

ACTION PLAN FOR EDUCATION

2017

Quarter 1 Progress Report



AN ROINN OIDEACHAIS
AGUS SCILEANNA | DEPARTMENT OF
EDUCATION AND SKILLS

Introduction

The Action Plan for Education 2016-2019 sets out our Statement of Strategy with a high-level ambition for Ireland's Education and Training system, of becoming the best education and training service in Europe by 2026.

In February this year we published our Action Plan for 2017. Derived from the 2016-2019 strategy and plan the annual action plan sets out over 400 actions specifically targeted to achieve our goals to:

1. Improve the learning experience and the success of learners
2. Improve the progress of learners at risk of educational disadvantage or learners with special educational needs
3. Help those delivering education services to continually improve
4. Build stronger bridges between education and the wider community
5. Improve national planning and support services

Action Plan for Education 2017 represents the significant strategic reform programme under way in education and training and recognises the importance of critical business functions to ensure business continuity and quality of service to all our stakeholders. We operate in a challenging and complex environment, shaped in particular by economic, social, technological, cultural and demographic changes. We are committed to a consultative approach to the development and implementation of our policies. The actions reflect these influences and the complexity and diversity of the education and training sector and the challenges and issues associated with the different sectors including early years, primary and post primary school and further and higher education and training.

This is the first progress report on the Action Plan for Education 2017. It outlines progress made on actions and sub-actions due for delivery in the first quarter of 2017. While providing details on the achievements made during this period, the report also provides an update on actions where significant progress has been made, but where it has been necessary to adjust the target date to quarter two.

Overview

Actions due for delivery by end quarter 1, 2017

The Action Plan for 2017 contained 78 actions and sub-actions due for delivery by the end of quarter 1 2017. Of these, 62 actions and sub-actions have been achieved, giving a completion rate of 79.5%.

Actions achieved in the first three months of the Action Plan for Education 2017 include:

Goal 1: Improve learning experience and success of learners

- The Interim Review of the National Literacy and Numeracy Strategy was published on 14 March
- €30m distributed to all eligible schools in Q1 2017 for the provision of ICT equipment under the Digital Strategy for Schools 2015- 2020

Goal 2: Improve the progress of learners at risk of educational disadvantage or learners with special educational needs

- Delivering Equality of Opportunity in Schools Plan was launched in February 2017. The Plan sets out new targets to further improve literacy and numeracy; improve school completion rates; improve progression to further and higher education
- Implementation of new allocation model commenced to allow for the allocation of teachers in mainstream schools to support children with Special Educational Needs

Goal 3: Help those delivering education services to continuously improve

Goal 4: Build stronger bridges between education and the wider community

Goal 5: Improve national planning and support services

- The Inclusion Support Service, to assist schools in the provision of education to children with special education need, has now been fully transferred of services from the Department to the NCSE
- Professional coaching service for serving principals, allowing up to 400 principals per annum to access professional coaching, in place since January 2017
- Minister appointed the members of the National Skills Council and the Council will be officially launched in April 2017
- Regional Skills Fora officially launched by the Minister
- The Department has reported on key issues and priorities it identified for the Irish education sector and which it recommended to Government for consideration in the context of the negotiations to begin once the UK Government invokes Article 50 of the Lisbon Treaty

TABLE OF ACTIONS

Goal 1: Improve the learning experience and success of learners

Objective 1.1

Improve services and resources to promote wellbeing in our school communities to support success in school and life

Action/ Sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
11	Publish the 2015 Lifeskills Survey, providing information on how primary and post-primary schools cater for the well-being of their students.	Not achieved	Lifeskills' survey of primary and post primary schools has been completed. The results of the 2015 Lifeskills Survey will be published in Q2.
13	Support anti-bullying awareness initiatives through supporting the development and roll out of anti-bullying training materials for parents, teachers and boards of management.		
13.1	Continue to roll out training on Intervention Strategies and Restorative Practices for teachers at post-primary level.	Achieved	

Objective 1.2

Deliver a "Step-Change" in the development of critical skills, knowledge and competences to provide the foundations for participation in work and society

Action/ Sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
15	Deliver curricular resources in early years' settings to encourage the roll out of Aistear, a curriculum framework designed to engage children in learning about identity and belonging, exploring and thinking, wellbeing and communicating in an enjoyable and challenging way. The Framework also provides guidelines on supporting children's learning through partnerships with parents.		
15.1	Provide the first round of training for mentors to deliver the National Siolta/Aistear CPD programme by February 1 st 2017.	Achieved	
16	Build on significant improvements in literacy and numeracy achieved since the National Literacy and Numeracy Strategy was adopted in 2011.		
16.1	Publish the Interim Review of the National Literacy and Numeracy Strategy, which will include revised/new literacy and numeracy targets, which will take account of the findings from TIMSS and PISA studies published in late 2016.	Achieved	
18	Introduce and implement new subjects and short courses on a phased basis.		
18.1	Publish the final report on the consultation on proposals for a curriculum in Education about Religions and Beliefs and Ethics.	Achieved	

21		Review senior cycle programmes (including Leaving Certificate Applied) and vocational pathways in senior cycle with a view to recommending areas for development.		
	21.1	Commence senior cycle review with a scoping of international developments.	Achieved	
22		Following November 2016 publication of report of STEM Education Review Group, progress development of a strategy to increase competence in Science, Technology, Engineering and Maths (STEM) and set targets for take-up.		
	22.1	Commence implementation of the actions in the STEM Education Review Group's report identified for priority implementation.	Achieved	
	22.2	DES CPD Support Services will commence work on collaborating to develop standards for STEM CPD.	Achieved	

Objective 1.4

Improve the transition of learners at critical stages in the education and training system

Action/ Sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
27	Establish a strong evidence base to monitor the effect and impact of the implementation of the key elements of the Transition Reform process.		
	27.1 Establish Research Sub-Group on Transition Reform process and Agree Terms of Reference.	Achieved	

Objective 1.5

Increase the use of ICT in teaching, learning and assessment so that learners are equipped with the necessary skills to meet the challenges of a rapidly changing learning environment

Action/ Sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
29	Implement the Digital Strategy for Schools 2015 -2020 to enhance teaching, learning & assessment and develop annual implementation plans to ensure that our services in this area can continually respond to best practice and changing technologies. The Strategy aims to realise the potential of digital technologies to enhance teaching, learning and assessment to help students become engaged thinkers, active learners, knowledge constructors and global citizens to participate fully in society and the economy.		
	29.1 Establish an Implementation Advisory Group for the Digital Strategy for Schools 2015-2020. This Group will comprise representation from the Department, industry, academic experts, practitioners/teachers and representatives from the tech voluntary sector.	Achieved	
	29.2 Draw up and recommend an implementation plan for the Digital Strategy (broken down by quarter) for 2017.	Not achieved	Sub-group of the Implementation Advisory Group convened to prepare updated implementation plan on the Digital Strategy for Schools. Work is ongoing with finalised

				implementation plan to be presented to wider Implementation Advisory Group in Q2.
	29.3	Establish a Support Services Planning Group to collaborate on the planning, design and delivery of CPD and other support services to schools to ensure a consistent approach in the embedding of ICT in support programmes (CPD courses, and advice and information provided).	Achieved	
	30	Establish a working group to determine how best to provide for high speed broadband for primary schools in collaboration with DCCAIE in the context of the National Broadband Plan and the Intervention Strategy. The timeframe will be developed by the working group, in the context of the National Broadband Plan roll out.		
	30.1	Continue to allocate funding, under the Digital Strategy for Schools 2015- 2020, for the provision of ICT equipment for schools, with the first tranche (€30 million) to be delivered in Q1.	Achieved	

Objective 1.6

Enable learners communicate effectively and improve their standards of competence in languages

Action/ Sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
34	Implement the Gaeltacht Education Strategy on a phased basis.		
	34.1 Establish Gaeltacht Unit.	Achieved	
36	Implement the Foreign Languages in Education Strategy and report on progress.		
	36.1 Publish the Foreign Languages in Education Strategy.	Not achieved	Foreign Languages in Education Strategy is currently being finalised. The Strategy will be published in Q2.

Goal 2: Improve the progress of learners at risk of educational disadvantage or learners with special educational needs

Objective 2.1

Improve the learning experience and learning outcomes for learners impacted by disadvantage

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
37	Publish a new Action Plan for Educational Inclusion which will include a new Assessment Framework for the identification of schools and allocation of resources under a new School Support Programme. This will be subject to a comprehensive monitoring and evaluation framework and will include improved support for school leadership, creating networks and clusters for teachers and schools, better integration between the work of schools and local community supports, and greater use of the Home School Community Liaison programme.		
	37.1 Targets set for DEIS schools to improve literacy, numeracy and pupil retention; increased NEPS supports; priority professional development and behavioural supports; Piloting of innovative practice supported by a School Excellence Fund.	Achieved	
	37.2 Develop a strategy for communicating the new Action Plan for Educational Inclusion	Achieved	
40	Implement strands of the National Plan for Equity of Access to Higher Education, so that higher education becomes more representative of the population in general		
	40.1 Review the Fund for Students with Disabilities in Higher Education	Not achieved	Review of the Fund for Students with Disabilities in Higher Education is currently being finalised. Review expected to be published in Q2.
	40.2 Initiate projects to improve access to initial teacher education for under-represented groups	Achieved	
42	Prepare a report on the barriers to lone parents accessing higher education, and publish the report's recommendations in advance of Budget 2017		
	42.1 Publish report on the barriers to lone parents accessing higher education	Not achieved	Report on the barriers to lone parents accessing higher education is being finalised. Report to be published in Q2.
45	Ensure FET is meeting the specific needs of unemployed people and other groups impacted by disadvantage:		
	45.1 Publish research into barriers to participation in FET, with particular emphasis on unemployed people and other disadvantaged groups.	Not achieved	Commissioned report on barriers to participation in FET to be considered by SOLAS. Final response to the report recommendations expected to be published in Q2.
46	Commission a review of the Youthreach Programme.	Achieved	

47		Develop a cohesive Life-Course approach to tackling educational disadvantage, with a policy statement on interaction between measures to tackle educational disadvantage across the education continuum. This action will be progressed in parallel with the Action Plan for Educational Inclusion process (Action 37).		
	47.1	Complete Report of Mapping Exercise on the interaction of measures to tackle educational disadvantage across the education continuum, to inform future policy.	Achieved	

Objective 2.2

Target policies and supports for learners with special education needs to support their participation and progression across the continuum of education

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
48	Introduce the new model for the allocation of teachers in mainstream schools to support children with Special Educational needs		
	48.1 Allocate teachers to schools under the new allocation model to support children with Special Educational needs	Achieved	
	48.2 Commence an appeals process for the new allocation model to support children with Special Educational needs	Achieved	
49	Consult with Education Partners on implementation of sections of the EPSEN Act and on the provision of services to children with Down Syndrome.	Achieved	
51	Work with relevant Government Departments and agencies to introduce a new in-school speech and language service creating stronger linkages between parents, teachers and Speech and Language Therapists.		
	51.1 Cross-sectoral meeting to discuss development of new in-school speech and language service	Achieved	
53	Establish an Inclusion Support Service, under NCSE, to assist schools in the provision of education to children with special education needs.	Achieved	

Goal 3: Help those delivering education services to continuously improve

Objective 3.1

Increase the quality of Early Years to deliver a better learning experience for young children

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
54	Support the Implementation of Síolta the National Quality Framework and Aistear, the early years curriculum framework		
	54.1 Develop and implement a central system for registration and tracking of engagement with Síolta and Aistear	Achieved	
	54.2 Review, revise and develop Síolta materials and resources to support implementation of Síolta	Achieved	
56	Support the development of the workforce within the Early Years sector		
	56.1 Publish and consult on commissioned report on occupational role profiles in the Early Years sector	Achieved	
	56.2 Establish steering group to review standards and guidelines for higher education programmes for the Early Years workforce to report by end 2017	Achieved	

Objective 3.2

Develop the continuum of teacher education to equip teachers with the right skills for 21st century teaching and learning and improve school leadership

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
58	Consider and publish the report of the Technical Group on Teacher Supply and scope out the actions necessary for the implementation of the recommendations.	Not achieved	The report of the Technical Group on Teacher Supply has been considered. A final report is now being prepared for publication in Q2.
59	Continue the reform of initial teacher education (ITE) and teacher induction.		
	59.1 Publish revised entry criteria for initial teacher education programmes.	Not achieved	Following consideration of advice from the Teaching Council, a report on revised entry criteria for initial teacher education programmes is at final draft stage with publication expected in Q2.
60	Strengthen leadership through enhanced support for principals.		
	60.1 Introduce a professional coaching service for serving principals, allowing up to 400 principals per annum to access professional coaching	Achieved	
62	Change the leadership and middle management structure and the functions carried out in schools by the holders of posts of responsibility.		

	62.1	Commence discussions on Leadership circular to support changes to leadership and middle management structure and functions.	Achieved	
	62.2	Advance discussions with ETBI to develop a project which will encourage ETBs to adopt a more flexible and targeted approach to the deployment of principals and deputy-principals.	Achieved	
65		Regulate the teaching profession.		
	65.1	Progress the growth phase of Droichead through the Teaching Council. Assess and scope the policy implications that the Teaching Council may put forward on the revised Droichead policy.	Achieved	

Objective 3.4

Promote high quality learning experiences in Further Education and Training and Higher Education

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
75	Initiate review of quality in Higher Education. The issues to be covered in the review, and the proposed approach to be taken, are currently being scoped out with a view to initiating the review in Q1.	Not achieved	Scoping exercise on the review of quality in Higher Education is currently being finalised and due to be completed in Q2.
78	Implement the Programme Learner Support Service (PLSS) to provide a FET database which provides information on outcomes and supports linkages with other data sets, to allow for the follow-up of learners upon course completion; measurement of course impact on learners' socio-economic status; and the planning of support services and investment priorities.	Achieved	
79	Improve the impact of PLC, VTOS and BTEI schemes, by reviewing each programme, publishing the review, and setting out time-bound implementation plans.		
	79.1 Publish outcomes and recommendations from Post Leaving Certificate (PLC) evaluation.	Not achieved	Commissioned evaluation of PLC currently being considered by SOLAS. Evaluation report and response to PLC evaluation to be published in Q2.
80	Complete the review of the National Forum for the Enhancement of Teaching and Learning in Higher Education. The Forum mobilises expertise and inputs from across the HE sector to extend and shape best practice in all institutions.	Not achieved	Review of the National Forum for the Enhancement of Teaching and Learning in Higher Education has been advanced with in-depth analysis of survey findings, case studies and interviews with stakeholders underway. Review expected to be completed in Q2.
81	Initiate a national discipline-focused learning impact awards (TRACE+) by the National Forum for the Enhancement of Teaching and Learning in Higher Education. These will recognise higher education disciplines in their commitment to the development of excellence in teaching and learning.		
	81.1 Launch TRACE+ (national discipline-focused learning impact) awards scheme	Achieved	

Goal 4: Build stronger bridges between education and the wider community

Objective 4.2

Strengthen the role of parents and students, and deliver progress in providing greater school choice

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
85	Strengthen the focus on reducing school costs for parents.		
85.1	Finalise and publish the measures to be adopted by schools to reduce the cost of school uniforms.	Achieved	
86	Advance the legislation in relation to school admissions to make enrolment easier for children and parents.		
86.1	Complete consultation process on the impact and role that religion plays in school admissions, including the impact on minority religions, the issue of mandatory catchment areas, impact on school transport, and issues of competing rights and the Constitution. Consultation process to be completed in Q1. Next steps to be outlined and delivered from Q2, depending on outcomes and decisions arising from consultation process.	Achieved	
87	Establish 400 multi-/ non- denominational schools		
87.1	Announce new approaches to deliver on the target of establishing 400 multi-/non- denominational schools by 2030.	Achieved	
87.2	Complete the patronage processes for four new primary schools due to open in 2017 and 2018	Achieved	
87.3	Establish Working Groups on protocols for patronage reassignment and school amalgamations.	Achieved	
87.4	Commence discussions with existing and prospective patrons on potential “early movers” – schools in respect of which a desire for patronage reassignment has already been expressed.	Achieved	
88	Develop policy on an amalgamation protocol for schools reconfiguration to increase diversity of school type.		
88.1	Establish Working Group to develop amalgamation protocol for schools reconfiguration to increase diversity of school type.	Achieved	

Objective 4.3

Enhance our capacity to meet national and regional skills needs

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
90	Develop innovative responses to skills gaps across key priorities areas of the economy including ICT, languages, biopharma.		
90.1	Design new data portal in collaboration with EI, HEA, SOLAS, Maynooth University, DKIT, AIT and DCU to enhance availability of skills data	Achieved	

91		Establish the National Skills Council, which will use data on skills requirements to proactively address emerging skills gaps, and develop a revised mandate for the Expert Group on Future Skills Needs.		
	91.1	Establish the National Skills Council.	Achieved	
	91.2	Review and finalise mandate for Expert Group on Future Skills Needs.	Achieved	
92		Oversee the work of the Regional Skills Fora and monitor performance. The Fora aim to provide a cohesive education-led structure for employers and the Further and Higher Education systems to work together in identifying and addressing the skills needs of their regions.		
	92.1	Formal launch of the Regional Skills Fora	Achieved	
95		Develop new Systems Performance Framework for Higher Education for the period to 2021.	Not Achieved	New Systems Performance Framework for Higher Education for the period to 2021 will be finalised in Q2 following additional consultation with enterprise.
97		Complete review of the current national ICT Skills Action Plan 2014 – 2018 and publish revised plan.		
	97.1	Publish revised plan to meet increasing demand for ICT graduates from domestic supply to meet the skills needs of enterprise through mainstream and targeted initiatives including Springboard+	Not achieved	Draft plan in progress with contributions awaited from DJEI. Plan to be finalised in consultation with relevant stakeholders, with publication arrangements made thereafter in Q2.

Objective 4.4

Create a greater diversity of learning opportunities beyond school

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
98	Strengthen the apprenticeship and traineeship systems through enhancing the range of courses and increasing student places; achieve Government targets of over 100 apprenticeship schemes, and a cumulative target of 50,000 apprenticeship and traineeship registrations to 2020. This is a total of 31,000 apprenticeship registrations and 19,000 traineeships over the period to 2020. This would involve an annual average of 6,000 apprenticeships and 4,000 traineeships.		
	98.1	Commence a new branding and marketing campaign for apprenticeship	Achieved
	98.2	Approve the development of apprenticeships from categories 2 and 3 from the 2015 call, where project plans have been agreed	Achieved

Objective 4.6**Create a stronger focus on Entrepreneurship, Creativity and Innovation**

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
105	Benchmark entrepreneurial activity in HE and work with the HEA to ensure an ambitious and implementable plan to identify and address skills gaps, ICT and STEM needs.		
105.1	Finalise and implement HEInnovate report on Entrepreneurship in Higher Education.	Not achieved	Report has been finalised and is currently going through approval process in OECD. Report will feed into Systems Performance Framework to 2021. Arrangements for publication in Q2 underway.
105.2	Develop new Systems Performance Framework for Higher Education for the period 2017- 2021.	Not achieved	See action 95 above.
108	Implement the Arts in Education Charter, subject to the drawdown of Dormant Account Funding.		
108.1	Commence the expansion of Music Education Partnerships (MEPs), under the remit of Music Generation, up to 9 extra areas of the country, a project co-funded by US/ The Ireland Fund and the DES, with a call for Phase 2 (2017- 2021) applications.	Achieved	

Objective 4.7:**Increase the number of researchers, establish a new competitive programme of funding for Frontiers Research to enable the next generation of researchers transition to Principal Investigator status and develop initiatives to attract world-leading researchers, particularly in the context of Brexit**

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
110	Establish a new competitive fund to enable the next generation of researchers transition to Principal Investigator status. The Programme will encompass three levels - Starting Grant (after post doctorate – junior lecturer level); Consolidator Grant (lecturer/senior research fellow level) and Advanced Grant (Senior lecturer/Professor – Principal Investigator). Awards will be up to four years in length.		
110.1	Launch of Programme to enable the next generation of researchers transition to Principal Investigator status	Achieved	
112	Develop a strategy to attract world-leading researchers to Ireland in the context of Brexit. This strategy may include additional awards funded by the Irish Research Council for researchers or academics who relocate.		
112.1	Develop and publish strategy to attract world-leading researchers to Ireland in the context of Brexit.	Not achieved	Work is ongoing in relation to the development of a strategy to attract world-leading researchers to Ireland in the context of Brexit, with the Royal Irish Academy arranging Higher Education led working groups which will report on

				proposed actions. A strategy will be finalised following completion of this work in Q2.
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Objective 4.8

Position Ireland as a desirable location for international students

Action/ sub-action		Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
114		Implement the International Education Strategy 2016-2020, through the responsible High Level Working group.		
	114.1	Amend the current 12 month stay back permission for international students to further incentivise high performing students to come to Ireland to meet the present skills and language needs as identified by business.	Achieved	

Goal 5: Improve national planning and support services

Objective 5.1

Strengthen strategic oversight and focus on delivery for results

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
115	Monitor the implementation of the "Action Plan for Education and Skills 2016- 2019", assessing the challenges to be faced on the road to becoming the best education and training service in Europe		
	115.1 Publish review of 2016 actions from the "Action Plan for Education and Skills 2016- 2019"	Achieved	
	115.2 Publish "Action Plan for Education 2017"	Achieved	
117	Provide greater strategic direction in the Department's governance, management and use of data.		
	117.1 Publish Department's Data Strategy	Achieved	
	117.2 Develop Data Strategy Implementation Plan	Achieved	
124	Develop a standardised approach to governance and accountability across the education sector to ensured consistent application across the education sector of corporate governance compliance requirements.		
	124.1 Undertake a review of corporate governance processes and procedures of agencies under the Department's aegis and provide review findings and recommendations to each agency.	Achieved	

Objective 5.3

Improve the quality of the national support services and shared services

Action/ sub-action	Actions/sub-actions for Quarter 1	Achieved/ Not achieved	Comment
130	Publish the shared services plan 2017- 19 for the Department and the Education and Training Sector in line with DES Shared Service Strategy	Achieved	
132	Support the rollout of the Financial Services Support Unit to the primary schools sector		
	132.1 Recruit initial staff for provision of FSSU service at primary level	Achieved	
135	Initiate engagement with the ETB sector in relation to the next phase of the organisation design.	Achieved	
140	Manage the Department's Human Resources effectively.		
	140.1 Develop new Workforce Plan for the period 2017-19.	Achieved	
	140.2 Manage the employment of staff with disabilities and report to National Disability Authority via D/PER, in accordance with Part 5 of the Disability Act 2005.	Achieved	
142	Improve business processes using the Business Process Improvement (BPI) Lean Six Sigma methodology.		
	142.1 Publish a BPI Internal Communications Plan.	Achieved	
143	Manage EU co-financed programmes and exploit co-financing opportunities.		

	143.1	Certify final expenditure under the Human Capital Investment Operational Programme 2007-2013 co - financed by the EU through the ESF.	Achieved	
	143.2	Certify final expenditure under the EGF Lufthansa technik Airmotive Ireland co -financed by the EU.	Achieved	
144		Develop the Department's response to the potential impact of Brexit on our education system and to the delivery of the Action Plan for Education 2016- 2019.		
	144.1	Consultation with education sector and input to Second Plenary Civic Dialogue on Brexit.	Achieved	