cetb
Bord Oideachais agus
Oiliúna Chorcaí
*Cork Education and
Training Board*

COLÁISTE TREASA
KANTURK, CO. CORK
STRATEGIC PLAN
2025-2028

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1. Management Introductions

Coláiste Treasa's Board of Management is delighted to launch the school's Strategic Plan for the period 2025-2028. This extensive plan establishes a detailed framework that will facilitate ongoing development and sustained improvements within the school over the next three years.

Coláiste Treasa remains committed to providing a high-quality educational experience for all students, consistently striving for excellence and supporting achievement in every aspect of school life. Our Mission Statement, guided by the core values of ETBI, forms the foundation of our school's ethos. For nearly 90 years since 1938, we have been privileged to benefit from the dedication of a talented and professional staff. Working in close partnership with our engaged and supportive Parents' Council, and our ambitious and committed students, we have accomplished significant success. These accomplishments, along with the steadfast support of our Board of Management, the Trustees at Cork Education & Training Board, and local cultural and sporting organizations, have helped ensure the continued growth and vitality of our school.

In order to ensure continued progress and to build a strong foundation for sustained success in all areas of school life, we have developed a Strategic Plan to guide our community over the next three years. This plan is informed by key national and local frameworks, including the *Looking at Our Schools* Quality Framework, the Teaching Council's Code of Professional Conduct, Senior Cycle reform, and the Cork ETB Strategic Plan 2022–2026. It provides a comprehensive structure to support the ongoing work of school leadership and staff in meeting the evolving needs of our students.

The development of this plan was a collaborative process, actively involving input from staff, students, parents, the Board of Management, trustees, and members of the wider community. The resulting strategy outlines clearly defined priorities for the school over the coming years, ensuring a shared vision and direction among all stakeholders.

On behalf of our committed staff, hardworking students, and supportive parents, we sincerely thank the Board of Management for its instrumental role in supporting the creation of this Strategic Plan. The process was led by Pinta Consulting, under the guidance of Mr. Maurice O'Mahony, whose expertise in strategic planning was invaluable. The Board also extends its gratitude to Mr. O'Mahony and the members of the steering committee for their dedicated efforts in coordinating the plan's development. This Strategic Improvement Plan will act as a structured framework for ongoing growth and continuous advancement of our school in the years to come.

2. History

Coláiste Treasa has provided second level education to boys and girls from the Duhallow region since 1938.The origins of Vocational Education in Kanturk date back to the late 1920s when under the County of Cork Joint Technical Instruction Committee, classes were conducted in rented accommodation in the Clock House (now the Credit Union) and in the Young Men's' Society Hall in Egmont Place. The Vocational Education Act 1930 established VECs throughout the country and subsequently Cork VEC opened Technical Schools in the various towns around the county, including Kanturk. In 1933 a 1.5-acre site at Greenane, owned by Mr. M.C. Harte Barry was purchased for £200.

The original school opened its doors in 1938 and consisted of four rooms – a practical room for Woodwork and Metalwork and a classroom downstairs with a Domestic Economy room and a commercial room upstairs. In 1942 an extra room for Rural Science was added and in 1947 another classroom was added upstairs. Increasing student numbers necessitated extra accommodation and in 1962 a new free-standing woodwork room was built in one of the garden plots. In 1966 a further extension, connecting the original building to the woodwork room provided a new science room plus two new classrooms and a small staffroom. By the late 1960s it was necessary to install two prefabricated classrooms further up the garden.

The Intermediate Certificate Examination and the Leaving Certificate Examination were first examined in Coláiste Treasa in 1969 and in 1975 respectively. The advent of free education in 1967 and the school transport system led to a large increase in student numbers resulting in Coláiste Treasa recording a 1st year intake of 94 boys and 35 girls in 1971. The continued upsurge of pupils necessitated the provision of 4 additional prefabricated classrooms in 1972-73 and temporary accommodation in three rooms in the nearby Edel Quinn Hall. Teacher allocation rose significantly during this period to cater for a total of 371 students by 1972.

During the 1980's the school continued to expand its curriculum and to improve its facilities. This resulted in the opening of a major extension in 1986, comprising of an assembly area, gym/concert area, canteen facilities, engineering workshop, technical graphic rooms, secretarial room, staffroom and offices. A further extension was added in 1998 comprising of a new staffroom and library/computer room along with classrooms 21 – 25 which included a new science laboratory.

2012 saw the introduction of iPads to the school. As well as dealing with the age old challenge of overweight schoolbags, this initiative also illustrates the school's commitment to enhancing student learning experience through the medium of technology.

September 2013 proved to be a historic time for Coláiste Treasa as enrolment figures passed the five hundred mark. In 2016 another school extension was completed consisting of 2 new science rooms and a new home economics room. Two state of the art modular classrooms were opened in 2023. In recent years the school has been approved additional accommodation to include 7 general classrooms, a Music room, two Art rooms, a textile room, a multimedia room and an Additional Needs Unit.

From the earliest days in the Clock House to the present facilities there is a long history of co-operation, hard work, dedication and commitment to education between the people of Kanturk and the staff and students of Coláiste Treasa. The success of the school is evident from the increase in numbers over the years and illustrious roll of honour of our alumni both academically, on the sporting field and in all walks of life. This strategic plan 2025-2028 will ensure that Coláiste Treasa continues to develop and thrive into the future and that another layer of rich history will be added to our story.

School Milestones and Highlights

Since its founding in 1938, Coláiste Treasa has excelled across a wide range of disciplines, including academia, the arts, music, sport, and drama. While it would be impossible to capture the full extent of the school's achievements and the many accolades earned at both local and national levels, the following are some highlights from recent years.

- Multiple award winners at Cork ETB Leaving Cert awards ceremony, 20 awards at the 2024 awards.
- University entrance scholarship awards, for example UCC Quercus, Mary Immaculate College and UCD entrance scholarship awards in 2024.
- Participation in ETBI Instructional Leadership Programme and in the 2023-24 Peer Instructional Conferencing and Coaching Programme.
- CETBSM Awards- Special Achievement Award 2025. Group Music in the Community Award 2024. Individual Music in the Community Award 2024. Senior Student of the Year 2022.
- BT Young Scientist Overall Winners 2015.
- BT Young Scientist Best Group in 2017.
- BT Young Scientist Individual Runner in 2020.
- BT Young Scientist Individual Runner –up and Group Runners- up in 2021.
- Numerous BTYS gold partner awards, category awards and highly commended awards.
- Third Year Gaeltacht Trip 2025.
- 2nd place in All-Ireland Home Cookery competition 2025.
- Boys Chess Team 2025-1st in Cork County Finals, 3rd in the Chess Mates regional qualification and 5th in the Chess Mates All Ireland Minors Finals.

- All Ireland Chess Finals 2025 – Girls team second place.

- All Ireland U14 Badminton champions 2025, 2024,2023.

- U16 Division 1 and U19 Division 2 All Ireland Champions 2024.

- All Ireland U15 Basketball finalists 2025.

- U14 football County Champions 2025.

- Young Environmental National Awards – Finalists 2025 & 2024

- 1st place in U17Athletics County Steeplechase 2025.

- Silver in U14 & Bronze in U16 County Track and Field sprinting 2025.

- Qualified for 2025 All Ireland Athletics Championships 2025- yet to be held.

- 1st place South Munster Cross Country 2024.

- 4th place in Munster and 10th in the All-Ireland Cross County Finals 2024.

- Consistently in the top 3 in Munster and top 12 in All Ireland finals.

- Annual School Transition Year Musical Production: Mamma Mia, Cinderella, High School Musical, Beauty & the Beast, The Wizard of Oz.

- Annual Transition Year European Tour

- Art Trip to Italy 2024.

- Multiple TY Mini Company Awards.

- All Ireland Hurling finalist in 2020.

- Light Entertainment 2021- 3rd place Overall. Best Comedy. Best Choreography. Best Traditional Music Group

- Light Entertainment 2022- Best Traditional Music Group. 2 Individual Performer Awards.

3. School Demographics

Student Numbers By Year

Year	Students (approx.)
6th Yr	~95
5th Yr	~110
4th Yr	~102
3rd Yr	~105
2nd Yr	~109
1st Yr	~126

BOYS 51% **GIRLS** 49%
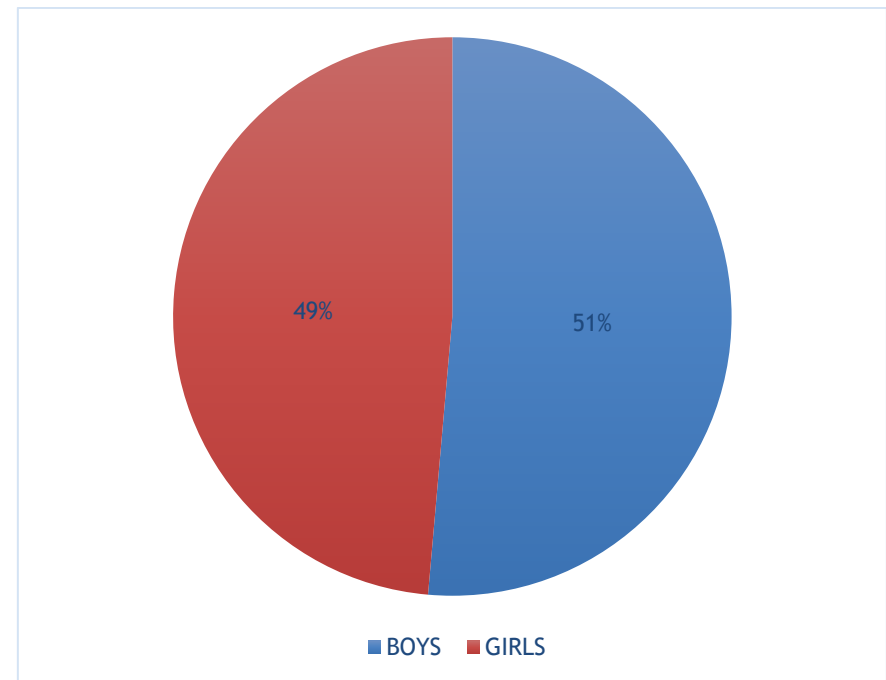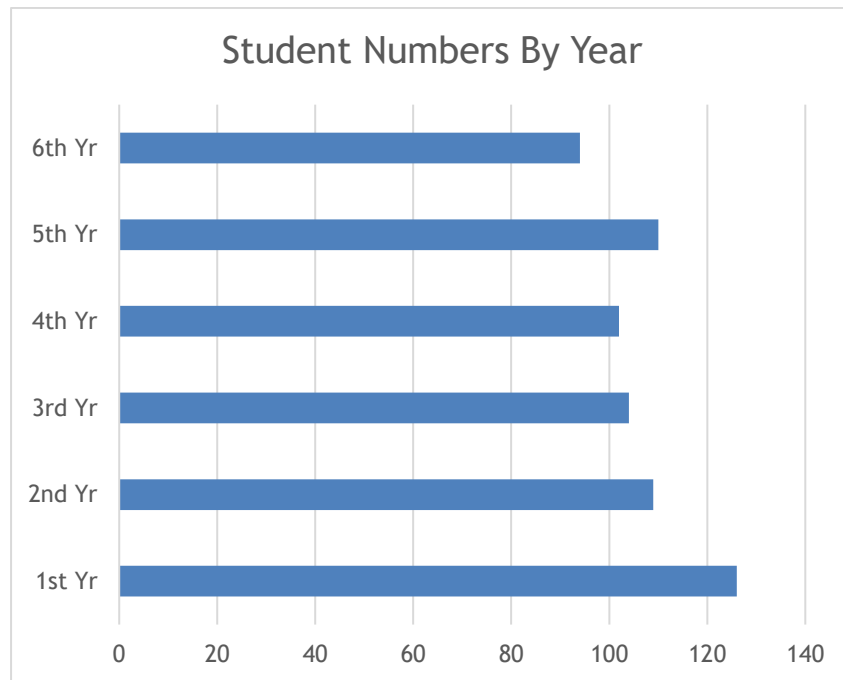
COLAISTE TREASA FEEDER PRIMARY SCHOOLS

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Banteer NS	Ballyhass NS	Dromagh NS
Freemount NS	Scoil Naomh Pádraig NS, Kanturk	Scoil Naomh Eoin Baiste NS, Kilbrin
Liscarroll NS	Lismire NS	Scoil Fhursa NS, Lyre
Meelin NS	Scoil na Tríonóide NS, Newmarket	St Brendan's NS, Rathcoole
St. Abbeys NS, Glantane	Derrinagree NS	

4. Methodology of the Planning Process

In April 2024, Coláiste Treasa commenced the development of a strategic plan to guide its growth and priorities over the three-year period from 2025 to 2028. Recognising the need to consolidate progress and set a purposeful direction for the future, the school committed to creating a plan that would be both aspirational and grounded in the lived experience of students, staff, parents, and the broader community.

The process began with a focused planning session with the Principal and Deputy Principal. During this meeting, the objectives, guiding principles, and overall structure of the strategic planning process was discussed. As a first step toward inclusive collaboration, a Steering Group was established, comprising representatives from across the school's stakeholder groups. This group was entrusted with overseeing the process, ensuring multiple voices were heard, and maintaining momentum throughout.

A dedicated workshop brought the Steering Group together to articulate their aspirations for Coláiste Treasa's future. Participants reflected on the question of what success would look like by 2028 and explored the kinds of systems, values, and supports that would be necessary to bring that vision to life.

The group comprised of the following :

Name	Title
Ms. Veronica Walsh:	Principal
Ms. Joanne Corkery:	Deputy Principal
Ms. Eileen Cronin:	Teacher/Parent
Ms. Fiona Goulding:	Teacher/Parent
Mr. John O'Brien:	Teacher
Ms. Aine Irwin:	Teacher
Mr. Seon Hynes:	BOM / Parent
Mr. Cian Santos Byrne:	Student
Ms. Ann Marie Healy:	Student

With the group in place, attention turned to developing a stakeholder engagement plan. The Steering Group defined which individuals and groups would be consulted, how input would be gathered, and the timeframe for each phase. A key outcome of this session was the identification of the school's Strategic Pillars—priority areas that would shape the structure of the overall plan.

Following this, a whole-staff workshop was facilitated to gather broad input from teachers and other staff members. This session explored opportunities to enhance the student journey, enrich teaching and learning, and identify meaningful ways to support school development. The outcomes were rich in insight and played a central role in shaping the plan's content.

To deepen this input, Pinta conducted individual and small-group consultations with various non-teaching teams, including administrative and office staff, the caretaking and cleaning team, Additional Needs Assistants, the AEN Coordinator, and the AEN Team. These sessions, delivered through both face-to-face meetings and online surveys, enabled staff to share practical perspectives and elaborate on their priorities.

Additional engagement took place with school leadership. Individual consultations were held with members of the senior leadership team, and in-person sessions were arranged with AP1 and AP2 post holders. The Board of Management was also actively involved through a dedicated workshop session. All of these groups were given the opportunity to contribute further through custom-designed surveys.

Student voice was placed at the centre of the process. A series of workshops was run with the Student Council and selected Junior and Senior Cycle representatives. At the same time, an open student survey invited all students to provide their views on what matters most to them and where they saw opportunities for improvement. Their contributions were imaginative, constructive, and closely aligned with the school's existing strengths.

Parent and community involvement was also prioritised. Families and members of the wider community were invited to complete an online survey, which gathered valuable feedback and ensured that external voices were meaningfully incorporated into the process.

To provide an external perspective and support transition planning, Pinta also connected with local feeder primary schools. Insights were gathered through both a targeted workshop and an online survey, offering ideas for strengthening the link between primary and secondary education and improving communication pathways.

Once all consultations were complete, the findings were compiled into a detailed report and presented to the Senior Management Team. Feedback was grouped under the agreed Strategic Pillars, providing a clear framework for the next phase: plan development.

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

Pillar 1 :Teaching & Learning

Pillar 2 : Communication

Pillar 3 : Leadership & Management

Pillar 4 : School Culture Ethos & Identity

Pillar 5 : Student & Staff Wellbeing and Support

In the final stages, input from across the school community was carefully translated into a phased set of initiatives. The "First Pass" team reviewed and prioritised projects, ensuring a balanced, achievable approach across the three-year timeframe. An initial draft of the strategic actions was prepared and reviewed with the Steering Group in a facilitated session. Ongoing input via document reviews and email feedback helped refine the plan further, resulting in a comprehensive and sequenced roadmap, with Year 1- 3 implementation clearly outlined.

Moving forward, the school's management and staff will engage in an annual review process to monitor progress, celebrate successes, and adapt to emerging needs. This ensures the plan remains a responsive, evolving guide for the school's continued development.

5. Mission, Vision & Values

Our Mission	To provide high quality teaching and learning to all students in an inclusive welcoming school environment based on mutual respect. To ensure that each student is valued and nurtured in a caring environment to develop academically and socially into full and valuable members of their community.
Our Vision	To offer a progressive academic curriculum as well as an intensive range of extracurricular activities which promote the holistic development of our students.
Our Values	Coláiste Treasa endeavours to provide excellence in education for all its pupils taking account of each individuals' unique talents, aptitudes and interests. Care is a central component of school life at Coláiste Treasa. All members of the school community are expected to treat one another with respect, good manners and courtesy at all times. The school is justly proud of the excellent behaviour of its pupils and the respectful relationships between staff and students.

6. Staff Structure

Management Support Structures
Board of Management
Senior Management Team
Cork ETB
Diocese of Cork & Ross
Department of Education
Assistant Principals 1 & 2
Learning Support Team
Student Support Team

Coláiste Treasa Staff
Principal
Deputy Principal
Teaching Staff
Administration Staff
Caretaking & Cleaning Staff
SNA Staff
Guidance Counsellor
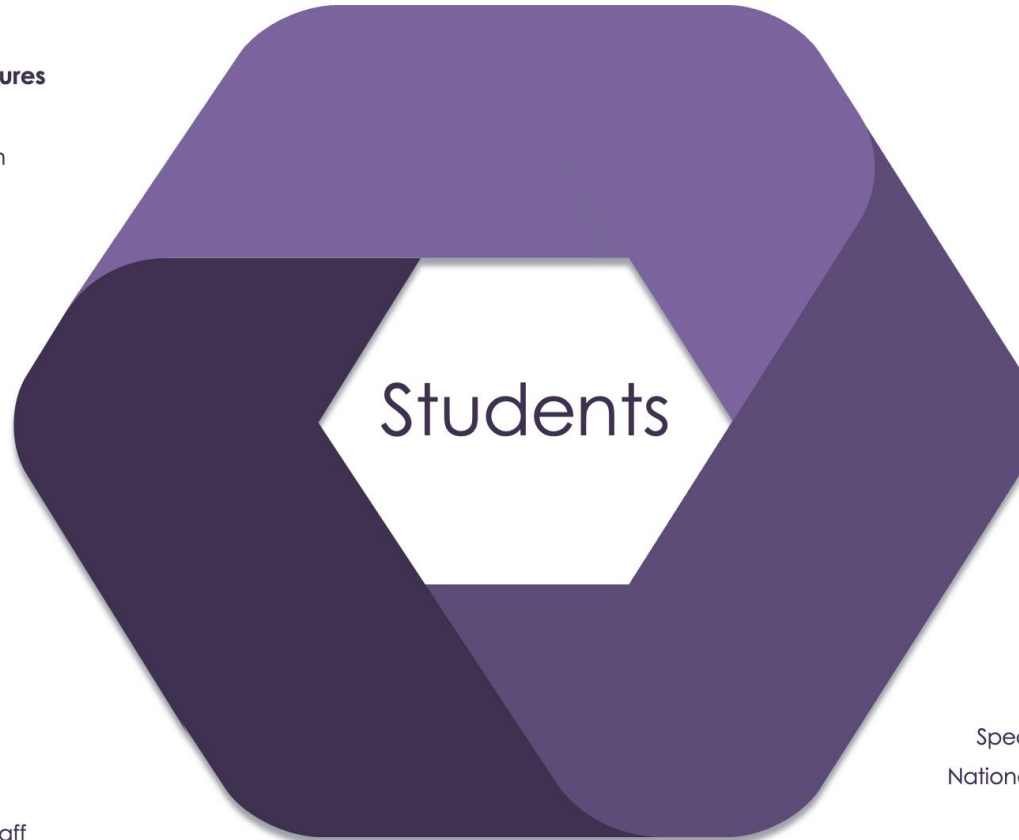
Students

Additional Support Structures
Parents' Council
Students' Council
Community Groups
Primary Schools
Special Educational Needs Organiser (SENO)
National Educational Psychological Service (NEPS)
Tusla - Child & Family Agency
Educational Welfare Officer (EWO)

7. A Snapshot Of What We Heard From Our Students

"Expand school facilities by adding toilets, classrooms, and storage areas."

"Create more team-building opportunities that help students connect beyond their base classes."

"Schedule regular TY buddy meetings to strengthen peer to peer mentoring and support."

"Deepen community links through various initiatives."

"Address and reduce the issue of vaping in school toilets."

"Encourage student input into teaching and learning to foster engagement and shared ownership."

"Improve planning for school events and increase opportunities for creativity and varied learning."

"Offer wellbeing workshops focused on resilience, online safety, stress and anxiety reduction."

"Develop the student council and strengthen its role in representing student voice."

"Provide a wider range of lunchtime activities."

"Expand and improve canteen offerings with a focus on fresh, healthy food choices."

"Maintain a modern, inclusive, and well-organised school environment."

"Continue offering the first-year taster programme to support informed subject selection."

"Organise additional events that celebrate the cultural diversity within the school."

8. A Snapshot Of What We Heard From Our Staff

"Develop a social media strategy to promote school activities and teaching and learning."

"Establish a wellbeing committee to lead team-building days and coordinate wellbeing initiatives."

"Plan a school extension to accommodate the needs of the growing student population."

"Promote peer learning among teachers as part of their professional development."

"Build on strong teacher - student relationships."

"Install additional toilet facilities to meet the needs of the school."

"Appoint a class tutor role with responsibility for communication, discipline, and student wellbeing."

"Highlight the role of the student council in promoting student voice."

"Create a lunchtime student games area.

"Sustain a welcoming, open, and academically ambitious school culture."

"Maintain personalised teacher-student relationships through respectful interactions."

"Continue offering a wide range of inclusive extracurricular activities to engage all students."

"Improve healthy food options in the canteen while reducing junk food."

"Organise additional multicultural events to celebrate diversity and inclusion in the school."

9. A Snapshot Of What We Heard from Our Parents

"The school offers a broad range of subjects, supported by TY and first-year taster programmes for informed student choices."

"Continue to expand student opportunities through initiatives like musicals, Young Scientist, Gaeltacht trips, sports, debating, and drama."

"Sustain the high-quality teaching in a positive, inclusive, and approachable learning environment."

"Continue to promote and encourage student participation in a wide range of sporting activities."

"The school uses iPads and digital apps to reinforce and enhance student learning."

"Develop the class teacher system to provide stability, support, and continuity for students."

"Expand the first-year buddy system and introduce lunchtime games and team-building activities."

"Ensure continued integration of students with special needs and introduce a dedicated special class."

"Reduce schoolbag weight and enforce clear iPad rules to limit use to educational purposes."

"Provide structured support for TY work placements."

"Strengthen the Parent Association and create smaller discussion groups to support school development."

"Showcase weekly school activities."

"Coláiste Treasa demonstrates responsive, progressive and efficient management empowering students and staff."

"Celebrate a broader range of student achievements beyond sports and entertainment."

10. Strategic Framework : What we will be able to say in 2028:

Teaching & Learning

"By 2028, we will be able to state that our school has successfully implemented a robust and comprehensive set of measures aimed at enhancing the overall educational experience for our students. Continued development will be underpinned by a strategic commitment to staff professional development, educational innovation, and the consistent pursuit of student achievement."

Leadership & Management

"By 2028, we will be able to state that substantial advancements have been made developing and enhancing our school's infrastructure and facilities. We will have a more effective and stimulating learning environment for all members of our school community, reflecting our dedication to continuous improvement."

Culture, Ethos & Identity

"By 2028, we will be able to state that our school has established a diverse array of enriching experiences that have positively impacted all members of our school community. Through the implementation of targeted initiatives, we will have sustained welcoming and inclusive environment in which all students, staff, and parents feel genuinely valued, respected, and connected contributing to the ongoing growth and success of our school."

Coláiste Treasa
Mol an Óige agus Tiocfaidh sí

Communication

"By 2028, we will be able to state that we have cultivated a more cohesive and collaborative school community, demonstrating clear progress in enhancing communication and engagement among students, staff, and parents. These developments will have contributed to more effective communication, deeper engagement, and improved operational efficiency throughout the school."

Wellbeing & Support

"By 2028, we will be able to state that we made significant strides in fostering a positive, caring and supportive atmosphere for both staff and students. Through a holistic and structured approach to wellbeing, the school will have cultivated a nurturing and enriching setting that promotes personal and professional growth across the entire school community."

Pillar 1. Teaching & Learning

By 2028, we will be able to state that our school has successfully implemented a robust and comprehensive set of measures aimed at enhancing the overall educational experience for our students. Continued development will be underpinned by a strategic commitment to staff professional development, educational innovation, and the consistent pursuit of student achievement.

Year	Actions	Achievement Milestones	Notes
Year 1	**Senior Cycle Redevelopment Training**		
	Provide targeted training and support for teachers on senior cycle redevelopment, including the integration of AI into teaching and learning.	Targeted training on senior cycle redevelopment in place by June 2026	T&L Co-ordinator, T&L team
	New Staff Mentoring Programme		
	Implement a formal mentoring programme for new staff to ease their transition and build capacity. Provide training for staff on the school's Management Information System and Microsoft Office.	Formal mentoring programme and training for new staff implemented by June 2026	SMT, PST, T&L Team

Year	Actions	Achievement Milestones	Notes
	Teaching & Learning Initiatives Consolidation		
	Refocus teaching and learning efforts by consolidating current initiatives and avoiding overload from excessive new programmes.	Teaching and learning efforts refocused by consolidating initiatives by October 2025	T&L Co-ordinator, T&L team
	Team Teaching		
	Continue to promote and refine team teaching as a collaborative instructional model.	Team teaching model promoted and refined by June 2025	SMT, T&L Co-ordinator
	New Teaching Methodologies		
	Prioritise key teaching methodologies and support their consistent implementation across departments.	Key teaching methodologies prioritised and implemented by October 2025	T&L Co-ordinator, T&L team
	Group Work & Interactive Learning		
	Enhance teaching methods by incorporating more group work and interactive learning strategies.	Group work and interactive strategies incorporated by June 2026	T&L Co-ordinator, T&L team

Year	Actions	Achievement Milestones	Notes
	Student Participation in Teaching & Learning		
	Encourage greater student participation in the Teaching and Learning Team to foster engagement and feedback.	Student participation in Teaching and Learning Team increased by October 2025	T&L Co-ordinator, T&L team
	Timetable Review		
	Review the current timetable structure and consider limiting afternoon classes to three for better focus and learning retention.	Timetable structure reviewed by August 2026	SMT
	Differentiation Training		
	Design and deliver targeted training on differentiation.	Training on differentiation delivered by June 2026	T&L Co-ordinator, T&L team, AEN Team
	Student Voice - Student Council		
	Increase the visibility and influence of the student council in promoting student voice throughout the school.	Student council visibility and influence increased by June 2026	Student Council Co-ordinator

Year	Actions	Achievement Milestones	Notes
	Student Learning Experience		
	Create a consistent approach to sharing class notes, assigning homework, and reporting on CBAs across year groups.	Consistent approach developed by June 2026	T&L Co-ordinator, T&L team, All teachers
	ICT & AI Skills		
	Support the integration of ICT and AI skills development into senior cycle projects through CPD and structured lessons. Introduce a stylus pen for use with iPads.	ICT and AI skills integrated into senior cycle and stylus pens introduced by June 2026	ICT Team
	Year Group Events		
	Ensure each year group engages in one major event and at least one developmental workshop annually.	Each year group involved in major events / workshops by June 2026	Year Heads & SMT
	1st & 2nd Year Team Building		
	Introduce team-building activities specifically for 1st and 2nd year students to strengthen relationships and community.	Team-building activities introduced by June 2026	Year Heads & SMT

Year	Actions	Achievement Milestones	Notes
	EAL Coordinator		
	Appoint an EAL Coordinator to lead a school-wide EAL programme and establish a formal EAL policy.	EAL Coordinator appointed and formal EAL programme and policy established by October 2025	SMT
	Technology Induction Workshops		
	Deliver iPad and Microsoft Office induction sessions for incoming 1st year students to support digital literacy.	iPad and Microsoft Office induction delivered by October 2025	ICT Team
	Student Responsibility Of Teaching & Learning		
	Encourage student ownership of learning and behaviour by promoting responsibility and accountability.	Student ownership promoted by June 2026	T&L Co-ordinator, T&L team, All teachers
	ICT CPD		
	Continue expanding staff access to ICT-focused CPD opportunities to support digital integration in classrooms.	Staff access to ICT-focused CPD expanded by June 2026	SMT & ICT Team

Year	Actions	Achievement Milestones	Notes
	OneNote Training		
	Deliver phased training sessions on OneNote to ensure confident use by staff and students.	Phased OneNote training delivered to staff and students by December 2025	T&L Co-ordinator,
	TY Core Team		
	Build a dedicated TY core team to coordinate work experience and overall programme development.	Dedicated TY core team established by October 2025	TY Co-Ordinator & SMT
	TY Work Experience Review		
	Conduct a review of the Transition Year work experience programme to ensure it meets student and employer expectations.	TY work experience programme reviewed by June 2026	TY Co-Ordinator
	iPad Checks		
	Schedule regular iPad checks to ensure devices are in working order and student-ready.	Regular iPad checks scheduled by October 2025	Year Heads & ICT Team

Year	Actions	Achievement Milestones	Notes
	Teams - One Note Usage		
	Continue using and improving digital tools like Teams and OneNote to support learning.	Use of Teams and OneNote continued and improved by June 2026	ICT Team
	Student ICT Training		
	Redesign student ICT training to include key tools such as email, cloud storage, presentation software, and iPads.	Student ICT training redesigned by October 2025	ICT Team
	Laptop Maintenance		
	Maintain and upgrade laptops used in DCG and Engineering to support technical subjects.	Laptops in DCG and Engineering maintained and upgraded by June 2026	ICT Co-Ordinator
	ICT Committee		
	Re-establish the ICT committee to coordinate school-wide technology initiatives and training.	ICT committee re-established by August 2025	SMT

Year	Actions	Achievement Milestones	Notes
	iPad Support Services		
	Increase iPad support services and offer structured digital induction for all incoming 1st year students.	iPad support services increased and workshops scheduled by October 2025	ICT Team
	Assessments Review		
	Ensure a balanced assessment schedule by reviewing the distribution of CBAs and end-of-term exams.	Assessment schedule reviewed by October 2025	SMT & T&L team
	CBA Reporting		
	Standardise the reporting formats for CBAs using familiar tools such as Pages, PowerPoint, and Word.	CBA reporting standardised by October 2025	T&L Co-ordinator, T&L team
	Recording Student Academic Progress		
	Continue recording student class assessments, term results and academic progress digitally.	Digital recording of student academic progress continued by June 2026	SMT

Year	Actions	Achievement Milestones	Notes
	3rd & 6th Year November Assessments		
	Reschedule 3rd and 6th year PT meetings to October and shift major assessments to November for improved pacing.	3rd and 6th year PT meetings rescheduled to October and assessments shifted to November by August 2025	SMT & T&L Co-ordinator
	Literacy and Numeracy		
	Continue to sustain and embed a whole-school approach to literacy and numeracy across all subject areas in the curriculum.	Whole-school approach to literacy and numeracy sustained and embedded by June 2026	SMT, All Teachers & T&L Co-ordinator
	Academic Tracking		
	Use academic trackers and data analysis to monitor progress and implement targeted interventions.	Academic trackers and data analysis enhanced by June 2026	Year Heads & Guidance Counsellor
	Class Tutor System		
	Redefine a structured class tutor system with dedicated sessions.	Structured class tutor system launched by August 2025	SMT

Year	Actions	Achievement Milestones	Notes
Year 2	**Cross-Curricular Collaboration**		
	Promote cross-curricular collaboration through shared planning and integrated learning experiences.	Cross-curricular collaboration promoted through shared planning and integrated learning experiences by June 2027	Subject Dept Heads & T&L Co-ordinator
	Student Learning & Personal Development		
	Encourage students to take greater responsibility for their learning and personal development.	Students encouraged to take greater responsibility by June 2027	T&L Team & All teachers
	Homework Club		
	Explore the feasibility of introducing a homework club to support students with additional academic needs outside of school hours.	Feasibility of a homework club explored by December 2026	SMT & AEN Team
	Student Study Support		
	Enhance study classes and develop student study support strategies to boost academic outcomes.	Study classes enhanced by December 2026	Year Heads

Year	Actions	Achievement Milestones	Notes
	TY Life Skills Module		
	Develop a TY module involving local community members to teach students essential life skills.	TY module developed involving the local community by June 2027	TY Co-ordinator
	TY Students Involvement With Primary Schools		
	Identify opportunities for TY students to collaborate with local primary schools and engage in community-based projects.	Opportunities identified for TY students to collaborate with primary schools by December 2026	TY Co-ordinator
	Technology Usage Review		
	Conduct a review of how technology is currently used across the school to identify strengths and areas for improvement.	Technology use across the school reviewed by December 2026	ICT Co-ordinator & SMT
	Access To Classwork		
	Ensure that classwork is regularly uploaded to platforms such as Teams or OneNote to enhance accessibility and support.	Classwork consistently uploaded to improve accessibility and support by October 2026	T&L Co-ordinator, T&L Team, All teachers

Year	Actions	Achievement Milestones	Notes
	Homework Policy Review		
	Conduct a comprehensive review of the homework policy and workload to align with best practice and promote student wellbeing.	Homework policy and workload reviewed by June 2027	T&L Co-ordinator, T&L team, SMT
	Peer Led Professional Development		
	Promote peer-led professional development by creating more opportunities for teachers to share learning from in-service training.	Peer-led professional development promoted by December 2026	T&L Co-ordinator, T&L team, SMT

Year	Actions	Achievement Milestones	Notes
Year 3	**STEM Subjects**		
	Strengthen the focus on STEM subjects within the curriculum to support innovation and future-ready learning.	STEM subjects strengthened within the curriculum by June 2028	T&L Co-ordinator, STEM subject teachers
	One Hour Classes		
	Evaluate the feasibility of introducing one-hour class periods to enhance focus and depth of learning.	Feasibility of one-hour class periods evaluated by June 2028	SMT
	After School Study Review		
	Conduct a review of the current after-school study programme and make improvements based on student feedback and engagement.	After-school study programme reviewed and improved by October 2027	After school study Co-ordinator
	Public Speaking & Presentation Skills		
	Enhance students' public speaking and presentation skills through targeted programmes and classroom integration.	Public speaking and presentation skills programme in place by June 2028	T&L Co-ordinator, T&L team

Year	Actions	Achievement Milestones	Notes
	Base Classrooms		
	Assess the feasibility of assigning base classrooms for teachers to improve organisation and minimise movement.	Feasibility of assigning base classrooms for teachers assessed by June 2028	SMT
	Special Class Introduction		
	Begin the planning process for the introduction of a special class to support students with additional learning needs.	Strategic planning continued by June 2028 (delivery on this will be subject to receiving funding from the department)	SMT, AEN Team

Pillar 2. Communication (Internal & External)

By 2028, we will be able to state that we have cultivated a more cohesive and collaborative school community, demonstrating clear progress in enhancing communication and engagement among students, staff, and parents. These developments will have contributed to more effective communication, deeper engagement, and improved operational efficiency throughout the school.

Year	Actions	Achievement Milestones	Notes
Year 1	**Communication Policy**		
	Establish a comprehensive communications policy that includes guidelines for appropriate contact times, directing parent queries through Year Heads, and respecting staff-student boundaries.	Comprehensive communications policy established by June 2026	SMT & AP1 Team
	Email Etiquette		
	Implement a standard for email etiquette among students, promoting correct formatting, respectful salutations, and professional tone when contacting staff.	Student email etiquette standard implemented by June 2026	IT Coordinator

Year	Actions	Achievement Milestones	Notes
	Primary School Information Document		
	Create a standardised student information document to support effective communication between primary schools and stakeholders during the transition process.	Standardised student information document created by August 2025	SMT, First Year Head & SST
	Communication Timing		
	Reinforce professional boundaries by formalising expectations that all communication between staff and management occurs within designated working hours.	Professional boundaries formalised with communication limited to designated working hours by October 2025	SMT
	Teacher Titles		
	Educate students on the importance of addressing teachers with appropriate titles (Mr./Ms.)	Student use of teacher titles promoted by December 2025	SMT, Year Heads, Class Tutors

Year	Actions	Achievement Milestones	Notes
	Advance Notice		
	Enhance communication planning by ensuring that all school notices, especially those involving payments, trips, or closures are issued with sufficient advance notice.	Advance notice ensured for all school communication by June 2026	SMT, Year Heads,
	School Communication Platform Development		
	Expand the use of School Communication Platform by utilising its features such as Notes, permission slips, and Behaviour tabs for tracking and sharing positive student feedback.	School Communication Platform features expanded by June 2026	SMT
	School Communication Platform Student Photos		
	Ensure that all student photographs on School Communication Platform are current to support accurate identification and effective communication.	Current student photos uploaded on the School Communication Platform by October 2025	Class Tutors

Year	Actions	Achievement Milestones	Notes
	Diary Review		
	Conduct a review of student diaries to assess their effectiveness and identify opportunities for improvement	Student diary system reviewed by August 2025	SMT
	School Communication Platform Login Credentials		
	Review the management of School Communication Platform login credentials to ensure students do not have access to parent's passwords	School Communication Platform login procedures reviewed by October 2025	SMT/Class Tutors
	Suggestion Boxes		
	Introduce physical or digital suggestion boxes to encourage input from students and staff on school improvements and new initiatives.	Suggestion boxes introduced by October 2025	SMT
	Extracurricular Activities Weekly Update		
	Develop a weekly summary of extracurricular activities in poster format and feature them on the school website.	Weekly extracurricular activity summaries developed by October 2025	PR Committee

Year	Actions	Achievement Milestones	Notes
	PR And Marketing Plan		
	Design and implement a comprehensive PR and Marketing Plan to showcase the school's ethos, achievements, and opportunities.	PR and marketing plan created and launched by June 2026	PR Committee/SMT
	Website Updates		
	Ensure the school website is regularly updated with current event photos and review all information sections to improve clarity and accessibility. Include a calendar on the website	School website content updated regularly and a calendar introduced by June 2026	Website Coordinator
	Parents Association		
	Develop and strengthen the Parents' Association by forming subcommittees to lead and support specific school initiatives and events.	Parents' Association developed and strengthened by June 2026	SMT
	Intercom Usage		
	Restrict the use of the school intercom system to designated times during the day to minimise classroom disruptions.	School intercom system use restricted by June 2026	SMT

Year	Actions	Achievement Milestones	Notes
	Use Of Students Surnames		
	Adopt the practice of using students' surnames over the intercom, particularly for non-Irish students, to support respectful communication and cultural inclusion.	Use of students' surnames over the intercom adopted by June 2026	All Staff

Year	Actions	Achievement Milestones	Notes
Year 2	**Communication Guidelines**		
	Further implement and embed the school-wide communication guidelines to ensure consistency, clarity, and adherence to best practice in all stakeholder interactions.	School-wide communication guidelines further implemented to ensure clarity and consistency in stakeholder interactions by June 2027	SMT & AP1 Team
	Fundraising Initiatives		
	Coordinate a large-scale fundraising initiative that engages the wider school community and supports key development goals.	Large-scale fundraising initiative coordinated by June 2027	Fundraising Committee
	Behavioural Points		
	Launch a system of positive behaviour points on the School Communication Platform to acknowledge and encourage commendable student conduct.	Positive behaviour points system launched by August 2026	SMT, All Staff

Year	Actions	Achievement Milestones	Notes
	Attendance		
	Promote greater use of the School Communication Platform attendance app among parents to support accurate attendance tracking and reduce unauthorised absences.	Parent engagement with the School Communication Platform attendance app promoted by June 2027	Year Heads
	Promotion Of Student Achievements		
	Enhance the promotion of student achievements both within and outside the school community through multiple communication platforms.	Student achievement promotion expanded by June 2027	Year Heads & Class Tutors
	Social Media Presence		
	Increase the school's social media presence by creating dedicated posts for clubs, student council initiatives, and environmental programmes like Green Schools.	Social media presence increased by June 2027	PR Committee

Year	Actions	Achievement Milestones	Notes
	Teaching And Learning Showcase		
	Encourage teachers to document and share photos of curriculum-related activities to highlight the quality of teaching and learning.	Teaching and learning quality showcased by June 2027	All Teachers
	School Newsletter		
	Continue producing the school newsletter and expand its distribution to ensure it reaches a broader audience of stakeholders.	School newsletter continued and distribution expanded by June 2027	PR Committee

Year	Actions	Achievement Milestones	Notes
Year 3	**Communication Guidelines**		
	Continue the implementation and integration of the school's communication guidelines to ensure consistent and respectful engagement across all platforms.	School communication guidelines further implemented by June 2028	PR Committee
	Volunteer And Community Programmes		
	Design and implement structured volunteer and community engagement programmes to strengthen ties with local organisations and enhance student citizenship.	Structured volunteer and community engagement programmes designed and implemented by June 2028	SMT & AP1 Team

Pillar 3. Leadership & Management

By 2028, we will be able to state that substantial advancements have been made developing and enhancing our school's infrastructure and facilities. We will have a more effective and stimulating learning environment for all members of our school community, reflecting our dedication to continuous improvement.

Year	Actions	Achievement Milestones	Notes
Year 1	**Completion Of Infrastructure Projects**		
	Ensure the completion of ongoing infrastructure projects such as the astro pitch to enhance student facilities.	Infrastructure projects completed to enhance student facilities by October 2025	SMT
	Classroom Revamp		
	Continue the classroom improvement programme annually, incorporating student work to personalise learning environments.	Annual classroom improvement programme completed by August 2025	SMT

Year	Actions	Achievement Milestones	Notes
	Bungalow Repurposing		
	Oversee the safe demolition and productive reuse of the bungalow adjacent to Room 24.	Bungalow demolished and site repurposed by August 2026	SMT
	Gym Upgrade		
	Upgrade the gym changing rooms and reception area to improve usability and aesthetics.	Gym changing rooms and reception upgraded by August 2026	SMT
	Toilet Facilities		
	Enhance the current toilet facilities to improve hygiene and access across the school.	Toilet facilities enhanced and improved by August 2026	SMT
	New Building Project		
	Accelerate progress on the new building project by actively engaging with key stakeholders.	Progress on new building project accelerated by August 2026	SMT

Year	Actions	Achievement Milestones	Notes
	One Way System		
	Assess and refine the existing one-way system to ensure safety and efficiency of student movement.	One-way system assessed and refined by October 2025	SMT
	Staffroom Facilities		
	Improve staff facilities with additional kitchen equipment such as a larger fridge, coffee machine, and microwaves.	Staff kitchen facilities improved by August 2025	SMT
	Lunchtime Activities		
	Expand lunchtime activities and club offerings, engaging TY students to assist in planning and delivery.	Lunchtime activities and clubs expanded by December 2025	Health & Well-being Committee
	Canteen Options Review		
	Review canteen options to ensure meals are affordable and cater to a wide range of dietary needs.	Canteen meal options reviewed by August 2026	SMT & Health & Well- being Committee

Year	Actions	Achievement Milestones	Notes
	Green Schools		
	Increase environmental awareness by expanding the Green Schools programme and activities.	Green Schools activities expanded by June 2026	Green Schools Committee
	Phone & iPad Policy		
	Strengthen the enforcement and clarity of the school's mobile phone and iPad usage policy.	Mobile phone and iPad policy strengthened by August 2025	SMT & AP1 Team
	Vaping & The Code Of Behaviour		
	Update the Code of Behaviour to address vaping and related behaviours more effectively.	Code of Behaviour updated to address vaping by October 2025	SMT & AP1 Team
	Bullying Review		
	Evaluate and revise the Bi Cinealta policy to ensure bullying is addressed proactively and effectively.	Bullying review completed by August 2025	SMT

Year	Actions	Achievement Milestones	Notes
	Student Attendance		
	Monitor student attendance more closely and address patterns of early departures or inconsistent attendance.	Student attendance monitored and early departure patterns addressed by June 2026	Year Heads/Class Tutors
	School Policy Reviews		
	Maintain active involvement of parents and students in the review and development of school policies.	Parents and students actively involved in reviews by June 2026	SMT, AP1 & AP2 Teams
	Student Council Updates		
	Ensure the student council continues to share updates with staff and the Board of Management.	Student council continues sharing updates with staff and Board of Management by June 2026	Student Council Coordinator
	Student Council Development		
	Strengthen and promote the student council by increasing visibility and highlighting its role in school life. Introduce annual election for the Student Council.	Student council visibility and involvement increased by June 2026 Student Council annual election scheduled by October 2025	Student Council Coordinator

Year	Actions	Achievement Milestones	Notes
	Fundraising Committee		
	Establish a committee to coordinate fundraising initiatives for school projects and student activities.	Fundraising committee established by June 2026	SMT
	Staff Roles & Responsibilities		
	Provide clarity and yearly review of staff roles and responsibilities to ensure efficiency and fairness.	Annual review of staff roles and responsibilities conducted to ensure clarity and fairness by June 2026	SMT
	Year Head - Deputy Principal Meetings		
	Continue structured weekly meetings between year heads and deputy principals to align student supports.	Weekly year head and deputy principal meetings continued by June 2026	SMT
	Decision Making Clarity		
	Promote decision-making transparency by clearly documenting and sharing outcomes of all meetings.	Meeting decisions documented and shared to promote transparency by June 2026	All Staff

Year	Actions	Achievement Milestones	Notes
	Meeting Structures Review		
	Review and improve meeting processes by encouraging input into agendas, assigning action points, and following up consistently.	Meeting processes reviewed by December 2025	SMT
	AP1 Meetings		
	Enhance AP1 meeting effectiveness with structured agendas and accountability mechanisms.	AP1 meetings reviewed and enhanced by December 2025	SMT & AP1 Team
	SSE Team Meetings		
	Maintain regular meetings of the SSE team to monitor progress and drive school improvement initiatives.	SSE team meetings maintained by June 2026	SMT
	Leadership Development		
	Actively encourage staff to take on leadership roles by fostering an inclusive and supportive environment.	Staff encouraged to take leadership roles by June 2026	SMT

Year	Actions	Achievement Milestones	Notes
	Year Head Support From Class Tutors		
	Leverage class tutors to provide additional support to year heads, expanding school leadership capacity.	Class tutors leveraged to support year heads by October 2025	SMT
	AP2 Term Meeting		
	Hold a termly AP2 meeting to improve collaboration and role clarity among AP2 post holders.	Termly AP2 meetings scheduled by October 2025	SMT
	AP Role Reviews		
	Review all AP roles to ensure they are well-balanced and aligned with school priorities.	AP roles reviewed by June 2026	SMT
	BOM Meetings		
	Retain the current schedule of BOM meetings in the year to ensure consistent governance.	BOM meetings schedule retained by June 2026	SMT

Year	Actions	Achievement Milestones	Notes
	Leadership Capacity Building		
	Distribute leadership tasks more effectively from SMT to build staff leadership capacity.	SMT leadership tasks distributed to grow staff leadership capacity by June 2026	SMT
	Coaching Mindset CPD		
	Introduce CPD to cultivate a coaching and mentorship mindset across the teaching staff.	CPD introduced to develop coaching and mentorship skills by June 2026	SMT
	SMT Daily Meeting		
	Implement a protected 30-minute daily meeting for SMT to coordinate key leadership activities.	A 30-minute daily SMT meeting implemented by October 2025	SMT
	Food Related Litter Initiatives		
	Implement rules to reduce food-related litter, including restrictions on specific problem snacks.	Rules implemented to reduce food-related litter by June 2026	Green Schools Committee

Year	Actions	Achievement Milestones	Notes
	Monitoring Of Toilets		
	Maintain active monitoring of student behaviour in toilet areas to prevent misuse and maintain hygiene.	Student behaviour in toilets actively monitored by December 2025	AP1s/SMT
	Office Interactions		
	Explore new systems to better manage student and staff interactions with the school office.	Systems explored to better manage office interactions by October 2025	SMT
	Ordering Procedures		
	Improve ordering procedures by requiring detailed quotations and order forms for supply requests.	Ordering procedures improved by December 2025	SMT

Year	Actions	Achievement Milestones	Notes
Year 2	**Staffroom Layout**		
	Explore the possibility of redesigning the staffroom layout to maximise space, including replacing circular tables with more efficient alternatives, and providing additional utensils and amenities.	Staffroom layout redesign explored by August 2027	SMT
	Staff Work Space Areas		
	Create additional designated workspace areas for staff to support preparation, collaboration and wellbeing.	Additional staff workspace areas created by August 2027	SMT
	Reception & Office Revamp		
	Refurbish the main school reception and main office to improve functionality and presentation of the school entrance.	School reception and main office refurbished by August 2026	SMT
	Storage & Locker Space		
	Increase the number of storage and locker units for both students and staff to accommodate the growing population.	Student and staff storage/locker units increased by August 2027	SMT

Year	Actions	Achievement Milestones	Notes
	Additional Toilets		
	Install additional male, female, and gender-neutral toilets to meet the needs of the school community.	Additional male, female, and gender-neutral toilets installed by August 2027	SMT
	PE Equipment Storage		
	Provide secure and accessible storage facilities for PE equipment and resources.	Secure storage facilities provided for PE equipment and resources by August 2026	SMT
	School Heating System		
	Upgrade the heating system in colder areas of the school to improve comfort and learning conditions.	Heating system upgraded by August 2026	SMT
	Sports Room Facilities		
	Enhance the facilities in the school's sports room to better support physical education and extracurricular activities.	Sports room facilities enhanced by August 2027	SMT

Year	Actions	Achievement Milestones	Notes
	Homework Policy		
	Update and improve the homework policy to ensure it reflects best practices and student well-being	Homework policy updated to reflect best practices by August 2026	SMT
	Class Tutors Role Review		
	Review the role of class tutors and consider increasing supports from AP1s to ensure student needs are adequately met as enrolment rises.	Class tutor roles reviewed and AP1 support increased by December 2026	SMT
	Year Heads - Class Tutors Weekly Meeting		
	Establish a formal weekly meeting schedule for Year Heads and class tutors to improve coordination and pastoral support.	Weekly meeting schedule for year heads and class tutors established by August 2026	SMT, Year Heads & Class Tutors
	Distributed Leadership		
	Expand the practice of distributed leadership within the school to empower more staff members and promote collaborative decision-making.	Distributed leadership expanded by June 2027	SMT

Year	Actions	Achievement Milestones	Notes
	Board Of Management Decisions		
	Ensure decisions made at Board of Management meetings are implemented and followed up through effective reporting systems.	BOM decisions followed up with structured implementation and reporting by May 2027	SMT
	Student Council - BOM Meeting		
	Schedule an annual meeting between the Student Council and the Board of Management after Christmas to promote student voice and engagement.	Annual post-Christmas meeting held by March 2027	SMT & Student Council Co-Ordinator
	Litter Campaign		
	Launch a student-led litter awareness campaign to improve the school environment and encourage responsibility.	Student-led litter awareness campaign launched by August 2026	Green Schools Committee
	Hygiene & Respect Campaign		
	Introduce a hygiene and respect campaign focused on improving student behaviour and cleanliness in school toilets.	Hygiene and respect campaign introduced by August 2026	Health & Well-being Committee

Year	Actions	Achievement Milestones	Notes
Year 3	**Sports Facilities Upgrade**		
	Continue to develop and upgrade the school's sports facilities to support both curricular and extracurricular physical activity.	School sports facilities further developed and upgraded by June 2028	SMT
	Dedicated Staff Workspace		
	Create a dedicated staff workspace separate from the social/lunch area to allow for improved focus and productivity.	Dedicated staff workspace created by June 2028	SMT
	Nurture Room		
	Establish a nurture room for both staff and students—a calm, quiet space distinct from the sensory room, to support wellbeing and mental health.	Nurture room established by June 2028	SMT
	Accessibility Review		
	Conduct a review of the school's physical and educational accessibility to ensure all	School accessibility reviewed and improvements made by June 2028	SMT

Year	Actions	Achievement Milestones	Notes
	students and staff are fully supported and included.		
	Recycling Campaign		
	Further develop a comprehensive recycling campaign aligned with the existing Green Schools initiatives to promote sustainability throughout the school.	Recycling campaign further developed by June 2028	Green Schools Committee

Pillar 4. School Culture Ethos & Identity

By 2028, we will be able to state that our school has established a diverse array of enriching experiences that have positively impacted all members of our school community. Through the implementation of targeted initiatives, we will have sustained welcoming and inclusive environment in which all students, staff, and parents feel genuinely valued, respected, and connected contributing to the ongoing growth and success of our school.

Year	Actions	Achievement Milestones	Notes
Year 1	**Code of Behaviour Review**		
	Conduct a review of the Code of Behaviour related to personal appearance, including guidelines on makeup, jewellery, and facial piercings, to ensure it aligns with current policy and community expectations.	Code of Behaviour on personal appearance reviewed by October 2025	SMT & AP1 Team
	Mission Statement Review		
	Review and update the school's mission statement to ensure it reflects the current vision, values, and strategic goals.	School mission statement reviewed and updated by June 2026	SMT & AP1 Team

Year	Actions	Achievement Milestones	Notes
	School Visual Identity		
	Promote the school's visual identity by integrating consistent branding across school facilities, communications, and digital platforms.	Consistent branding integrated by June 2026	SMT, PR Team & All Staff
	ETB Core Values		
	Embed the core values of the ETB throughout school life, policies, and student engagement initiatives.	ETB core values embedded by June 2026	SMT/ Ethos Co-ordinator
	Uniform Policy		
	Review and enforce the uniform policy, including proper use of the PE uniform during sports activities and PE classes.	Uniform policy reviewed and enforced by June 2026	Year Heads/Class Tutors/ All teachers
	Student - Teacher Relationships		
	Preserve and strengthen respectful student-teacher relationships as the school grows, with an emphasis on politeness, proper address, and mutual respect.	Respectful student-teacher relationships strengthened by June 2026	All Staff/All Students

Year	Actions	Achievement Milestones	Notes
	Celebrations Of Cultural Diversity		
	Celebrate the cultural diversity of the school community through inclusive events that promote awareness and appreciation.	Cultural diversity celebrated through inclusive events by June 2026	Ethos Coordinator
	Diversity Week		
	Establish Diversity Week as an annual school event and consider relocating it to a larger venue such as the canteen to accommodate wider participation.	Diversity Week established by June 2026	Ethos Coordinator
	Student Centred Events		
	Continue to support a broad range of student-centred events such as Sports Day, Health Week, Anti-Bullying Week, and 6th Year Graduation.	Student-centred events expanded by June 2026	Health & Well-being Committee
	Information On Scholarships		
	Increase student awareness of available scholarships by providing targeted information sessions, promotional	Student awareness of available scholarships increased by June 2026	Guidance Counsellor

Year	Actions	Achievement Milestones	Notes
	materials, and integration into career guidance activities		
	Artistic Promotion		
	Promote student creativity by displaying student work.	June 2026	Art Teacher and PR team and SMT

Year	Actions	Achievement Milestones	Notes
Year 2	**Student - Teacher Relationships**		
	Explore and implement new strategies to foster respectful, supportive, and positive relationships between teachers and students.	New strategies implemented by June 2027	SMT, AP1 Team, AP2 Team & All Staff
	Whole School Events		
	Expand the number and variety of whole-school events, including music concerts and art exhibitions, to promote school spirit and student engagement.	Whole-school events expanded by June 2027	Health & Wellbeing Committee

Year	Actions	Achievement Milestones	Notes
	Culture Of Recognition		
	Strengthen the culture of recognition in the school by regularly celebrating student and staff achievements across all areas.	Culture of recognition strengthened by June 2027	SMT, All Staff
	Participation In Competitions		
	Encourage participation in national competitions such as BT Young Scientist, VEX Robotics, and Junk Kouture to foster innovation and creativity.	National competition participation promoted by June 2027	All Staff
	Artistic Promotion		
	Integrate artistic elements into various subjects to promote cross-curricular learning, such as language-based drama, multicultural food events, and cultural arts.	Artistic elements integrated across subjects by June 2027	Subject Teachers
	Diversity, Inclusion and Neurodiversity Review		
	Conduct a review of the school's diversity, inclusion, and neurodiversity	Diversity, inclusion, and neurodiversity practices reviewed by June 2027	Ethos Coordinator

Year	Actions	Achievement Milestones	Notes
	practices and implement targeted improvements.		
	ETB Core Values		
	Further embed the core values of the ETB into the daily life, curriculum, and ethos of the school community.	ETB core values further embedded by June 2027	Ethos Co-ordinator & All Staff

Year	Actions	Achievement Milestones	Notes
Year 3	**Lunchtime Events**		
	Introduce engaging lunchtime events including talent shows, lip sync battles, magic acts, and cooking competitions to foster school spirit.	Lunchtime events introduced by June 2028	Health & Wellbeing Committee
	ETB Core Values		
	Continue to embed and promote the ETB core values throughout the school community via curriculum, behaviour expectations, and whole-school initiatives.	ETB core values continuously embedded and promoted by June 2028	Ethos Co-ordinator & All Staff

Year	Actions	Achievement Milestones	Notes
	90th Anniversary Celebrations Plan		
	Develop and implement a plan to celebrate the school's 90th anniversary, incorporating students, staff, alumni, and the wider community	Plan to celebrate the school's 90th anniversary developed by June 2028	SMT & AP1 Team

Pillar 5. Students and Staff Wellbeing & Support

By 2028, we will be able to state that we made significant strides in fostering a positive, caring and supportive atmosphere for both staff and students. Through a holistic and structured approach to wellbeing, the school will have cultivated a nurturing and enriching setting that promotes personal and professional growth across the entire school community.

Year	Actions	Achievement Milestones	Notes
Year 1	**Health & Wellbeing Committee**		
	Establish a dedicated Health and Well-being Committee to coordinate wellness initiatives for staff and students.	Health and Well-being Committee established by August 2025	SMT
	Staff Recognition		
	Maintain and expand recognition programmes that honour the commitment and hard work of teaching and support staff.	Staff recognition programmes maintained and expanded by June 2026	SMT

Year	Actions	Achievement Milestones	Notes
	Resilience And Anxiety Training		
	Provide staff training on resilience and anxiety management strategies to better support students' emotional well-being.	Staff training provided by June 2026	SMT, Health & Well-being Committee
	Celebrating Students		
	Continue to celebrate student effort and achievement through structured recognition initiatives.	Structured recognition initiative further developed by June 2026	SMT, Year Heads,
	Buddy System		
	Evaluate and enhance the effectiveness of the buddy system to ensure it provides meaningful peer support for new students.	Buddy system evaluated and enhanced by June 2026	First Year Year-Head & First Year Class Tutors
	Caffeinated Energy Drinks Policy		
	Implement a school-wide ban on caffeinated energy drinks to promote student health and well-being.	School-wide ban on caffeinated energy drinks implemented by August 2025	SMT, Health and Well-being Committee & All staff

Year	Actions	Achievement Milestones	Notes
	Mobile Phone & Internet Use Campaigns		
	Continue awareness campaigns for students and parents on safe and respectful use of mobile phones and the internet.	Awareness campaigns continued by June 2026	ICT Team, SMT
	Road Safety Awareness Campaign		
	Develop and launch a road safety awareness campaign for students travelling to and from school.	Road safety awareness campaign launched by June 2026	SMT, Health & Well-being Committee
	Student Induction		
	Enhance the student induction process by introducing a comprehensive information pack for incoming students and their families.	Student induction process enhanced by August 2025	SMT, SST, 1st Year Head & Student Council
	AI Effective Usage		
	Promote the responsible and innovative use of AI tools to support both staff teaching practices and student learning outcomes.	Responsible and innovative use of AI tools promoted by June 2026	ICT Co-ordinator & ICT Team

Year	Actions	Achievement Milestones	Notes
	AEN Literacy & Numeracy Resources		
	Expand the availability of teaching resources focused on literacy and numeracy to better support AEN teachers and their students.	Literacy and numeracy resources expanded by October 2025	AEN Team
	Daily Readiness Checklists For Parents Of AEN Students		
	Communicate with the parents of students with SNA access through daily readiness checks	Daily readiness checks process introduced by October 2025	AEN Team & SNAs
	Sensory Room Monitoring		
	Introduce a system to monitor the usage of the sensory room to ensure appropriate access and support for students.	Sensory room usage monitoring system introduced by August 2025	AEN TEAM, SNAs & SMT

Year	Actions	Achievement Milestones	Notes
Year 2	**External Speakers**		
	Invite expert guest speakers to deliver in-person or online sessions to promote staff mental health and professional growth.	Expert guest speakers scheduled by October 2026	Health & Well-being Team, SMT
	Practical Courses For Staff		
	Offer staff access to practical courses and in-services in areas such as stress management, wellbeing, nutrition, and first aid.	Staff access provided to practical courses by June 2027	Health & Well-being Team, SMT
	Staff Wellbeing Day		
	Organise a staff-only wellbeing day featuring expert-led sessions on time management, relaxation techniques, and self-care strategies.	Staff-only wellbeing day organised by December 2026	Health & Well-being Team,
	Social Committee		
	Establish and grow a social committee responsible for organising inclusive staff events to strengthen morale and team cohesion.	Social committee established and supported by October 2026	SMT

Year	Actions	Achievement Milestones	Notes
	Social Events		
	Increase the number and diversity of social events throughout the school year to foster stronger relationships among staff.	Staff social events increased by June 2027	Social Committee, SMT
	Sensory Room		
	Upgrade and enhance the sensory room to better meet the needs of students requiring sensory support.	Sensory room upgraded and enhanced by June 2027	AEN Team, SMT
	Student Games Area		
	Create a dedicated student games area with inclusive access, involving TY students in its design and supervision (e.g., pool table, darts).	Student games area created By October 2026	SST, SMT, Student Council, TY Co-ordinator
	Resilience Initiatives		
	Introduce targeted programmes and workshops to help students develop emotional resilience and coping strategies.	Student resilience programmes introduced by December 2026	SST, Year Heads,

Year	Actions	Achievement Milestones	Notes
	Past Pupil Talks		
	Invite past pupils from a range of backgrounds to speak to current students, offering inspiration and a broader perspective on success.	A schedule of past pupils invited to speak by December 2026	Health & Well-being Team
	School Bag Weight Reduction		
	Explore solutions to reduce the weight of school bags, such as digital resources or locker accessibility improvements.	Solutions explored and implemented by June 2027	AP2 Team
	Canteen Review		
	Conduct an annual review of canteen offerings to ensure a focus on healthy, balanced meal options that support learning and wellbeing.	Annual review of canteen menu conducted by June 2027	Health & Well-being Team,
	Health Eating Policy Review		
	Update and implement the school's healthy eating policy to reflect best practice in student nutrition and dietary education.	Healthy eating policy updated and implemented by October 2026	Health & Well-being Team,

Year	Actions	Achievement Milestones	Notes
	First Aid Training		
	Continue the provision of first aid training for both staff and students to build practical life skills and school-wide safety.	First aid training continued and completed by June 2027	SMT, Health & Well-being Team,
	School Wellbeing Events		
	Coordinate a whole-school wellbeing event, or stagger wellbeing activities by year group to ensure tailored engagement for all students.	Whole-school wellbeing event coordinated by March 2027	Health & Well-being Team, SMT
	AEN Team IT Specialist		
	Recruit an IT specialist to join the AEN team, with a focus on optimising assistive technologies and iPad use for exams and daily learning.	IT specialist recruited to the AEN team by October 2026	SMT
	Autism Awareness		
	Promote deeper understanding and awareness of autism among staff and students through CPD, resources, and inclusive education practices.	Autism awareness among staff and students promoted by June 2027	AEN TEAM, SNAs, SMT

Year	Actions	Achievement Milestones	Notes
Year 3	**Exam Year Stress Reduction**		
	Identify and implement strategies to help reduce stress and anxiety for students in 3rd and 6th year, particularly in the lead-up to exams.	Strategies identified and implemented by December 2027	SST, Year Heads
	Wellbeing Sessions		
	Introduce regular well-being sessions, such as 'Well-being Wednesday', with structured activities to promote positive mental health and relaxation.	Well-being sessions and activities in place by December 2027	Health & Well-being Team,
	Team Building Initiatives		
	Develop and expand team-building opportunities for both staff and students to foster stronger collaboration and school spirit.	Team-building opportunities expanded for staff and students by June 2028	Health & Well-being Team, Year Heads, SMT
	Neurodiversity Awareness & Best Practice		
	Continue staff development in neurodiversity awareness and best practices for supporting and teaching neurodiverse learners.	Staff development continued by June 2028	AEN Team, SMT

Year	Actions	Achievement Milestones	Notes
	AEN Student Inclusion		
	Evaluate and enhance the school's approach to the inclusion of students with Additional Educational Needs to ensure meaningful participation.	School's AEN inclusion approach evaluated and enhanced by June 2028	AEN Team, SMT
	SNA CPD		
	Design and deliver a targeted CPD programme for SNA staff focused on supporting students experiencing stress, anxiety, and other mental health challenges.	Targeted CPD programme delivered by June 2028	AEN Team
	Career Guidance		
	Increase the availability and accessibility of career guidance counselling to support student planning and progression.	Career guidance counselling expanded by June 2028	SMT
	SNA Resources and Materials		
	Create and maintain a well-stocked SNA resource room with materials like sensory tools and AEN-specific equipment.	SNA resource and equipment room created and maintained by June 2028	SMT, AEN Team, SNAs

11. Implementing the Plan

The first phase in executing this strategic plan is to present it to the Board of Management. This step provides the Board with the opportunity to review and formally approve the proposed projects and associated milestones.

Once the plan has been endorsed by the Board, it will be communicated to the wider school community, including students, parents, staff, and local stakeholders. This ensures everyone is aware of the school's strategic direction and shared priorities for the 2025–2028 period. The plan will also be made available online via the school website, supported by a user-friendly format to improve accessibility. A broader circulation to parents and the community will further promote awareness and engagement.

Following this, the school will assign specific goals and deliverables to appropriate staff committees, individual staff members, and to school leadership. These responsibilities will be carefully aligned with the strategic plan to ensure consistency, clarity, and a shared sense of purpose throughout the implementation process.

After all stakeholders have reviewed their respective roles and contributions within the plan, the School Management Team and the Board of Management will jointly oversee its rollout.

12. Reviewing the Plan

On an annual basis each May, the Board of Management, together with the Principal and Deputy Principals, will engage in a detailed review with all school committees. This review will assess the level of progress made in implementing the various aspects of the strategic plan, benchmarking outcomes against the set milestones.

The process will also involve evaluating whether the current targets remain relevant and effective. Where necessary, new goals and initiatives may be introduced, based on the evolving needs of the school and the recommendations of the Board of Management and senior leadership team.

13. Appendices & Acknowledgements

The development of Coláiste Treasa's Strategic Plan, which commenced in August 2024, has been a truly collaborative and rewarding process. We extend our sincere gratitude to all those who contributed their time, insight, and commitment to shaping the vision and direction of our school's future.

Firstly. we wish to thank the Steering Group for their dedication and leadership throughout the planning process.

Ms. Veronica Walsh: Acting Principal

Ms. Joanne Corkery: Acting Deputy Principal

Ms. Eileen Cronin: Teacher/Parent

Ms. Fiona Goulding: Teacher/Parent

Mr. John O'Brien: Teacher

Ms. Aine Irwin: Teacher

Mr. Seon Hynes: Board of Management

Mr. Cian Santos Byrne: Student

Ms. Ann Marie Healy: Student

We extend our sincere appreciation to our Board of Management for their unwavering support and guidance.

We are immensely grateful to all members of our school community who contributing to this plan.

- The teaching staff,
- Special Needs Assistants (SNAs),

- Ancillary staff,

- Senior Management team

- Parents and most importantly, our students.

Your voices, perspectives, and ideas have been at the heart of this plan, and without your contributions, it simply would not have been possible.

A special word of thanks is due to Maurice O' Mahony, whose guidance and consistent support kept us focused every step of the way. His commitment and facilitation were instrumental in bringing this plan to fruition.

Thank you to everyone who played a part in this important journey.

A special thank you to all our stakeholders who participated in our workshops and online survey.

We truly appreciate your time and input.