

# Cross and Passion College, Kilcullen

## Our Strategic Plan

### 2021 - 2026



October 2021



This strategic plan is designed to restate the values upon which Cross and Passion College, Kilcullen was founded and has lived by for many years. In imaging our future, we are respecting our heritage in shaping the best future that we can. The plan was developed over a period of around 18 months, with the global Covid-19 pandemic as a backdrop, in collaboration with all of our partners. The challenges and opportunities that the future will present can be met with confidence with a roadmap such as this. The core values of our mission statement remain at the heart of what we do and will continue to do into the future, remaining student focused and always seeking to improve in our service to the young people of Kilcullen and beyond. The plan and the associated actions will help to maintain and build upon the wonderful reputation and achievements of Cross and Passion College.



## The Cross and Passion College Community



With over 830 students, more than 70 teachers, 6 special needs assistants and 4 non-teaching ancillary staff, our school community is structured in the following way:

- Students – students are grouped per year and per class. Student voice is captured in many ways including; Prefects, Student Council, Green Schools committee, Strategic Planning committee membership, Senior Cycle review participation, SSE focus groups etc.
- Parents/Guardians – as the primary educators of our students, parents/guardians play a vital role in the support of the work of the school. The Parents’ Association provide invaluable support to the school.
- Teachers – teachers are the single most important element of effective teaching and learning in the school. Teachers support student learning and wellbeing through their professionalism and commitment to their work.
- Class Teachers – each class group has a dedicated class teacher who meets with them twice per week to support student development and welfare.
- Special Educational Needs Team – A team of coordinators, teachers and special needs assistants deliver a wide range of supports for students with additional educational needs.
- Year Heads – each year group has a year head who takes responsibility for the year group, supporting the students and teachers in their day to day learning.
- Guidance Counsellors – the guidance team provide support for students in both personal, social development and educational, career guidance.
- Le Cheile trust – the patron of the school safeguards the ethos of the school and appoints the Board of Management.
- Senior Leadership Team – the principal is supported by two deputy principals to manage the day to day running of the school and promote teaching and learning.
- Middle Leadership Teams – Assistant Principals work in designated areas of responsibility to ensure high quality teaching and learning for students, as well as supports for staff and students.
- Board of Management – the board works for the benefit of the staff, students and parents with responsibility for the overall governance of the school on behalf of the patron.
- Ancillary staff – provide critical support in the areas of administration and facilities management.

## Our Strategic Plan



The aim of this strategic plan was to engage in consultation so that we could build on the many strengths of Cross and Passion College and inform development of a new strategic plan in an evidence based manner. A Strategic Planning Committee was formed with representatives from senior leadership, teaching staff and special needs assistants, parents, students and the Board of Management. A number of meetings took place followed by an extensive gathering of data from staff, students and parents through an online survey. Analysis of this data helped to identify the following areas of strength and development:

- Culture and Ethos
- Learning and Teaching
- Wellbeing
- School Inclusion
- Leadership
- Facilities and School Environment
- Partnership



## Culture and Ethos



In 2026, we will be able to say

“Cross and Passion College is a school where the development of all students is of central importance. Through caring relationships with each other, respect for self and others, an appreciation of talents, a positive and productive learning environment, by being an inclusive community, by developing an awareness of and responsibility for the earth and growing in awareness of Gospel values, our students can confidently take their place in and contribute to society.”

Our school has relationships at its heart and it is our goal to ensure that these are animated by an ethos that is alive and understood by all members of the school community. We hope to actively share the story of our school, highlighting the rich heritage of the Cross & Passion Sisters and the role we now play as part of the diverse tapestry that is the Le Cheile Schools Trust.

### **Actions:**

- Establish an Ethos Team that will raise awareness of the ethos across the whole school community and collaborate with the organisers of different events and activities and link them with our ethos.
- Coordinate celebrations such as Le Cheile Day and our founder’s day.
- Strengthen inclusion in every aspect of the school.
- Ensure that policies in the school are reviewed to reflect the mission of the school.

# Learning and Teaching



In 2026, we will be able to say

“Cross and Passion College uses teaching methodologies, learning strategies, assessment modes and student support structures in a fashion that motivates students to enjoy their learning, maintain our record of academic excellence and allow our students to reach their full potential.”

As a school community we are committed to developing an environment that encourages and supports learning and teaching that is meaningful, effective and of a very high quality. It is our goal to have learners who are active participants not just within our classrooms but in the life of the school. With the support of their teachers, our learners will maximise their opportunities to learn and achieve success whilst developing an appreciation of learning that will be lifelong with a commitment to continuous improvement. Our goal is to create systems and procedures that foster and support effective teaching to ensure our learners are both independent thinkers and reflective individuals.

## **Actions:**

- Ongoing commitment to staff Continuous Professional Development (e.g. PDST, JCT, NCSE) including Board of Management financial support for staff study that benefits the school
- Participation in the TL21 programme for the academic years 2021- 23 and engagement in other teaching and learning initiatives that arise
- Continuation of the provision of a Leader of Teaching and Learning through the assistant principal post structure. This person leads a T&L team and will develop a T&L policy for the school.

- Adopt digital technology positively as a resource so that staff and students are confident in the safe and effective use of technology to support teaching, learning and assessment practices.
- Develop and implement a digital strategy for learning. This will be led by the Leader of ICT and the Digital Learning Team.
- Explore the possibilities around BYO devices or similar innovations.
- Introduce academic tracking across all year groups which will have an impact on teaching and learning in the following ways:
  - Allow students develop skills in target setting
  - Enhance differentiation in the classroom
  - Give parents a clearer understanding of a student's progression
  - Improve the provision of targeted supports
  - Create a feedback loop between teachers and students that improves classroom practice
- The use of Standardised Testing CAT4 and NGRT allows us to meet the individual needs of all students.
- The establishment of a Board of Studies to strategically plan curriculum provision and development.

# Wellbeing



In 2026, we will be able to say

“Cross and Passion College is a school where the development of the whole person is at the heart of what we do. To achieve this, we support the wellbeing of the entire school community in how we relate to and interact with each other, how we behave, how we manage our facilities and in how we structure the supports available.”

The respectful, interpersonal relationships that exist within our school are very important to us and it is our intention to continue our work in the creation and administration of an environment that nurtures each of its members. Central to all we do is the development and protection of the whole person and to do this we must have systems and structures in place that support the physical, emotional, mental and spiritual wellbeing of all the school community.

## **Actions:**

- Embed the six indicators of wellbeing in the school: Active, Responsible, Connected, Resilient, Respected, Aware.
- Continue to develop student and staff supports and guidance.
- Promote healthy lifestyle choices for all.
- Use the assistant principal posts to have a specific Leader of Staff Development and Welfare, as well as a dedicated Leader of Student Welfare. In addition there will be a Leader of Wellbeing (subject related) and a Leader of School Community Development. The potential for all of these leaders, with their associated teams, to positively impact on wellbeing in the school is enormous.



- Develop and implement a Whole School Guidance Plan ensuring that the continuum of support model is applied and that the Whole School Guidance Team respond and adapt to the changing needs of the school community.
- Ensure that the School Inclusion Policy and the Student Support Team are effectively supporting the wellbeing of students.
- Support and promote extra-curricular activities and opportunities. Build on the strong tradition of music and sport in the school, while also developing an interest in a broad range of other areas for varied levels of ability.
- Promote the safe use of the internet, social media and educate against the misuse of substances.
- Restore the ‘Class Meetings’ of class groups with their class teacher as a support with a dedicated programme of relevant topics closely linked to wellbeing and provided by the Leader of Pastoral Care.

## School Inclusion



In 2026, we will be able to say

“Cross and Passion College is a school that welcomes students of all abilities and backgrounds. The school maximises the resources provided to it to ensure that each student is valued and given the opportunity to fulfil their potential in line with our mission statement.”

Having a policy and ethos of inclusion ensures education is provided to all. We see inclusion as a process of addressing and responding to the diversity of needs of all of our learners. We

are committed to responding to the needs of each learner and hope to continue the work of removing barriers so that each learner will be enabled to achieve the maximum benefit from their time with us.

**Actions:**

- Implementation of all recommendations in the SEN Inspection Report of January 2020
- Deployment of teaching resources and special needs assistants to maximise learning opportunities for all.
- Board of Studies to consider curriculum provision to ensure best outcomes for students.
- Academic tracking to be used to support inclusion by early identification of the need for intervention.
- Student Support Team to focus attention and resources available to maximise inclusion.
- School policies to be inclusive in nature.
- Review of the School Inclusion Policy to ensure that the school is responding to the needs of the school community.
- Support for Special Educational Needs Coordinators so that they can effectively implement elements of the policy.
- Provision of Continuous Professional Development for staff in the specific area of school inclusion, drawing on supports available from relevant agencies.

# Leadership



In 2026, we will be able to say

“Cross and Passion College is a school where staff and students have many opportunities to develop their own leadership skills. A wide range of responsibilities are distributed to members of the school community. The voices of the various stakeholders are valued, listened to and acted upon.”

To promote and grow a culture of leadership in our school which reflects our values and ethos and gives voice to the leadership capacity of each member within our school community.

## Actions:

- As a school we commit to participate in leadership initiatives such as:
  - Le Chéile Middle Leaders Programme
  - Forbairt - Senior Leadership with two Forbairt Teacher Leaders.
  - Centre for School Leadership Pilot Project which aims to strengthen and develop the skills, knowledge and confidence of our leadership team, including assistant principals, which will enhance the work of our school and provide improved learning opportunities for our students.
  - TL21 – with possibilities to embed whole school practices
  - Avail of the Ember Student Prefect/ Leadership Training Programme with the Dublin Diocese - 5th Year Prefects
  - TY student leadership / Future Leaders course.
- Expand student voice and leadership in the school. Include students in consultation on selected policies, School Self-Evaluation and distribute leadership to students in areas where they can excel.

- Strengthen the parent voice through partnership, good communication and consultation on relevant school policy
- Offer opportunities to staff to develop their own leadership capacity and that of colleagues by distributing leadership, encouraging the development of teams and maximising opportunities to share experience and expertise to develop competency.
- Promote a culture of collegiality, cooperation and camaraderie amongst the staff.
- Ensure that the school operates day to day in a way that promotes Gospel values such as inclusivity, truth, concern, spirituality, forgiveness, service and teaching. Each person must recognise that they are a leader in this sense.
- Leadership Teams regularly review their own performance and that of others in a cycle of improvement.
- Those in leadership roles model a culture of respect, trust and teamwork.

## **Facilities and Environment**



In 2026, we will be able to say

“Cross and Passion College is a school for 1000 students with the most up to date facilities and physical environment where our staff and students can flourish. The school is committed through its practices and policies to promoting an environmentally friendly way of life. The college is designed to be a place of welcome in line with our ethos.”

The school is part of a major building project, Project Boyne, which will see large scale investment in the building of new facilities and upgrading of existing facilities.

**Actions:**

- Engage with the DE, NDFA and the full Design Team to ensure that Cross and Passion College undergoes significant modernisation to result in a school for 1000 pupils to serve the people of Kilcullen and surrounding areas.
- Ensure that the new development complements the existing curriculum and allows for enhancement of the curriculum provision as appropriate.
- Establish a Building Team from the staff to be part of consultation on building developments.
- In the current facilities, ensure that standards of comfort and safety are maintained to the highest possible standard. The assistant principal role of Leader of Health and Safety and the associated Health and Safety Team will support this, along with the relevant ancillary staff.
- Provide the highest possible standard of teaching aids and equipment that resources will allow to facilitate effective teaching and learning. Significant investment in the area of digital technology will be made.
- Within the existing facilities make every effort to be energy efficient and promote good environmental habits. The Leader of School Community Development and the Green Schools Committee will play a vital role.
- Ensure that facilities to promote a healthy lifestyle are maintained to a high standard, such as playing pitches, courts, etc.
- Forge relationships with the local community centre to ensure that the students of Cross and Passion College have access to all of the associated facilities.
- Develop relationships with the local community groups to manage the use of the grounds and the associated consequences of its use.
- Develop the green spaces and the Cross and Passion College wooded area as an educational space and to help foster an appreciation of nature.

## Partnership



In 2026, we will be able to say

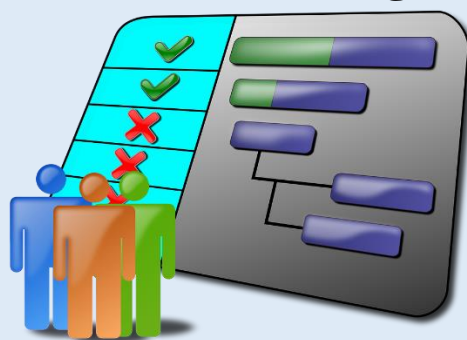
“Cross and Passion College values its own school community, its stakeholders and its links with the local community and the wider community. The school is very much part of the town of Kilcullen and works together with the local community to ensure that a harmonious mutually beneficial relationship is enjoyed by all.”

As a school we value the partnerships we have developed with families, the local community and the many educational institutions our students come from and where our students progress to. These partnerships and the work we do to develop them enhances educational outcomes for our students and helps us to serve our wide and diverse community.

### **Actions:**

- Encourage students to take an active role in the community through involvement in local groups. Active citizenship is promoted through CSPE, SPHE, TY modules, student council activities, charity fundraisers etc.
- Develop and build on existing relationships with the local community and business community through work experience and sponsorship opportunities.
- Make the school a welcoming place for visitors from the local community.
- Continue to link with local groups such as Kilcullen Community Action, Kilcullen Gospel Choir, Kilcullen Gardaí, Kilcullen GAA and Soccer club, Kilcullen Library, our local priests, Kilcullen Parish Centre and Church, Kilcullen 700 and the Kilcullen Community Centre to support their work and seek support for the school.
- Utilise social media for effective communication and school promotion. Along with the School App and website this can be a means of celebrating the achievements of our staff and students.
- Enhance our partnership with parents as the primary educators of their children and work together with the Parents’ Association to ensure the best possible learning experience for their children.
- Promote open and respectful communication between all in our school community.

## Timeline and Monitoring our Plan



Cross and Passion College's Strategic Plan 2021-2026 was compiled following extensive data gathering and analysis of the views of students, parents and staff. The plan will be shared with students, parents and staff and it reflects very positively on the tremendous work that has been carried out by the staff of the college, both past and present. The plan sets out a roadmap for the next five years for the college – a time of significant change and development which will serve the young people of Kilcullen for many years to come.

The principal will lead a strategic planning committee who will maintain a record of progress made on the actions identified in this plan. The committee will prepare an annual report to the Board of Management.

The plan may be adapted as needs arise and will be replaced with a new plan before its expiration so as to inform the direction of the school in subsequent years.

Sincere thanks to the Strategic Planning Committee for their commitment and wisdom throughout this process to date:

Hannah Bucke	Teacher
Emma Cremin	Student, Member of Student Council
Niamh Cunningham	Parent, Member of BOM, Treasurer of Parents' Association
Amanda Fennell	Teacher, Member of BOM
Conor Gale	Student, Member of Student Council
Katriona Harney	Deputy Principal
Joe Leonard	Principal
Megan McGuire	Student, Member of Student Council
Anthony McNamee	Parent, Chairperson of Parents' Association
Amy Mulligan	Special Needs Assistant
Aisling Reigh	Deputy Principal
Pete Ronayne	Parent, Member of BOM
Katie Steed	Parent, Member of Parents' Association

