote and encourage the independence of the classroom setup by teachers to maximize learning and engagement		Completed. As above
Policy & Practice		
Curriculum Review Group to review curriculum provision to ensure compliance with DES requirements and to optimise student engagement and learning.	Senior management to establish a curriculum review group and lead the curriculum review process. Present the findings to the whole staff for discussion and feedback. February 2020.	Completed. The timetable has been adjusted to incorporate recommended wellbeing best practice. The school is working in line with DES recommendations and requirements
Curriculum Review Group to consult with stakeholders and implement curricular reform in compliance with DES CL79/2018 (JC Curriculum : Wellbeing Provision & JC Assessment Process)	Curriculum review group to prepare a report with recommendations for implementing requirements of CL79/2018. February 2020.	Completed
Digital Learning Policy Implementation : Schedule the Implementation of the plan outlined in the policy.	Senior Management to reconvene the Digital Learning Group to review and revise the actions contained in the Digital Learning Plan. February 2020.	Completed. The school's ICT Policy has been updated following consultation with staff and is available on the school website

Actions	Achievement Milestones	Status & Additional Comments
Policy Review Group : Set up a working group to review all school policies and report on the findings.	Senior Management to lead a group of interested staff to review all existing school policies. Group to be convened and schedule of review drafted by May 2020.	A group was not created but the school reviews policies on a yearly basis. This is led by the senior management team. All policy updates are shared with staff for input. An SSE & Policy Review Coordinator has been appointed by the school.
Establish a schedule for the redrafting of existing policies including consultation with stakeholders		Completed yearly
Upgrade the WIFI, servers and hardware.	Senior Management to consult with Cork ETB to advance the procurement of the necessary equipment to upgrade the existing WIFI & IT hardware.	Completed and ongoing. A significant investment has been made in this space. Major WIFI upgrades, Chrome eBooks for staff, SSD drives for students, Operating Systems upgrades, IT Security robustness work have been all completed in line with the ETB Group IT Policy and Guidelines
Continue to support the Policy Review Group to review and redraft all school policies. Implement the review schedule for the redrafting of existing policies following consultation with stakeholders	Schedule of Policy Review and redrafting to be implemented by Policy Review Group. September 2020 onwards.	Curriculum revision work is ongoing. Currently in year 2 of a 3 year revision program. This will be completed in 2023. Work is being conducted in line with National Policy regulations and best practice guidelines.
Curriculum Review Group to consult with stakeholders and implement curricular reform in compliance with CL79/2018 (JC Curriculum : Wellbeing Provision & JC Assessment Process)	Implement the recommendations of the Curriculum Review Group to ensure compliance with the requirements of CL79/2018. September 2020.	Completed and Ongoing

Actions	Achievement Milestones	Status & Additional Comments
Digital Learning Policy Implementation : Continue to roll out the implementation of the plan outlined in the policy.	Digital Learning Group to lead the implementation of the revised actions contained in the Digital Learning Policy, including the use of online learning platforms. September 2020 onwards.	Completed and Ongoing
Communication		
Investigate ways to promote and further enhance staff input to the decision making processes in the school	Survey staff to seek feedback and suggestions on how to improve collective decision making. January 2020.	Completed. Staff contributions are looked for on an ongoing basis and is included as part of staff meetings. Staff are regularly asked to input to meeting agendas.
Important information for students and parents regarding transition into GCC, Uniform, Stationary etc. to be available in a timely manner and displayed on the school website each year	Senior Management to identify relevant information, prepare appropriate documentation and upload prior to the end of each academic year. Senior management to also investigate the greater use of SMS and Social Media to further enhance communication with parents. Ongoing throughout the duration of this plan.	Completed. Information is now distributed earlier in the year (early June) and positive feedback has been received from stakeholders
Student Leadership/Voice		
Promote the Student Voice and increase the Student Council's Profile.	Senior Management to explore and provide CPD for teachers to further promote the student voice in the classroom and across the school. May 2020.	Ongoing. Covid presented challenges in this area. Student Council members met as two separate groups last year. However, more input is needed from students and the school needs to refocus work in this area. A post holder will be appointed to be responsible for promoting student voice.

Actions	Achievement Milestones	Status & Additional Comments
Review the current structure of the student council.	Elected Student Council members to review current role and function of the council and make recommendations to increase its presence and influence in the school. January 2020.	Ongoing. Election structures are in place. Separate Junior and Senior Councils are now established. Elections are held annually. Meetings are scheduled regularly with Senior Management by students. The school is now affiliated with the ISLSU. More substantial issues need to become part of the Student Council brief and focus going forward. Some good progress has been made e.g. Catering changes brought about by the Student Council.
Middle Leadership		
Schedule weekly AP1 and monthly AP2 middle management meetings following a review of the meeting times that would work for all parties (before, during or after school.)	Senior Management to reintroduce weekly/bi-weekly AP1 team meetings. October 2019. Senior Management to introduce a schedule of AP2 team meetings. January 2020.	Ongoing. Weekly meetings are happening between the AP1's and Senior Management. AP2 meetings are not currently happening. Offers have been made to meet before or after school as there is not sufficient cover to schedule meetings during school hours. Meetings are held with individual postholders as requested
Review the roles of post holders and build leadership capacity.	Senior Management, in consultation with AP1 and AP2 post holders, to review the respective roles to further build leadership capacity to meet the needs of the school. Begin January 2020.	Completed. An annual review takes place. This has been completed to date through email feedback. The school will schedule F2F engagements when Covid restriction are removed.
Schedule senior management meetings with each postholder at the end of the school year to discuss posts of responsibility	Senior Management to implement end-of-year review meetings with AP1 & AP2 post holders as per CL 003/2018. April –May 2020.	As above

Actions	Achievement Milestones	Status & Additional Comments
Resource Management		
<p>Timetabling, Interviews and Appointments: In consultation with the DES and the Cork ETB, senior management will continue to further optimize resource utilization as part of the ongoing curricular strategic planning process</p>	<p>Senior Management to review the existing timetabling, interview and appointment process to further optimise and improve its efficiency and effectiveness. June 2020</p>	<p>Completed. Curriculum planning work is completed earlier in the year. The Recruitment and Interview process now takes place in May. Regular reviews of curriculum load for teachers take place to ensure balance. The school is working to develop a more diverse skillset within the staff. Additional time has being allocated for teachers to develop professionally. Staff are receiving their yearly timetables earlier in the year.</p>
First Aid		
<p>Continue to support staff First-Aid training.</p>	<p>Senior Management to allocate funding to support staff training and upskilling in First Aid – May 2020.</p>	<p>Completed. Ongoing development work being completed.</p>
<p>Identify a designated area for Recovery/First Aid.</p>	<p>Identify a potential area to provide for Recovery/First Aid by May 2020.</p>	<p>Completed. An area adjacent to the main office is now operational. Facilities are in place e.g. wheelchair, moving partition / privacy screen etc</p>
	<p>Senior management to consult with ETB to seek professional advice about best practice for provision of first aid & medical support within the school community. May 2020.</p>	<p>Completed. The school is actively involved with ETB in this space</p>

Actions	Achievement Milestones	Status & Additional Comments
Support Staff		
Schedule meetings with Management and all ancillary staff	Senior management to review the current communication process with administration, caretaking and cleaning staff. Implement an improved schedule of meetings and communication. May 2020.	Ongoing. A text notification system is in place. Email addresses have been set up and allocated. Staff are included in school updates. SNA's meet with AP1's weekly. Meetings have been held with the cleaning staff. A formal meeting with the office staff is to be organised following consultation with them.
	Senior management to explore ways of ensuring a greater input by ancillary staff into the management of the plant and facilities. May 2020	As above
PR / Marketing		
Create a Marketing / PR plan for the school.	Senior management to establish a working group to review current PR avenues and impact. September 2020	Ongoing engagement with ETB resources in this space. Weekly marketing activity is being carried out by a dedicated person of responsibility. The POR has created a schedule of marketing activities. Extensive work has been completed on the school website. Social media channels have been reviewed and improved. New marketing channels have been considered. e.g. a school app was considered but not implemented due to cost
Establish a strategy for the use of social media channels to improve school promotion.	Report and recommendations of the PR Working Group to be prepared - February 2021	Completed and ongoing

Pillar 3 : Leadership & Management (Year 3 Planned Activity)

Actions	Achievement Milestones	Status & Additional Comments
Relationships & Values		
Continue to support and assist the Wellbeing Committee in their work researching and implementing initiatives to further enhance the overall wellbeing of the school community.	Wellbeing Committee, in collaboration with Senior Management to survey Staff and Students to review the impact of strategies to integrate the JC wellbeing indicators. January 2022	Scheduled for the 2021 - 2022 academic year
	Senior Management to continue to support the Wellbeing Committee to organise and host various events annually. Ongoing throughout the duration of this plan	Scheduled for the 2021 - 2022 academic year
Policy & Practice		
Continue to support the Policy Review Group to review and redraft all school policies. Implement the review schedule for the redrafting of existing policies following consultation with stakeholders	Senior Management, in consultation with Policy Review Group to continue to implement the schedule of policy review and redrafting. Ongoing.	Scheduled for the 2021 - 2022 academic year
Curriculum Review Group to consult with stakeholders and implement curricular reform in compliance with CL79/2018 (JC Curriculum : Wellbeing Provision & JC Assessment Process)	Curriculum Review Group, along with Senior Management to continue to monitor the implementation of curriculum reform in compliance with CL79/2018. Ongoing	Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Digital Learning Policy Implementation : Continue to roll out the implementation of the plan outlined in the policy.	Digital Learning Group to continue to review and implement strategies to ensure the effective use of digital resources to support learning, teaching and assessment. Ongoing with annual review to take place in May.	Scheduled for the 2021 - 2022 academic year
Communication		
Investigate ways to promote and further enhance staff input to the decision-making processes in the school	Staff to be surveyed bi-annually to monitor satisfaction with how their input to the decision-making process is supported. September and February annually.	Scheduled for the 2021 - 2022 academic year
PR / Marketing		
Implement the recommendations in the Marketing / PR plan for the school.	Senior Management and PR Working Group to oversee the implementation of recommendations arising from February 2021 review.	Scheduled for the 2021 - 2022 academic year
Implement the strategy for the use of social media channels to improve school promotion.		Scheduled for the 2021 - 2022 academic year
Student Leadership/Voice		
Promote the student voice and increase the Student Council's Profile.	Survey students and teachers to review the success of implementing recommendations to promote Student Voice and involvement in decision-making about issues that impact on their learning and wellbeing. January 2022.	Scheduled for the 2021 - 2022 academic year

Actions	Achievement Milestones	Status & Additional Comments
Middle Leadership		
Continue to progress the roles of post holders to further build leadership capacity.	In consultation with post-holders, Senior Management to continue to seek and implement feedback arising from end-of year review meetings with AP1 & AP2 post holders to further support middle leadership in the school. Ongoing	Scheduled for the 2021 - 2022 academic year
Support Staff		
Schedule meetings and improve communication with ancillary staff and their inclusion in decision-making about the management of the plant and facilities.	Senior management to continue to review and update the revised communication processes to include ancillary staff in decision making about their roles and responsibilities. September 2021 onwards.	Scheduled for the 2021 - 2022 academic year
Resource Management		
Timetabling, Interviews and Appointments: In consultation with the DES and the Cork ETB, senior management will continue to further optimize resource utilization as part of the ongoing curricular strategic planning process	Senior Management to implement improved resource management processes. Ongoing.	Scheduled for the 2021 - 2022 academic year

Conclusion & Recommendations

Glanmire Community College is a school that is well advanced in the implementation of its strategic plan as a means of fulfilling their vision of the future. The school has shown determination and focus to date in delivering on key projects that enable that vision to be realised. It has been beneficial to use this progress review to pause and assess what has been achieved and what minor re-shaping needs to be done to deliver on the promise and potential that it has for both its student and teaching bodies.

The following are the key recommendations and comments

- Invest time and resources in all projects / initiatives that have not been completed to date or those that need a renewed focus.
- Build in more reflection time for all stakeholders to ensure the increasingly hectic pace of the school is proactively managed.
- Keep a central repository log of all successful projects and initiatives implemented and completed
- Continue to encourage stakeholders to get involved in the implementation of the strategic plan to spread workload and responsibilities
- Ongoing communication work with stakeholders around progress being made is essential and prioritise the consultation process with them around projects and initiatives for the next phase of the strategic planning process
- Continue to adopt and promote a growth mindset and an ongoing focus on continuous improvement
- Refocus on the empowerment of students to identify and contribute to fundamental school projects and initiatives

Congratulations to all on the work to date and on the significant progress that has been made under the challenging circumstances of the first two years of the strategic plan.

Maurice O Mahony
October 2021