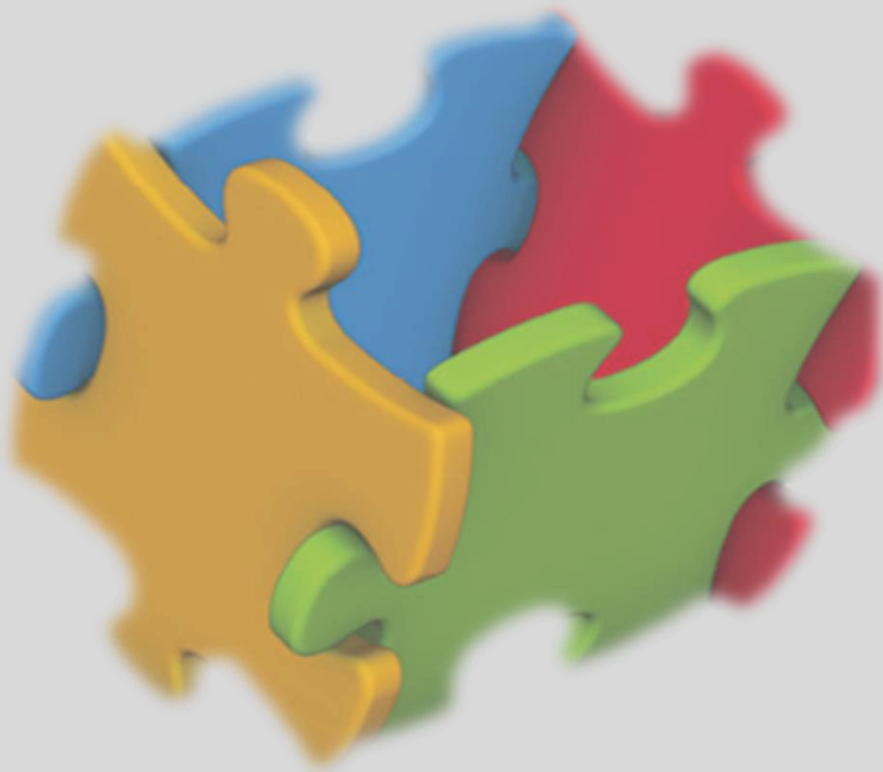




ANNUAL REPORT 2024

# INSTRUCTIONAL LEADERSHIP PROGRAMME

[www.instructionalleadership.ie](http://www.instructionalleadership.ie)

 @ILProgramme

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## *National Steering Committee Members*

Ms. Joan Russell, Education Research Officer (ETBI) (Chairperson)

Dr Sharon Coffey, Graduate & Principal, Grennan College, Kilkenny

Ms. Anne Mc Hugh, Chief Executive, Donegal ETB

Dr Finn Ó Murchú, Former Head of Education Department, Mary Immaculate College

Mr. Gerard O' Sullivan, Graduate & Education Officer, NCCA

Mr. Eugene Power, Graduate & Retired Principal, St. Declan's Community College, Kilmacthomas

Dr Rebecca Saunders, Assistant Professor in Education, Mary Immaculate College, Thurles

Ms. Veronica Walsh, Deputy Principal, Coláiste Treasa, Kanturk, Co. Cork

Ms. Paula Fitzpatrick, IL Administrator, Education and Training Board Ireland

## *Sub-Committee Members*

### **Partnerships at National and International Level**

Ms. Anne McHugh (Chairperson)  
Dr. Sharon Coffey  
Ms. Joan Russell  
Ms. Veronica Walsh  
Dr. Rebecca Saunders

### **Planning for the Sustainable Delivery of the Programme**

Ms. Joan Russell (Chairperson)  
Mr. Gerard O' Sullivan  
Mr. Eugene Power  
Dr Sharon Coffey  
Dr Rebecca Saunders

### **Research**

Ms. Joan Russell (Chairperson)  
Dr Sharon Coffey  
Dr. Finn Ó Murchú  
Dr. Rebecca Saunders

### **Support Structure for Graduates**

Mr. Eugene Power  
Dr Sharon Coffey  
Ms. Veronica Walsh

## *Committee Meetings 2024*

The Steering Committee met on the following dates:

|                                                 |
|-------------------------------------------------|
| 07/02/2024 - <a href="#">Minutes 070224.pdf</a> |
| 29/04/2024 - <a href="#">Minutes 290424.pdf</a> |
| 26/06/2024 - <a href="#">Minutes 260624.pdf</a> |

## Introduction

The *Instructional Leadership Programme (ILP)*, facilitated by Professor Barrie Bennett through Education and Training Boards Ireland (ETBI), is a programme of professional learning aimed at enhancing teaching and learning at primary, post-primary, and further education levels.

In 2023, The IL Programme National Steering Committee published a strategic plan aimed to support the National Steering Committee the further development of the programme. The plan, 2023 – 2026, set out actions under five key priority areas:

- Further Progress and Implement a plan for the sustainable delivery of the IL programme.
- Implement a Support Structure for Graduate School and Teacher leaders.
- Facilitate and Support Research and Evaluation.
- Nurture Partnerships at National and International level.
- Develop and Advance Professional Learning Opportunities to support school and teacher leaders as Instructional Leaders.

The plan is available [www.instructionalleadership.ie](http://www.instructionalleadership.ie)

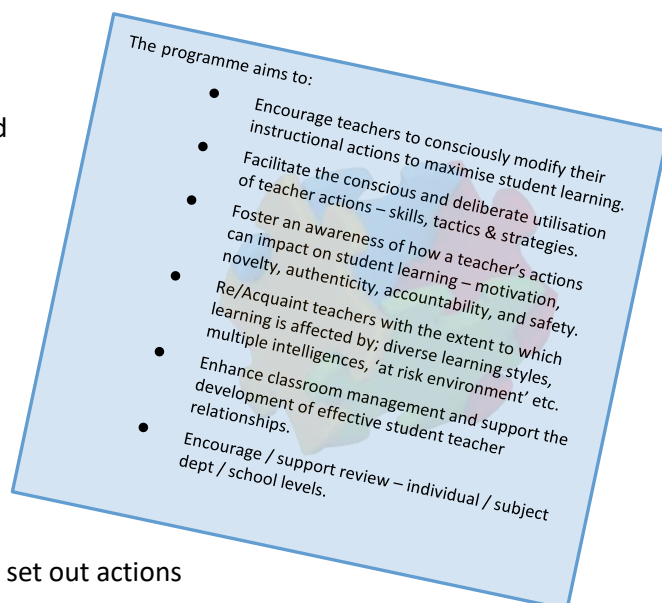
We are pleased to publish this report, which outlines the progress made for the actions set out under each of the priority areas.

I wish to extend my appreciation to Committee Members who gave tirelessly of their time, on a voluntary basis, to progress the actions set out.

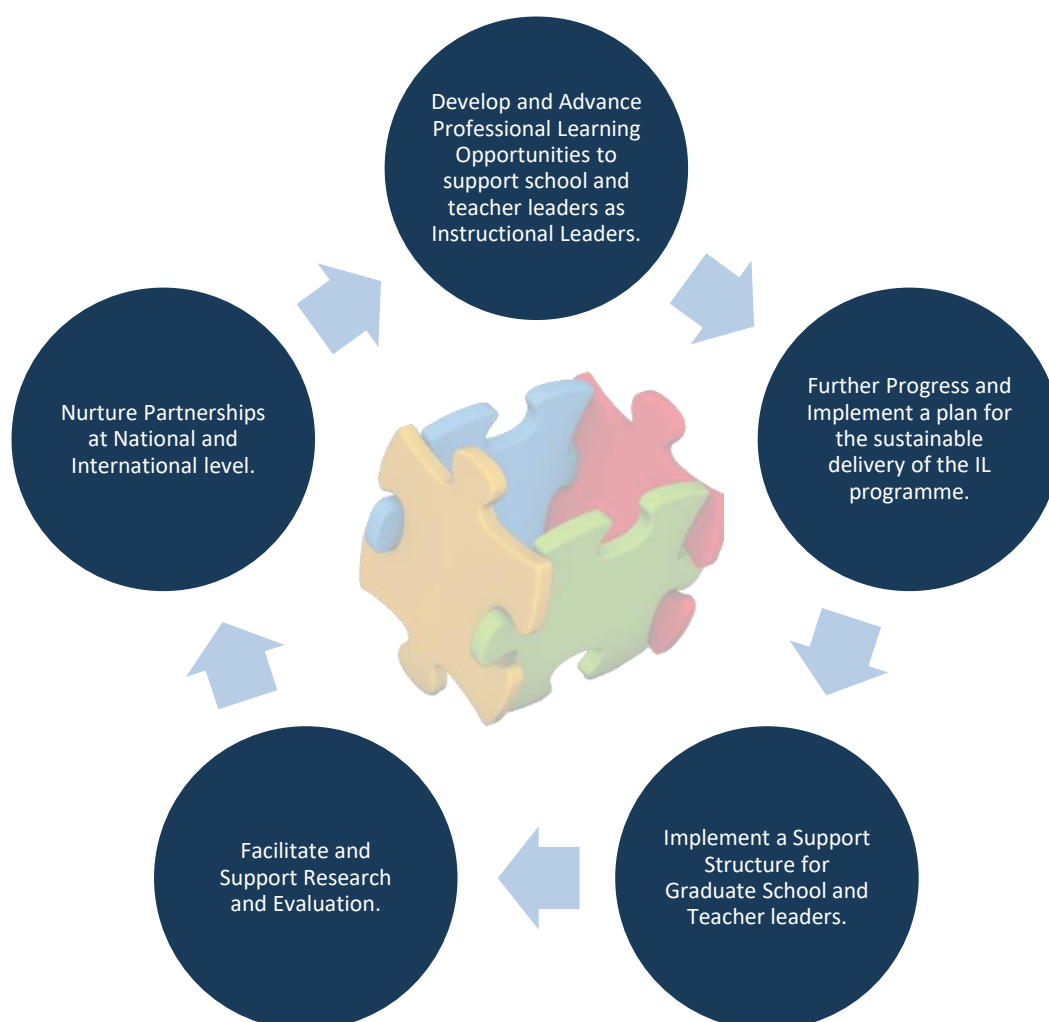
We look forward to further progressing the actions in 2025.



Joan Russell  
Chairperson  
National Steering Committee  
May 2025



## Strategic Priorities 2023 – 2026



- **Further Progress and Implement a plan for the sustainable delivery of the IL programme.**

The targets set under this priority aim to identify and progress actions that ensure the delivery of the IL Programme, to meet the demand, across a range of contexts, at primary, post-primary, and FET levels.

- **Implement a Support Structure for Graduate School and Teacher leaders.**

The targets set under this priority aim to facilitate individual and collaborative professional learning of graduate school and teacher leaders at regional and national levels.

- **Facilitate and Support Research and Evaluation.**

The targets set under this priority aim to identify actions that will facilitate ongoing research with a view to:

- Informing policy and practice relating to the ILP
- Contributing to the field of educational research
- Enhancing the learning and practice of school and teacher leaders

- **Nurture Partnerships at National and International level.**

The targets set under this priority aim to maintain and nurture relationships with national and international partners with a view to supporting professional learning and the implementation of national policy at school level.

- **Develop and Advance Professional Learning Opportunities to support school and teacher leaders as Instructional Leaders.**

The targets set under this priority aim to consolidate the delivery of existing programmes as well as designing and facilitating new professional learning opportunities for schools.

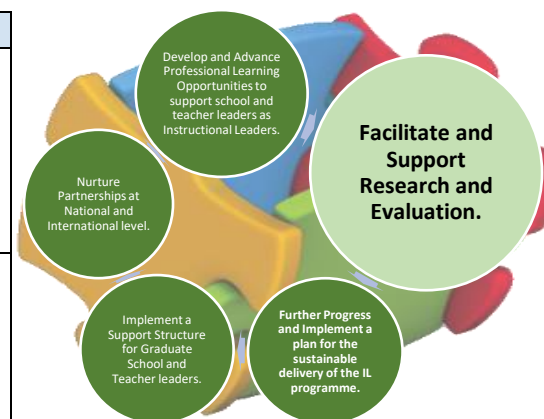
| Action:                                                                                                           | Outcome 2024:                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Conclude the work with Professor Barrie Bennett in the delivery of the Programme.</b>                          | <ul style="list-style-type: none"> <li>Cohort 15 graduated on 7<sup>th</sup> March 2024.</li> </ul> <p>This was the final cohort facilitated by Professor Barrie Bennett.<br/>Please see Photo Gallery on page 17</p>                                                                                                          |
| <b>Retirement Event to acknowledge the enormous contribution of Professor Barrie Bennett for Irish Education.</b> | <ul style="list-style-type: none"> <li>A celebration of Professor Barrie Bennett's contribution to education in Ireland was held on Friday 8<sup>th</sup> March 2024.</li> </ul> <p>Please see Photo Gallery on page 17</p>                                                                                                    |
| <b>Cohort 16</b>                                                                                                  | <ul style="list-style-type: none"> <li>Cohort 16 session 1 commenced in November 2024. This cohort is the first group facilitated by Dr Rebecca Saunders, Assistant Professor and Lecturer in Education, School of Education, in Mary Immaculate College, Thurles Campus</li> </ul> <p>Please see Photo Gallery on page 17</p> |
| <b>Plan for the ongoing delivery of the programme:</b>                                                            | <ul style="list-style-type: none"> <li>No further progress has been achieved on this target</li> </ul>                                                                                                                                                                                                                         |



| Action:                                                                                                   | Outcome 2024:                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Further develop the website                                                                               | <ul style="list-style-type: none"> <li>The website is regularly updated with notices and resources. <a href="http://www.instructionalleadership.ie">www.instructionalleadership.ie</a></li> </ul> <p>Please see the analytics on page 14</p> |
| Create a greater presence on social media (Twitter & Instagram)                                           | <ul style="list-style-type: none"> <li>A Twitter plan for 2024 was developed and implemented.</li> <li>Twitter @ILProgramme</li> </ul> <p>Please see the analytics on page 15</p>                                                            |
| Publish online newsletters                                                                                | <ul style="list-style-type: none"> <li>No newsletter published in 2024.</li> </ul>                                                                                                                                                           |
| Establish regionally based support networks                                                               | <ul style="list-style-type: none"> <li>Deferred to 2025</li> </ul>                                                                                                                                                                           |
| Publish resources for schools                                                                             | <ul style="list-style-type: none"> <li>Resources and articles were created and uploaded to the IL website.</li> </ul> <p><a href="http://www.instructionalleadership.ie">www.instructionalleadership.ie</a></p>                              |
| Explore the possibility of accrediting IL schools                                                         | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                                                                                                                    |
| Establish an online forum to support teaching and learning conversations between teachers across schools. | <ul style="list-style-type: none"> <li>Deferred to 2025</li> </ul>                                                                                                                                                                           |



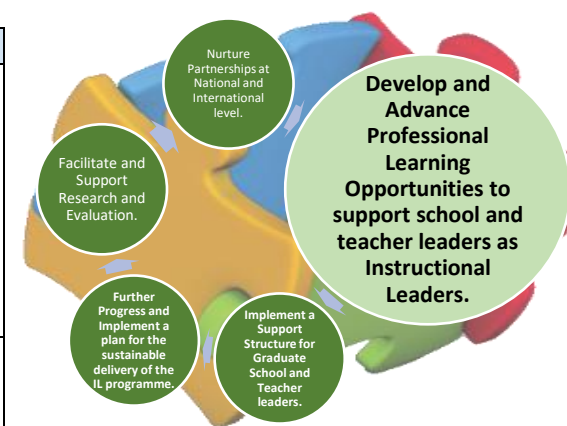
| Action:                           | Outcome 2024:                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Develop a Research Plan</b>    | <ul style="list-style-type: none"> <li>The Research Plan is available on the website.</li> <li><a href="#">Instructional Leadership Programme Research Plan.pdf</a></li> </ul>                                                                                                                                                                                                                                               |
| <b>Conduct Research</b>           | <ul style="list-style-type: none"> <li>Research on the impact of professional &amp; collaborative reflection on the participants learning and practice of the ILP is ongoing. Data has been gathered and is being analysed.</li> <li>Research on exploring the perspectives of post-primary school teachers of the attributes of effective professional learning opportunities is ongoing. Report being prepared.</li> </ul> |
| <b>Host a Research Conference</b> | <ul style="list-style-type: none"> <li>Deferred to Q2 2026. Planning has commenced.</li> </ul>                                                                                                                                                                                                                                                                                                                               |



| Action:                                                                                                                                       | Outcome 2024:                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Establish partnerships with relevant organisations to support the development of the Programme and provide access to it by varying audiences. | Partnerships have been established with: <ul style="list-style-type: none"> <li>• Teaching Council</li> <li>• NAPD</li> <li>• DRUSTVO RAVNATELJ, Slovenia</li> <li>• NCCA</li> <li>• Limerick Education Centre</li> <li>• NCSE</li> </ul> |
| Explore the establishment of a partnership with Northern Ireland                                                                              | <ul style="list-style-type: none"> <li>• An application was submitted. The response is awaited.</li> </ul>                                                                                                                                |



| Action:                                                                             | Outcome 2024:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Peer Instructional Conferencing and Coaching Programme – Cohort 2</b>            | <ul style="list-style-type: none"> <li>• <i>Peer Instructional Conferencing and Coaching</i>, Cohort 2 facilitated by Dr Rebecca Saunders, commenced on the 15<sup>th</sup> October 2024.</li> <li>• 9 Schools / 25 Participants registered.</li> <li>• Session 1 was held on 15<sup>th</sup> &amp; 16<sup>th</sup> October 2024<br/>Session 2 &amp; 3 are scheduled for 2025</li></ul> <p>Please see Photo Gallery page 17</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Lasair; Supporting Principals and Deputy Principals as Instructional Leaders</b> | <ul style="list-style-type: none"> <li>• (ILP) has partnered with the NAPD and DRUSTVO RAVNATELJ, an association of school leaders in Slovenia, to develop a programme to support principals and deputy principals as instructional leaders. Leargás approved funding for the ILP, under KA210-SCH - Small-scale partnerships in school education. In partnership, a programme <i>Lasair - Supporting Principals and Deputy Principals as Instructional Leaders</i> in Post-Primary Schools has been drafted. The aim of the programme is to provide Post-Primary Senior Leadership Teams with core skills, key competencies, and resources that are significant in the leadership of teaching and learning, towards improving student learning outcomes.</li> <li>• The pilot of the programme commenced in 2024 with 12 schools at cross sectoral post-primary level. <ul style="list-style-type: none"> <li>○ Session 1 was held 5<sup>th</sup> &amp; 6<sup>th</sup> March 2024</li> <li>○ Session 2 was held 17<sup>th</sup> &amp; 18<sup>th</sup> April 2024</li> <li>○ Session 3 was held 9<sup>th</sup> &amp; 10<sup>th</sup> May 2024</li> </ul> </li> <li>• A stakeholders event with representatives of the Department of Education, Teaching Council and Teacher Unions was held on 17<sup>th</sup> September 2024.</li></ul> <p>Please see Photo Gallery on page 16</p> |



|                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Further develop the programme for primary level.</b></p> | <ul style="list-style-type: none"> <li>• <i>Eochair– the key to happy, active, and inclusive classrooms</i> primary school teachers with the implementation of the new primary curriculum was launched in March 2024.</li> <li>• It was facilitated by Ms. Sandra Larkin and Ms Linda O Meara, Milford Primary and graduates of the ILP as a summer course through the Limerick Education Centre in July 2024.</li> </ul> |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Website and Social Media Analytics – IL Website

| Top queries                                              | ↓ Clicks | Impressions | CTR   | Position |
|----------------------------------------------------------|----------|-------------|-------|----------|
| instructional leadership                                 | 208      | 3,083       | 6.7%  | 22.6     |
| instructional leadership programme                       | 151      | 304         | 49.7% | 1.5      |
| principles of instructional leadership                   | 100      | 439         | 22.8% | 3.0      |
| barrie bennett                                           | 86       | 602         | 14.3% | 2.0      |
| instructional skills                                     | 73       | 2,067       | 3.5%  | 5.9      |
| instructional leadership in education                    | 34       | 309         | 11%   | 35.7     |
| lasair                                                   | 22       | 327         | 6.7%  | 9.8      |
| framing questions                                        | 20       | 1,142       | 1.8%  | 15.0     |
| principles that guide education instructional leadership | 18       | 69          | 26.1% | 2.0      |
| eochair                                                  | 15       | 380         | 3.9%  | 5.3      |

**Total Clicks** - is how many times a user clicked through to your site.

**Total impressions** - is how many times a user saw a link to your site in search results.

**Average click-through rate (CTR)** - is the percentage of impressions that resulted in a click.

**Average position** - is the average position of your site in search results, based on its highest position whenever it appeared in a search.

**Unique Visitor** - is a term used which refers to a person who has visited the website at least once and is counted only once in the reporting time period

**Engagement Rate** – quantifies how actively users interact with your website content.

Difference between impressions and total views - "Impressions" typically represent the frequency with which your content is displayed on a user's screen.

"Total Views" signify that the user interacted with the content.

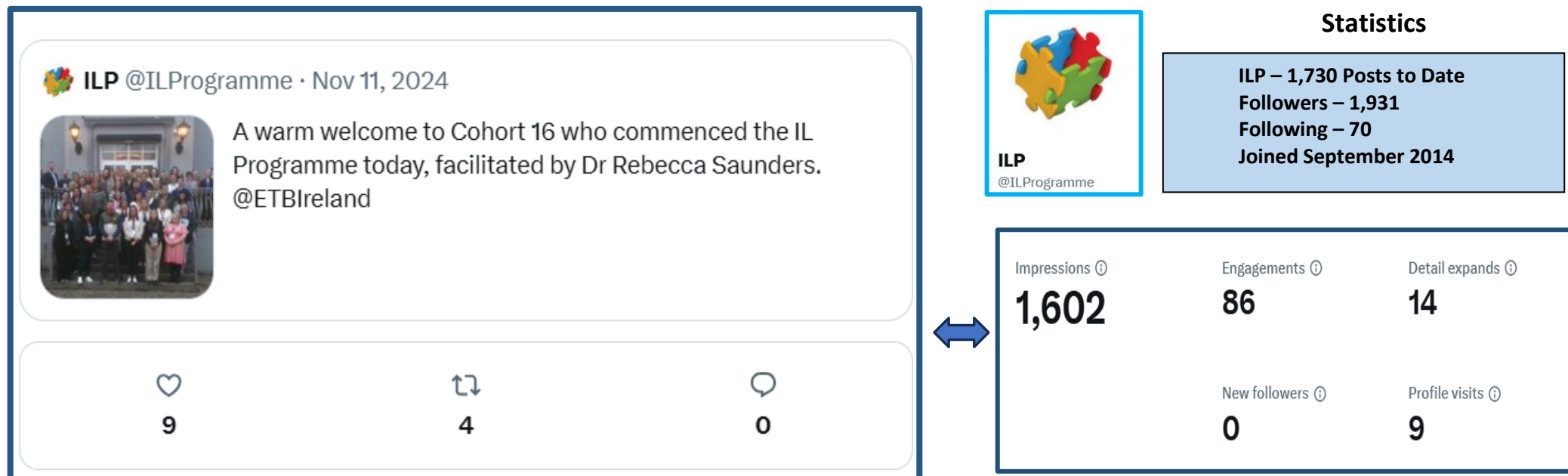
Last calendar year Jan 1 - Dec 31, 2024

| Active users ▼ | Views ▼ | Engagement rate ▼ | Average engagement time per active user |
|----------------|---------|-------------------|-----------------------------------------|
| 4.8K           | 22K     | 52.1%             | 1m 36s                                  |
| ↓ 5.7%         | ↑ 59.4% | ↓ 0.5%            | ↑ 59.0%                                 |



| Device  | ↓ Clicks | Impressions |
|---------|----------|-------------|
| Desktop | 1,714    | 39,101      |
| Mobile  | 1,463    | 37,264      |
| Tablet  | 29       | 781         |

## Website and Social Media Analytics – IL X Analytic



**Impressions** - Impressions are the number of times a tweet has been seen by users on the social media platform.

**Profile Visits** - Profile visits refer to the number of times other users visit your account's profile page in the X app or its website over a certain period. These are users who clicked your profile to learn more about you.

**Engagements** - Total number of times a user interacted with a Tweet. Clicks anywhere on the Tweet, including Retweets, replies, follows, likes, links, cards, hashtags, embedded media, username, profile photo, or Tweet expansion.

**Detail Expands** - Times people viewed the details about this post

**New Followers** – Indicates the number of new followers

**Mentions** - is when an X user includes another user's handle in their tweet, using the '@' symbol followed by the username (e.g., @username).

Please note the above is one example of a tweet for 2024, a premium subscription is required for full analytics.



# Photo Gallery

Leargas- Site Visit to Ireland



Leargas- Site Visit to Slovenia



Lasair; Supporting Principals and Deputy Principals as Instructional Leaders - Pilot Programme



Stakeholders Event 17/09/2024



**Save the Date!**

**Stakeholders Event**  
 Tuesday 17th September 2024  
 10.00am to 1.00pm  
 ETBI  
 Pipers Hill,  
 Naas,  
 Co. Kildare

**Lasair**



Cohort 15 - Graduation



Cohort 15 – Session 4



Cohort 16  
Group Picture

## Photo Gallery

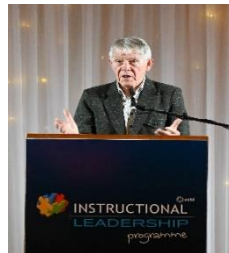


Cohort 16 Session 1

Peer Instructional Conferencing and Coaching Programme – Cohort 2 Group Picture



Professor Barrie Bennett Retirement 8<sup>th</sup> March 2024  
Acknowledgement of the enormous contribution  
to Irish Education



# Instructional Leadership Programme

## Annual Report 2024



INSTRUCTIONAL LEADERSHIP PROGRAMME [www.instructionalleadership.ie](http://www.instructionalleadership.ie)