

ACTION PLAN FOR JOBS

2012



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1 Building Competitive Advantage

Research and Innovation to Drive Job Creation

1.1	Adopt 14 priority areas for research based on the recommendations of the National Research Prioritisation Exercise, where publicly-performed research will underpin specific opportunities of direct relevance to enterprise and jobs.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Consider and agree prioritisation based on recommendations of Research Prioritisation Steering Group	Q1 2012	Government and dedicated Prioritisation Action Group (M/JEI)
	Establish structures through Research Prioritisation Action Group on STI to implement priority areas across all relevant programmes	Q2 2012	All research funders via Research Prioritisation Action Group
	Establish monitoring system to demonstrate alignment with priority areas and impact arising	Q4 2012	All research funders via Research Prioritisation Action Group

1.2	Adopt a new approach to funding Research Centres concentrate on the identified priorities and to create a distinctive enterprise-focused culture in the centres concerned and coherence with IDA/EI supported Technology Centres		
	Steps Necessary for Delivery	Timeline	Responsible body
	Design new hub & spoke model of engagement between SFI Centres and companies	Q1 2012	DJEI / SFI
	Issue call for proposals	Q2 2012	DJEI / SFI
	Evaluate and award funding	Q3 & Q4	DJEI / SFI

1.3	Enact an applied research mandate for SFI linked to the priority areas and the new approach to funding research centres so that research is better aligned to the needs of users.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Implement revised legislation to permit SFI to fund 'applied research' (revision to Industrial Development Act (SFI) 2003)	Q3 2012	DJEI

1.4	Establish Technology Centres in Cloud Computing, Learning Technologies and Financial Services and undertake preparatory actions for Technology Centres linked to the priority areas (e.g. Connected Health, Pharmaceutical Production, Data Analytics, Medical Device Manufacturing)		
	Steps Necessary for Delivery	Timeline	Responsible body
	Undertake needs assessment for new centres and invite bids to host centres	Q2 2012	EI / IDA
	Award centres based on proposals	Q3 2012	EI / IDA
	Establish centre and stimulate engagement by firms	Q4 2012	EI / IDA
	Undertake preparatory actions for other Technology Centres to be launched post-2012	Ongoing 2012	EI / IDA

1.5	<p>Agree an implement new protocol for management of intellectual property (IP) associated with State funded research.</p> <p>Enabled by Enterprise Ireland, establish a strong Central Technology Transfer Office (CTTO) and strengthen further the Technology Transfer function.</p>		
	Steps Necessary for Delivery	Timeline	Responsible body
	Agree new IP Policy for State funded research	Q2 2012	DJEI / Forfás / Stakeholders / Government
	Roll our new IP Protocol and updated guidelines	Q2 2012	DJEI with funders

1.6	Set new targets for industry participation and take-up of publicly-funded research across all enterprise-relevant research programmes so that the enterprise relevance will play a greater part in research activity	Q2 2012	DJEI / Government via Inter-Departmental Committee on STI / Forfás
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1.7	Implement the improvements to the R&D tax credit regime outlined in Budget 2012		
	Steps Necessary for Delivery	Timeline	Responsible body
	<ul style="list-style-type: none"> ▪ The first €100,000 of R&D expenditure of all companies will be allowed on a volume basis for the purpose of the R&D Tax Credit ▪ The outsourcing arrangements for R&D purposes will be improved in a targeted manner to allow the greater of the existing percentage arrangement or €100,000 ▪ Companies will have the option to use some portion of the R&D credit to reward key employees who have been involved in the development of R&D 	Q1 2012	D/Finance

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1.8	Expand key programmes aimed at improving in-company innovation capability		
	Steps Necessary for Delivery	Timeline	Responsible body
	Support for firms' R&D programmes with the objective that 740 companies are committed to meaningful R&D expenditure (in excess of €100,000 per annum)	Q4 2012	EI
	Take-up and redemption of Innovation Vouchers (Target: 450)	Q4 2012	EI
	Attract 100 companies to avail of R&D tax credit for the first time	Q4 2012	EI / IDA
	Improve the quality and quantity of R&D projects which secure over €100,000 investment (Target: 80)	Q4 2012	EI
1.9	Undertake a feasibility study to examine what structures and policies could be developed to make Ireland a world centre for managing and trading in intellectual property. Complete the report of the Copyright Review Committee on barriers to innovation.	Q2 2012	DJEI
1.10	Host the "Big Ideas "Showcase in 2012 to focus on securing investment and identifying business partners that will bring new technologies to the next stage of commercialisation.	Q4 2012	EI / DJEI
1.11	Support the Dublin City of Science (ESOF) event in July 2012 which will provide a global showcase for Irish research and innovation	Q2 2012	DJEI / Chief Scientific Advisor / Local Organising Committee

Improving Cost Competitiveness

1.12	Enact legislation to reform wage setting mechanisms		
	Steps Necessary for Delivery	Timeline	Responsible body
	Ensure reforming legislation is robust and pursue earliest possible enactment in the Oireachtas, in keeping with commitments under the EU/IMF programme.	Q1 2012	DJEI
	Initiate new, more effective and secure procedures under the legislation for establishing wage setting mechanisms.	Q3 2012	DJEI
1.13	Simplify and extend the Employer Job (PRSI) Incentive Scheme, which exempts employers from liability to pay their share of PRSI for certain employees.	Q1 2012	D/Social Protection
1.14	While cognisant of security of supply and environmental goals, take a series of actions to manage energy costs:		
	Steps Necessary for Delivery	Timeline	Responsible body
	Ensure that the cost savings targets set out in the five year review (2010-2015) of allowable electricity network costs are met and that associated network investment commitments are delivered. This will be done as part of the Regulator's annual network tariffs determination under the provisions of the five year review.	Q3 2012	CER / DCENR
	Ensure that the five year review (2012-2017) of gas network tariffs takes all necessary steps to bring operating, maintenance and capital costs for the gas network into line with relevant best international practice and benchmarks, to include scrutinising allowable costs and reflecting recent falls in costs in the economy .	Q3 2012	CER

	<p>Following the completion of the review of the case for undergrounding part or all of the north-south electricity interconnector by the international expert commission appointed by DCENR, a decision will be taken quickly to provide the policy certainty and clarity required to progress the significant energy infrastructure investment needed to support future growth and competitiveness.</p>	<p>Q2 2012</p>	<p>Government</p>
	<p>An appropriate balance between the right of individual citizens and the common good is essential to improve the effectiveness of the planning system. We will develop an awareness campaign to highlight the implications of delays in rolling out infrastructure for regional development and local job creation.</p>	<p>Q2 2012</p>	<p>Government / DCENR / SEAI / DTTS / DJEI / DECLG / business representative bodies</p>
	<p>Undertake a review of the peat public service obligation to reduce costs while ensuring security of supply and meeting any legal commitments.</p>	<p>Q3 2012</p>	<p>DCENR</p>
	<p>Continue to raise awareness and provide opportunities for companies to reduce energy use through the provision of advisory services and appropriate supports</p>	<p>Ongoing 2012</p>	<p>DCENR / SEAI / IDA / EI / business representative bodies</p>
	<p>In developing plans for smart meters rollout pay particular attention to the needs of SMEs.</p>	<p>Ongoing 2012</p>	<p>DCENR / CER</p>
	<p>Fast track the accreditation of energy price comparison websites to enable customers to compare prices.</p>	<p>Q4 2012</p>	<p>CER</p>
	<p>As required by the EU-IMF agreement and based on the results of the IEA assessment of the efficiency of the electricity and gas sectors, 'further strengthen the regulatory and market reform programme in consultation with European Commission Services, with a view to increase efficiency, improve governance, strengthen competition and improve these sectors' ability to contribute towards covering Ireland's financing needs and improving its growth potential and economic recovery'.</p>	<p>Q2 2012</p>	<p>DCENR</p>

	Initiate the preparation of the energy policy framework 2012-2030	Q4 2012	DCENR
1.15	Request that Government Departments and Bodies assess by end March 2012 which charges levied by them on businesses are amenable to reduction in the short-term, or frozen for 24 months	Q1 2012	DJEI
1.16	Place downward pressure on insurance costs and the cost of legal services via enactment of the Legal Services Bill	Q3 2012	D/Justice
1.17	Build on the positive response to date from Local Authorities to requests from Government to exercise restraint in setting rates for businesses, to minimise costs imposed on businesses and assist struggling firms in any way they can, with a need for continuing restraint and lower costs in the coming years		
	Steps Necessary for Delivery	Timeline	Responsible body
	Accelerate the programme of revaluation of commercial premises, which will provide a basis for an adjustment in the burden of commercial rates.	Q2 2012	DPER / Valuation Office
	Encourage Local Authorities to exercise restraint in setting of commercial rates for 2012, which is a reserved function of Local Authorities.	Q1 2012	D/EC&LG
	Require Local Authorities to consider the impact of development contributions on businesses and competitiveness generally.	Q2 2012	D/EC&LG

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1.18	Encourage all professionals (accounting, taxation, legal etc.) supplying the business sector and consumers to provide price quotations in advance		
	Steps Necessary for Delivery	Timeline	Responsible body
	Conduct market research and liaise with business representative groups to compile and prioritise a list of professions where sourcing fees is currently an issue.	Q2 2012	DJEI / NCA / Business representative groups
	Commence work with representative bodies with a goal to make standard fee lists available for routine services to both consumers and small businesses.	Q2 2012	DJEI / NCA / Business representative groups
1.19	Promote greater competition and reduce costs in the health sector by enacting legislation relating to general practice	Q2 2012	D/Health
1.20	Introduce a more effective enforcement regime for competition offences by enacting the Competition (Amendment) Bill 2011	Q2 2012	DJEI
1.21	Merge the Consumer and Competition Agencies to take advantage of the complementarities and interdependence between consumer and competition policies.	Q4 2012/Q1 2013	DJEI
1.22	Encourage a competitive regime for waste services via careful design of the regulatory framework (DEC&LG)		
	Steps Necessary for Delivery	Timeline	Responsible body
	Complete consultation process	Q1 2012	D/EC&LG

	Submit proposals for Government decision on a new national waste policy	Q2 2012	D/EC&LG
	Implement Government decisions in relation to waste policy and services	Q3 2012 and ongoing	D/EC&LG

1.23	Finalise the strategy for future structure for water services delivery to ensure an improvement in efficiency and delivery.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Complete internal assessment process	Q2 2012	D/EC&LG
	Devise and roll out implementation strategy	Q4 2012	D/EC&LG

1.24	Place downward pressure on commercial rents in respect of which NAMA has acquired the loan on the underlying property		
	Steps Necessary for Delivery	Timeline	Responsible body
	Appoint an independent valuation of market rent where necessary	Ongoing 2012	D/Finance / NAMA
	Encourage landlords of business premises to consider ameliorating rents that are in excess of the current prevailing market levels	Ongoing 2012	D/Finance / NAMA
	Assess rent reduction applications	Ongoing 2012	D/Finance / NAMA
	Deliver timely engagement following direct contact from a tenant who is not getting satisfaction in negotiations with his NAMA landlord	Ongoing 2012	D/Finance / NAMA

1.25	Bring down the cost acquiring commercial property by reducing the Stamp Duty rate from 6% to 2% and the introduction of a Capital Gains Tax incentive for property purchased up to the end of 2013 and held for at least seven years.	Ongoing 2012	D/Finance
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1.26	Promote business supports to promote resource efficiency, energy efficiency and reduce cost, including energy audits, energy management training, mentoring and advice and the Accelerated Capital Allowances scheme which supports businesses in purchasing plant and machinery that are highly energy efficient.	Ongoing 2012	DCENR / SEAI / EPA / EI / IDA
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1.27	Benchmark and develop actions to systematically reduce excessive key business costs or delays		
	Steps Necessary for Delivery	Timeline	Responsible body
	Complete benchmark and develop actions to improve cost competitiveness for Government consideration	Q3 2012	Forfás

1.28	Develop a set of competitiveness targets that are amenable to domestic action to restore Ireland's ranking		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify a short list of key competitiveness indicators where Ireland's performance is poor and which are amenable to domestic policy action. Quantify the change required in order for Ireland to be placed in the top five most competitive economies in the OECD.	Q2 2012	Forfás
	Set out policy actions required to attain improvements for Government	Q4 2012	Forfás

1.29	Analyse the costs associated with exporting and set out an action plan to reduce these costs		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify the costs of goods and services getting to markets	Q2 2012	Forfás / DJEI

	Set out action plan to reduce these costs for Government consideration	Q4 2012	Forfás / DJEI
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1.30	Review public transport regulation with a view to reform that will reduce costs via increased competition		
	Steps Necessary for Delivery	Timeline	Responsible body
	Complete review of the Taxi industry	Q2 2012	DTTS
	Examine bus market to open PSO routes post 2014	Q4 2012	DTTS / NTA

1.31	Identify changes in the operation of sectoral regulators that would enhance cost competitiveness		
	Steps Necessary for Delivery	Timeline	Responsible body
	Benchmark and consult to inform the development of actions to improve sectoral cost competitiveness for Government consideration	Q4 2012	Forfás

1.32	Identify any sheltered areas of the economy where competition is restricted and commission studies on such areas where appropriate		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify sheltered areas of the economy where competition is restricted	Q1 2012	DJEI / Competition Authority
	Consider whether studies of such areas are important and identify which studies are of importance	Q2 2012	Government
	Commence market study of top priority area	Q2 2012	Competition Authority
	Prepare public consultation on the issues	Q4 2012	Competition Authority
	Publish market study	2013	Competition Authority

1.33	Examine the feasibility of introducing a new structured and non-judicial debt settlement and enforcement system to meet SME needs - "Examinership Light" (DJEI)		
	Steps Necessary for Delivery	Timeline	Responsible body
	Analyse the legal and possible Constitutional issues involved	Q3 2012	DJEI
	Examine submissions received from stakeholders	Q3 2012	DJEI
	Consider outcome of consultation with Company Law Review Group	Q3 2012	DJEI
	Bring preliminary findings / proposal to government	Q4 2012	DJEI

Aligning Skills with Enterprise Needs

1.34	Ensure unemployed persons have access to relevant education and training solutions		
	Steps Necessary for Delivery	Timeline	Responsible body
	Allocate €20 million for a new Education and Training Fund Design and operational details of the new Fund to be arranged.	Q1 2012	DES
	Prioritise places, including in the further education and training sector, specifically for those on the Live Register for 12 months or more FAS, Skillnets, Further Education and Training providers have been notified of the requirement to prioritise the long-term unemployed	Q1 2012	D/ Social Protection / DES / SOLAS
	Issue a new call under the Springboard programme for higher education courses that are aligned with areas of future skills needs as identified by the Expert Group on Future Skills Needs targeted at the unemployed.	Q1 2012	DES / HEA

	<p>Having regard to objectives of <i>Pathways to Work</i>, establish a formal process to ensure that the training provided under the auspices of SOLAS is consistent with the demands of the labour market and the needs of individuals to regain and secure employment.</p> <p>At a strategic level, an agreed and structured consultation process will be established between the National Employment and Entitlements Service and SOLAS, as well as other stakeholders including the Higher Education Authority and Expert Group on Future Skills Needs, in relation to the development and delivery of education and training programmes to meet the needs of those on the Live Register and national skills needs</p>	Q1 2012	DES / SOLAS / D/Social Protection / DJEI / Forfás / Industry
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1.35	Respond to immediate shortages in the ICT sector		
	Steps Necessary for Delivery	Timeline	Responsible body
	Maximise the uptake of Springboard ICT programmes, Job-bridge National Internship Programme, and introducing a Higher Diploma Level 8 Conversion Programme	Initiate Q1 2012	DES
	Improve retention rates on undergraduate ICT programmes including the promotion of alternative ICT related progression pathways for students	Ongoing 2012	DES
	Increase the mathematical proficiency of students at secondary level including further roll-out of Project Maths, professional development opportunities for teachers and the implementation of a new National Numeracy and Literacy Strategy	Ongoing 2012	DES
	Ensure that higher education programmes in ICT are aligned to changing needs including the establishment of a high level ICT Foresight Group to strengthen further the dialogue between key industry and HEI decision makers	Initiate Q1 2012	DES

	Increase the number of students with good maths skills into ICT undergraduate programmes through a range of awareness initiatives that will complement the introduction of bonus points for maths from Sept 2012.	Ongoing 2012	DES
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1.36	Incentivise greater participation in Science, Technology, Engineering and Mathematics and highlight areas of skills shortages		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Provide bonus points for students taking leaving certificate higher level mathematics from 2012.	Ongoing 2012	HEIs
	Disseminate the work of the Expert Group on Future Skills Needs on future trends and vacancies to schools and guidance counsellors, appropriate websites (e.g. Qualifax, Careers Portal, Career Directions) and through the media.	Ongoing 2012	EGFSN / Forfás / DES / Education and Training Providers
	Examine the scope to make available a limited number of bursaries that would be linked to the take-up of specified skills in high demand.	Q4 2012	DES

1.37	Through its Discover Science and Engineering programme, promote the study of the physical sciences to students		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Engage early second level students (12,000) through its Discover Sensors programme which supports inquiry based learning in Junior Certificate Science.	Ongoing 2012	SFI

	<p>Communicate the variety of career opportunities to older second level students, teachers and parents by coordinating, in addition to working on an ongoing basis with CareersPortal.ie :</p> <ul style="list-style-type: none"> ▪ First Online Careers Fair, January 2012 ▪ Careers focus in Science Week (115,000) participants, November 2012 	Ongoing and implemented 2012	SFI
	<p>Launch an enterprise lead partnership to support the skills common to both the education curriculum and business, so as to enrich students overall experience and to ensure better informed students and parents on careers and opportunities in STEM enterprises.</p>	Piloting ongoing and full launch Q3	SFI
	<p>Focus other programmes to more fully engage young people with the physical sciences e.g. Discover Primary Science and Maths (2,960 schools and 4,800 teachers). Also highlight the careers potential arising from a STEM education e.g. through Science Week Ireland 2012 (120,000 participants), which will have a strong technology theme.</p>	Ongoing 2012	SFI

1.38	Improve linkages between higher education and enterprise		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>Introduce of a new system of strategic dialogue to align funding of higher education institutions to performance in the achievement of national objectives for system development and priorities in relation to skills development.</p>	Ongoing 2012	HEA
	<p>Introduce a systematic approach to the national surveying of undergraduate and postgraduate students and employers to inform institutional and programme management and development.</p>	Pilot completed Q 3 2012	HEA
	<p>Publish guidelines for the establishment of higher education institutional clusters at a regional level to support enterprise development and employment needs.</p>	Q1 2012	HEA

	Introduce a targeted funding scheme for research masters scholarships with strong enterprise focus.	2013	HEA
1.39	Foster greater alignment between the Further Education and Training sector and the labour market		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>Review of further education and training options so that employment prospects for participants are improved and enhance capacity to respond to specific sector or occupational skills needs</p> <p>On statutory establishment, SOLAS and other agencies under the DES (e.g. Higher Education Authority, Skillnets) will roll out a new approach through better targeting of services appropriate to the profile of the unemployed and the needs of the labour market, based on a shared analysis of the available data in relation to the profile of unemployed people, including Live Register, Quarterly National Household Survey and Department of Social Protection profiling data.</p>	Ongoing 2012	DES / SOLAS
	Review the Apprenticeship training model, including costs, duration and demand with a view to providing an updated model of training that delivers the necessary skilled workforce to service the needs of a rapidly changing economy and ensures appropriate balance between supply and demand.	Initiate in 2012	DES / SOLAS
1.40	In the context of the new Children and Young People's Strategy, the Government will review the structures and funding of youth work and support services to ensure that they support the development of the skills needed by enterprises.	Q4 2012	DCYA

Infrastructure Investment to Underpin Employment Growth

1.41	Invest €3.9 billion of exchequer capital in 2012 to ensure Ireland's infrastructure can facilitate economic growth, including €514 million in capital investment for direct enterprise support and development	Ongoing 2012	DPER / DJEI
1.42	Ensure NewERA works with the State and private sectors to develop and implement proposals for commercial investment in line with Programme for Government commitments in energy, water and broadband.		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>Review the business plans of Commercial Semi-State Companies:</p> <ul style="list-style-type: none"> ▪ Approval of key projects ▪ Assistance with development of new Water utility ▪ Liaison with NPRF/SIF ▪ Identification of potential investors and implementation of marketing programme 	Ongoing in 2012	NewERA
	<p>Market the Infrastructure Fund to Irish and international investors in conjunction with Irish Life and Australia's AMP Capital</p> <p>Identify potential infrastructure transactions – in particular working with NewERA and DPER</p> <p>Identify SME focused funding needs:</p> <ul style="list-style-type: none"> ▪ Identification of experienced fund managers for SME focused funds <p>Launch SME focused funds:</p> <ul style="list-style-type: none"> ▪ Debt ▪ Equity restructuring 	Ongoing in 2012	NPRF/ Strategic Investment Fund

1.43	Develop a Strategic Investment Fund with a commitment of €250 million from the NPRF to a new Irish infrastructure investment fund which is seeking up to €1 billion from institutional investors in Ireland and overseas. The Fund will invest in infrastructure assets in Ireland, including assets designated for disposal by the Government and commercial State enterprises and also new infrastructure projects.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Develop ongoing contacts with international sovereign wealth funds and potential investors in funds to be launched under SIF umbrella	Ongoing in 2012	NPRF / Strategic Investment Fund

1.44	Ensure that transport infrastructure supports enterprise development and sustainable job creation by the targeted upgrading of specific road and public transport infrastructure where such projects are clearly demonstrated as critical to economic development through improving competitiveness and market access		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify specific projects critical to economic development	Q1 2012	DTTS / DJEI / Enterprise Agencies
	Target funding	Ongoing 2012	DTTS / DPER

1.45	Building on the work of the Next Generation Broadband Taskforce, we will agree advanced broadband targets and milestones for Ireland, identify the infrastructure deficits nationally and then develop and implement a plan to achieve these targets	Q2 2012	DCENR
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1.46	Rollout 100 Mbps broadband to 200 second level schools	Q3 2012	DCENR/ DES/ HEAnet
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1.47	Integrate the foreshore consent process under the Foreshores Acts 1933 with the existing on-land planning system		
	Steps Necessary for Delivery	Timeline	Responsible body
	Publication of Bill	Q3	DEC&LG

Reduced Cost through Sensible Regulation

1.48	Reform and consolidate the five existing employment rights institutions into two simplified and streamlined bodies		
	Steps Necessary for Delivery	Timeline	Responsible body
	Implement further business process reforms including introduction of early resolution service, case management, website development.	Q2 2012	DJEI
	Complete review of the legal, procedural, human resource and policy implications with a view to publishing enabling legislation.	Q3 2012	DJEI
	Enactment of legislation to give effect to the new structure.	Q3 2012	DJEI

1.49	Audit and review the multiplicity of licences required by businesses to assess the potential for discontinuing some licences and for amalgamating licences		
	Steps Necessary for Delivery	Timeline	Responsible body
	Develop scope and Terms of Reference	Q1 2012	Forfás
	Undertake audit, consultations and analysis	Q3 2012	Forfás
	Report to Government	Q3 2012	Forfás

1.50	Deliver the potential for reduction in administrative burdens in national regulatory regimes across the following Departments: Social Protection, Communications, Energy & Natural Resources, Public Expenditure & Reform, Transport, Tourism & Sport, Health, Environment, Community & Local Government, Agriculture, Food & Marine, and the Offices of the Revenue Commissioners to meet the overall 25% target.	Ongoing 2012	DJEI / Government
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1.51	Launch a single web portal for business compliance information		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify primary business regulations (e.g. health and safety, taxation, employment law etc.)	Q1 2012	DJEI
	Consult with business organisations and regulatory authorities on “frequently asked questions” (FAQs) related to identified regulations	Q2 2012	DJEI
	Prepare material in response to FAQs to publish on new web portal, instructions for compliance, and links to regulatory authorities	Q2 2012	DJEI
	Launch new web portal	Q3 2012	DJEI

1.52	Ensure that all requirements for establishing businesses which are amenable to electronic compliance will be available on line		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify all regulatory requirements for establishing a business, which ones are already allow online compliance, and which ones have potential to be complied with online.	Q1 2012	DJEI

	Work with regulatory authorities to ensure as many as possible of those regulations with potential to be complied with online are placed online.	Q3 2012	DJEI
	Launch information campaign	Q3 2012	DJEI

1.53	Examine options for a more cohesive approach to Better Regulation across Government and introduce new structures to improve coordination and synchronisation.	Q2 2012	D/Taoiseach / D/PER / D/JEI
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2 Supporting Indigenous Start Ups

2.1	Enact legislation to reflect the Budget announcement to extend the corporation tax holiday for those companies that commence a new trade in the years 2012, 2013 and 2014	Q1 2012	D/Finance
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2.2	Establish a new “one-stop-shop” micro enterprise support structure through the dissolution of the existing CEB offices and the creation of a new Micro Enterprise and Small Business Unit in Enterprise Ireland that will work with Local Authorities to establish a new network of Local Enterprise Offices (LEOs) in each Local Authority. The new LEOs will combine the enterprise support service of the previous CEBs and the business support work of the Business Support Units in the Local Authorities. A key role will be providing mentoring for micro-business.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Seek formal Government Approval to proceed with the above action	Q1	DJEI
	Establish Working Group composed of all relevant Stakeholders to progress the issue	Q1	DJEI
	Initiate discussions with the Office of the Attorney General on the legal dissolution of the CEBs and transfer of functions to EI	Q1	DJEI

2.3	Roll-out the micro-finance fund, to provide loans of up to €25,000, targeted at start-up, newly established, or growing micro enterprises across all industry sectors.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Allocate funding of €10m	Q1 2012	DJEI
	Finalize delivery structure of Microfinance retail lending facility	Q1 2012	DJEI
	Following establishment of facility apply to EIF for guarantee facility	Q1/Q2 2012	Microfinance Fund

	Due Diligence process with EIF	Q2 2012	Microfinance fund
	Secure EIF approval for guarantee facility	Q3 2012	Microfinance Fund
	Commence Lending	Q3 2012	Microfinance Fund
2.4	Promote the improved Seed Capital Tax Relief Scheme for new start-ups, which will now apply to a wider range of sectors. This Scheme provides for a refund of tax paid by an individual, including those unemployed, who sets up and takes employment in a new business	Q1 2012	D/Finance / DJEI / EI / Business associations
2.5	Establish a new Community Enterprise Development Programme for the maintenance or establishment of a strong business development function in the Community Enterprise Centres funded by Enterprise Ireland. This will see up to 30 centres benefit from a full-time business development function, providing a 50% grant towards eligible costs or €50,000 over two years.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Target 30 Centres for new Community Enterprise Development Programme	Q1 2012	DJEI / EI
	Provide full-time business development function, 50% grant towards eligible costs or €50,000 over two years	Q1 2012	DJEI / EI
2.6	Deliver support to 95 new High Potential Start Ups including an increase of 50% in the number of overseas entrepreneurs supported, using the International Start-Ups fund as a key tool, and an increase of 40% in the number of new HPSUs arising as spin-outs from research.	Ongoing 2012	DJEI / EI

2012 ACTION PLAN FOR JOBS TABLE OF ACTIONS

2.7	Manage and deliver a suite of entrepreneurial development programmes in conjunction with partners i.e. Colleges, BICs and Start-Up programmes	Q4 2012	EI
2.8	Develop and pilot, in the South East, an Innovation Graduates Programme managed in conjunction with the Institutes of Technology.	Q4 2012	EI
2.9	Run a total of four calls of the Competitive Start Fund in 2012 and target the support of 60 projects during the year.	Ongoing 2012	EI
2.10	Run an accelerated growth programme for HPSUs to help them develop the management skills necessary to achieve rapid international growth.	Ongoing 2012	EI
2.11	Launch a new Women in Business Start-Up drive		
	Steps Necessary for Delivery	Timeline	Responsible body
	Design, and launch a promotional drive for women in business with an emphasis on start-ups	Q1 2012	EI
2.12	Build on the work of the Global Irish Economic Forum to develop mechanisms to promote and deliver early stage investment by the Diaspora in new indigenous start-ups	Q4 2012	DJEI / EI

2.13	Improve the legal environment to set up and operate a business by enacting the Consolidated Companies Bill. This Bill will be published in 2012		
	Steps Necessary for Delivery	Timeline	Responsible body
	Draft relevant section	Q2 2012	DJEI
	Publish Bill	Q3 2012	DJEI
2.14	Examine the options with regard to extending benefit cover to the self-employed	Q4 2012	D/Social Protection
2.15	Having due regard to the Public Service Reform Plan, we will review the role of the Digital Hub Development Agency and the National Digital Research Centre with a view to building on their work in supporting digital start-up companies, as well as promoting an increase in on-line trading by small businesses.	Q3	DCENR

3 Assisting Indigenous Business to Grow

Enhancing Indigenous Performance

3.1	Secure 200 significant (over €500,000) investments by EI-assisted firms during 2012 in a range of areas which are critical to company growth and job creation		
	Steps Necessary for Delivery	Timeline	Responsible body
	Work with client companies to identify and pursue significant investment opportunities	Ongoing 2012	EI

3.2	<p>Enterprise Ireland and the IDA will establish a senior management team to drive effective collaboration on key priorities such as:</p> <ul style="list-style-type: none"> ▪ Attracting inward entrepreneurs; ▪ Maximising procurement opportunities for Irish business with MNCs; and ▪ Coordinating a new faculty of leading edge companies to provide peer to peer learning to Irish companies. <p>In addition, Enterprise Ireland and the IDA will explore opportunities to further strengthen linkages including an ‘informal adoption’ arrangement between MNCs and SMEs</p>		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish team and put in place plan to drive effective collaboration with associated targets	Q1 2012	EI / IDA
	Roll out piloted initiatives of collaboration	Q2 and Q3 2012	EI / IDA
	Review process, and progress on piloted initiatives, agree targets for 2013 actions	Q4 2012	EI / IDA

3.3	<p>Building on commitments in the second Global Irish Economic Forum,</p> <ul style="list-style-type: none"> ▪ develop a Mentoring Programme involving top business leaders from Ireland and internationally, to act as mentors to businesses, ▪ develop linkages between firms, ▪ engage the Diaspora to support potential and existing exporters, ▪ examine the adoption of SMEs by multi-nationals, ▪ explore the leveraging of input or advice by experienced executives who have established successful businesses to companies in Ireland. 	Ongoing 2012	EI / DJEI
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3.4	Support industry-led clustering in key areas of export opportunity, based on new models, industry proposals, and newly developed niche market strategies.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Develop an approach and a programme to support industry-led clustering, taking account of best practice, and industry views.	Q1 2012	DJEI / Forfás / EI / IDA / Industry
	Invite proposals from collaborative industry-led networks for support under the clustering programme	Q2 2012	EI / IDA and other stakeholders
	Roll-out programme	Q3 2012	EI / IDA and other stakeholders

3.5	<p>Run key programmes aimed at improving in-firm productivity capability. This will deliver increases in:</p> <ul style="list-style-type: none"> ▪ The number of Lean projects supported ▪ The number of participants on significant management development programmes with a total of 250 managers participating in 2012. ▪ The number of participants on short-course management development programmes, with a total of 700 managers participating in 2012. 									
	<table border="1"> <thead> <tr> <th data-bbox="304 591 884 678">Steps Necessary for Delivery</th> <th data-bbox="884 591 1051 678">Timeline</th> <th data-bbox="1051 591 1367 678">Responsible body</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 678 884 773">Quarterly updates against progress on programmes</td> <td data-bbox="884 678 1051 773">Ongoing 2012</td> <td data-bbox="1051 678 1367 773">EI</td> </tr> </tbody> </table>	Steps Necessary for Delivery	Timeline	Responsible body	Quarterly updates against progress on programmes	Ongoing 2012	EI			
Steps Necessary for Delivery	Timeline	Responsible body								
Quarterly updates against progress on programmes	Ongoing 2012	EI								
3.6	<p>Establish a faculty of elite / leading edge indigenous businesses organised on a regional and/or national basis to promote peer to peer learning, experience sharing and collaboration with companies aspiring to leading positions.</p>									
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3.8	Support the micro and small business sector in developing an online presence via specific training supports, grants for ICT hardware and software, and funding research and innovation activity suitable to the needs of businesses in that sector.	Ongoing 2012	CEBs
3.9	Open a call for the Innovation Voucher scheme specifically focused on design and branding activity for SMEs, with Third Level Institutions as providers	Q3 2012	DJEI / EI

Assisting Indigenous Business to Trade

3.10	Establish a new Potential Exporter Division to stimulate greater activity within companies across all regions and to reorient those demonstrating real growth potential from the domestic to the international market place.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Division Operational	Q1 2012	EI
	Roll-out of new engagement model	Q2 2012	EI
	Division to work with 1800 companies	Q4 2012	EI
3.11	Introduce a Foreign Earnings Deduction (FED) as announced in Budget 2012, to further support the export drive by aiding companies where an individual spends 60 days a year developing markets for Ireland in Brazil, Russia, India, China and South Africa, and examine the extension of the FED to other countries beyond this initial group.	Q1 2012	D/Finance

3.12	Roll out a schedule of sector specific Trade Missions and market evaluation Missions that reflect the priority markets identified in the Trade Strategy as well as firms' interest and stage of development, aiming for at least 15 Ministerial-led Missions.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Prepare schedule of Missions	Q1 2012	DJEI / DFAT / EI / DTTS/ Tourism Ireland
	Carry out Missions	Ongoing 2012	DJEI / DFAT / EI / DTTS/ Tourism Ireland

3.13	Through the support of the international office network and high growth markets team, assist companies in their drive to secure new business overseas, and support the securing of 750 new buyers.	Ongoing 2012	EI
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3.14	Run an International Markets Week programme involving over 1,000 firm meetings in the week.	Q4 2012	EI
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3.15	Attract over 600 buyers to Ireland to engage with indigenous companies on international business opportunities.	Ongoing 2012	EI
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3.16	Develop and implement local market plans as provided for in the Strategy for Trade, Tourism and Investment for key high-growth regions and through the Export Trade Council work to optimise the resources of embassies and agencies to deliver ambitious targets.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Update Market Access Plans for each high growth market. Evaluate in context of Agencies' present strategies	Q1 2012	D/FAT / DJEI / Enterprise Agencies / DTTS / Tourism Ireland

	Revise Strategy for High Growth Markets, obtain Agency Board approval. Include connection with EU Free Trade Agreements. Consideration by Export Trade Council	Q3 2012	DJEI / Forfás
3.17	Promote Enterprise Ireland's 'Source Ireland' portal to market Irish goods and services abroad.	Q1 2012	EI
3.18	Drive take up of the Going Global Fund to assist companies who wish to explore opportunities to internationalise their business as a route to growth		
	Steps Necessary for Delivery	Timeline	Responsible body
	Run 5 calls of the Going Global Fund during 2012	Q4 2012	EI
3.19	Reallocate up to €1.2 million per annum from the National Training Fund to fund management development networks and mentors for SMEs through Skillnets		
	Steps Necessary for Delivery	Timeline	Responsible body
	Pilot programme to be designed and developed	Q1, Q2 2012	DES / Skillnets
	Implement and evaluate programme	Q3, Q4 2012	Skillnets
3.20	Cascade Management Development learnings to a wider number of companies – including through support for approximately 250 Managers to participate on significant management development programmes and support over 700 managers to participate on shorter development programmes	Ongoing 2012	EI

3.21	Expand graduate programmes including a target of 120 graduates participating on Graduates 4 International Growth	Q4 2012	EI
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3.22	Promote the achievement of standards such as ISO 9001 and similar management standards		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Survey of ISO 9001 users to understand full benefits and any drawbacks	Q1 2012	NSAI
	Hold training and information seminar for Management System Consultants	Q3 2012	NSAI
	Provide speakers for regional seminars of enterprise agencies and industry bodies	Q4 2012	NSAI
	Hold business information seminar and other promotion on ISO 9001	Q2 2012	AACB / INAB / NSAI
	Host seminar on requirements for EU product export and CE marking	Q3 2012	NSAI
	Deliver 250 new certifications	Q4 2012	NSAI

3.23	Support companies to develop best HR practice and standards for improved talent development and retention		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Re-launch updated <i>Excellence Through People</i> scheme	Q1 2012	NSAI
	Roll-out cross sector networking and information events	Q4 2012	NSAI
	Deliver 75 new certifications	Q4 2012	NSAI

3.24	Develop an Irish expert group responsible for industry standards best practice and increase participation by Irish firms and researchers in relevant international standards expert groups		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish a working group of independent industry experts in Lean, BPR, and 6 Sigma and link to the corresponding international groups developing ISO 13053 and other standards in this area	Q3 2012	NSAI
	Conduct a feasibility study on the development of a national standard or specification in the area of Lean/ 6 Sigma to support the enterprise development agencies	Q4 2012	NSAI

3.25	Grow employment in the indigenous measuring instruments service sector by undertaking a further roll-out of the authorised verifiers scheme.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Increase the number of companies designated as authorised verifiers of measuring instruments used in trade, thus securing existing and possibly increasing jobs in the measuring instruments service sector.	Q2 2012	NSAI
	Deliver 12 authorisations	Q4 2012	NSAI

3.26	Provide expert assistance to targeted companies in challenging process measurement/ metrology applications.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Provide expert assistance to companies in challenging process measurement/ metrology applications from the National Metrology Laboratory	Q4 2012	NSAI

2012 ACTION PLAN FOR JOBS TABLE OF ACTIONS

	Provide metrology audit & proficiency tests to companies to help reduce costs and improve efficiency	Q4 2012	NSAI
	Deliver to ten companies	Q4 2012	NSAI

3.27	Develop a simple one page guide, “Managing out of the Crisis”, setting out warning signs to encourage small businesses to ask for help and outline services available	Q2 2012	DJEI / Small Business Representatives
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3.28	Examine the feasibility of introducing a new structured and non-judicial debt settlement and enforcement system to meet SME needs - “Examinership Light”.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Analyse the legal and possible Constitutional issues involved	Q3 2012	DJEI
	Examine submissions received from stakeholders	Q3 2012	DJEI
	Consider outcome of consultation with Company Law Review Group	Q3 2012	DJEI
	Bring preliminary findings / proposal to government	Q4 2012	DJEI

Access to Finance

3.29	Design and implement a new Development Capital Scheme, aimed at addressing a funding gap for mid-sized, high-growth, indigenous companies with significant prospects for jobs and export growth. This Scheme will support companies which would not generally fall within the focus of seed or venture capital funds, by leveraging further institutional capital. €50million of State investment is expected to leverage up to an extra €100million in private sector funding.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Design of Development Capital initiative and Launch and Publication of Second Call	Q1 2012	EI
	Evaluation of Proposals	Q3 2012	EI
	Leverage an additional €100m against the State's contribution, make 25-35 investments, to create of a cohort of scaled companies with enhanced potential for employment and sales growth.	Q4 2012	EI

3.30	Roll-out the temporary targeted partial credit guarantee scheme, to complement existing initiatives to improve the credit environment and to address specific market failures.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Publication of Credit Guarantee Bill	Q1 2012	DJEI
	Enactment of Credit Guarantee Bill	Q2 2012	DJEI
	Appointment of an Operator	Q1/ Q2 2012	DJEI

3.31	Launch a second call under Innovation Fund Ireland to attract additional significant venture capital players to Ireland.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Launch second call	Q1 2012	EI
	Assess and approve proposals	By Q4 2012	EI

3.32	Develop the mandate of the new Strategic Investment Fund for targeted investment to enterprise via equity and debt funding.		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>Market the Infrastructure Fund to Irish and international investors in conjunction with Irish Life and Australia’s AMP Capital</p> <p>Identify potential infrastructure transactions – in particular working with NewERA and DPER</p> <p>Identify SME focused funding needs:</p> <ul style="list-style-type: none"> ▪ Identification of experienced fund managers for SME focused funds <p>Launch SME focused funds</p> <ul style="list-style-type: none"> ▪ Debt ▪ Equity restructuring 	Ongoing in 2012	D/Finance / NPRF / DJEI

3.33	Work with the banking sector both on one-to-one firm issues and to assist them in a cultural shift in lending practices towards sectors that are critical to economic growth. Develop better protocols with banks to enhance sectoral expertise within the banks and the range of lending products to meet exporter needs and tourism providers.	Ongoing 2012	D/Finance / Credit Review Office / DJEI / EI
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3.34	Monitor closely the lending targets for pillar banks and ensure these targets are met, and develop a sharper focus on the “new money” element.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Pillar banks to provide the Department of Finance and CRO with a lending plan outlining in detail how they will achieve the €3.5bn lending target for SMEs.	Ongoing in 2012	D/Finance / Credit Review Office
	Pillar banks to produce reports which incorporate figures for sanctions and draw-	Quarterly in 2012	D/Finance / Credit Review Office

	downs by SMEs.		
	The pillar banks to also provide figures on balance sheet volumes, sanctioned facilities and area based and industrial breakdowns of their SME lending.	Monthly in 2012	D/Finance / Credit Review Office
	The data contained in these reports to be reviewed and analysed by the Department of Finance and the CRO, with a sharper focus on the “new money” element, to ensure that the pillar banks are compliant with the terms of the Government recapitalisation as it relates to the provision of credit for SMEs.	Ongoing in 2012	D/Finance / Credit Review Office/ DJEI
	The Economic Management Council to meet on with the pillar banks to discuss a range of issues in relation to SME business including the availability of credit to this important sector.	Ongoing in 2012	Economic Management Council
3.35	Engage with stakeholders on the findings revealed in credit supply and demand surveys with a view to identifying and addressing blockages in the system	Q1 2012	D/Finance / Credit Review Office / DJEI
3.36	Conduct a follow-up survey on demand for credit from SMEs	Q2 2012	D/Finance
3.37	Work with banks and small business representative organisations to help SMEs improve the quality of loan application	Ongoing 2012	Central Bank / Credit Review Office
3.38	Arrange that banks formally notify clients who have been refused loans of the right to an internal review by the bank and an appeal to the Credit Review Office	Ongoing 2012	Central Bank
3.39	Work with the banks to ensure that sufficient training and development procedures are in place to enable staff to make more informed lending decisions, in addition to		

monitoring refusal rates, internal appeals and appeals			
	Steps Necessary for Delivery	Timeline	Responsible body
	Work closely on an ongoing basis with the pillar banks, in particular in the context of quarterly meetings, to ensure that expertise in the bank is developed in line with the terms of the Government recapitalisation as it relates to the provision of credit for SMEs, as well as ensuring robust internal review systems are in place.	Ongoing in 2012	D/Finance / Credit Review Office / DJEI
3.40	Assess the Credit Review Office to ensure SMEs are getting the support on bank lending they require	Ongoing 2012	D/Finance / DJEI / DJEI
3.41	Review the equity investment landscape in Ireland with a view to introducing actionable steps (enterprise supports, tax, etc) to support equity investment in productive firms	Q3 2012	Forfás / DJEI / D/Finance / EI
3.42	Establish a working group to ascertain the need for the State to continue its support, on the same terms as the private sector, for the development of the domestic venture capital sector	Q2 2012	DJEI / EI / NPRF
3.43	Promote the Employment and Investment Incentive Scheme for business expansion and ensure the objectives of the Scheme are being achieved and assess if any amendments are required	Ongoing 2012	D/Finance / DJEI

3.44	Make available an Official Notice regarding the Government's current 15 day Prompt Payment Practice	Q1 2012	DJEI
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Enterprise Employment Expansion Supports

3.45	Issue to persons who are over one year unemployed a certificate to present to employers of eligibility for Revenue Job Assist	Q3 2012	D/Social Protection
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3.46	Simplify and extend the Employer Job (PRSI) Incentive Scheme, which exempts employers from liability to pay their share of PRSI for certain employees	Q1 2012	D/Social Protection
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3.47	Target the increased take-up of support schemes available to employers who take on additional workers, such as Revenue Job Assist and the Employer Job (PRSI) Incentive Scheme, by increasing employers awareness of the schemes through relevant Departments, agencies and business and employer representatives; we will actively monitor the take-up of the schemes and remove any identified obstacles to increased take-up.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Agree targets	Q1 2012	D/Social Protection
	Midyear review of performance	Q2 2012	D/Social Protection
	Assess performance against target	Q4 2012	D/Social Protection

3.48	Examine the availability of affordable childcare for people on lower incomes to determine whether existing schemes could be expanded to support people to take up employment.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify costs of expansion of childcare programmes	Q3 2012	DCYA / D/Social Protection
	Review potential for expansion in context of Budget	Q4 2012	DCYA / D/Social Protection

Maximising Procurement Opportunities

3.49	Facilitate more SMEs in competing for procurement opportunities by ensuring that pre-qualification criteria (e.g. turnover, insurance thresholds, experience) for public procurement contracts are proportionate.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify areas in procurement which appear to create difficulties for SMEs in accessing procurement opportunities and provide clarifications to contracting authorities on the operation of Procurement Circulars, where necessary	Q1 2012	NPS / DPER
	Provide on-going training for Procurement Officers to ensure they are clear on the need for a proportionate approach in implementing procurement guidelines.	Q2 2012 and on-going	NPS

3.50	Establish a mechanism to allow SMEs to engage with contracting authorities on issues of concern in specific tender documentation		
	Steps Necessary for Delivery	Timeline	Responsible body
	Examine models in other countries and develop an appropriate mechanism for an Irish context, including consideration of assignment of responsibility for managing and operating the process.	Q2 2012	DPER / NPS / Steering Group on SME Access to Procurement
	Announce details of the mechanism	Q3 2012	DPER / NPS

3.51	<p>Assign advisers, mentors, and Business Accelerators with specific public sector knowledge to advise and helps firms win more sales from procurement. Local Authorities will also assist and communicate with local businesses to maximise their participation in the procurement process and will improve the Local Authority procurement database (LA Quotes) to make it more user-friendly for SMEs.</p> <p>In parallel, through Enterprise Ireland and Local Authorities, highlight to major contracting authorities the supply opportunities from indigenous businesses, and particularly SMEs.</p>	Ongoing 2012	EI / Local Authorities
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3.52	Initiate a campaign to encourage more SMEs to register on the Government's eTenders website to enable forthcoming procurement opportunities to be brought to their attention.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Initiate a campaign to encourage greater SME registration on eTenders, including identifying some "shining examples" of successful SMEs with support from small business representatives	Q1 2012	NPS / EI / DJEI / Small Business Representatives

	Monitor data on registrations and, as data availability improves, on any evidence of increased SME participation in public procurement	Q4 2012 and on-going	NPS
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3.53	Develop a Procuring Innovation initiative to increase the purchasing of innovative solutions from SMEs by encouraging a more flexible approach to tendering that focuses on procuring solutions to specific needs, rather than specific products or services		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Hold a Round Table with key procuring authorities to outline the objectives of the new initiative. Identify and use examples to support the initiative.	Q1 2012	DJEI/ EI/ NPS
	Build a critical mass of Departments/agencies willing to participate and announce details	Q2 2012	DJEI/ NPS/ EI
	Identify with Departments/Agencies practical projects where the approach can be applied and assist them in preparing tendering documentation that encourages more innovative solutions	Q2 2012 and on-going	EI/ NPS/ DJEI
	Monitor the implementation of the initiative and prepare case studies of exemplar projects	Q4 2012 and on-going	DJEI/ EI

3.54	Identify a number of key projects across Government that will provide sub-contracting and supply chain opportunities for SMEs through pre-qualification panels		
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	Steps Necessary for Delivery	Timeline	Responsible body
	As part of a Round Table with key procuring authorities, consult with Departments/ Agencies, particularly in the context of the capital framework, to identify suitable projects for principal contractor/sub-contractor approach	Q1 2012	NPS/DJEI/EI

	Develop and agree framework for operation of sub-contracting on the basis of pre-registration	Q2 2012	EI/NPS
	Invite companies to pre-register for particular projects	Q3 2012 and on-going	NPS / EI / relevant contracting authorities
	As projects are rolled out, encourage the use of the pre-qualification panels by principal contractors to actively involve SMEs in delivery of the projects identified	Q4 2012 and on-going	Departments overseeing individual projects/PER/ NPS/ DJEI/EI

4 Attracting Inward Entrepreneurial Start Ups

4.1	In the context of process set out in Action 3.2 above, EI and IDA will work together to attract inward start-ups with ambitious targets for start-ups and jobs potential.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish team and put in place plan to drive effective collaboration with associated targets	Q1 2012	EI / IDA
	Roll out piloted initiatives of collaboration	Q2 and Q3 2012	EI / IDA
	Review process, and progress on piloted initiatives, agree targets for 2013 actions	Q4 2012	EI / IDA
4.2	Promote availability of a €10 million fund and target support of overseas entrepreneurs. Investor-ready projects will typically seek between €100,000 and €500,000 investment, or greater depending on the nature of the project.	Ongoing 2012	DJEI / EI
4.3	Appoint new International Start Up Ambassadors and consider new ways to involve the private sector, including Diaspora, in developing champions to extend knowledge of Ireland's unique offering in this area.	Ongoing 2012	DJEI / EI

4.4	Work collectively to communicate Ireland's strength as a location for starting a business, and support the development of a campaign by the Irish Diaspora to encourage entrepreneurial start-ups in Ireland.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Work collectively to communicate Ireland's strength as a location for starting a business	Ongoing 2012	DJEI / EI / IDA Ireland / DFAT / Global Irish Economic Forum

4.5	Roll out targeted marketing campaigns in North America, UK, Europe and Australia		
	Steps Necessary for Delivery	Timeline	Responsible body
	Quarterly updates on progress against target	Ongoing 2012	EI
	Assessment against target	Q4 2012	EI

4.6	Increase by 50% the number of investments in Inward Entrepreneurial Start Up projects		
	Steps Necessary for Delivery	Timeline	Responsible body
	Midyear review of performance and follow-up	Q2 2012	EI
	Assessment against target	Q4 2012	EI

4.7	<p>Put in place attractive immigration arrangements to facilitate entrepreneurs from outside the EEA in establishing businesses in Ireland through the Immigrant Investor Programme and the Start-up Entrepreneur Programme:</p> <ul style="list-style-type: none"> ▪ The Immigrant Investor Programme will allow approved participants and their immediate family members to enter the State on multi-entry visas and to remain here for a defined period; ▪ The Start-up Entrepreneurship Programme will allow migrants with a good business idea in the innovation economy and funding of €75k to be given residency in the State for the purposes of developing their business. 		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish evaluation committee for investment and entrepreneur applications	Q1 2012	D/Justice / INIS
	Put in place application process, forms, fee structure etc.	Q1 2012	D/Justice / INIS
	Launch Programme	Q1 2012	D/Justice / INIS
	Finalise investment bond arrangements with NTMA	Q2 2012	D/Justice / INIS
	Commence taking applications	Q2 2012	D/Justice / INIS

5 Developing and Deepening Impact of Foreign Direct Investment

5.1	Work to target 144 new FDI investment projects	Q4 2012	IDA
5.2	Target 12,500 new jobs with an associated 8,750 in wider the economy giving a total impact of 21,250	Q4 2012	IDA
5.3	Achieve €500m in R&D investment approvals to have a total annual R&D spend by multinationals here of €1.7bn by 2014	Ongoing in 2012	IDA
5.4	Secure new growth market investments with an ambitious target of 1,000 associated jobs	Q4 2012	IDA
5.5	Deliver 50% of investments outside the Dublin and Cork regions	Q4 2012	IDA
5.6	Deliver the Diaspora 'job finder's fee' scheme		
	Steps Necessary for Delivery	Timeline	Responsible body
	Launch initiative	Q1 2012	IDA
	Regular reporting of enterprises identified, and actual jobs on the ground delivered	Quarterly	IDA

5.7	Introduce a package of measures in the Finance Bill to support the continued success of the international funds industry, the corporate treasury sector, the international insurance industry and the aircraft leasing industry.		
	Steps Necessary for Delivery	Timeline	Responsible body
		Q1 2012	D/Finance

5.8	Introduce a Special Assignee Relief Programme to allow multinational and indigenous companies to attract people to Ireland so as to create more jobs and to facilitate the development and expansion of businesses in Ireland	Q1 2012	D/Finance
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5.9	Utilise Global Irish Network as official advocates of new and expanded FDI investment in Ireland including introductory meetings, briefings and establishing a restricted website access portal on IDA Ireland website to provide communication and information to relevant Diaspora		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify Diaspora who will partake in the initiative	Q1 2012	DFAT/ IDA
	Establish a restricted website access portal on IDA Ireland website to provide communication and information to the Diaspora	Q2 2012	IDA
	Introductory meeting and briefing to each individual signed up to the initiative	Q3 2012	IDA
	Regular communication of updated relevant economic and business information	Quarterly	IDA
	Review meeting between IDA and Diaspora advocates	Annual	IDA

5.10	Intensify focus on attracting sub-suppliers to existing multinational base to locate in Ireland		
	Steps Necessary for Delivery	Timeline	Responsible body
	Examine potential supply chain niche areas across the portfolio in sub-supply, technology partnerships etc	Q1 2012	IDA/ EI
	Identify specific opportunities where supply chains could enhance the business ecosystem, in areas where there is an inadequate supply in the Irish market	Q2 2012	IDA/ EI
	Work with industry associations and others to identify business opportunities in the supply area	Q3 2012	IDA EI External stakeholders
	Pilot operational initiative focusing on niche areas identified	Q3 2012	IDA/ EI
	Evaluate initiative and amend as necessary	Q4 2012	IDA/ EI
	Rollout initiative across the portfolio and refine on an ongoing basis as necessary	Q4 2012	IDA/ EI

5.11	Enterprise Ireland and the IDA will establish a senior management team to deliver on key priorities such as:		
	<ul style="list-style-type: none"> ▪ Attracting inward entrepreneurs; ▪ Maximising procurement opportunities for Irish business with MNC's; and ▪ Coordinating a new faculty of leading edge companies to provide peer to peer learning to Irish companies. <p>In addition, the Enterprise Ireland and the IDA will explore opportunities to further strengthen linkages including an 'informal adoption' arrangement between MNCs and SME's</p>		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish team and put in place plan to drive effective collaboration with associated targets	Q1 2012	EI / IDA
	Roll out piloted initiatives of collaboration	Q2 and Q3 2012	EI / IDA

	Review process, and progress on piloted initiatives, agree targets for 2013 actions	Q4 2012	EI / IDA
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5.12	<p>Put in place attractive immigration arrangements to facilitate entrepreneurs from outside the EEA in establishing businesses in Ireland through the Immigrant Investor Programme and the Start-up Entrepreneur Programme:</p> <ul style="list-style-type: none"> ▪ The Immigrant Investor Programme will allow approved participants and their immediate family members to enter the State on multi-entry visas and to remain here for a defined period; ▪ The Start-up Entrepreneurship Programme will allow migrants with a good business idea in the innovation economy and funding of €75k to be given residency in the State for the purposes of developing their business. 		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Establish evaluation committee for investment and entrepreneur applications	Q1 2012	D/Justice / INIS
	Put in place application process, forms, fee structure etc.	Q1 2012	D/Justice / INIS
	Launch Programme	Q1 2012	D/Justice / INIS
	Finalise investment bond arrangements with NTMA	Q2 2012	D/Justice / INIS
	Commence taking applications	Q2 2012	D/Justice / INIS

6 Developing Employment Initiatives within the Community

6.1	The organisation of workshops and initiatives at regional/local level to identify ways to stimulate domestic demand and galvanise community action, building on successful models (e.g. Buy local, Buy Irish, Local Heroes, Getting Irish Business Online). The Government will assist in implementing ideas generated, where appropriate.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Organise and host workshops	Ongoing	Chambers of Commerce / Retail representatives / Local Authorities / Industry champions
	Collate proposals to develop or proliferate successful models	Q4	DJEI

6.2	The organisation of Jobs Fairs around the country, to bring together local businesses and jobseekers to highlight available jobs and match them with jobseekers.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Organise and host first series of Jobs Fairs	Ongoing	Chambers of Commerce / local employers / local enterprise supports / Dept. of Social Protection / Third Level Institutes/ enterprise agencies
	Assess outcomes of first series and roll out second series, amended as necessary.	Q4 2012	Chambers of Commerce / local employers / local enterprise supports / Dept. of Social Protection / Third Level Institutes / enterprise agencies

6.3	Initiatives by companies committed to Corporate Social Responsibility, particularly in the provision of employment opportunities to more marginalised groups in the community.	Ongoing	Business in the Community Ireland, Chambers Ireland
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6.4	The introduction, in the enterprise sector, of a Prompt Payments Charter, to improve cash-flow between businesses.	tbc by industry	Business representative bodies
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6.5	Develop a new sectoral strategy to promote employment, and support local enterprise by Local Government, to include measures in the area of business charges, local enterprise and business support arrangements, procurement support, local development and community based initiatives, the Green Economy and local government participation in employment support schemes. These measures will complement, and assist in the delivery at a local level, of other actions set out in this Action Plan.		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Establish Strategy Working Group	Q1 2012	D/EC&LG, Local Authorities, DJEI
	Publish draft strategy for consultation	Q2 2012	D/EC&LG, Local Authorities, DJEI
	Finalise and implement Strategy	Q3 2012	D/EC&LG, Local Authorities, DJEI

6.6	Align community-based endeavour with local government with a view to improving delivery of services to citizens at local level, achieving greater efficiency and effectiveness and enhancing the role of Local Authorities in the delivery of local and community development programmes and functions. The supports for business from both the Local and Community Development sector and local government will be re-configured to bring about maximum coherence at local level.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Implement the key recommendations of the report of the Department's Alignment Steering Group through ongoing engagement with Local Government, Local Development Companies and other stakeholders, and through monitoring and evaluating the relevant Programmes.	Ongoing 2012	D/EC&LG, Local Authorities

6.7	Commission a report on the potential of social enterprise to create jobs, with a view to completion by end 2012. The report will identify the actions required, in funding, procurement, etc, by Government and other relevant bodies and agencies to create jobs in this sector. It will examine potential initiatives in this area (e.g. a Micro-Working Initiative) and will be prepared with particular reference to the European Commission's Social Business Initiative and associated funding.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Project scoping and initial research	Q1 2012	Forfás
	Consultation process, detailed research	Q3 2012	Forfás
	Submission of Report to Minister for Enterprise, Jobs and Innovation	Q4 2012	Forfás

6.8	Ensure that the goals of the Local and Community Development Programme (i.e. to increase access to formal and informal educational, recreational and cultural activities and resources, and increase people's work readiness and employment prospects) continue to provide support for enterprise start-ups.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish the impact of enterprise supports provided by the Programme, through a national evaluation.	Q4 2012	D/EC&LG, Pobal, Local Development Companies)

6.9	Continue to support job creation in rural communities through the Rural Development Programme concentrating primarily on the provision of direct support for the generation and development of enterprise ideas and initiatives and the provision of support for initiatives that facilitate the development of sustainable rural communities		
	Steps Necessary for Delivery	Timeline	Responsible body
	Ensure that the Programme continues to focus on enterprise generation and development in rural communities.	2012	D/EC&LG, Local Action Groups

6.10	Deliver a new round of the Sports Capital Programme (SCP) in 2012.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Finalise application form and terms and conditions for new round of the SCP	Q1 2012	DTTS
	Advertise new round of the SCP	Q1 2012	DTTS
	Assess applications and recommend allocations to Minister	Q3 2012	DTTS
	Allocations made. Successful and unsuccessful applicants informed	Q3 2012	DTTS

6.11	Examine the potential to establish a national Community Investment Fund to support matching co-funding to encourage involvement of all sections of society to create employment. Resources would be allocated on a competitive basis with funds given to the best projects. As one to one matching private/community resources would be a condition of this fund, it would directly leverage direct expenditure.	Q4 2012	Relevant State Bodies
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6.12	Introduce legislation aimed at easing the regulatory burden on co-operative societies and making it easier to start up and run a co-operative as an alternative form of enterprise organisation. This legislation will address particular problems which have been identified in the co-operative sector, and will help ensure that this model can thrive and grow to its potential.	Q4 2012	DJEI
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6.13	Establish a new Community Enterprise Development Programme for the maintenance or establishment of a strong business development function in the Community Enterprise Centres funded by Enterprise Ireland. This will see up to 30 centres benefit from a full-time business development function, providing a 50% grant towards eligible costs or €50,000 over two years.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Target 30 Centres for new Community Enterprise Development Programme	Q4 2012	DJEI
	Provide full-time business development function, 50% grant towards eligible costs or €50,000 over two years	Q42012	DJEI

7. Exploiting Sectoral Opportunities

7.1 Manufacturing

		Timeline	Responsible body
7.1.1	The Government will articulate its clear commitment to manufacturing in Ireland and elaborate on the range of initiatives and supports that will be put in place to demonstrate this commitment.	Q2 2012	DJEI
7.1.2	Establish a Manufacturing Development Forum (MDF) to assist the Government in identifying the needs of manufacturing enterprises and to progress a transformation agenda in this area.	Q2 2012 and ongoing thereafter	DJEI / Forfás with EI / IDA / SFI
7.1.3	Seek new investment into manufacturing. IDA Ireland will continue to attract new investment into manufacturing, particularly in growth areas identified; the other enterprise development agencies will support new indigenous start-ups and will seek to maximise the employment in Ireland from indigenous enterprises with global operations.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Agenda mapped out in earlier sections of Action Plan (See Sections 1 to 6)		
	In addition: <ul style="list-style-type: none"> Tailor sector specific marketing propositions to support on-going promotion to attract new manufacturing investments 	Q4 2012	IDA

	<ul style="list-style-type: none"> Identify barriers to start-ups undertaking manufacturing in Ireland and identify what actions are needed to address them 	Q4 2012	EI
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7.1.4	<p>Work actively with existing indigenous and overseas manufacturing enterprises to support a transformation agenda aimed at technology deepening and productivity growth. IDA Ireland and Enterprise Ireland have a range of programmes in place to assist enterprises with this transformation. We will complete evaluations of all agency programmes and schemes to ensure that they are adequately addressing the needs of today's manufacturing businesses.</p>		
	Steps Necessary for Delivery	Timeline	Responsible body
	Agenda mapped out in earlier sections of Action Plan (See Sections 1 to 6)		
	<p>In addition:</p> <ul style="list-style-type: none"> Complete evaluation of agency programmes and schemes and draw out lessons for tailoring interventions 	Q4 2012	DJEI / Forfás / IDA / EI / SFI
	<ul style="list-style-type: none"> Scope the population of manufacturing firms that fall outside of the agency remit – and assess the potential for uptake of lean/six sigma/other productivity related interventions 	Q4 2012	Forfás / IDA / EI

7.1.5	<p>Examine financial supports for manufacturing in the context of negotiations on EU State Aids. Ireland will seek to put in place the optimal arrangements for support of the manufacturing sector in negotiations at European level.</p>		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>In addition:</p> <ul style="list-style-type: none"> Coordinate the development of national position for negotiation on EU State Aid Guidelines for use by all Departments/agencies 	Q4 2012	DJEI

7.1.6	Undertake a detailed assessment of manufacturing skills needs and use the new structures for training and skills development to address both the immediate needs of the manufacturing sector and to anticipate the longer term needs of the sector	Q4 2012	DJEI / Forfás / EGFSN
7.1.7	Evaluate the supports provided for in-company research and innovation and fine-tune the supports offered based on this review. We will also target investment in higher education and other public research into areas of direct relevance to the enterprise base including the needs of manufacturing enterprises. Advanced manufacturing will be specifically addressed in implementing the Government's priority research areas.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Complete an evaluation of RD&I programmes and identify modifications required (if any)	Q4 2012	DJEI / Forfás / IDA / EI
	Focus Government investment in publicly performed R&D towards sectors of strongest export and employment potential in line with the recommendations of the Research Prioritisation Steering Group; tailor funding programmes accordingly.	Q4 2012	Research funders and Prioritisation Action Group
7.1.8	Develop a long term vision for the manufacturing sector and put in place a strategic plan that will help to realise this vision. The Manufacturing Development Forum will be instrumental in this regard.	Q4 2012	DJEI / Forfás

7.2 Health/Lifesciences

7.2.1	Deliver a Health Innovation Hub to drive collaboration between the health system and commercial enterprises leading to the development and commercialisation of new healthcare technologies, products, services and start-ups emerging from within the health system and/or firms.		
	Steps Necessary for Delivery	Quarter by which completed	Responsible body
	DJEI and D/Health to designate “go-to” person to address barriers	Q1 2012	DJEI / D/Health
	Designate a Project Team with a representative from each of Enterprise Ireland, IDA, SFI, HSE, D/Health and DJEI to guide the process	Q1 2012	DJEI / D/Health
	Set up Business Unit with reassigned personnel tasked with operationalising the Centre	Q2 2012	EI, IDA, SFI, HSE
	Establish a Demonstrator Project	Q2 2012	EI, IDA, SFI, HSE

7.2.2	Enact a Health Information Bill to support a conducive environment for health research in Ireland; this will streamline the ethics approval process for health research not governed by statutory regulation and EU law; the Bill will also provide a legal framework for the introduction of an individual patient identifier.		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>The Health Information Bill will:</p> <ul style="list-style-type: none"> ▪ Streamline the ethics approval process – providing clarity to industry around timelines & cost etc; ▪ Enable a national system of Unique Patient Identifiers to be established – supporting clinical research and population health studies; and ▪ Support population coverage for important health registers which can be an invaluable source of statistical and related data for health research. 	Q4 2012	D/Health

7.2.3	Support the development of Ireland as a Global Centre of Excellence for the Medical Device industry by providing a local high-quality, wide-scope, responsive CE mark certification service.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Provide a high-quality, wide scope, responsive CE mark certification service to the medical device industry in Ireland	Q1 2012	NSAI
	Support the enterprise development agencies and the medical profession in developing a full service support infrastructure in Ireland for medical device manufacturers and designers	Ongoing 2012	NSAI
7.2.4	Undertake preparatory actions for the design and establishment of new research centres in the areas of Pharmaceutical Production, Medical Devices and Connected Health.	Q4 2012	EI/IDA
7.2.5	Where Government funding of health research supports specific areas of opportunity for Ireland, it will focus on areas including manufacturing/ formulation of pharmaceutical products, medical devices, medical diagnostics and other medical technologies and Food for Health/Nutraceuticals.	Q4 2012	Research funders and Prioritisation Action Group
7.2.6	Prepare a detailed implementation plan for the development of a national biobanking structure.	Q3 2012	D/Health

7.2.7	Review Section 42 of the Patents Act 1992 with the aim of clarifying research actions that do not constitute patent infringement under Irish law in order to maintain and attract high value added Bio-pharmaceutical investment.		
	Steps Necessary for Delivery	Timeline	Responsible body
	<p>The aim of the review is to clarify the existing legislation in order to improve Ireland's competitiveness in attracting innovation investment by:</p> <ul style="list-style-type: none"> ▪ Removing the risk of patent infringement associated with R&D resulting in a cost saving for innovator companies; ▪ Aligning it with existing research exemptions within other European countries like Germany, Switzerland and France; and ▪ Providing more clarity compared to exemptions in European countries like the UK, Belgium, Netherlands and Sweden which have similar existing exemptions to Ireland. 	Q4 2012	DJEI

7.3 The Green Economy

7.3.1	Publish and implement a new Plan for the Development of the Green Economy, setting out the opportunities in the sector, the role that Government will play in working with enterprise to support the development of the Green Economy, and the structures that will be put in place to coordinate cross-Government action to accelerate growth.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Develop plan setting out policy framework in consultation with Stakeholders including enterprise, relevant Departments and Agencies.	Q3 2012	DJEI / DoECLG / DCENR
	Publish plan including timelines for implementation and assigning responsibility for actions.	Q3 2012	DJEI / DoECLG / DCENR

	Monitor implementation of plan and report periodically.	Q4 2012 and ongoing	DJEI / DoECLG / DCENR
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In the context of the green economy Action Plan the Government will:			
	Steps Necessary for Delivery	Timeline	Responsible body
7.3.2	Implement the Green Public Procurement Action Plan to promote the development of a market for green products and services.	Q4 2012	D/EC&LG
7.3.3	Support the development of new products in the Green Economy and identify markets for these products.	Ongoing 2012	EI / IDA
7.3.4	Target FDI opportunities in the green economy including the manufacturing, assembly and testing of products/solutions in renewable energy, smart grids, water management and wastewater treatment and electric vehicles.	Ongoing 2012	IDA
7.3.5	Deliver the Industry led International Energy Research Centre with a focus on demand side energy efficiency.	Q4 2012	EI / IDA / DJEI / DCENR
7.3.6	Seek to attract a new range of "green" related financial products and services to Ireland.	Ongoing 2012	IDA
7.3.7	Support clustering and other industry-led initiatives to increase collaboration between and among Irish companies and multinationals, including sub-supply to the offshore energy industry, support for research agendas in aspects of the green economy and support for convergence opportunities in niche areas such as water and wastewater treatment and energy management.	Ongoing 2012	EI / IDA / SEAI
7.3.8	Based on the outcome of the National Research Prioritisation Exercise, focus public investment in research and development so as to build critical mass in a number of areas of direct relevance to the Green Economy, including marine renewable energy, smart grids and smart cities.	Q4 2012	Research funders and Prioritisation Action Group

7.3.9	Develop a brand to communicate Ireland's strengths and reputation for green goods and services internationally.	Q4 2012	All relevant Departments / EI / IDA
7.3.10	Develop niche markets in Green tourism and food, by developing and promoting standards such as the Green Hospitality Award and other initiatives.	Ongoing 2012	DAFM / DTTAS / Fáilte Ireland / EI
7.3.11	Facilitate the development by Dublin City University of the vacant former Enterprise Ireland site in Glasnevin into an internationally-recognised "Innovation Campus", involving a partnership of education and research institutions, enterprise and the semi-state sector. Its focus will be on research-active Cleantech firms		
	Steps Necessary for Delivery	Timeline	Responsible body
	Draft, agree and sign lease between Enterprise Ireland and DCU including milestones and targets	Q3 2012	DJEI
	Monitor implementation of milestones and targets	Ongoing thereafter	DJEI
7.3.12	Invest €76m in the Better Homes Scheme during 2012, supporting at least 4,500 jobs in the retrofitting of homes.	Q4 2012	DCENR / SEAI
7.3.13	Develop a Pay As You Save (PAYS) scheme which allows consumers to finance energy upgrades directly through the energy savings generated. Roll-out will be developed in light of comprehensive consultation with all stakeholders and will aim to continue supporting jobs in green construction and retrofit.	Q4 2012	DCENR / SEAI

7.4 Agri-food Production

7.4.1	Promote 'co-opetition' projects within the food industry, encourage B2B business and facilitate mentoring by larger food companies of smaller companies.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Identify SMEs interested in a co-opetition projects (target 10 projects)	Q2 2012	Bord Bia supported by EI
	Hold three Regional Food Showcases in 2012	Q3 2012	Bord Bia / DAFM supported by EI

7.4.2	Ensure completion of industry projects awarded aid under the Dairy, Beef and Sheepmeat Funds and ensure the implementation of a range of additional major company expansion projects approved over the last 24 months.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Work with dairy sector clients to progress 10 projects in 2012	Q4 2012	EI
	Work with meat sector to progress 13 projects during 2012 and 2013	Ongoing 2012	EI
	Implement range of major company expansion projects already approved	Ongoing 2012	EI

7.4.3	Attract graduate talent into marketing roles within the food industry in line with the targets set out in Food Harvest Milestones for the Bord Bia Marketing Fellowship, Alumnus and Food Graduate Marketing Programmes.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Commence second module for first cohort (13 places) of Food Marketing Graduate programme	Q1 2012	Bord Bia

	Recruit and commence second cohort (25 places) of Strategic Growth Programme	Q1 2012	Bord Bia
	Recruit 25 Fellows and secure client assignments for 4th Marketing Fellowship cohort	Q2 2012	Bord Bia

7.4.4	Work closely with the industry to develop their plans to deal with the increasing supply of raw material projected in Food Harvest 2020 and support the development of increased scale and value added processing.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Engage with key dairy industry players to identify the optimum capability to meet the projected growth in milk volumes.	Q4 2012	EI
	Deliver roadmaps setting out the technological performance, research and advisory actions needed to help achieve 2020 primary production targets	Q4 2012	Teagasc
	Continued development of Greenfield Dairy and expansion of BETTER Farm Programmes to allow for planned and sustainable increases in production	Q2 2012	Teagasc

7.4.5	Drive the technology capability of the industry, and progress the establishment of further industry and third-level research collaborations in the food sector, taking into account the outcome of the National Research Prioritisation Exercise.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Progress the establishment of further industry-led research collaborations in the food sector	Q3 2012	EI
	Collaborate with Irish Dairy Board on development of 2 new branded milk based consumer products	Q3 2012	Teagasc
	Develop a new research programme with the meat industry to increase the value of waste streams in the sector	Q4 2012	Teagasc

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7.4.6	Review the Food for Health Ireland collaborative research centre and develop plan for future support	Q3 2012	EI
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7.4.7	Implement incentives and measures to improve skills, farm structure and scale set out in Budget 2012.		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Encourage take up of Budget 2012 provisions on farm partnerships by delivering action research and promotional activities	Q3 2012	DAFM / Teagasc
	Deliver new training initiatives on foot of Food Harvest 2020 and the Dairy Activation Group roadmap	Q4 2012	Teagasc

7.4.8	Progress the development/licensing of large scale offshore finfish aquaculture sites in line with the road map set out in Food Harvest 2020 Milestones report		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Submit first deep sea aquaculture licence application with companion EIA	Q1 2012	BIM with technical advice from MI
	Final determination on licence application	Q4 2012	BIM / DAFM

7.4.9	Involve more food businesses in the Teagasc Food SME Technology Support Programme which targets start-up companies, growing enterprises and artisan food producers.		
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	Steps Necessary for Delivery	Timeline	Responsible body
	Run an intensive campaign to promote the programme using industry-research data base, food events and other activities	Q1 2012	Teagasc / EI

7.4.10	Win additional foreign investment from multinational food companies and assist food multinationals already in Ireland to win more projects.	Q4 2012	EI / Teagasc / DAFM / DJEI
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7.4.11	Research, map and add to the food incubation space potentially available in industry and State agencies for use by existing and new food entrepreneurs		
	Steps Necessary for Delivery	Timeline	Responsible body
	Undertake review of incubation space available	Q2 2012	EI / Bord Bia
	Teagasc to construct three Customer Units linked to Moorepark facility by 2014	Ongoing	Teagasc

7.4.12	Complete DAFM, Enterprise Ireland and Bord Bia scoping exercise on the market potential for delivery of new food and nutritional products and models of service to older people.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish Taskforce	Q2 2012	DAFM
	Identify gaps in Irish research capacity, scope pilot projects, examine trends in Ireland, Europe, Asia etc.	Q2 2012	DAFM / Bord Bia, Enterprise Ireland
	Finalise scoping study	Q2 2012	DAFM / Bord Bia / EI

7.4.13	Create over 150 jobs in the seafood sector by 2014 through the expansion of 18 seafood processing companies with investment supported by grant aid from BIM.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Project completion and technical validation	Q4 2012	BIM

7.4.14	Run a number of business market development ventures, including two significant projects in 2012		
	Steps Necessary for Delivery	Timeline	Responsible body
	Follow up on Marketplace International event enabling more than 150 Irish food companies meet almost 500 trade buyers	Q1 2012	Bord Bia
	Conduct consumer testing of 35 new product or brand repositioning projects under the foresight4food programme	Q4 2012	Bord Bia
	Rollout a schedule of food and drinks Trade Missions/Fairs to US, China, Russia, Middle East and EU	Q4 2012	Bord Bia / EI / DFAT / Export Trade Council

7.4.15	Achieve Food Harvest 2020 milestone targets for participation in Enterprise Ireland's Lean services and the Leadership4Growth CEO Programmes for food companies.		
	Steps Necessary for Delivery	Timeline	Responsible body
	EI working with companies to achieve by 2013 increased take-up of Lean Programme (90 companies) and Leadership for Growth (50 CEOs)	Q4 2012	EI / DAFM

7.4.16	Ensure continued industry participation in the implementation and review of the strategic research agendas (SRA) for food and primary agriculture - Food Research Ireland and Stimulating Sustainable Agricultural Production through Research and Innovation (SSAPRI)		
	Steps Necessary for Delivery	Timeline	Responsible body
	Continued operation of DAFMs research groups	Ongoing	DAFM

7.4.17	Fund further collaborative inter-institutional research in line with Food Research Ireland and SSAPRI, to help underpin the sector and deliver the growth targets in Food Harvest 2020		
	Steps Necessary for Delivery	Timeline	Responsible body
	Implement research Calls under FIRM, Stimulus & CoFoRD as required	Q4 2012	DAFM

7.5 ICT Hardware and Software

7.5.1	Implement the Action Plan on ICT Skills to address the skills needs of ICT and related sectors.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Pursue upskilling and conversion actions to increase the domestic supply of high-level skills over the period 2012-2014 including maximising the uptake of Springboard ICT programmes, Job-bridge National Internship Programme, and introducing a Higher Diploma Level 8 Conversion Programme;	On-going 2012	DES
	Pursue actions to improve retention rates on undergraduate ICT programmes. This includes the promotion of alternative ICT related progression pathways for students;	On-going 2012	DES
	Pursue actions to increase the mathematical proficiency of students at secondary level including further roll-out of Project Maths, professional development opportunities for teachers and the implementation of a new National Numeracy and Literacy Strategy;	On-going 2012	DES

	Pursue actions to ensure that higher education programmes in ICT are aligned to changing needs including the establishment of a high level ICT Foresight Group to strengthen further the dialogue between key industry and HEI decision makers;	On-going 2012	DES
	Pursue actions to increase the number of students with good maths skills into ICT undergraduate programmes through a range of awareness initiatives that will complement the introduction of bonus points for maths from Sept 2012.	On-going 2012	DES

7.5.2	Invest in 100mbps broadband connectivity for second level schools as an enabler for eLearning and enhancing digital skills for school leavers		
	Steps Necessary for Delivery	Timeline	Responsible body
	Connect first 200 schools	Q3 2012	DCENR / DES / HEAnet
	Roll out programme to connect all schools by end 2014	Ongoing to end-2014	DCENR / DES / HEAnet

7.5.3	Support an enterprise-led International Digital Services Centre (IDSC) which will create a physical and virtual cluster of digital services companies in Ireland to be a vibrant environment where the digital content and technology communities converge to create, grow and build new business opportunities; Establish an IDSC Implementation Group to align state agencies towards a singular vision of creating the optimal business environment for International Digital Services	Q4 2012	D/Taoiseach
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7.5.4	Support the innovation and competitiveness agendas of the indigenous ICT sector through programmes including Innovation Partnerships and Lean Programmes to ensure that they can compete effectively both domestically and internationally	Q4 2012	EI
7.5.5	Increase the quantity and quality of ICT related start-ups through initiatives such as the Competitive Start Fund and the Internet Growth Acceleration Programme	Q4 2012	EI
7.5.6	Support industry-led clustering initiatives around existing key sectors notably Finance, Telecommunications and e-Learning as well as emerging clusters in Security and Games and support companies in implementation of “new software economy” business models focussed on Cloud Computing, Software as a Service (SaaS), Internet and Social Media Applications including Games.	Ongoing 2012	EI / IDA / SFI / DHDA
7.5.7	Work with the existing clusters of world class ICT hardware and software companies already established in Ireland through IDA Ireland’s Client Development Programme to continually up-grade and transform their operations to meet the changing needs of the sector globally	Q4 2012	IDA
7.5.8	Identify and target major companies and activities through IDA Ireland’s ICT Global Marketing Team with a view to attracting new MNCs to establish operations in Ireland	Q4 2012	IDA

7.5.9	<p>Based on the outcome of the National Research Prioritisation Exercise, focus Government investment in ICT-related research into areas that most directly link to the research and innovation agendas of the indigenous and foreign-owned enterprise base in Ireland including support for:</p> <ul style="list-style-type: none"> ▪ Data Analytics, Management, Security and Privacy; ▪ Future Networks and Communications; ▪ Digital Platforms, Content and Applications; and • Enabling technologies such as nanotechnology, microelectronics, photonics and software engineering. 	Q4 2012	Research funders and Prioritisation Action Group
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7.6 Cloud Computing

7.6.1	Progress the Cloud Computing Strategy for the Public Service - Centre for Management and Organisational Development to bring the strategy to Government for consideration and approval.	Q1 2012	DPER (CMOD)
7.6.2	Examine the potential for demonstration projects in cloud computing to promote Ireland as a centre of excellence for this technology, provide a reference site for Irish companies, while potentially lowering costs and improving services	Q4 2012	DJEI / EI / IDA
7.6.3	Deliver a Cloud Computing Technology Research Centre in order to support an industry-led research and innovation agenda in this area		
	Steps Necessary for Delivery	Timeline	Responsible body
	Undertake needs assessment and invite bids to host centre	Q2 2012	EI / IDA
	Award centre based on proposals	Q3 2012	EI / IDA
	Establish the Centre and stimulate engagement by firms	Q4 2012	EI / IDA
7.6.4	Support industry groups (e.g. Irish Internet Association) to develop and deliver a practical tool kit to assist SMEs in assessing the adoption of Cloud Computing for their business	Q4 2012	Enterprise agencies

7.6.5	Support research groups in areas of relevance to exploitation of cloud computing, such as semantic web and financial stock analytics, through for example support for the Digital Enterprise Research Institute (DERI). In other areas, such as middleware, information security, distributed computing, researchers are furthering research in this area with direct application in the cloud computing context.	Q4 2012	Research Funders including SFI / EI
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7.6.6	Ensure that ICT Skills Action Plan incorporates needs associated with development of Cloud Computing in Ireland	Q4 2012	DES
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7.6.7	Develop a Cloud Computing Procurement Standard with industry experts through an NSAI Standards group (NSAI)	Q2 2012	NSAI
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7.7 Digital Games

7.7.1	Establish a Clustering Development Team to support the implementation of actions called for in the Forfás Games Strategy including those below.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish governance arrangements for the cluster; appoint Chair and members	Q2 2012	DJEI / Forfás with enterprise agencies and industry
	Prepare implementation agenda with specific actions and performance metrics	Q3 2012 and ongoing thereafter	Forfás with enterprise agencies and industry

7.7.2	Convene an R&D supports workshop to promote awareness about available R&D supports and issue an enterprise friendly guide on R&D tax credits to include examples of relevance to games companies.	Q4 2012	EI / IDA Ireland
7.7.3	Support industry in working with third level institutions to introduce a pilot game development/publishing 'hothouse' initiative for undergraduate and Post Leaving Certificate courses. The initiative will bring together, in multi-disciplinary teams, students from games, multimedia and animation courses (from a range of participating PLC and third level colleges) to work together on a game development project for a defined period. Each of the teams will receive mentor support from industry practitioners.	Q4 2012	Clustering Development Team with industry
7.7.4	Undertake a feasibility study to examine what structures and policies could be developed to make Ireland a world centre for managing and trading in intellectual property. Complete the report of the Copyright Review Committee on barriers to innovation.	Q4 2012	DJEI / D/Justice
7.7.5	Assess the case for a new financial instrument/relief to incentivise creative content development	Q4 2012	DJEI
7.7.6	Progress measures in relation to Next Generation Broadband (see Section 1)	See Section 1	See Section 1

7.8 Tourism

7.8.1	Support competitiveness of the Irish tourism offering, through minimising the costs of doing businesses, state imposed costs and regulatory burdens and ensuring the quality of the product is maintained by supporting enterprises and improving e-capability.	Q4 2012	DTTS / Fáilte Ireland
7.8.2	Target capital investment in public tourism product and infrastructure under the €21m capital budget available to Fáilte Ireland	Q4 2012	Fáilte Ireland
7.8.3	Develop tourism products/activities where Ireland can gain comparative advantage (e.g. in food, culture, activity breaks, events and festivals), including securing major sports events and conferences for Ireland	Q4 2012	DTTS / Fáilte Ireland / Bord Bia
7.8.4	Maintain the offer to abolish the remaining Air Travel Tax of €3 subject to acceptable commitments from the carriers to additional inbound flights.	Ongoing	D/Finance / DTTS
7.8.5	Use the Tourism Marketing fund of €40m to support international marketing and advertising programmes, focusing on the four core source markets (GB, US, Germany and France) essential to sustaining employment in the sector	Q4 2012	DTTS / Tourism Ireland / Fáilte Ireland

7.8.6	Advance promotion and preparations for “The Gathering 2013” - a year long programme of events, festivals and gatherings driven by arts, sports, business and community groups and supported by the Tourism Agencies		
	Steps Necessary for Delivery	Timeline	Responsible body
	Finalise core financial and other resource requirements	Q1 2012	Fáilte Ireland / DTTS
	Launch nationally and internationally	Q1 2012	Tourism Ireland / Fáilte Ireland
	Promote participation across Ireland	Q4 2012	Fáilte Ireland
	Plan and develop events in Ireland as part of Gathering 2013	Q4 2012	Fáilte Ireland / local and national bodies
	Promote Gathering 2013 internationally	Q1 2012-Q4 2013	Tourism Ireland
	Deliver events attracting additional visitors	Q1-2013-Q4 2013	Fáilte Ireland along with local and national bodies

7.9 International Financial Services

7.9.1	Support the implementation of the Strategy for the International Financial Services in Ireland as adopted by the Government	Ongoing 2012	Cross-departmental / cross agency
7.9.2	Systematically identify and engage with those existing client companies within the IFS portfolio (150 companies / 250 operations) that have the best potential to deliver the maximum number of new jobs	Q4 2012	IDA

7.9.3	Target those segments of the industry and the associated top companies that are showing signs of growth and a capacity for international expansion	Q4 2012	IDA / EI
7.9.4	Focus on winning investment opportunities in activities that have high job creation potential. IDA will establish a Global Institution Group within its Financial Services Division to explicitly target these very large groups with a view to winning projects of scale	Q1 2012	IDA
7.9.5	Identify large, global financial services groups that are restructuring their operations in response to the challenges facing the sector and offer Ireland as a high quality, cost-effective and sustainable location with the skill sets directly aligned with their needs. The Global Institution Group referenced in the recommendation above will be relevant here also.	Q1 2012	IDA
7.9.6	<p>IDA will work with stakeholders (both public and private) across the system on a number of strategic initiatives that can create new employment opportunities in the medium term. These are as follows:</p> <ul style="list-style-type: none"> ▪ Clearing and Settlement / Post Trade Services; Green Finance; Islamic Finance; ▪ Progress the recent joint venture announced between IDA Ireland and the Irish Funds Industry Association (IFIA) whereby IDA's overseas office network and staff will be used more proactively to market Ireland as a funds domicile and servicing centre with IFIA providing training and a network of subject matter experts 	Ongoing 2012	IDA

	<p>to support IDA's marketing work;</p> <ul style="list-style-type: none"> Further develop the relationship with IFSC Ireland in terms of marketing and promotion of Ireland as a jurisdiction for high quality international financial services activities. 		
7.9.7	Promote Ireland as International Centre of Excellence in Payments, and continue development of the Financial Services Technology Centre focusing on Governance, Risk and Compliance	Ongoing 2012	EI / IDA
7.9.8	Promote Ireland as an intellectual property jurisdiction in relation to the International Financial Services sector	Ongoing 2012	IDA
7.9.9	Provide support to Irish HEIs to commercialise research projects in International Financial Services.	Ongoing 2012	EI
7.9.10	Increase the number of High Potential Start-Up projects including projects from overseas entrepreneurs	Ongoing 2012	EI
7.9.11	Engage and consult with industry to enhance the tax framework, including through the annual Finance Bill process, in particular to facilitate areas where Ireland can gain first-mover advantage in developing sustainable business lines.	Q4 2012	D/Finance / Revenue Commissioners

7.9.12	The Central Bank and relevant Government departments will consider and consult with industry, other stakeholders and one another in respect of the effects of new regulation on the financial services sector and the broader economy and any potential overlap between new measures and related existing requirements	Q4 2012	Cross-departmental / Cross-agency
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7.9.13	Based on the outcome of the National Research Prioritisation Exercise, invest in research and development which can drive innovation in services including financial services.	Q4 2012	Research funders and Prioritisation Action Group
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7.10 Business Process Outsourcing/Shared Services

7.10.1	Target and secure additional investments from leading global corporations and high growth companies in proprietary and outsourced centralised business process and shared services activities	Q4 2012	IDA
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7.10.2	Work with indigenous companies to improve their international tendering capability and promote the usage of new technologies in BPO solutions	Q4 2012	EI
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7.10.3	Work with existing firms through transformational change initiatives: innovation in business process, business models, technologies, productivity enhancements, re-skilling and up-skilling	Q4 2012	EI
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7.10.4	Capitalise on the significant job creation opportunities in the Business Process Outsourcing area, targeting outsourcing opportunities in Ireland and overseas to sustain existing jobs and create new jobs.	Q4 2012	EI
7.10.5	In line with the Programme for Government, identify further potential non-core activities suitable for external service delivery which could in turn offer opportunities for Irish based BPOs	Ongoing 2012	All Government Departments
7.10.6	Work with networks and associations (e.g. Shared Services Forum, CCMA) to support the development of the sector to ensure leading edge best practice is disseminated and that new emerging trends are identified to maximise and sustain employment	Ongoing 2012	IDA Ireland / EI

7.11 Education Services

7.11.1	Implement the actions contained in the International Education Strategy.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Continue roll-out of the new Education Ireland brand and marketing/promotion strategy, especially using social media	Q4 2012	DES / EI / Fáilte Ireland
	Enhancing performance through partnership and collaboration	Q4 2012	DES / EI
	Development of targeted and relevant international offerings for students	Q4 2012	DES

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	Strengthening our Networks of Influence	Q4 2012	DES / DFAT / EI
	Work directly with educational organisations to develop their capability	Q4 2012	HEIs

7.11.2	Establish a statutory Code of Practice and a Quality Mark (to be awarded to educational institutions that meet certain criteria) to provide the basis for quality assurance of education services provided to international students		
	Steps Necessary for Delivery	Timeline	Responsible body
	Passage of legislation and establishment of QQAAI	Q4 2012	DES
	Prepare for rollout of International Education Quality Mark in 2013	Ongoing 2012	DES / QQAAI

7.11.3	Strengthen promotion of the 'Education in Ireland' website (www.educationireland.ie) with priority market customisation.	Q3 2012	EI
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7.11.4	Undertake range of initiatives including direct marketing campaigns to raise awareness of Ireland as an education destination	Q4 2012	EI / Fáilte Ireland / Tourism Ireland
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7.11.5	Undertake a number of education missions and events in 2012 (e.g. India, China, Malaysia, Saudi Arabia, US, Brazil).	Q4 2012	DES / EI / Fáilte Ireland / Tourism Ireland
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7.11.6	Establish an Agent programme to develop markets in China and Russia	Q4 2012	EI
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7.11.7	Work with the relevant institutions/providers to increase their capability and potential to attract international students	Ongoing 2012	EI / HEA / Fáilte Ireland
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7.11.8	Continue the process of immigration reform in support of the International Education Strategy		
	Steps Necessary for Delivery	Timeline	Responsible body
	Review effectiveness of new student immigration regime implemented in 2011 and make further changes as required.	Q4 2012	D/Justice / INIS

7.12 Construction

7.12.1	Support the revival of the property, construction and development sector through the reduction in stamp duty rate for commercial property from 6% to 2%, and the introduction of a Capital Gains Tax incentive for property purchased to the end of 2013 and held for at least seven years.	Ongoing 2012	D/Finance
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7.12.2	Support construction and related companies with international ambition to expand presence in key geographic territories and target project opportunities in emerging markets in the Middle East and Africa	Q4 2012	EI
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7.12.3	Target international market opportunities through a range of channels (including Government, major contractors, utilities) and support companies with international ambition to participate in management development initiatives including Management 4 Growth, Excel at Export Selling	Q4 2012	EI
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7.12.4	Develop, in consultation with stakeholders, a national strategy for the construction sector to 2015 outlining the opportunities, challenges and actions needed to realise the potential of the sector, to retain expertise in Ireland and to continue to develop capabilities over coming years and to contribute to the development of a cluster development initiative for the sector		
	Steps Necessary for Delivery	Timeline	Responsible body
	Agree Terms of Reference with Consultative Group representing stakeholders	Q2 2012	Forfás / DJEI
	Complete development of national strategy for construction	Q4 2012	Forfás / DJEI

7.12.5	Review the apprenticeship model including costs, duration and demand with a view to providing an updated model of training that delivers the necessary skilled workforce to service the needs of a rapidly changing economy and ensures appropriate balance between supply and demand		
	Steps Necessary for Delivery	Timeline	Responsible body
	Initiate review of the apprenticeship model	Q4 2012	DES

7.12.6	Ensure that labour activation programmes continue to be aimed at enhancing the employability of the unemployed, reskilling, upskilling and keeping redundant workers/unemployed persons close to the labour market and are tailored specific to the needs of this cohort of unemployed		
	Steps Necessary for Delivery	Timeline	Responsible body
	The “Pathway to Work” approach will ensure regular and ongoing engagement with everyone on the Live Register to provide opportunities for work, education and training.	Ongoing 2012	DES / D/Social protection

7.12.7	Ensure that HEIs and other providers meet emerging and future skills needs of enterprise within the Green economy relevant to construction.		
	Steps Necessary for Delivery	Timeline	Responsible body
	To be undertaken in context of new system of strategic dialogue to align funding of higher education institutions to performance in the achievement of national objectives for system development and priorities in relation to skills development	Ongoing 2012	DES

7.12.8	Continue to support 4,500 jobs in the green energy economy, through retrofit grants programmes and other energy efficiency initiatives.	On-going 2012	DCENR
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7.13 Retail and Wholesale

7.13.1	Actions identified throughout the Action Plan will impact positively on the retail and wholesale sector, in particular our stated intention to:		
	Steps Necessary for Delivery	Timeline	Responsible body
	Support initiatives at regional/local level to identify ways to stimulate domestic demand and follow-up on ideas generated (e.g. Buy Local, Farmers Markets).	Ongoing 2012	DJEI
	Enact legislation to reform wage setting mechanisms.	Q1 2012	DJEI
	Simplify and extend the Employer Job (PRSI) Incentive Scheme.	Q1 2012	D/Social Protection
	Measures addressing access to finance e.g. assess the Credit Review Office to ensure SMEs are getting the support they need on bank lending.	Ongoing 2012	D/Finance
	Support management development networks and mentors for SMEs through Skillnets	Ongoing 2012	DES / Skillnets
	Actions to manage energy costs, e.g. ensure that subsidies for energy generation are cost effective and that enterprises are encouraged and enabled to improve energy efficiency.	Ongoing 2012	DCENR / SEAI / DJEI / Enterprise Agencies
	Actions encouraging all professionals supplying the business sector (accounting, taxation, legal, etc.) to provide price quotations in advance.	Q2 2012	DJEI / Government

7.13.2	Implement the following recommendations of the Advisory Group for Small Business for retail:		
	Steps Necessary for Delivery	Timeline	Responsible body
	Audit and review the multiplicity of licences required by businesses to assess the potential for discontinuing some licences and for amalgamating licences; this is aimed at reducing the Cost Burden of Regulations	Q3 2012	Forfás
	Introduce a Voluntary Code of Conduct on Payments within the private sector, with the aim of reducing payments terms from the current average of 70 days	Q3 2012	Business Representative Groups
	Make available an Official Notice regarding the Government's current 15 day Prompt Payment Practice, to support full compliance for all public sector bodies and agencies	Q1 2012	DJEI
7.13.3	In the context of the review of the retail planning guidelines as part of the EU/IMF Reform Programme, undertake an assessment of potential future scenarios for the structure and development of the grocery retail sector in Ireland and the potential economic and social impacts of increases in market share in the sector and policy requirements.	Q4 2012	Relevant State Bodies
7.13.4	Promote greater adoption of ICTs to promote competitiveness, enhance productivity and increase innovation capacity across client companies in the retail sector, particularly in the context of accessing international markets.	Ongoing 2012	Enterprise agencies

7.13.5	Support retail firms seeking to internationalise through Enterprise Ireland's Going Global and First Flight programmes		
	Steps Necessary for Delivery	Timeline	Responsible body
	Continue to support internationalising, eligible firms under Going Global	Ongoing 2012	EI

7.13.6	Introduce legislation to allow for the introduction of a statutory code of practice for grocery goods undertakings.	Q4 2012	DJEI
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7.13.7	Facilitate a national opportunities awareness campaign by major retail groups. This to involve exhibitions of products which are currently imported but which retailers believe could be produced in Ireland.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Facilitate awareness campaign	Q4 2012	DJEI

7.13.8	Provide funding from the Workplace Basic Education Fund for up-skilling workers in these sectors	Ongoing 2012	DES / SOLAS
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7.14 Arts, Culture and Creative Enterprise

7.14.1	Take actions as set out in the Creative Capital Report prepared by the Audiovisual Strategic Review Steering Group to double the value of the film and audiovisual sector by 2016 to over €1 billion, double employment to over 10,000 and increase cultural exports of Irish audiovisual production.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Work with the audiovisual industry to grow exports	Q4 2012	Irish Film Board
	Undertake a range of skills initiatives to address medium to long-term challenges for the sector	Q4 2012	Irish Film Board
	Leverage investment in data centres and cloud computing to create distribution and fulfilment opportunities for the digital content industries.	Q4 2012	Irish Film Board
7.14.2	Through Culture Ireland, maximise the business opportunities abroad for cultural and artistic businesses and enterprises by promoting Irish artists world-wide and showcasing our strengths in culture and creativity	Ongoing 2012	DAHG / IDA
7.14.3	Through Culture Ireland, undertake joint marketing activities with the enterprise development agencies to build 'brand Ireland' in this sector.	Ongoing 2012	DAHG / Enterprise agencies
7.14.4	Leverage the potential for language and roots tourism, working with Tourism Ireland, the National Archives of Ireland, Foras na Gaeilge and relevant partners	Ongoing 2012	DAHG / Tourism Ireland, National Archives of Ireland / Foras na Gaeilge and relevant partners

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7.14.5	Roll-out further cultural digitisation initiatives, in partnership with the private sector, in order to leverage our unique cultural offerings and bring them to a wider international audience	Q4 2012	DAHG
7.14.6	Through the Arts Council, support over 50 venues, approximately 200 festivals and 400 arts organisations in 2012, supporting employment in communities across the country, both directly through funding artists and organisations and indirectly in the tourism sector and the wider economy	Q4 2012	DAHG
7.14.7	Ensure continuity in the provision of heritage services nationally through an allocation of €48m for 2012	Q4 2012	DAHG
7.14.8	Invest in quality customer offerings through the National Cultural Institutions and regional cultural bodies and enterprises to enhance our overall tourism offering and to make Ireland a destination of cultural distinction for the cultural tourists globally	Q4 2012	DAHG

Table of Acronyms

BIM	Bord Iascaigh Mhara
CER	Commission for Energy Regulation
DAFM	Department of Agriculture, Food and Marine
DAHG	Department of Arts, Heritage and the Gaeltacht
D/EC&LG	Department of Environment, Community and Local Government
DES	Department of Education and Skills
DFAT	Department of Foreign Affairs and Trade
D/Finance	Department of Finance
D/Health	Department of Health
DJEI	Department of Jobs, Enterprise and Innovation
D/Justice	Department of Justice and Equality
DPER	Department of Public Expenditure and Reform
D/Social Protection	Department of Social Protection
D/Taoiseach	Department of the Taoiseach
DTTS	Department of Transport, Tourism and Sport
EGFSN	The Expert Group on Future Skills Needs
EI	Enterprise Ireland
EPA	Environmental Protection Agency
HEA	Higher Education Authority

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HEIs	Higher Education Institutions
IDA	IDA Ireland
INIS	Irish Naturalisation and Immigration Services
NCA	National Consumer Agency
NCC	National Competitiveness Council
NPRF	National Pensions Reserve Fund
NPS	National Procurement Service
NSAI	National Standards Authority of Ireland
OPW	Office of Public Works
SEAI	Sustainable Energy Authority of Ireland
SFI	Science Foundation Ireland
UnG	Údarás na Gaeltachta

