ACTION PLAN FOR JOBS

2013

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Key of Timeline Delivery Dates	
Q1	Step Necessary for Delivery will be delivered and/or reported on by the end of Q1
Q2	Step Necessary for Delivery will be delivered and/or reported on by the end of Q2
Q3	Step Necessary for Delivery will be delivered and/or reported on by the end of Q3
Q4	Step Necessary for Delivery will be delivered and/or reported on by the end of Q4
Ongoing	Step Necessary for Delivery is ongoing throughout 2013 and updates on progress will be reported on at the end of Q2 and Q4.

Disruptive Reforms

Disruptive Reform 1: Build on our existing enterprise strengths to make Ireland a leading country in Europe in "Big Data"

1	Establish a joint Industry-Government Big Data Task Force to progress the Disruptive Reform.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	DJEI, Forfás

2	Undertake an assessment of existing and planned initiatives across Government and the private sector that can contribute to Ireland's reputation as a leader in the areas of data analytics and Big Data.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Working with the Joint Industry Government Big Data Taskforce, Forfás/DJEI will collate information on significant initiatives in the area of data analytics and Big Data	Q3	Forfás, DJEI

3	In the context of assessment in 2, identify and commence at least 2 new pilot initiatives whereby data analytics will be employed to address specific challenges delivering economic impact and/or improved public services.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Based on Forfás/DJEI analysis Taskforce will identify pilot projects which should be progressed	Q3	Taskforce
	DJEI/Forfás to bring proposal to Government on two proposed pilot initiatives to seek necessary commitment and resources	Q3	DJEI, Forfás

4	Progress the development of Ireland's National Action Plan on Open Government Partnership (OGP)		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	DPER

5	Through the Department of Jobs, Enterprise & Innovation we will further develop a critical mass of research activity and scale in the area of "Data Analytics, Management, Security and Privacy" in line with Government's priority areas for R&D		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish and fund a major resource of scale, excellence and direct relevance to industry	Q1	DJEI and enterprise agencies
	Continue to fund research excellence in underpinning platform technologies and sciences of relevance to Data Analytics, Management, Security and Privacy through open competitive calls	Q1 and ongoing	SFI, EI, other research funders as appropriate
	Incorporate the Data Analytics, Management, Security & Privacy areas into careers promotions/awareness initiatives such as Smart Futures	Q1 and ongoing	SFI

6	Enterprise Ireland and IDA Ireland will establish an industry-led Technology Centre in Data Analytics, facilitating linkages between enterprise and academic research; identifying and addressing barriers to collaboration.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch of initial research phase	Q1	EI, IDA
	Launch hosting call for centre	Q3	EI, IDA
	Hosting approved and Centre established	Q4	EI, IDA

7	Take action to put in place an integrated national High Performance Computing (HPC) facility that will support Big Data/Data Analytics.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Jointly provide necessary support to sustain the Irish Centre for High-End Computing in 2013 via the Higher Education Authority	Q1	DJEI and DES
	Aim to maximise the synergies between ICHEC and other existing HPC service provision across the various higher education institutions, including support for Big Data/Data Analytics	Q4	DJEI, DES, HEA, ICT research funding agencies.

8	Complete mapping exercises to explore in detail links between enterprise and academic expertise in various applications of data analytics.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Building on the national research prioritisation exercise, identify and map the key enterprise and academic expertise for the core areas of Data Analytics, Management, Security and Privacy	Q2 and ongoing	EI, IDA, SFI
	Assess the current strategic research needs and gaps for each of the two core areas through liaison with IDA, EI and other agencies	Q2	EI, IDA, SFI

9	Provide funding for the platform science and technology areas underpinning data analytics.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue or extend funding of current research activity of excellence to meet needs or run a new thematic call for new areas of need (identified through 7 above)	Q1 and ongoing	SFI, EI, other research funders as appropriate
	Continue to fund research excellence in underpinning platform technologies and sciences of relevance to Data Analytics, Management, Security and Privacy through open competitive calls	Q1 and ongoing	SFI, EI, other research funders as appropriate

10	**NSAI to identify appropriate mechanisms whereby Ireland can help to lead standards development activities linked to areas of data analytics/Big Data prioritised by the enterprise sector in Ireland; mobilise enterprise involvement in the appropriate working groups.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Seek to join and actively participate in ISO IEC JTC1/WG5 on the technical management, scoping, and issue delineation of related ICT standardisation work	Q3	NSAI
	Focus Irish ICT formal standardisation activity on data analytics/ Big Data related expert groups and projects to support this disruptive reform	Q4	NSAI and Industry
	Invite further Irish based industry and public body participation in NSAI national ICT and JCT1 international expert groups in related fields	Q2	NSAI and Industry

11	**Undertake a detailed assessment of the demand for data analytics and related skills to build on existing estimates and to explore the precise qualifications required, map the skills needs against existing programmes and take action through existing mechanisms to address gaps between supply and demand**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete research and consultancy work	Q3	Forfás, EGFSN
	Produce final report with recommendations made to address any identified gaps between the supply and demand for data analytics and related skills	Q4	Forfás, EGFSN

12	**Pending completion of the assessment of demand, address existing enterprise needs for ICT-related data analytical skills in the context of Call for Conversion Programmes for ICT and Software Development Skills**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ensure that ICT-related data analytical skills are incorporated in the 2013 ICT conversion skills programme and the Springboard 2013 call for proposals	Q1	DES/HEA

Disruptive Reform 2: Make Ireland the most attractive location in the world for ICT Skills availability ensuring continued success of ICT sector

Improving domestic pipeline

13	Continue delivery of all aspects of the current ICT Action Plan and development of new responses, actions and timelines in line with emerging needs.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ensure ICT Skills needs are incorporated into the Springboard 2013 call for proposals	Q1	DES/HEA
	Launch second phase of ICT graduate conversion programmes	Q1	DES/HEA
	Maximise uptake of places available on ICT graduate conversion programmes	Q2 and Q4	DES/HEA
	Complete an evaluation of the first phase of the ICT graduate conversion programmes	Q3	DES/HEA
	Further roll out of Project Maths, professional development opportunities for teachers and the ongoing implementation of a new National Numeracy and Literacy Strategy	Ongoing	DES

14	Promote the ICT Action Plan as a collaborative response by Government Departments, State agencies and industry to address skills shortages and build Ireland's ICT skills capability		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Raise awareness of the ICT Action Plan and the steps being taken to improve the supply of high level ICT Skills for enterprise	Ongoing	DES/HEA/DJEI/IDA/EI

15	**Expand conversion opportunities at graduate and post graduate level in 2013 through the ICT Graduate Skills and Springboard programmes**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch second phase of the ICT skills conversion programmes with the roll out of more than 750 additional places on graduate conversion programmes	Q1	DES/HEA
	Ensure that ICT skills needs are incorporated in the Springboard 2013 call for proposals	Q1	DES/HEA

16	**Strengthen links with industry and enterprise development agencies in development and delivery of ICT and Springboard programmes, including involvement of a wider range of companies, especially SMEs in work placements provided as part of programmes (e.g. link with selection of intake, content and recruitment)**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Disseminate information to companies on upcoming calls for the ICT Skills conversion and Springboard programmes	Q1	DES/HEA/EI/IDA
	Ensure that all ICT skills conversion courses have a named industry partner	Q1	DES/HEA
	Ensure the importance of links with industry is highlighted in the selection criteria for Springboard and ICT skills programmes	Q1	DES/HEA

17	**Improve awareness of the conversion course initiatives amongst companies and jobseekers**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ensure that the launch of new conversion course initiatives are highlighted in the national media	Q1, Q2	DES/HEA
	Disseminate information on calls and launches of programmes to enterprise agencies and representative bodies	Q1, Q2	DES/HEA/DJEI
	Disseminate information on calls and launches to the Department of Social Protection	Q1, Q2	DES/HEA/DSP

18	**Promote ICT professionalism through use of the European e-Competence Framework at an EU and national level.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Encourage and coordinate a continued strong Irish participation in CEN Workshop on ICT Skills	Q2	NSAI
	Align national standards and certification work with the programme of the Grand Coalition for Digital Jobs to launch in March	Q2	NSAI
	Raise awareness of the European e-Competence Framework in Ireland through industry events	Q3	NSAI

19	**Increase the percentage of students taking the Higher Level Mathematics examination in Leaving Certificate to 30% by 2020.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue roll-out of Project Maths (including extensive continuing professional development for maths teachers)	Ongoing	DES
	Implement the recommendations of the Project Maths Implementation Support Group on industry-education stakeholder partnership	Ongoing	DES
	Continue bonus points scheme by third level institutes	Ongoing	Third Level Institutes
	Continue ongoing implementation of Literacy and Numeracy Strategy which provides for an increase in the amount of time spent teaching maths in primary schools by 70 minutes per week, as well as a range of other measures to promote improved performance in this area	Ongoing	DES

20	Undertake a study into "Addressing the demand for high-level ICT skills across all sectors of the economy in Ireland". The primary objective will be to forecast the demand for high-level ICT skills over the period 2013-2018. A related secondary objective is to identify and advise on any additional tailored measure(s) to retain and attract high-level ICT talent to Ireland		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete research and consultation	Q2	Forfás, EGFSN
	Produce final report with recommendations made on any additional measures required to enhance the domestic supply of high-level ICT talent and to retain and attract ICT talent	Q3	Forfás, EGFSN

Attracting necessary skills from abroad

21	Introduce a unified employment permits application e-form, which will ultimately make it easier for clients to complete, resulting in greater accuracy and better data quality.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Design an e-form to reflect the changes being made to the rules and criteria of the employment permit schemes	Q2	DJEI
	Develop and test e-form	Q3	DJEI
	Roll out e-form	Q3	DJEI

22	Align and update the employment permits regime on an on-going basis with EGFSN findings, industry feedback and labour market trends		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish a formalised and evidence-based procedure for reviewing the employment permits eligible and ineligible occupations lists	Q2	DJEI

23	**Update the application criteria for employment permits to reduce processing time by 33%**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review application criteria and processing procedures	Q1	DJEI
	Announce and roll out the changes	Q1	DJEI
	Achieve reduction of 33% in processing time for applications	Q3	DJEI

24	**Expand the economic sectors for employment permit applications to allow for ICT professionals in all sectors of the economy**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review the EGFSN Annual National Skills Bulletin 2012 and other relevant publications	Q1	DJEI
	Consult with stakeholders ie industry, Forfás, FAS, DSP, enterprise agencies, industry, and make an informed decision	Q1	DJEI
	Announce and roll out the change	Q1	DJEI

25	**Reduce the wage threshold limit, where appropriate, for work permits in key skills areas (e.g. ICT graduates and technical sales with non-EEA language skills)**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consult with stakeholders ie industry, Forfás, FAS, DSP, enterprise agencies, industry, and make an informed decision	Q1	DJEI
	Announce and roll out changes.	Q1	DJEI
	Assess impact of changes	Q2	DJEI

26	Simplify the labour market needs test		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consult with stakeholders ie industry, Forfás, FAS, DSP, enterprise agencies, industry, and make an informed decision	Q1	DJEI
	Announce and roll out the changes	Q1	DJEI

27	Assess the case for the expansion of the eligibility of residency permissions under the employment permit schemes		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consult and agree the proposed expansion of the eligibility of residency permissions under the employment permit schemes. Announce and roll out changes	Q1	DJEI and DJE

28	Consider the development of a 'trusted partner' registration which will provide for the pre-registration of prospective employers which will speed up the processing of applications (by removing the need for duplicated provision of employers' credentials with each permit application), reduce the ongoing administrative burden on employers and provide greater assurance and clarity to employers in terms of the Employment Permits applications process.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	If viable commence planning and consultation on the development of a 'trusted partner' registration system	Q2	DJEI
	Implement changes as necessary	Q3 onwards	DJEI

29	Review outcome of improvements to the employment permits application system		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Prepare criteria for the evaluation of the employment permits application system	Q1	DJEI
	Conduct a review against the agreed performance indicators after 12 months or 1,000 permits issued	Q1 2014 or before	DJEI

30	**Develop a communications campaign in order to present clear options as to the available entry channels to the State, i.e. employment permit vs visa.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ensure common information is available across DJEI and DJE websites	Q2	DJEI and DJE
	Arrange temporary inter-organisational secondments to improve staff awareness between DJEI and DJE of the respective schemes	Q2	DJEI and DJE

Disruptive Reform 3: Reduce the Administrative Burden on Business through the Introduction of an Integrated Licensing System

31	Using the retail sector as the pilot activity, establish a steering group comprising relevant stakeholders including licensing authorities, and relevant Government Departments and agencies and the Office of the Data Commissioner; complete and agree the Statement of Objectives, scoping, project plan and work programme for 2013		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	Forfás, DJEI, Steering Group Members, enterprise representatives

32	Carry out a systems analysis and audit of the processes/applications requirements, statutory obligations and authorisation process of licences within licensing authorities relating to the Retail Sector in the first half of 2013, to include a cost benefit analysis and the timeframe for delivery in the context of any legislative changes necessary.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	Forfás, DJEI, relevant Licensing Authorities

33	Define the Integrated Licensing Application System, with input from the licensing authorities by mid 2013, to include: ▪ **Technical Infrastructure Design** ▪ **Detailed Systems Design** ▪ **Security and Risk Analysis** Following the completion of the above, DJEI and Forfás, as necessary, to bring a proposal to Government on funding requirements.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	Steering Group Members, Forfás, DJEI, CCMA/Local Authorities, Relevant Licensing Authorities

34	Progress the building of the Integrated Licensing Application System, as part of the eGovernment Strategy.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	Steering Group Members, Forfás, DJEI, CCMA/Local Authorities, Relevant Licensing Authorities

35	Test and Implement developed Integrated Licensing Application System.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	Steering Group Members, Forfás, DJEI, CCMA/Local Authorities, Relevant Licensing Authorities

36	Deliver the Integrated Licensing Application System for the Retail sector		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	Steering Group Members, Forfás, DJEI, CCMA/Local Authorities, Relevant Licensing Authorities

Disruptive Reform 4: Increase the number of businesses trading online

37	Consult with representatives of the digital industry in Ireland to establish the contribution which those companies can make to the design and implementation of the Trading On-Line initiative.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	DCENR, DJEI, Forfás, IPSO

38	Design the detailed operational arrangements for the Business On-Line voucher scheme to be applied to the pilot phase of the initiative.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	DCENR, DJEI, EI, Forfás

39	Agree an approach, including plans for a promotional campaign, for pilot projects that will maximise the outcomes and learnings from this initial trial phase. Identify suitable projects at regional and/or sectoral level with a target of engaging companies for inclusion in the trial phase of the initiative in 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	DCENR, DJEI, Forfás, Industry representatives, regional/sectoral stakeholders

40	Commence the first phase of the pilot(s) and monitor progress with a view to a significant scaling up of the initiative in 2014.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	DCENR, DJEI, Industry representatives

Disruptive Reform 5: Make it attractive for businesses to hire additional employees from the Live Register through the JobsPlus Initiative

41	Design the detailed operational arrangements for the initiative and launch the new scheme by the end of June 2013.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DSP

42	Develop promotional campaigns to support take-up of the new initiative amongst employers.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	DSP/DJEI, Business Representative Organisations

Disruptive Reform 6: Transform Ireland into one of the most energy efficient economies in Europe by 2020

43	Develop and introduce an innovative National Energy Performance Contracting Policy Framework (EPC) which will assist public sector and commercial bodies to develop energy efficiency proposals with Energy Services companies.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish public/private sector working group	Q1	DCENR
	Publish National EPC Policy Framework	Q2	DCENR
	Identify, evaluate and select exemplar projects	Q2	DCENR
	Support exemplar projects	Ongoing	SEAI/DCENR
	Revise National EPC Framework	Q4	DCENR

44	Establish an Energy Efficiency Fund to support innovative energy efficiency in the public and commercial sectors.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Government approval for outline design	Q1	DCENR
	Stakeholder engagement	Q2	NewEra/DCENR
	Detailed fund design agreed	Q2	NewEra/DCENR
	Fund established	Q3	NewEra/DCENR

45	**Identify, and support through the Energy Efficiency Fund, up to 20 demonstration projects, drawn from the public and private sectors, which will act as exemplars with regard to:** ■ **the operation of the new EPC Framework, and** ■ **the type of practical and innovative measures that can be replicated elsewhere to significantly improve energy efficiency in the public and commercial sectors.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Identify, evaluate and select exemplar projects	Q1	SEAI/DCENR
	Projects to complete first structured phases of framework (up to procurement preliminaries)	Q2	SEAI
	Initiate procurement for early group of demonstration exemplars	Q2	SEAI/contracting authorities
	Support exemplar projects	Ongoing	SEAI

46	**Issue a clear mandate to all public sector organisations with an annual energy spend of €500,000 or more, to go to the market to identify solutions for the delivery of energy reduction services.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish National EPC Policy Framework	Q2	DCENR/SEAI
	Communicate framework's existence to public sector bodies	Q2	DCENR

Disruptive Reform 7: Establish a world renowned National Health Innovation Hub

Cork Demonstrator Project

47	Support Cork Demonstrator Project for the Health Innovation Hub during 2013		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Secure Government approval to support the operation of the Cork Demonstrator Project during 2013	Q1	DJEI, D/Health
	Identify key performance indicators which will allow for evaluation of the Cork Demonstrator Project	Q1	Enterprise Ireland, Cork Steering Group, National Project Team

48	Monitor and assess performance of the Cork Demonstrator Project throughout 2013 and use learnings to inform design of National Health Innovation Hub		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Monitor performance of the Cork Demonstrator on the basis of grant approval	Ongoing	Enterprise Ireland, Other appropriate agencies
	Assess performance of the Cork Demonstrator through feedback from funding agencies and the Steering Group	Ongoing	DJEI, D/Health, National Project Team
	Carry out evaluation of Demonstrator Project	Q4	DJEI, D/Health, National Project Team

National Health Innovation Hub (NHIH)

49	Engage with relevant stakeholders in order to identify the critical areas of enterprise interest and health system needs in the context of the NHIH		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Engage with enterprise sector to raise awareness of the proposed NHIH and to identify likely areas of interest/focus from enterprise/research perspective; report to National Project Team on same	Ongoing to Q3	EI, IDA, SFI

	Engage with healthcare professionals in Irish health system to identify likely interest in engaging with NHIH and/or to identify critical needs in the health system that could be addressed in context of NHIH; report to National Project Team on same	Ongoing to Q3	D/Health, HSE
	Analyse feedback from enterprise and health system interests and identify initial areas of focus for NHIH	Q3	DJEI, D/Health, National Project Team

50	**Identify appropriate model(s) for manifestation of NHIH including location, resourcing and governance arrangements.**

	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Identify options for manifestation/location of the NHIH (e.g. single or multiple locations, virtual vs physical location) and conclude on optimum arrangements	Q4	DJEI, D/Health, National Project Team
	Identify required resources for operation of the NHIH	Q4	DJEI, D/Health, National Project Team
	Develop proposals for appropriate governance of the NHIH	Q4	DJEI, D/Health, National Project Team
	Develop Terms for Reference for the NHIH	Q4	DJEI, D/Health, National Project Team

51	**Prepare a detailed proposal for Government consideration for the establishment of NHIH.**

	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Prepare a detailed proposal for Government consideration for the establishment of NHIH including services to be offered by NHIH	Q4	DJEI, D/Health, National Project Team
	Secure Government approval based on NPT proposal	Q4	DJEI, D/Health

Pathways to Work

52	The Government will continue to roll out the Pathways to Work initiative including the integrated Intreo service during 2013 and will publish quarterly targets by which to measure progress. The targets for 2013 will be published by the end of Q1 and will be reported on quarterly thereafter, starting with the publication of Q1 performance in Q2 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish targets for 2013	Q1	DSP
	Reporting on targets	Q2, Q3, Q4	DSP

Access to Finance for Micro, Small and Medium Enterprises (SMEs)

Governance and Policy

53	Implement and monitor the 10 Point Tax Plan for the Small and Medium Enterprise Sector as announced in Budget 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish the Corporation Tax and Incentives measures in the 10 point tax plan for SMEs contained in the 2013 Finance Bill	Q1	D/Finance, Revenue
	Seek EU approval on the Employment Investment and Incentive Schemes measures	Q2	D/Finance
	Reform the 3 Year Corporation Tax Relief for Start Up Companies as contained in the Finance Bill 2013	Q1	D/Finance
	Amend the Close Company Surcharge as contained in the Finance Bill 2013	Q1	D/Finance
	Increase the amount of expenditure eligible for the R&D tax credit as contained in the Finance Bill 2013	Q1	D/Finance
	Increase the VAT cash receipts basis as contained in the Finance Bill 2013	Q1	D/Finance
	Extend the Foreign Earnings Deduction as contained in the Finance Bill 2013	Q1	D/Finance
	Seek European Commission approval to extend the general rate and Young Trained Farmers rate of stock relief	Ongoing	D/Finance
	Introduce a Capital Gains Tax relief as contained in the Finance Bill 2013	Q1	D/Finance
	Review the "carried interest" provision in the tax code as contained in the Finance Bill 2013	Q1	D/Finance

26	Complete a joint Revenue and Department of Finance public consultation on "Taxation of Micro Enterprises"	Ongoing	D/Finance

54	**The SME State Bodies Group (SBG) will develop and carry out a detailed work programme for 2013, including a rigorous scrutiny of the credit environment for SMEs.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop Work Programme	Q1	State Bodies Group

55	**The SME Funding Consultation Committee will continue in 2013 to engage intensively in proactively addressing issues associated with SME funding and financing in conjunction with relevant stakeholders.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	SME Funding Consultation Committee chaired by D/Finance

56	**The newly established Local Enterprise Offices will function as a First Stop Shop for the provision of information and advice for small business, as well as continuing to assist micro enterprises in relation to accessing loan finance from the Microenterprise Loan Fund.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	Local Enterprise Offices

57	**During Ireland's Presidency of the Council of the EU, ensure access to finance for SMEs is appropriately pursued.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Discuss non-bank funding issues at Informal Ecofin meeting on 12/13 April	Q2	Department of Finance
	Discuss access to finance issues at Informal Competitiveness Council 2/3 May	Q2	DJEI

58	Monitor Real Estate Investment Trusts (REITs) uptake.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish REITs legislation in Finance Bill 2013.	Q1-Q2	Department of Finance
	Request report from Revenue of the number of companies, if any, who have elected for REIT status.	Q4	Department of Finance

Information and Skills

59	Monitor the lending targets for the two pillar banks to €4 billion in 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	CRO Quarterly Reports	quarterly	Credit Review Office
	Meet with pillar banks	quarterly	D/Finance, Credit Review Office

60	Detailed data from the pillar banks will be collated and examined, ensuring a more informed understanding of the SME bank lending environment		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Report on monthly returns from the pillar banks	quarterly	Credit Review Office, D/Finance

61	Survey the demand for SME credit. Actively encourage a broad programme of research that will benefit from the data collected to date.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Undertake survey of demand for SME credit	Q2	D/Finance
	Undertake SAFE Surveys of demand for credit	Ongoing	Central Bank

62	Examine the practical steps that can be taken in the short and medium term by the State to improve the financial literacy of our micro and small enterprises.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review current financial literacy provisions and make recommendations for improvements where appropriate	Q2	State Bodies Group
	Implement recommendations from review	Q3 Q4	State Bodies Group

Access to Funding Measures

63	Promote awareness and understanding of the full range of Government supported funding programmes and incentives in place to meet the financing needs of the SME sector, including through online resources, a credit and lending newsletter and a publicity campaign for the Microenterprise Loan Fund		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Draft Microfinance Ireland Publicity Strategy	Q1	Microfinance Ireland
	Implement Publicity Strategy	Ongoing	Microfinance Ireland

64	Recruit six additional reviewers for the Credit Review Office.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Process of recruitment to be completed	Q2	Credit Review Office

65	Implement, as appropriate, the recommendations arising out of the Credit Review Office assessment process.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consider the recommendations contained in the 2012 assessment for implementation	Q1	D/Finance
	Implement appropriate recommendations	Ongoing	D/Finance, Credit Review Office

66	The National Pensions Reserve Fund will support the delivery of a range of Funds aimed at assisting economic growth and employment in Ireland. In January 2013 the NPRF announced that it will invest up to €500m in three new SME funds which will make up to €850m available for SMEs through the provision of equity, credit and restructuring/recovery investment. The NPRF will continue to work on supporting the delivery of additional Funds to complement those already announced and provide financing for SMEs. D/Finance will work to enact legislation to create a strategic investment fund with an Ireland-focused mandate, facilitating the redeployment of NPRF resources.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	SME Equity Fund operational	Q1	NPRF
	SME Turn-Around Fund operational	Q1	NPRF
	SME Credit Fund operational	Q2	NPRF
	Deliver additional SME Financing Funds	Ongoing	NPRF
	Pending NTMA Legislative Changes	Ongoing	D/Finance

67	Facilitate, where necessary, the partnership between Silicon Valley Bank and the NPRF.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Agreement on collaboration between Silicon Valley Bank and NPRF was announced in June 2012, aimed at supporting the technology innovation sector in Ireland. Partnership will be facilitated as suitable investments arise	Ongoing	NPRF, D/Finance

68	In association with the EIB/EIF, identify and develop sustainable mechanisms to facilitate the provision of financing to SMEs		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish and maintain sustainable contacts with the EIB and EIF	Q1	D/Finance
	Identify SME issues regarding EIB/EIF funding: blockages, opportunities and innovations	Q1	DJEI
	Ensure robust and ongoing reporting arrangements with the EIB and EIF on SME issues	Q1	D/Finance

30	Ensure coordination of work on SMEs with overall EIB engagement	Q1	D/Finance
	Report regularly on progress to Inter-departmental SME Group	Q1	DJEI and D/Finance
	Report regularly on progress to EIB/Ireland High Level Working Group	Q1	DJEI and D/Finance

69	**Investigate the potential for alternative funding mechanisms including peer to peer lending, supply chain finance and crowdfunding.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Explore potential for new and alternative approaches for financing SMEs including new products and make recommendations for consideration by the Minister for Jobs, Enterprise and Innovation / Minister for Finance	Q3	State Bodies Group

70	**Launch a number of funds under the Development Capital Scheme to provide a total of €225million in funding to mid-sized indigenous firms, to target the development of a strong indigenous sector.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Report on progress	Ongoing	EI

71	**Launch a new Seed and Venture Capital scheme providing €175 million of Exchequer funding over the period to 2018, with a target to leverage €525 million of private sector investment for early stage and growth companies.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch the new Seed and Venture Capital Scheme	Q2	EI

72	**Implement the Innovation Fund Ireland Scheme with a view to increasing the number of Fund Managers locating in Ireland in 2013.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Report on progress	Ongoing	EI

73	**Develop proposals to incentivise dynamic companies who choose to continue to grow and build scale using the IPO route to raise development finance as an alternative to a trade sale exit.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	D/Finance, DJEI/Forfás, EI
	Explore and assess actions and options to foster IPO route as an alternative to trade sales	Q4	Sub group of State Bodies Group

74	**Establish a group to review the availability of appropriate finance for international trade.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	DJEI, EI, D/Finance

75	**Transpose EU Late Payments Directive into Irish legislation.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Transpose EU Late Payments Directive into Irish legislation	Q1	DJEI
	Launch national Late Payments information campaign	Q3	DJEI

76	**Introduce a Code of Conduct on prompt payments to improve cash flow between businesses and take steps to raise awareness of this Code of Conduct.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Finalise and publish Code of Conduct	Q2	Business Representative Bodies

Building Competitive Advantage

Research and Innovation to Drive Job Creation

77	Drive implementation of the recommendations the Research Prioritisation Steering Group and associated metrics and targets in order to re-align the majority of competitive public research funding around the priority areas of research over the next five years by adopting the action plans for each of the 14 priority areas and monitoring their implementation.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Finalise action plans for the 14 priority areas	Q1	Prioritisation Action Group, DJEI/Forfás
	Secure Government approval for 14 Action Plans.	Q2	DJEI
	Monitor implementation of Action Plans	Ongoing	Prioritisation Action Group, DJEI/Forfás

78	Adopt a statement of Ireland's goal for national STI policy and underpinning objectives.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Finalise a statement of Ireland's goal for national STI policy and underpinning objectives.	Q2	Prioritisation Action Group, DJEI/Forfás
	Secure Government approval for statement.	Q2	DJEI

79	Agree a framework for monitoring the impact of state investment in R&D and track that impact over time.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop a framework for monitoring the impact of state investment in R&D	Q2	Prioritisation Action Group, DJEI/Forfás
	Secure Government approval for framework	Q2	DJEI

80	**Progress implementation of the systemic recommendations in the Report of the Research Prioritisation Steering Group to improve the efficiency and effectiveness of the STI system; report progress through PAG annual review.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress implementation of the systemic recommendations in the Report of the Research Prioritisation Steering Group to improve the efficiency and effectiveness of the STI system.	Ongoing	Prioritisation Action Group, DJEI/Forfás

81	**Establish a new Central Technology Transfer Office, based in Enterprise Ireland**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Appoint CTTO Director	Q3	EI with DJEI in conjunction with stakeholders including IUA
	Establish new Central Technology Transfer Office, based in EI	Q4	EI with DJEI in conjunction with stakeholders including IUA

82	**Assign business mentors to Enterprise Ireland Commercialisation Fund projects and other relevant projects**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	EI

83	**Maximise the number of spin-outs from SFI-funded research through joint SFI-EI initiative(s).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch SFI-EI Technology Innovation Development Awards (TIDA)	Q1	SFI, EI

84	**Enact Industrial Development (Science Foundation Ireland) Bill 2012 to enable SFI to fund applied research.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress legislation through the Houses of the Oireachtas	Q1-Q2	DJEI

85	Through SFI, provide support to at least five new Research Centres of major scale. This will involve Government investment of over €150 million and will leverage an industry contribution in excess of 30%. This will bring the total new centres investment to in excess of €200 million.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Evaluate and award funding to SFI new hub & spoke model of engagement between SFI Centres and companies	Q1	SFI
	Once awards have been formally agreed with the relevant HEIs, launch individual centres	Q2-Q3	SFI
	Ensure Intellectual Property agreements are put in place with company partners and cost-share commitments are being met	Q3 2013 and ongoing	SFI

86	Establish three new Technology Centres closely linked to the Government's priority research areas of Connected Health, Data Analytics and Pharmaceutical Manufacturing and explore options in order to respond to industry needs for Technology Centres in Medical Devices and Dairy Technology.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	EI, IDA

87	Through Technology Ireland (TI), ensure enhanced coordination in the sustainability of existing, and planning of future, Research Centres and Technology Centres between SFI, EI, IDA and the HEA and, where appropriate, consider the merging of new or existing centres to form sustainable centres of scale, excellence and relevance to enterprise.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Undertake pilot project in therapeutics priority area to maximise synergies between research centres and develop a consolidated branding and marketing message around Ireland's research strengths in the therapeutics area	Q3	DJEI, through Technology Ireland
	Use the findings of this pilot project to develop a framework for how research centres in the other priority areas should interact and collaborate to ensure they meet industry needs in a sustainable way	Q4	DJEI, through Technology Ireland

88	**NSAI will support the implementation of the action plans for the Government's priority areas so that publicly funded research projects are aligned to and make competitive use of relevant international standardisation activity and that the opportunity for Irish-based researchers to input into emerging standards is maximised.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Liaise with priority area research programme co-ordinators and establish a pilot standardisation interface with at least 2 programme groups.	Q3	NSAI
	Provide access and support training to researchers participating in European and International standardisation expert groups.	Q4	NSAI

89	**Develop a strategy to maximise benefit for the enterprise sector, and jobs in Ireland, from participation in the EU Horizon 2020 (successor to FP7, commencing Jan 2014). We will set targets for enterprise participation in the programme and we will adapt the support structure to assist researchers/enterprises gain maximum benefit from the programme.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ascertain final content of, and budget for, Horizon 2020 following completion of negotiations	Q2	DJEI
	Establish new National Support Structure to reflect Horizon 2020	Q2	DJEI in consultation with relevant Depts and agencies
	Set targets for Irish participation	Q3	DJEI in consultation with National Support Structure
	Develop strategy to maximise benefits for the enterprise sector and jobs in Ireland	Q3	DJEI in consultation with National Support Structure

90	**Complete the report of the Copyright Review Committee on barriers to innovation.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete evaluation and analysis following extensive consultation work undertaken and prepare final report for Government	Q1	Members of the Copyright Review Committee

	Provide support/resources to facilitate the committee in completing the task of delivering its report	Q1	DJEI

91	**Bring together researchers, innovative companies and technology transfer professionals as part of the "Big Ideas" Showcase, the primary technology commercialisation event in Ireland.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	EI

92	**Co-host 3 international conferences with the European Commission, providing opportunities to showcase:** ▪ **Ireland's international profile in nanotechnology;** ▪ **The research capacity of Ireland's SME base;** ▪ **Ireland's strong performance at regional level in Framework Programme 7 (FP7).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	EI, FP7 National Support Structure

93	**Continue to work with Enterprise Ireland and other relevant bodies to identify possible collaborations with enterprises and/or to act as a test bed for trialling new and innovative products and solutions.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline Action	Ongoing	D/Defence

94	**Continue, with the assistance of Enterprise Ireland, to work with research institutions to explore possible collaborations and/or research partnerships which can qualify for international research funding (e.g. European Space Agency and Horizon 2020).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	D/Defence

95	Assess the feasibility of introducing a Small Business Innovation Research (SBIR) type programme across Government to develop the concept of "Ireland as a Test-Bed".		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review SBIR in other countries	Q2	DJEI, EI
	Consult with stakeholders to canvas views on what would be required to introduce an SBIR scheme in Ireland	Q2-3	DJEI, EI
	Identify the potential source of funding for such a scheme	Q3	DJEI, EI
	Prepare a report for the Minister for Jobs, Enterprise and Innovation on conclusions of the assessment	Q4	DJEI, EI

96	Train 500 teachers and 200 pre-service teachers under Discover Primary Science and Maths Programme.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Evaluation of Learning Logs from 400 plus schools which receive Award of Science & Maths Excellence	Q2	SFI
	Delivery of DES approved Summer Course to 60 teachers in Dublin and 2 regional venues	Q3	SFI
	Recruit additional "Discover Primary Science and Maths" trainers and upskill these and existing trainers	Q3	SFI
	Schedule and run in-school Continuous Professional Development sessions for 500 teachers in approx. 70 schools	Q4	SFI
	Pre-Service Training of 200 students at third level colleges	Q4	SFI

97	**Deliver Discover Sensors programme to 30 secondary schools, 200 teachers and approx. 3,000 pupils.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Final development of Discover Sensors (DS) Continuous Professional Development content	Q1	SFI
	Up-skilling of Discover Sensors Facilitators for Continuous Professional Development delivery	Q1	SFI
	Completion of the current pilot of Discover Sensors project	Q2	SFI
	Delivery of Continuous Professional Development x 2 sessions to 30 schools and 200 teachers (Kildare VEC, Louth VEC, Co Cork VEC, & Co Kildare Sec School group)	Q2	SFI
	Delivery of Discover Sensors training Programme to 2nd and 3rd year BScEd Students NUI Maynooth and UL	Q4	SFI
	Transfer of ePortfolio element of Discover Sensors Pilot Programme to relevant stakeholders	Q4	SFI

98	**Deliver the Smart Futures STEM careers promotional campaign material to 800 schools and double the number of students directly engaged with, via the Smart Futures Programme, to 2,500 students.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Activate STEM careers awareness promotional campaign to focus on CAO Change of Mind dates – student competition, online video series profiling STEM sector, radio campaign and publications will be sent to all second level schools	Q2	SFI
	Promote careers in STEM through the Smart Futures initiative at key events/times throughout the year – BT young Scientist, Eircom Spider Awards, Summer Technology Competition to promote ICT, Smart Futures Careers Roadshow in Science Week, etc	Q4	SFI

99	Publish the Health Information Bill which will streamline the ethics approval process for health research not governed by statutory regulation and EU Law. It will also provide a legal framework for the introduction of an individual identifier for use in the health system.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish Health Information Bill	Q4	D/Health

100	Take steps to establish Clinical Research Facilities (CRFs) in Dublin, Cork and Galway and provide a collaborative framework to link all CRFs by 2016.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress the construction of the HRB Galway CRF in conjunction with NUI Galway and UCHG	Q4	HRB
	Monitor the work programme, funding, and governance structures for all CRFs	Ongoing	HRB
	Continue to develop an appropriate collaborative model between the HRB CRFs initially, and with other Clinical Research Centres nationally in the longer term	Ongoing	HRB with the support of CRF directors

101	Take steps to establish a national biobanking system and support infrastructure by 2016		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Discussion on the most appropriate model and cost structure to allow the research community preserve and access biosamples and their associated data.	Ongoing	HRB, Funding Agencies, D/Health

102	Finalise the Offshore Renewable Energy Development Plan (OREDP) and related Strategic Environmental Assessment and Natural Impact Assessment; this will provide a clear framework for Marine Renewable Energy development		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Completion and final publication of OREDP	Q2	DCENR/SEAI

103	**Complete the consenting process to enable development of the Atlantic Marine Energy Test Site (AMETS) at Belmullet.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete licencing process	Q1	DECLG

104	**Integrate the foreshore consent process under the Foreshores Act 1933 with the existing on-land planning system.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publication of the general scheme of a Bill.	Q1	DECLG
	Progress legislation through the Houses of the Oireachtas	Ongoing	DECLG

105	**Complete an inventory and gap analysis of existing test bed infrastructure to enable the development of a full national requirements specification and to enable the efficient early development and trialling of smart grid/ smart cities technology concepts by the research and industry community (SEAI)**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Convene a steering group of key stakeholders (DCENR, Eirgrid, ESB Networks, Enterprise Ireland, IDA, SFI, etc) to establish Ireland's priorities regarding smart grid and smart city. The group will identify the primary areas and technologies necessary for achieving these priorities and the implementation of smart grid and smart cities in Ireland.	Q1	SEAI
	Catalogue all relevant existing infrastructure (communities, buildings, laboratories, equipment, test facilities, etc) and identify all relevant research currently being undertaken these key areas.	Q2	SEAI
	Compile a directory of companies and organisations already involved in the development or manufacture of products and services in the smart grid / smart city arena	Q2	SEAI / Enterprise Ireland

42	Conduct a mapping and gap analysis of the existing research, infrastructure and activity with regard to the priority areas for smart grids and smart cities	Q3	SEAI
	Develop the principles, guidance and options for a coordinated network of research and demonstration test bed facilities that will enable the demonstration of Smart Grid and Smart Cities technologies, business models, products and services and other related activities in a live utility and/or exemplar community scale environment	Q3	SEAI
	Identify, assess and list the options available for ensuring that ongoing and adequate support (financial, policy, regulatory) is available to organisations and research agencies to encourage for the building of infrastructure necessary to enable the testing and development of the required smart grid technologies and services	Q4	SEAI / Enterprise Ireland / SFI

106	**Support Irish research institutes, HEIs and food businesses to work together to leverage increased non-Exchequer funding for the agri-food sector through EU and international research policy and funding vehicles such as ERA-NETs, Joint Programming Initiatives (JPIs), EU-Food KIC (Knowledge Innovation Communities) and European Innovation Partnership "Agricultural Productivity & Sustainability".**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Implement relevant National Research Prioritisation Exercise Action Plans	Ongoing	DAFM
	Fund relevant ERA-NETS	Ongoing	DAFM
	Lead Irish involvement in 2 JPIs (FACCE & HDHL), the GRA & Agri EIP	Ongoing	DAFM
	Undertake food business engagement seminar and other activities to increase business involvement in bid for an EU-Food KIC	Ongoing	Teagasc
	Participate in Steering Group and Sherpa Group of EIP (Agricultural Productivity & Sustainability) bringing a new approach to research and innovation.	Q3	DAFM, Teagasc

107	Implement the Agri-food and Forestry Graduate Development Programme funded via Food Institutional Research Measure (FIRM), Stimulus and the Council for Forest Research and Development (CoFORD).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Monitor progress on the conduct of the research and delivery of the planned outputs.	Ongoing	DAFM

108	Launch a joint SFI/Teagasc research project call involving scientists from both the traditional agriculture and food disciplines and scientists from other scientific and engineering disciplines (eg ICT and data analytics, sensors etc).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch a thematic joint SFI/Teagasc research call	Q1	SFI, Teagasc
	Review pre-proposals received through international peer review process and invite successful candidates to full proposal stage	Q2- Q3	SFI
	Commence review of full proposals through international peer review process	Q4	SFI

109	Implement a new Irish Research Council/DAFM/Industry collaborative programme to have a cohort of Masters research students employed for a 18 – 24 month period in agri-food companies		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Monitor awards made under the 2012 pilot programme	Ongoing	IRC, DAFM
	Jointly agree content and focus of further call	Q2	IRC, DAFM
	Launch and actively promote further call	Q2	IRC, DAFM

110	**Implement the new Teagasc 'Food Technology and Knowledge Transfer Strategy' to support competitiveness and innovation in food companies through five technology options (i.e. licence/patent applications, research updates, pilot facilities, technical expertise, and scientists/researchers).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Hold "Gateways" public events for food industry	Q2 and Q4	Teagasc
	Implement CRM (Client Relationship Management System) for managing interactions with client food companies.	Q2	Teagasc

111	**Following on from FIRM pre-commercialisation funding, initiate a new research programme to increase the value of meat processing by-product and waste streams.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Initiate ReValueProtein project	Q1	Teagasc
	Continue collaborative research project with major meat industry player	Ongoing	Teagasc
	Facilitate demonstration of enzyme hydrolysis process with potential for recovery of value from meat processing streams	Q1	Teagasc, EI
	Continue dialogue with meat industry regarding researchable opportunities in this area	Ongoing	Teagasc

112	**Support industrial clients to develop a new ingredient process, building on their existing use of the Teagasc dairy dehydration pilot plant facility.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop new strategy for separation of dairy proteins and/or process re-engineering	Q1	Teagasc
	Implement new advances/techniques to control functionality of powdered ingredients	Q3	Teagasc

	Steps Necessary For Delivery	Timeline	Responsible Body
	Perform experimental pilot plant trials/develop new processes	Q4	Teagasc
	Complete functionality on ingredient developed on new process	Q4	Teagasc

113	**Provide research and policy support initiatives to support the implementation of the Government's existing Marine Research and Innovation Plan *Harnessing Our Ocean Wealth – An Integrated Marine Plan for Ireland.***		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide research support for targeted, jobs-focused initiatives aligned to the food-related Priority Areas of the Research Prioritisation framework	Q2	Marine Institute and DAFM
	Provide support for the work of the *Harnessing our Ocean Wealth* Enablers Task Force on Marine Spatial Planning	Ongoing to Q3	Marine Institute and DAFM
	Provide support for the work of the *Harnessing our Ocean Wealth* Development Task Force- Integrated Enterprise Strategy	Ongoing to Q4	Marine Institute and DAFM

114	**Develop updated marine research and innovation plan for the period 2014-2020 "Harnessing Our Ocean Wealth: Integrated Marine Research and Innovation Plan 2014-20"**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish a project team within the Marine Institute to lead the development of an *Integrated Marine Research and Innovation Plan (2014-20)*	Q3	Marine Institute in association with Marine Co-ordination Group
	Consult with wide range of relevant stakeholders to determine future research needs and to scope cross-agency collaboration mechanisms	Q4	Marine Institute
	Finalise draft *Integrated Marine Research and Innovation Plan (2014-20)* for agreement by the Marine Co-ordination Group	Q4	Marine Institute, Marine Co-ordination Group

Improving Cost Competitiveness

115	Assess the impact of reforms to sectorial wage-setting mechanisms (Industrial Relations (Amendment) Act 2012) in terms of promoting labour market competitiveness.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review wage developments and labour cost competitiveness in relevant sectors	Q2	Forfás and DJEI
	Submit a final report to the Minister of Jobs, Enterprise and Innovation	Q2	DJEI and Forfás

116	Finalise the Codes of Practice relating to Sunday Working and the standardisation of benefits (i.e. overtime) with the goal of enhancing labour market competitiveness.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Agree Codes of Practice	Q3	Labour Relations Commission and DJEI
	Sign Ministerial Order to give effect to Codes of Practice	Q3	DJEI

117	Assess the potential for further actions to support improvements in labour market competitiveness.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Form the steering group to oversee the project and finalise a terms of reference	Q2	Forfás
	Submit a final report to the Minister of Jobs, Enterprise and Innovation	Q2	Forfás

118	Ensure that the commercial leases database is established and fully operational in 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Cooperation with Revenue Commissioners in relation to data for inclusion on database.	Q2	Property Services Regulatory Authority
	Complete IT infrastructure to support the commercial leases database	Q2	Property Services Regulatory Authority

	Completion and submission of necessary returns	Q2	Property Service Providers

119	Complete a review of the Rent Review Arbitration Code to consider the effectiveness of the code in resolving disputes over rent reviews, and the degree to which stakeholders are making use of the code.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch review of Rent Review Arbitration Code	Q1	DJE
	Consider information received on foot of consultation	Q2	DJE
	Complete Review	Q3	DJE

120	Enact and implement the Valuations Bill in order to accelerate the revaluation of properties for commercial rates purposes.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	DPER

121	Enact the Legal Services Bill to deliver a more efficient, transparent and competitive legal services sector in Ireland and reduce costs for the enterprise sector.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress completion of Committee stage of the Legal Services Regulation	Ongoing	DJE
	Progress Bill through the Houses of the Oireachtas	Ongoing	DJE

122	Review and implement (as appropriate) the procedural reforms recommended by the Legal Cost Working Group to make the operation of the courts more efficient and to reduce costs. This will include an examination of the potential to expedite the roll out of case management as currently used in the Commercial Court.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress further review of the procedural reforms in the context of the Legal Services Bill	Ongoing	Courts Service

123	Ireland is ranked 15th out of 183 countries in the World Banks "Doing Business" Index 2013. Despite Ireland's relatively strong overall position, Ireland's performance on some of the metrics that comprise the index vary considerably. Analysis shows that there is particular scope for improvement in relation to:		

- **Getting Electricity (95th out of 183 countries);**
- **Registering Property (53rd);**
- **Enforcing Contracts (63rd);**
- **Dealing with Construction Permits (106th); and**
- **Trading Across Borders (28th).**

Put in place a process on the key actions required to enhance Ireland's competitiveness ranking in the World Bank's 'Doing Business' index with the goal of implementing impactful reforms.

Steps Necessary For Delivery	Timeline	Responsible Body
Prepare a paper to the Cabinet Committee on Economic Renewal and Jobs on the actions necessary to improve Ireland's competitiveness rankings with a view to agreeing actions, lead actors and timelines for delivery in 2013.	Q2	DJEI, Forfás and relevant bodies
Put in place a process on the key actions required to enhance Ireland's competitiveness ranking in the World Bank's 'Doing Business' index with the goal of implementing impactful reforms	Ongoing	DJEI, Forfás and relevant bodies

124	**Encourage Local Authorities to continue to exercise restraint in setting commercial rates in 2013 (a reserved function of elected members) and, where possible, to reduce rates.**

Steps Necessary For Delivery	Timeline	Responsible Body
Report on the extent to which restraint was exercised in setting commercial rates for 2013 by Local Authorities.	Q1	DECLG

125	Introduce revised Development Contribution Schemes in line with revised statutory guidelines. These guidelines will help Local Authorities to achieve the right balance between generating the revenues required to provide the necessary infrastructure associated with new development and creating the right conditions to support sustainable development patterns, economic activity and renewal.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Introduce revised Development Contribution Schemes in line with revised statutory guidelines.	Q1	DECLG

126	Compare consumer price levels and consumer price inflation in Ireland with prices in our key competitors; identify the primary drivers of price and inflation differentials and assess the impacts of cost of living in Ireland on labour costs and other business costs.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop terms of reference for the report	Q2	Forfás
	Submit final report *to* the Minister for Jobs, Enterprise and Innovation	Q4	Forfás

127	Publish legislation to provide, *inter alia*, for the merger of the National Consumer Agency and the Competition Authority to take advantage of the complementarities and interdependence between consumer and competition policies.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Office of the Parliamentary Counsel to draft the Bill in consultation with DJEI	Q2-Q3	DJEI in conjunction with OPC.
	Publish the Bill	Q2-Q3	DJEI

Aligning Skills with Enterprise Needs

Aligning our education and training system with labour market needs is critical to the creation of job opportunities in Ireland

128	Progress a review of the Apprenticeship Training Model through consultation with key stakeholders on options for change.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress review of the Apprenticeship Training Model	Ongoing	DES
	Confirm arrangements for consultative phase of review	Q1	DES
	Prepare interim report arising from consultation	Q4	DES

129	Provide 6,500 education and training places for the long-term unemployed under the Momentum programme; monitor implementation of programme to ensure achievement of objectives.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide up to 6,500 education and training places for the long-term unemployed through the Momentum programme	Q1	FAS
	Monitor implementation of programme to ensure achievement of objectives	Ongoing	FAS, DES

130	Continue to implement the pilot ManagementWorks project providing a range of training and development programmes to help SMEs to improve their performance through seeking to build their managerial capability; evaluate pilot to ascertain strengths and weaknesses.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete pilot of ManagementWorks project	Q2	Skillnets
	Commission independent evaluation of programme to assess impact and determine future direction	Q3	Skillnets

131	**Promote and support the adoption of structured upskilling and development systems for existing staff within a Human Resource management system in particular Excellence Through People (ETP).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop promotional material and inform client base on benefits of ETP	Q1	NSAI
	Deliver a National Conference on 'Change Management' with ETP as an integral tool for National Competitiveness, in conjunction with external expertise in event management	Q2	NSAI
	Deliver a National Workshop on 'Change Management' with ETP as an integral tool for case study and practical applications, in conjunction with existing and prospective new ETP Client organisations.	Q3	NSAI

132	**Progress the legislation providing for the establishment of SOLAS and complete implementation of the framework for the future management and development of the Vocational Education and Training sector in Ireland.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress the legislation through the Houses of the Oireachtas	Q1-Q2	DES

133	**Údarás na Gaeltachta will address the skill needs of enterprises under its remit by continuing to review needs and ensure that relevant training and education initiatives are supported. It will continue to support and stimulate local community development initiatives in order to build on the strengths and capacity of community enterprise and its contribution to the economy.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide funding for third-level courses in Irish	Ongoing	DAHG
	Provide training grants to industry for upskilling of workers in Gaeltacht areas	Ongoing	Údarás na Gaeltachta

Skills necessary to drive enterprise trade and export sales

134	Consider the development of a Foreign Language Education Policy with 5-10 year vision to ensure an integrated and coherent approach to language learning and cultural awareness across the continuum of primary, secondary and third level education.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Ongoing	DES

135	Ensure that the need for graduates with international sales and language skills is included in the call for proposals for courses to be run under Springboard 2013.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q1	DES/HEA

Skills required for the Manufacturing Sector

136	Assess the potential for increasing the supply of polymer technicians, including pooling resources for the associated equipment requirements.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Develop an action plan for this measure with named parties, and submit to DES	Q1	Skillnets
	Implement Action Plan items as agreed	Q2 and ongoing	Skillnets

137	Target the development of an Engineering Skillnet training network which can address demand for in-company training and upskilling for machinists.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Explore the feasibility of this measure with the Management Development Forum, in the context of the current Skillnets Call for Proposals 2013 and the existing provision within currently funded Skillnet networks	Q1	Skillnets
	If feasible, commence a new network Development phase with interested parties	Q2	Skillnets

Commence pilot operation of new Network, subject to assessment criteria applying to all new networks.	Q3-Q4	Skillnets

138	**Ensure that the skills needs of the manufacturing sector are incorporated in targeted upskilling programmes for unemployed people through, for example, Springboard and the Momentum Programmes.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ensure that the skills needs of the manufacturing sector are reflected in the call for proposals for courses to be run under Springboard 2013	Q1	DES/HEA

139	**Support places on taught postgraduate courses in disciplines relevant to manufacturing, particularly where key shortages have been identified. Address the current small scale but critical shortages in Validation engineering, Quality engineering, Polymer engineering, Automation engineering and Supply chain engineering (primarily at NFQ level 9) through upskilling employees in partnership with industry.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Identify scale of supply and demand in these skills shortage areas through collaboration with named parties	Q2	Skillnets
	Based on priority and available financial resources in 2013, support places where feasible	Q3-Q4	Skillnets
	Review the need for this measure in 2014 and plan resources accordingly	Q4	Skillnets

140	**Promote engagement by manufacturing SMEs in the Irish Research Council's (IRC) Employment-Based Postgraduate Programme and Enterprise Partnership Scheme.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Targeted promotion of IRC Schemes to manufacturing SMEs in advance of calls for applications issuing.	Q2	IRC, EI

141	Target low-skilled general operatives in the manufacturing sector through the Skills for Work (SFW) programme and wider VEC-delivered basic education programmes, building on progress made to date for workers in the food and beverage sector.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Advise the co-ordinating VEC for Skills For Work to seek to implement this recommendation with other VECs operating SFW.	Ongoing	DES, VECs
	Collect better data on profile of participants in SFW in order to enable better evidence-based policy decisions.	Ongoing	DES, VECs
	NALA and AONTAS to work with the co-ordinating VEC in promoting SFW and wider VEC-delivered basic education programmes as options for low-skilled operatives in the manufacturing sector.	Ongoing	DES, VECs, NALA, AONTAS
	Conduct research on what has been effective for the food and beverage sector in this area.	Q2	Skillnets
	Identify other sectoral networks where this model can be mainstreamed.	Q3-Q4	Skillnets

142	Examine the potential for a cost effective national manufacturing supervisory development programme, preferably leading to the award of a substantial qualification.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish, through research and collaboration, the current provision.	Q2	Skillnets
	Engage with public/private providers on effective solutions.	Q3	Skillnets
	Conclude and recommend future direction and resources required.	Q4	Skillnets

143	**Support specific technical manufacturing upskilling and learning for manufacturing excellence (lean), and review periodically how to maximise its impact in this area.**		55

	Steps Necessary For Delivery	Timeline	Responsible Body
	Quantify and analyse the level of this type of training already underway.	Q2	Skillnets
	Identify and support (subject to available resources) the most effective models of delivery.	Q2-Q4	Skillnets
	Measure the specific impact of 'Lean' and disseminate.	Q4	Skillnets.

144	**Promote STEM careers in relevant manufacturing sectors within the framework of *Discover Science and Engineering* in collaboration with manufacturing industry sectoral representative organisations, higher education institutions, SOLAS and relevant professional and trade organisations.**

	Steps Necessary For Delivery	Timeline	Responsible Body
	Introduce manufacturing STEM careers material and content into Smart Futures career campaign	Q4	SFI with Smart Futures partners

Revise employment permit schemes to provide for better support of the economy's evolving skills needs.

145	**Enact employment permits legislation to provide for more flexibility and targeted instruments in support of the economy's evolving skills needs.**

	Steps Necessary For Delivery	Timeline	Responsible Body
	Publish draft Bill	Q2	DJEI
	Complete Bill's passage through the Houses of the Oireachtas.	Q2/Q3	DJEI
	Ensure signing of Regulations in support of the Employment Permit Bill 2013	Q2/Q3	DJEI

146	**Evaluate and reform the processes for the application and grant of employment permits.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review existing rules and criteria applying to employment permit schemes and identify areas for improvement	Q1	DJEI
	Agree and test revised rules and criteria applying	Q1	DJEI
	Announce and roll out revised rules and criteria.	Q1	DJEI
	Commence a business process review (BPR) for an employment permit online application process and payment system	Q3	DJEI

147	**Improve information on DJEI website to better explain the employment permits system and the supporting policies and procedures.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Revise guidelines, information and application forms on DJEI website for users	Q1	DJEI
	Explore expansion of the call centre's availability	Q1	DJEI
	Implement expansion of the call centre	Q2	DJEI

148	**Develop and strengthen coherence between the employment permit regime and visa regime.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ensure common information is available across DJEI and DJE websites	Q2	DJEI and DJE
	Arrange temporary inter-organisational secondments to improve staff awareness between DJEI and DJE of the respective schemes	Q3	DJEI and DJE
	Investigate the potential for introducing a unified employment permit and visa applications systems post 2013	2014	DJEI and DJE

Actions to support inter-sectoral mobility

149	We will enhance mobility between the public and private sectors for mutual benefit by: ■ Allowing civil servants to take a career break to work in the private sector; ■ Introducing a swap scheme between the public and private sectors. The career break scheme will be amended to allow civil servants take up alternative employment in the private sector for up to three years. This initiative is aimed at broadening the skills base and building capacity for a more effective Civil Service and will promote better communication and understanding between the private and public sector. The Swap Scheme will be based on 12 month placements designed to enhance communication between the Civil Service and the private sector and to provide for staff development opportunities through new work experiences and project-based assignments.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	DPER

Infrastructure Investment to Underpin Employment Growth

Delivering competitively priced world class infrastructure and related services is critical to support enterprise development, competitiveness and job creation.

150	Enact legislation to (i) put NewERA on a statutory footing, (ii) create a strategic investment fund (absorbing NPRF assets) with an Ireland-focused investment mandate, (iii) streamline governance processes in the NTMA. This will facilitate a redeployment of NPRF resources to areas of strategic importance.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Enact legislation	Q2	D/Finance

Broadband

151	Progress a national mapping exercise, which will determine where State intervention is required, progress a State Aids application in respect of that intervention, and commence work on the requisite procurement process to deliver the State intervention.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Issue tender for technical, financial and economic advice relating to overall delivery	Q1	DCENR

58			
	Appoint consultants to assist with mapping, State Aids application and procurement	Q2	DCENR
	Commence mapping and the preparation of State Aids and procurement documentation for completion in 2014	Q3	DCENR

152	**Complete Phase 2 of the national rollout of 100 Mbps broadband services to second level schools.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Announce Schools to be covered in Phase 2	Q1	DCENR, DES, HEAnet
	Launch framework tender	Q1	DCENR, DES, HEAnet
	Issue tender	Q1	DCENR, DES, HEAnet
	Rollout complete	Q4	DCENR, DES, HEAnet

Water Services

153	**Progress the actions set out in the Water Sector Reform Implementation Strategy to ensure the transition from the 34 Local Authorities to Irish Water will lead to greater efficiency and effectiveness as economies of scale are exploited.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Delivery of the water sector reform implementation strategy in partnership with key programme stakeholders	Ongoing	DECLG

154	**Prioritise reducing the leakage levels in urban centres to improve efficiencies and reduce the need for new capital investment.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to prioritise water conservation projects under the Water Services Investment Programme 2010-2013	Ongoing	DECLG (Irish Water from 2014 onwards)
	Begin roll-out of National Metering Programme	Ongoing from Q3	DECLG
	Development of Capital Investment Plans by Irish Water	2013 and ongoing	DECLG

155	Develop a water regulatory framework that reduces inefficiencies in the capital and operational costs of water services infrastructure and ensures that water services charges are fully cost reflective and passed on to all customers in a fair and transparent manner.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress programme of work in line with implementation strategy	Ongoing	DECLG

156	Enact legislation to establish Irish Water as a statutory body.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Enact Water Services Bill 2013	Q1 2013	DECLG
	Enact Water Services (No. 2) Bill 2013	Q4 2013	DECLG

157	Prioritise the delivery of an IT based road management and utility licencing system to standardise approach for utilities, including Irish Water, to improve efficiency.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Licencing Phase 1 development and rollout (Local Authorities except South Dublin County Council & Dublin City Council)	Q3	DTTAS/LGMA/Local Authorities
	Develop shared services implementation solution	Q4	DTTAS/LGMA/Local Authorities
	Road Management (Pavement Management) current phase 2/3 development and rollout	Ongoing	DTTAS/LGMA/Local Authorities

Transport

158	Complete the review of ports policy and ensure that it incentivises timely investment in port facilities to meet future enterprise needs and promotes competition.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish new ports policy	Q1	DTTAS

159	Publish report of Competition Authority study into ports.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Finalise and publish Competition Authority study on ports.	Q4	Competition Authority

160	Ensure the new aviation policy to be developed during 2013 delivers competitive international access in terms of locations served, frequency of service and cost both in the short and longer term.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Issue consultation paper on the development of a new aviation policy	Q1	DTTAS
	Issue draft policy statement for consultation	Q4	DTTAS

161	Develop a land transport (road and rail) strategic investment framework to decide what investment will be required out to 2025 to facilitate easy access to markets and the mobility of the workforce.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish the evidence base for future investment.	Ongoing	DTTAS

162	Review public transport regulation with a view to reform that will reduce costs via increased competition.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Implement recommendations of Taxi Regulation Review Report 2011	Ongoing	DTTAS/NTA
	Examine bus market to open PSO routes post 2014	Q2	DTTAS/NTA

163	Support initiatives that aim to improve air access to West Coast USA and other locations of high strategic importance for trade, investment and tourism (e.g. China, India).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to encourage links to strategic locations in discussions with airlines.	Ongoing	DTTAS
	Continue to work closely with airlines, ferry companies, ports and airports in terms of cooperative promotional campaigns to drive demand for services from key overseas tourism markets.	Ongoing	Tourism Ireland

164	Progress the introduction of a common visa waiver scheme between Ireland and the UK for tourists and business visitors.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commence the introduction of biometric checks and rollout of pilot common visa programme	Q3	DJE
	Commence evaluation of the pilot programme with a view to introducing common visa programme in 2014	Q4	DJE
	Introduce common visa waiver scheme between Ireland and the UK	2014	DJE

Reduce costs through sensible regulation

165	Prepare a new Government Policy Statement on economic regulation.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Prepare a draft new policy statement	Q1	D/Taoiseach
	Adopt and publish policy statement	Q2	Government

166	Once the new Government Policy Statement on economic regulation is complete, responsibility for commencing implementation will move to the relevant Government Departments to initiate and progress during 2013. Overall strategic coordination of implementation will be overseen through Cabinet Committee structures.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Implement new policy statement	Ongoing	Relevant Government Departments
	Strategic coordination and oversight	Ongoing	Government via Cabinet Committees

167	Publish and enact legislation to complete the reform of the State's Workplace Relations Services. This will deliver modern, user-friendly, world-class workplace services by replacing the current complex system involving five separate bodies with a new more efficient and effective two tier structure resulting in better business regulation and employer/employee relations.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to engage with the Attorney General's Office and to provide any assistance required to progress the drafting of the legislation with a view to having the Workplace Relations Bill published.	Q2	DJEI
	Provide assistance with the passage of the Workplace Relations Bill through the legislative process to give effect to the new structures.	Q3	DJEI

168	Progress the very substantial reform of the Companies Acts, following publication of the Companies Bill in December 2012. This Bill will bring significant benefits to companies of all types throughout the country, and will be a key part of the Government's drive to make Ireland the best small country in the world in which to do business.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Assist in completing Second Stage in the Dáil	Q2	DJEI
	Assist in commencing Committee Stage	Q4	DJEI

169	Examine the case for allowing companies to avail of audit exemption when two of the three criteria (thresholds on the number of employees/balance sheet total/annual turnover) are met rather than requiring companies to meet all three criteria.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consult with Stakeholders	Q1	DJEI
	Refer to Company Law Review Group (CLRG)	Q1	DJEI
	Consider outcome of consultation with CLRG/submissions received from general consultation/policy and legal implications	Q3	DJEI
	Submit proposal to Minister	Q4	DJEI

170	Progress the streamlining of certain administrative processes and other interactions with nursing home providers (as identified in the recommendations of the High Level Group on Business Regulation) without negatively impacting on the safety of residents.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commencement of programme of guidance development / dissemination for providers	Q3	HIQA
	Amendment to Health Act 2007 (Registration of Designated Centres for older People) Regulations, 2009	Q4	D/Health

171	Review the licencing regime for street furniture (e.g. tables and chairs and other equipment on the public footpath) in consultation with relevant stakeholders.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commence preparation of a report for publication in Q1 2014	Q4	DECLG

172	Take steps to improve the quality and accessibility of Regulatory Impact Analysis (RIAs) conducted on domestic and EU policy/legislative proposals by publishing RIAs as part of the legislative programme and making them available on the Oireachtas website.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	Relevant Government Departments

Driving Entrepreneurship and Start-Up Companies

Building on the focused actions put in place during 2012, we will continue to develop Ireland as the place to start a business

173	Launch the Local Enterprise Offices (LEOs) that will provide support to micro-enterprises through Local Authorities and establish a Centre of Excellence for Micro-enterprise and Small Business within Enterprise Ireland that will be a key integrating resource for the LEO network.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Draft legislation in conjunction with the Office of the Parliamentary Counsel to dissolve CEBs and transfer their functions to Enterprise Ireland	Q1 – Q2	DJEI
	Publish model Service Level Agreement between Enterprise Ireland and Local Authorities	Q1	DJEI/EI/CEBs/DECLG/Local Authorities
	Finalise and launch LEO brand and logo	Q1	DJEI/EI/CEBs/DECLG/Local Authorities
	Seek agreement from other Bodies e.g. Revenue Commissioners, Credit Review Office, Micro Finance Ireland to enter into protocols with the LEOs in order to assist the small and micro sector in accessing State services	Q1	DJEI
	Initiate the phased roll-out of the supports to be delivered by the EI Centre of Excellence to the LEOs	Q2	EI
	Announce "advance" LEOs	Q2	DJEI/EI/Local Authorities
	Launch LEO website	Q3	DJEI/EI/CEBs/DECLG/Local Authorities
	Establish all LEOs on an administrative basis	Q2/Q3	DJEI/EI/Local Authorities
	Enact legislation allowing for the dissolution of the CEBs and the formal establishment of LEOs.	Q3	DJEI

174	Review the mentoring services available to start-up and small businesses and identify any necessary action to be taken		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop Terms of Reference to set out objectives and scope of the evaluation and initiative research/analysis (early Q2)	Q2	DJEI, EI
	Draft final report to be completed & submitted to DJEI	Q4 2013	DJEI, EI

175	Prepare a Government Policy Statement on entrepreneurship, including youth entrepreneurship.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Conduct a consultation process with relevant stakeholders	Q2	DJEI
	Draft policy statement and submit to Government	Q4	DJEI
	Publish policy statement	Q4	DJEI

176	Consider options with regard to extending benefit cover to the self-employed based on recommendations of a working group on this issue.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	DSP

177	Establish the Insolvency Service of Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Information launch of Insolvency Service of Ireland	Q1	DJE
	Design of regulatory and IT frameworks	Q2	DJE
	Insolvency Service of Ireland fully operational	Q4	DJE

178	Provide support for 155 high potential and early stage start-ups.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	EI

179	Launch a new round of the Competitive Start Fund targeted at a range of sectors.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Launch four calls during the year and report progress on a quarterly basis	Q4	EI

180	Expand the Competitive Feasibility Fund piloted in three regions during 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Roll out Competitive Regional Feasibility funds to the North East	Q1	EI
	Roll out Competitive Regional Feasibility funds to the Mid West	Q2	EI
	Roll out Competitive Regional Feasibility funds to the South West	Q3	EI

181	Support 100 projects through New Frontiers – Ireland's national entrepreneur development programme delivered at local level by the Institutes of Technology, and work with a range of other entrepreneur bootcamps during 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Deliver 9 Programmes throughout the year in 13 Institutes of Technology to support 100+ potential new business start-ups.	Ongoing	EI

182	Support the work of the 2012 appointed new International Start-up Ambassadors and appoint additional ambassadors in new geographic/sectoral areas as required.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	EI

183	EI and IDA will work together via a range of specific events and initiatives to attract Inward Start-Ups and Emerging Businesses to Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Promote Ireland as a location for overseas entrepreneurs and emerging businesses at: Europa AS Berlin	Q1	EI, IDA
	Mobile World Congress Barcelona	Q1	EI, IDA
	London Web Summit	Q1	EI, IDA
	South by South West Event in Austin, Texas, USA	Q1	EI, IDA
	Tech Crunch , San Francisco	Q3	EI, IDA
	Le Web Paris	Q4	EI, IDA

184	Implement a range of Female Entrepreneurship Initiatives during 2013 following on from the launch of a new programme in 2012.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Ongoing promotion of female entrepreneurship through a series of events and seminars	Ongoing	EI
	Sponsor a series of workshops for female entrepreneurs to be held in the first quarter of 2013	Q1	EI
	Conduct further research into the support and development of female entrepreneurship in Ireland	Q3	EI
	Work with women in business networks on a series of business development agendas	Ongoing	EI

185	**Deliver world class management development modules with clients to accelerate the growth of start-ups.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Deliver Accelerated Growth Engagement programme	Ongoing	EI
	Commence a Silicon Valley oriented development programme for High Potential Start-Ups	Q2	EI
	Complete needs analysis in relation to the design and delivery of a further programme in this area	Q4	EI

186	**Hold a second call for proposals for the Community Enterprise Centre (CEC) Management Development Scheme to support a further 10 managers during 2013.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	A call for proposals to be launched during March	Q1	EI
	Review and approve proposals	Q2	EI

Assisting Indigenous Business to Grow

Enhancing Indigenous Performance

Supporting Irish companies to build scale, to grow and internationalise remains central to our plans for recovery, growth and jobs and in 2013

187	Expand the Enterprise Ireland Mentor Programme and develop different cohorts of mentors (e.g. mentors for commercialisation of research, mentors for public procurement, mentors for internationalisation drawing on Global Irish Contacts Programme).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	In 2013, more than 300 mentors will be appointed to provide tailored advice and guidance to Enterprise Ireland clients	Ongoing	EI

188	Drive implementation of the Global Sourcing Strategy targeting the procurement of an additional €500 million of domestically sourced goods and services by FDI companies in Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	100 (Phase 1, 2013) referrals to Global Sourcing by IDA Executives of procurement prospects	Ongoing	IDA, EI
	Based on assessment of these referrals, target 120 client introductions to MNC Supply Opportunities in 2013	Q4	IDA, EI
	Appoint 25 MNC/Global Sourcing mentors to clients during 2013	Q4	IDA, EI
	Host a series of MNC Networking events to build engagement with the Strategy.	Ongoing	IDA, EI

189	Develop joint sectoral approaches for the support of selected growth sectors in Ireland. These will commence with Business Process Outsourcing, followed by Medical Technologies.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commence development of strategies for Business Process Outsourcing and Medical Technologies	Q1	IDA, EI

	Agree strategies, including determining the Leadership and Management Capability needs of these sectors.	Q2	IDA, EI
	Following completion of sectoral strategies, determine and develop a joint response to the Leadership and Management Development needs identified	Q4	IDA, EI

190	**Attract overseas entrepreneurs and foreign direct investment from emerging businesses to Ireland.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Participate in a joint marketing strategy in key target markets including the US, UK and Europe (Berlin, Barcelona, London, Austin, San Francisco, Paris)	Ongoing	IDA, EI
	Target support for 15 overseas entrepreneurs	Ongoing	EI
	Attract 20 foreign direct investments from emerging businesses	Ongoing	IDA

191	**Progress the Pilot Industry-led Clustering Initiative launched in 2012 to ensure optimum implementation of their clustering projects.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Quarterly updates on progress against Phase 1 and Phase 2 clustering projects	Ongoing	EI
	Review the initiative and assess options for further roll out	Q4	EI

192	**Support 800 participants on short course Management Development Programmes and 230 on long course Management Development Programmes.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	EI

193	Promote the greater utilisation of standards, emerging standards, and the standardisation process by companies through information events, a programme of standardisation initiatives for SMEs, and the greater use of the Your Standards, Your Say information portal.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Hold at least one standards/certification information event per quarter with a focus on SMEs	Q1, Q2, Q3, Q4	NSAI
	Increase the information content on emerging standards available on www.nsai.ie	Q3	NSAI
	Conduct promotion campaign (mailings, web, media) encouraging the use of the 'Your Standards Your Say' internet portal	Q4	NSAI

194	Complete the programme of evaluations of agency programmes to determine their appropriateness, efficiency and effectiveness, and draw out lessons for tailoring interventions. The evaluations to be undertaken in 2013 will focus on capability-building and business development programmes operated by Enterprise Ireland and IDA Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop project plan for undertaking evaluation of circa 40 agency programmes, to define scope, timelines, resource management and priorities	Q1	Forfás
	Undertake programme of evaluations in line with project plan and report to DJEI on progress and (draft) findings of those programmes completed to date and next steps	Q3	Forfás (in conjunction with EI and IDA)
	Complete report on draft findings of additional programme evaluations completed by end of year	Q4	Forfás

Assisting Indigenous Businesses to Trade

Trading is central to the growth of indigenous firms and we will continue to help and support companies to navigate the challenges inherent in entering new markets.

195	Design and implement a pilot Internationalisation Expansion Initiative to support the acceleration of company traction in overseas markets. The initiative will have the goal of enabling qualifying companies to research, evaluate and plan the development of market entry strategies in new geographic markets.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop a pilot initiative	Q1	EI
	Commence the Pilot Initiative focused on enabling companies to research, evaluate and plan market entry strategies in new geographic markets	Q2	EI

196	Design and develop a pilot to increase Global Business Links for client companies that will focus on delivering scaled client-buyer introductions during 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Design and develop a pilot to increase Global Business Links	Q2	EI
	Pilot the Global Business Links initiative	Q3/Q4	EI

197	Embed the Potential Exporters Division as a new way of engaging with Irish companies.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	The Potential Exporters Unit will build on the programme of activity undertaken during 2012 and will hold a series of Get Export Ready Workshops throughout the country to encourage more companies to consider exporting	Ongoing	EI
	Support mentoring, business advocate support and financial support will be provided to companies – 300 significant development engagements to be supported in 2013	Ongoing	EI

198	**Continue to develop a co-ordinated approach to reputation-building efforts across Government, including regularly updating key messages on Ireland's economic recovery and their dissemination via Ireland's Embassy Network overseas. Utilise Ireland's EU Presidency to get across positive messages on Ireland to an international audience, including via the www.eu2013.ie website.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continued implementation of co-ordinated effort, as outlined above, on an ongoing basis	Ongoing	D/FAT and relevant departments and agencies
	Continue the work of the Inter-departmental Communications Group	Ongoing	D/Taoiseach, relevant Departments and Agencies
	Little Book of Irish Science update and reprint for distribution at Irish Presidency events and to embassies, etc.	Q1	SFI
	Use the EU Presidency period to communicate positive messages on Ireland to international and domestic audiences	Q1, Q2	All Government Departments

199	**Roll out a schedule of Trade Missions and events focused on the priority markets identified in the Government Trade Strategy and targeting sectors of particular relevance to Irish companies. At least 15 of these Missions will be led at Ministerial level.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Prepare schedule of Missions	Q1	DJEI, DFAT, EI and relevant departments and agencies
	Carry out Missions	Ongoing	DJEI/DFAT/EI/DTTS/Tourism Ireland/DE&S/DAFM/BB
	Suitable tourism material will be provided to Ministers travelling overseas with a particular focus on exploiting any opportunities to promote "The Gathering Ireland 2013"	Ongoing	DTTAS, Tourism Ireland

200	**Develop and implement local, country-specific market plans in priority markets as provided for in the Government Trade Strategy under the auspices of the Export Trade Council, with a particular focus on high-growth markets.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Present 27 local market plans for 2013 to Export Trade Council	Q1	D/FAT
	Implement and report on local market plans through Export Trade Council	Ongoing	D/FAT
	Tourism Ireland will continue to review its tourism marketing strategy in all main markets and revise as appropriate.	Ongoing	Tourism Ireland

201	**Continue to utilise the Global Irish Network to support economic development in Ireland which will provide:** ▪ **access to key decision makers for the Government and agencies;** ▪ **mentoring and assistance for Irish companies through the Global Irish Contacts Programme;** ▪ **support for sector specific initiatives (such as The Gathering Ireland and Succeed in Ireland) and for Trade Missions);** ▪ **IDA Ireland will continue to engage with members of the network who have put themselves forward as advocates for FDI to help win new investments for Ireland.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Deliver Global Irish Economic Forum in Dublin in October 2013 with a strong focus on job creation.	Q4	D/FAT and relevant departments, agencies and members of the Global Irish Network.
	Provide update on the Global Irish Contacts Programme	Q4	EI
	Continue to engage with network of Advocates for FDI and report	Q4 update	IDA

202	**In cooperation with all relevant Departments and agencies, carry out a short and focused review of the Government Trade Strategy, *'Trading and Investing in a Smart Economy'***		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DFAT and DJEI

203	Host the largest annual gathering of internationalising Irish companies as part of the International Markets Week.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	EI

Maximising Procurement Opportunities

Public procurement presents a particular opportunity for new and established SMEs to secure new business and grow employment.

204	Improve the capacity of SMEs to tender for public sector contracts, including through collaborative approaches.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	NPS, Enterprise Ireland, IntertradeIreland

205	Continue to encourage 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**
	As per headline action	Ongoing	NPS, Enterprise Ireland, Small Business Representatives

206	In the context of the reform of public procurement and the establishment of the National Procurement Office, continue to prioritise the reduction of barriers to entry for SMEs in competing for procurement opportunities.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to identify remaining barriers to SME access to procurement and seek solutions to overcome these barriers	Q4	DPER, NPS, DJEI

207	Encourage contracting authorities to make use of the new functionality in the Government's eTenders web portal to reduce the administrative burden on companies participating in public procurement, including accepting tender bids online.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	NPS

208	Examine the potential, in compliance with EU Treaty Principles and Directives, for developing an approach for the inclusion of social clauses in suitable procurement contracts.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	DPER, NPS

209	Examine possible approaches for enabling access for SMEs to opportunities arising under capital investment projects.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Examine capital investment projects associated with the National Development Finance Agency (NDFA) programme	Q4	EI
	Engage with key departments & organise 2 EI buyer/client events	Q4	EI with relevant Departments
	Organise one EI event with NDFA	Q4	EI with NDFA

210	Build on the Procuring Innovation initiative established in 2012 by expanding the number of projects participating on the scheme.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review progress on Procuring Innovation Initiative and consider how best to extend the scheme	Q2	DJEI, EI
	Increase the number of projects by at least 4 in 2013	Q4	EI

211	Support Irish companies seeking to participate in procurement contracts overseas through assisting them in identifying opportunities and capability building.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Organise client events with UN, European Bank for Reconstruction and Development (ERDB) and Asian Development Bank (ADB) during 2013.	Q4	EI

Developing and Deepening the Impact of Foreign Direct Investment

212	Work to win another 132 new FDI investment projects in 2013.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	IDA

213	Target 13,000 new gross jobs yielding approximately 6,000 net new jobs.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	IDA

214	Achieve €500 million in R&D investment to have a total annual R&D spend by multinationals here of €1.7 billion by 2014.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	IDA

215	Drive implementation of the Global Sourcing Strategy targeting the procurement of an additional €500 million of domestically sourced goods and services by FDI companies in Ireland: ■ 100 (Phase 1, 2013) referrals to Global Sourcing by IDA Executives of procurement prospects; ■ Based on assessment of these referrals, target 120 client introductions to MNC Supply Opportunities in 2013; ■ Appoint 25 MNC/Global Sourcing mentors to clients during 2013; ■ Host a series of MNC Networking events to build engagement with the Strategy.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	See Action 190		IDA, EI

216	Develop joint sectoral approaches for the support of selected growth sectors in Ireland. These will commence with Business Process Outsourcing, followed by Medical Technologies.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	See Action 192		IDA, EI

217	Attract overseas entrepreneurs, and foreign direct investment from emerging businesses, to Ireland		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	See Action 194		

218	Review the operation of the new Immigrant Investor and Start Up Entrepreneur Programmes.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Review after the first full year of operation the effectiveness of the Schemes in attracting Investors and Entrepreneurs and make any necessary recommendations for amendment of the terms of the Programmes including in the light of any developments in competing jurisdictions.	Q3	Irish Naturalisation and Immigration Service, DJE

219	Extend the multi-entry visa regime for business travellers from India in 2013. The multi-entry visa allows for the granting of multi-entry visas of up to three years duration.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Carry out impact assessment and develop recommendations for the extension of the programme.	Q3	Irish Naturalisation and Immigration Service, Department of Justice and Equality

220	Encourage Irish-based multinational enterprises to avail of access to national and international standardisation committees that NSAI can facilitate in order to establish a valuable local expertise and source of advance market and technology intelligence.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Focus advertising initiative on standards participation	Q2, Q4	NSAI
	Increase awareness of the benefits of standardisation through the e-Communications programme	Q2, Q4	NSAI
	Encourage greater industry participation in standardisation expert groups through sector specific initiative with medical device sector	Q3	NSAI

221	IDA Ireland will continue to engage with members of the Global Irish Network who have put themselves forward as advocates for FDI to help win new investments for Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to engage with network of advocates for FDI and report	Q4	IDA

222	Convene a third Global Irish Economic Forum in October 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	D/FAT

Supporting Employment at Community and Local Level

Supporting employment at community and local level

223	Prepare a report on the medium-term economic development of rural areas for the period to 2025 based on a national consultation of rural stakeholders including employers, unions, farm bodies, community organisation and the public sector.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commence consultation	Q1	DECLG
	Commence research and analysis economic factors affecting rural areas	Q1	DECLG
	Commence preparation of a report supporting the medium-term economic development of the Rural Areas for the period to 2025	Q2	DECLG
	Publish Final Report	Q4	DECLG

224	Establish Socio-Economic Committees in each local authority area to bring greater coherence and oversight to the range of local and community development interventions locally and provide for a more effective matching of resources to locally identified priorities, including those interventions that focus on increasing people's work readiness and employment prospects.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish Socio-Economic Committees in a small number of frontrunner local authority areas	Q2	DECLG
	Establish Socio Economic Committees in remaining local authority areas.	Q4	DECLG

225	Review implementation of the local government sectoral strategy to promote employment and support local enterprise, *"Supporting Economic Recovery and Jobs – Locally"*.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commence Review	Q2	DECLG
	Complete Review	Q3	DECLG
	Local Authorities to publish revised economic development and jobs strategies	Q4	DECLG

226	Review activity in the report published in 2012 by the County and City Managers' Association (CCMA) which identified actions/projects/activities undertaken by Local Authorities which can be seen to contribute to local development, enterprise support and economic growth.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	CCMA to publish update report	Q1	DECLG

227	Through the Local and Community Development Programme (LCDP), continue to work towards: ■ **Increasing access to formal and informal educational, recreational and cultural activities and resources** ■ **Increasing people's work readiness and employment prospects and support for enterprise start-ups** through a particular focus on work readiness and employment prospects and through careful analysis of the Programme outputs and impacts. Current validity of the LCDP objectives and/or outcomes and their compatibility with the Programme for Government will be examined.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Monitor Programme Beneficiary Participation Rates against the targets set for the Programme in 2012.	Ongoing	DECLG, Pobal, Local Development Companies
	Carry out a Mid Term Review of the Local and Community Development Programme.	Q1	DECLG, Pobal, Local Development Companies

228	**Continue to support job creation in rural communities through the Rural Development Programme, primarily through continued focus on enterprise generation and development in rural communities.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue delivery of the Axis 3 and Axis 4 elements of the current round of the Rural Development Programme via the Local Development Companies	Ongoing	DECLG

229	**Pursue initiatives in the Irish Language sector including:** ▪ **an internship scheme for Irish language graduates** ▪ **supports for Irish language arts, publishing, creative writing and other schemes** ▪ **funding of third-level courses in Irish with a view to promoting employment opportunities in translation, interpretation and associated areas**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide an internship scheme for Irish language graduates	Ongoing	DAHG
	Provide supports for Irish language arts, publishing, creative writing and other schemes	Ongoing	DAHG, Foras na Gaeilge & Údarás na Gaeltachta
	Provide funding for third-level courses in Irish with a view to promoting employment opportunities in translation, interpretation and associated areas	Ongoing	DAHG
	Strengthen R&D&I capacity of Gaeltacht companies	Ongoing	Údarás na Gaeltachta
	Support entrepreneurs and start-up businesses and assist indigenous business to grow in Gaeltacht areas	Ongoing	Údarás na Gaeltachta
	Support high growth potential in various sectors, including cultural tourism, renewable energy, coastal resources and the arts in Gaeltacht areas	Ongoing	Údarás na Gaeltachta

230	**Continue to support and stimulate local community development initiatives in Gaeltacht areas to build on the strengths and capacity of community enterprise and its contribution to the economy.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide financial support to Gaeltacht co-operatives and community development organisations	Ongoing	Údarás na Gaeltachta

231	**Develop a new Youth Policy Framework which will, *inter alia*, review youth funding schemes to ensure that youth work and the non-formal education sector contribute effectively to youth employment, including skills development and experiential learning opportunities for individuals and groups of young people.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop scope of the Youth Policy Framework and consultation process with a view to developing the policy framework and accompanying implementation plan in 2014	Q4	DCYA

232	**Use the Youth Programme developed under Ireland's Presidency of the EU to focus on the contribution of quality youth work to the development, well-being and social inclusion of young people and to maximise the potential for youth policy to address the goals of Europe 2020 with specific regard to youth unemployment.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Implement the European-wide Structured Dialogue Consultation Process with young people based on the theme of social inclusion and quality work provision	Q 1 & 2	DCYA
	Host the 1) European Youth Conference; and 2) Directors' General of Youth meeting to consider findings from the Structured Dialogue process and the priority themes of the Irish Presidency	Q 1 & 2	DCYA
	Progress Ireland's Presidency priorities in the area of Youth through Council	Q 2	DCYA

	Conclusions to be adopted by the European Council of Youth Ministers		89
	Hold a round-table event exploring the contribution of youth work to youth employment comprising national and European partners	Q 1 & 2	DCYA

233	**Identify ways in which the youth sector can contribute to the Government's objectives regarding young people and employment and explore the potential to secure EU funding to support the youth sector's contribution to preventing youth unemployment and exclusion, in particular for young people facing multiple barriers to labour market entry.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to collaborate with related Government Departments with regard to the contribution youth work provision can make to enhance young people's opportunities for employment.	Ongoing	DCYA, DSP

234	**Facilitate the increased participation in volunteering opportunities by unemployed people. Such volunteering provides significant opportunities to provide and derive skills, experience and develop new competences which can assist people, including young people, in gaining a foothold in the labour market.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Convene an Interdepartmental Group to explore opportunities for involvement of unemployed people in volunteering and identify any barriers that might need to be addressed	Q2	DJEI, DSP, DCYA, DECLG, DTTAS
	Seek input from key stakeholders (e.g. Volunteer Ireland, National Youth Council, etc) on how to facilitate the increased take-up of volunteering by unemployed people	Q2	DJEI, DSP, DCYA, DECLG, DTTAS
	Roll out additional guidance to staff working in local Employment Offices, to increase awareness and uptake of the Voluntary Work Option scheme.	Q2	DSP
	Consider the potential for pre-registration of voluntary bodies to speed up application process under the Voluntary	Q2	DSP

	Work Option scheme		
	Develop a Volunteering Programme for the Gathering Ireland 2013	Q2	Fáilte Ireland
	Launch and implement the National Quality Standards for Volunteer-led Youth Groups	Q2	DCYA
	Maximise the potential of European Youth Week to enhance volunteer involvement in youth work organisations, services and youth activity groups	Q2 & 3	DCYA
	Finalise and publish the study examining the *Impact of volunteer-led youth provision* being carried out by NUIM and UCC	Q4	DCYA
	Ensure youth funding provision continues to recognise the significant input for volunteer-led provision for young people.	Ongoing	DCYA

235	**Provide over 6,000 after school child-care places targeted at primary school children whose parents have taken up employment opportunities.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Design Childcare Scheme	Q1	DCYA, DSP, DES
	Pilot of scheme in selected DSP INTREO offices	Q2	DCYA, DSP, DES
	First phase rollout of the scheme	Q3	DCYA, DSP, DES
	Final rollout of the full 6,000 places	Q4	DCYA, DSP, DES

236	**Develop and publish a National Plan on Corporate Social Responsibility, highlighting the role that enterprises can play in supporting employment and local communities.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consult with relevant stakeholders to scope out a National Plan	Q2	DJEI, other relevant departments and agencies and business representatives
	Draft National Plan for wider consultation	Q3	DJEI, other relevant departments and agencies and

			business representatives
	Seek Government approval and publish National Plan	Q4	DJEI, other relevant departments and agencies and business representatives

237	**Publish legislation aimed at easing the regulatory burden on co-operative societies and making it easier to run a co-operative as an alternative form of enterprise organisation.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Support the OPC in drafting of the Bill and subsequent publication	Q2	DJEI, OPC

238	**Publish the Forfás report on Social Enterprise and identify actions to be taken by way of follow-up on the report's findings.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Publish Report	Q2	Forfás
	Bring Forfás report to Government	Q2	DJEI/Forfás
	Identify actions and relevant lead actors	Q2-Q3	Relevant Government Departments
	Follow up on actions	Q3 Ongoing	Relevant Government Departments

239	**Through the Probation Service, continue to partner with Community Based Organisations (CBOs) to help offenders improve their prospects of employment in the labour market. This will be achieved through assisting offenders to acquire skills, vocational training and qualifications, as well as facilitating work referral and placement.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Business plans submitted in October Review of outputs and outcomes in conjunction with Regional Managers for previous year Feedback from Regional Managers and Probation Service Representatives Funding agreed with Department	Ongoing	Probation Service

240	Through the Equality Authority, run a programme of activities to promote the employability of groups that have experienced labour market disadvantage related to discriminatory grounds (e.g. age, race, family status, disability etc). This will include specific streams for developing the equality capacity of employers, vocational education and training providers and labour market providers.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide technical support on equality mainstreaming for providers of further education and training and labour market programme providers	Ongoing	Equality Authority
	Implement a programme of sectoral projects with employers and trade union networks to enhance equality competency	Ongoing	Equality Authority
	Provide a programme of equality supports to providers of further education and training	Ongoing	Equality Authority
	Highlight equality tools for vocational education and training providers in the annual Equality Mainstreaming in Further Education and Training conference.	Q4	Equality Authority

Sectoral Opportunities

Manufacturing

241	**Bring the recently completed Forfás/DJEI Strategy for the manufacturing sector to Government for consideration and launch the report.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Submit report on Manufacturing to Government and publish report	Q1	DJEI

242	**Examine the potential to develop and implement programmes for manufacturing capability aimed specifically at supporting capital investment by firms as part of a defined strategic business development initiative.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	EI/IDA Cross Agency Group

243	**Launch a National Step Change Initiative to strengthen Ireland's manufacturing base, focused on capability building and enabling companies to take one step up to drive enhanced productivity and competitiveness; to internationalise; to deepen engagement in innovation and to collaborate to compete.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	DJEI, EI, IDA, Forfás

244	**Review and enhance (if required) existing programmes, including management development programmes and Excellence Through People, to deliver to the needs of foreign owned firms (as appropriate), taking into account sectoral strategies to be developed elsewhere in this Action Plan**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Identify relevant programmes and assess eligibility criteria in the context of extending the programmes to a broader cohort of firms	Q2	EI, IDA, NSAI
	Agree necessary modifications that may be required and plan of action to target relevant firms	Q3	EI, IDA, NSAI

245	**Undertake a concerted effort to encourage more manufacturing companies to engage in RD&I (with a particular focus on the cohorts with relatively lower take-up to date).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Determine the emerging manufacturing needs of the Pharmaceutical Industry and plan appropriate programmes	Ongoing from Q2	IDA/SFI
	IDA will continue to encourage its companies to engage in high level RD&I activities	Ongoing	IDA
	As per headline action	Ongoing	EI

246	**Engage with manufacturing firms to determine and define specific needs at a research programme level, particularly firms in sectors that would benefit from increased participation.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Determine and define specific needs at a research programme level, particularly for firms in sectors that would benefit from increased participation, drawing on existing capabilities/resources	Q2-Q3	IDA, EI, SFI
	IDA will continue to encourage its companies to engage in high level RD&I activities	Ongoing	IDA

247	**Encourage more manufacturing companies to avail of the access to national and international standardisation committees that NSAI can facilitate in order to establish a valuable source of advance market and technology intelligence to support their RD&I activities.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Focused advertising (radio, web) initiative on standards participation	Q2, Q4	NSAI
	e-Communications programme to increase awareness of the benefits of standardisation	Q2, Q4	NSAI
	Sector specific initiative with Medical Device sector to encourage greater	Q3	NSAI

	industry participation in standardisation expert groups		95
	Develop a pilot 'standards audit' to accompany applications for FP7 or national RDI programme support	Q4	NSAI

248	**Support manufacturing companies with precision measurement or demanding process measurement challenges through expertise from the National Metrology Laboratory.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop, market and deliver a suite of technical measurement-related training modules to companies	Q2	NSAI
	Provide industry access to technical experts in assisting with measurement-related problems. Develop proficiency testing schemes in key measurement areas	Q3	NSAI

249	**Embed structured cross agency and cross sectoral collaborative approaches to stimulate the potential for identifying and realising 'new' areas of opportunity at an early stage, including the establishment of focused working groups across the agencies and across existing sectoral departments to strengthen knowledge sharing, solidify the opportunities in new convergent areas and to identify policy requirements (barriers and enablers).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	IDA will continue to work closely with EI on the high level management group and other in the exploration of mutual objectives	Q4	IDA/EI

250	**Promote relevant Enterprise Ireland funds to indigenous manufacturing start-ups which will facilitate feasibility, prototype development and market testing.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	EI

251	**Recruit a cohort of manufacturing champions in Ireland and take steps to promote careers in manufacturing.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	The Manufacturing Development Forum , in association with the other players, will develop a suite of key messages to raise the profile of manufacturing; will identify a group of 'Champions' to become the public faces of manufacturing in Ireland at events and for media purposes; and will work to promote careers in the sector	Ongoing	DJEI, IDA, EI, SFI with Manufacturing Development Forum
	Introduce content and resources on an on-going basis about careers relevant to STEM sectors in manufacturing with partners on www.SmartFutures.ie, the STEM careers awareness campaign aimed at second-level students in Ireland	Q4	SFI
	IDA will continue to build on the work of the Manufacturing Study	Q4	IDA

Agriculture, Food and Marine

252	**Support 18 significant food and drink industry investments including up to 5 additional FDI projects, to achieve the objective of 750 overall new jobs.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	EI

253	**Attract graduate talent into the sector through the Bord Bia Marketing Fellowship which will employ 25 new graduates on over 100 business development projects in 2013.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Applications for the 2013/2014 received	Q1	Bord Bia
	Up to 20 places awarded for the 2013/2014 cohort	Q2	Bord Bia
	Existing (2012/2013) cohort of twenty-five complete their course	Q3	Bord Bia
	2013/2014 cohort commenced their course	Q3	Bord Bia

254	**Continue to work with 18 seafood companies on their investment programmes to create up to 40 further jobs in 2013, bringing the cumulative number of jobs created since 2010 to 240 under BIM business development programmes.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue effective business planning with the companies	Q2	BIM
	Increase raw material, new species and foreign landings	Q2 & Q4	BIM
	Assess innovation, product development work through the Seafood Development Centre	Q2 & Q4	BIM
	Achieve operational efficiencies through Lean and Green Seafood business	Q4	BIM
	Ensure capital investment for value add development in place	Q2 & Q4	BIM

255	**The Irish Maritime and Energy Resource Cluster (IMERC) will facilitate development of upwards of 20 new jobs in 2013 through its research and commercial cluster environment in its Ringaskiddy campus.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide commercial and incubation units to host client companies including start ups	Ongoing	IMERC
	Attract FDI clients to incorporate in Ireland and locate on the IMERC campus	Ongoing	IMERC
	Work with academic partners to win new funds to recruit new researchers to the Halpin Research Centre and the Beaufort Laboratory	Ongoing	IMERC

256	Work to secure adequate funding for the agri-food sector through a reformed CAP policy framework that contributes to the twin goals of competitiveness and sustainability.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Undertake intensive consultations and contacts with other Member States, Commission and EP on CAP reform Irish presidency to design and table realistic and acceptable CAP compromises Achieve a Council General approach and mandate to enter trilogies on CAP reform	Q1	DAFM
	Achieve inter-institutional political agreement on CAP reform by end June 2013	Q2	DAFM

257	Roll out a schedule of food related Ministerial Trade and Investment Missions and continue with technical and diplomatic efforts to improve trade and access for agri-food products.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue technical and diplomatic efforts to improve market access and trade	Ongoing	DAFM
	Assess assignment of resources to key markets to assist trade and market access issues	Q1	DAFM
	Following EU Presidency, undertake a Ministerial trade mission	Q4	DAFM

258	Using externally-funded research contracts, fill up to 15 new research posts in the Marine Institute (in the areas of fisheries management, environment & food safety, oceanography, and mapping & modelling).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Implement the Protocol for Externally Funded Contract Posts in DAFM Non-Commercial State Agencies	Q1	Marine Institute
	Complete 1st round of recruitment – 5 posts	Q3	Marine Institute
	Complete 2nd round of recruitment – 10 posts	Q4	Marine Institute

259	Progress the development/licensing of large scale Deep Sea finfish aquaculture sites in line with the road map set out in *Food Harvest 2020 Milestones* report.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete the processing of the BIM licence application in respect of Galway Bay	Q2	DAFM

260	Progress determination of aquaculture licence applications and renewals having regard to full compliance with environmental requirements.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete Appropriate Assessment in respect of Bays designated by National Parks Wildlife Service as Special Areas of Conservation and Special Protection Areas	Ongoing	DAFM, Martine Institute/National Parks and Wildlife Service

261	Progress the SmartBay marine technology test and demonstration facilities in Galway Bay by preparing for the installation of a fibre optic cable from An Spidéal to an underwater hub that links to the unique ¼ scale ocean energy test facility to develop research and commercial opportunities in the technology and energy sectors.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Submit cable Foreshore License application	Q1	Marine Institute
	Award contract for specialist engineering project management support, following public procurement	Q2	Marine Institute
	Finalise system design	Q3	Marine Institute
	Issue Invitation To Tender for installation of cable and ancillary works in 2014	Q4	Marine Institute

262	Build on positive engagement with key dairy industry players to optimise industry expansion capability in 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to promote a collaborative	Ongoing	EI

	approach by key players		
	Provide an update on progress and plans by end 2013	Q4	EI

263	Optimise dairy sector's export and investment potential through the introduction of a sustainability and quality programme for the dairy sector.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Technical Advisory Committee to finalise farm standard and submit to INAB (Irish National Accreditation Board)	Q2	Bord Bia
	Launch scheme and commence farm audits now that audit infrastructure and training is completed. Build scheme into Origin Green communications programme	Q3	Bord Bia

264	Teagasc will work with the Irish Dairy Board to develop and launch a new cheese product.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Optimise cheese product at commercial scale	Q2	Teagasc and commercial production partner
	Undertake consumer trials on samples generated	Q3	Irish Dairy Board
	Optimise product based on consumer appraisal	Q3	Teagasc and commercial partner
	Manufacture cheese for commercial launch	Q3	Teagasc and commercial partner
	Commercial launch	Q4	Irish Dairy Board and commercial partner

265	Teagasc and industry partner to develop a new dairy ingredient/process.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Transfer new technologies from research programme within Teagasc	Q1	Teagasc
	Continue collaborative research projects with Dairy Processors/Infant formula	Q2-Q3	Teagasc

	manufacturers		101
	Perform laboratory and pilot scale trials	Q4	Teagasc

266	**Work with meat industry to progress 13 projects under the Beef-Sheepmeat Fund.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Hold project review meetings with companies responsible for the delivery of all 13 projects	Q1	EI
	Complete and agree a projected drawdowns schedule of fund grant for 2013 -2014.	Q3	EI, DAFM

267	**Achieve an annualised sales target of €25 million from Marketplace 2012 and foster new buyer relationships**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Final measure of impact of Marketplace 2012.	Q1	Bord Bia.

268	**Increase new product development (NPD) and sales volume from innovation initiatives such as BIM Seafood Centre, Teagasc Food Technology Centre and foresight4food.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress new market development in China/ Asia	Q4	BIM
	NPD on boarfish and blue whiting realised	Q3	BIM
	Development of market ready new product concept.	Q3	BIM
	Nine individual and nine syndicated foresight4food projects initiated; one Inspiration Expedition undertaken.	Q1	Bord Bia
	Six individual and six syndicated foresight4food projects initiated	Q2	Bord Bia
	Two individual and six syndicated foresight4food projects initiated; one Inspiration Expedition undertaken.	Q3	Bord Bia

269	Work to achieve the target of 75% of food and drink exports being supplied by companies participating in the 'Origin Green' sustainability charter by the end of 2014.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete workshops for 150 participating companies	Q1	Bord Bia
	Offer further workshops to all other registered companies ; support companies in the development of their plans	Q2 and ongoing	Bord Bia
	40% of exports covered by member companies	Q2	Bord Bia
	60% of exports covered by member companies	Q4	Bord Bia

270	Initiate a new application phase of the FoodWorks programme in 2013 to support a further cohort of new food entrepreneurs.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Stage 1 (Plan Your Path) - Programme launch	Q1	Bord Bia, EI, Teagasc
	Recruitment, interview and selection complete	Q2	Bord Bia
	Stage 4 (Take Your First Steps) commences with c. 20 candidates and supports in place to validate projects	Q3	Bord Bia
	Stage 4 will complete with most viable projects chosen for next stage (5 – robust business plans) which will run into 2014	Q4	Bord Bia

271	Advance 10 further food industry co-opetition projects.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Two projects introduced or progressed.	Q1	Bord Bia
	Three projects introduced or progressed.	Q2	Bord Bia
	Two projects introduced or progressed.	Q3	Bord Bia
	Three projects introduced or progressed.	Q4	Bord Bia

272	Achieve by end 2013, completion by 90 food companies of the Lean Manufacturing programme and of the Leadership4Growth programme by 50 CEOs/CFOs from the food sector		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to promote Lean and Leadership/Management Development in Food Sector	Ongoing	EI

273	Work with Research Performing Organisations to progress the 55 agri-food and forestry research projects awarded in late 2012.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Monitor start up, progress on the conduct of the research, and eventual delivery of the planned outputs through desk evaluation, on-site visits and workshops, seminars, as relevant	Ongoing	DAFM

274	Progress new industry-led Dairy Processing Technology Centre with a clear commercialisation agenda and launch Phase 2 of Food for Health Ireland (FHI).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Obtain Approval for Food for Health 2 Proposal	Q1	EI
	Finalise agenda for new Dairy Processing Technology Centre	Q3	EI
	Launch Call for Proposals for New Dairy Processing Technology Centre	Q4	EI

275	Encourage a high level of adoption of the internationally recognised Food Safety System Certification (FSSC) by Irish food producers, suppliers, and exporters.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop promotional material and inform client base on benefits of FSSC.	Q1	NSAI
	Information campaign to food companies initially in the beef and dairy sectors about FSSC.	Q2	NSAI
	Regional promotional event for food companies.	Q4	NSAI

Green Economy

276	**Establish and convene meetings of a Consultative Committee on Jobs in the Green Economy to identify opportunities for further job creation in the sector.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Agree terms of reference and core Membership of Consultative Committee	Q1	DJEI
	Establish Consultative Committee	Q1	DJEI
	Meet according to agreed schedule	Q2 and Ongoing	DJEI

277	**Monitor and Report progress on *Delivering Our Green Potential* to the Cabinet Committee on the Green Economy.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Consult relevant Departments, Agencies and Stakeholders	Q2	DJEI
	Collate case studies from Industry, Public Sector, Research and Industry Clusters, as appropriate	Q2	DJEI, DECLG and other relevant departments and agencies
	Present report to Cabinet Committee on Climate Change and the Green Economy in collaboration with DECLG	Q3	DJEI and DECLG

278	**Conduct research to commence benchmarking employment numbers in the Green Economy.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Meet with CSO to consider potential involvement in project	Q1	DJEI
	Consult with relevant Departments, Agencies and Stakeholders to gather data	Q1 and Q2	DJEI
	Finalise and produce preliminary study of employment numbers in the Green Economy	Q4	DJEI

279	Bring forward for Government, a proposal for domestic financing mechanism (PAYS) to stimulate Energy Efficiency projects in the domestic consumer market.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Bring Memorandum to Government on PAYS initiative	Q3 2013	DCENR

280	Advance the potential to export surplus Renewable Energy. The Minister for Communications, Energy and Natural Resources will sign a Memorandum of Understanding with his UK counterpart on co-operation on Energy matters. Agreement on an Inter-Governmental Agreement (IGA) would facilitate the development of major windfarms in Ireland for export of wind energy to the UK. The Agreement will also require resolution of significant regulatory and technical issues and is likely to be substantially progressed in 2013.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Substantially progress tasks to facilitate the signing of a potential IGA in Q1 2014	Q4	DCENR/DECC (UK)

281	Implement the Green Public Procurement Action Plan to promote the development of a market for green products and services.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Undertake research and analysis of economic benefit and best practice examples of GPP	Q1	DECLG
	Engagement with the new Central Procurement Office to ensure a coordinated approach to the implementation of Green Tenders that maximises opportunities for the development of new green product/service markets.	Ongoing	DECLG

282	Continue to promote energy and resource efficiency measures to cut costs for businesses.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Work with 500 businesses in 2013 to help them identify and reduce their energy costs	Ongoing	SEAI
	Work with the 160 large firms in the Large Industry Energy Network (who together consume 60% of all industrial energy use) to promote best international practice in energy management and design	Ongoing	SEAI

283	Continue to look for international trade liberalisation in green goods, technologies and services in bilateral and multilateral trade agreements.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	DJEI

284	Continue to review and upgrade the energy performance standards of buildings in keeping with the standards of the most advanced EU Member States in order to ensure progress towards low energy, low carbon economy and promote innovation and deployment of energy efficient building components and systems.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commencement of mandatory advertising of Building Energy Rating s (BERs) for buildings offered for sale or rent	Q1	DECLG
	Identify cost optimal positions for energy efficiency measures to inform Building Regulations	Q1	DECLG
	Publication of a Code of Practice for retrofitting energy efficiency measures in existing dwellings	Q4	DECLG
	Commence review of "Building Regulations Part L – Conservation of Fuel and Energy - Buildings other than dwellings " and accompanying Technical Guidance Document L	Q4	DECLG

285	**Promote the adoption of the ISO 14001 Environmental Management System standard and/or the ISO 50001 Energy Management System standard by Irish based companies.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Develop promotional material and inform client base on benefits of ISO 14001 & ISO 50001	Q1	NSAI
	Provide industry and industry consultants with access to NSAI Lead Auditors in theses scheme so as to advice on application and benefits of ISO 14001 and ISO 50001	Q3	NSAI
	Support other Agencies and Trade bodies in promoting the benefits of ISO 14001 & ISO 50001 to all industry sectors	Q4	NSAI and other Agencies and Trade Bodies

286	**Develop an Irish Standard on Energy Efficiency Design Methodology to support the development of the Green Economy and better improve industry energy consumption efficiencies.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Identification of key stakeholders	Q1	NSAI/SEAI
	Establishment of Task Group	Q2	NSAI/SEAI
	Development of draft document for public consultation, with a view to publication of the standard in 2014	Q4	NSAI/SEAI

287	**Reduce the number of waste regions from ten to three.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Adoption of new regional structure by Local Authorities	Q2	DECLG

288	**Develop waste plans for the three new regions reflective of national waste policy and the waste hierarchy as set out in the Waste Framework Directive. The regional plans will also reflect the new regulatory regime which will be applied to waste collection, especially in terms of ensuring that prevention, reuse, recycling and recovery are favoured over disposal of waste to improve Ireland's waste management performance.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Identification of lead authorities in each region	Q2	DECLG
	Preparation of new plans and adoption by Local Authorities	Q2 2014	DECLG

289	**Ensure continued and enhanced efforts by Government Departments, agencies, business representative associations and businesses themselves to grow awareness among all SMEs of how best to exploit waste management reduction processes and technologies.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continued promotion of National Waste Prevention Programme by the EPA	Ongoing	DECLG
	Participation of Local Authorities in Local Authority Prevention Demonstration scheme	Ongoing	DECLG

290	**Ensure that Ireland's negotiating position at EU level on the revision of waste targets is informed by consultation with all relevant stakeholders.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Engagement with stakeholders through the National Waste Forum as proposals for revision of waste targets emerge	Ongoing	DECLG

291	**Review the Producer Responsibility Initiative model in Ireland to ensure, *inter alia*, that specific waste stream re-use, recovery and recycling targets are achieved at the most efficient cost to stakeholders, whilst maintaining a high level of environmental compliance. This will ensure that Ireland continues to be well placed to meet our increasingly challenging domestic and broader EU recovery and recycling targets in specific waste streams efficiently and effectively in the medium to long term.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Analyse the consultants final report, consult with stakeholders and make recommendations to the Minister	Q4	DECLG

Construction and Property

292	Bring the draft Forfás strategy and outlook for the construction sector to Government for consideration and agree actions to be undertaken to meet the Government's objectives for the sector on foot of the report's recommendations.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Submit draft Strategy to Government for consideration	Q1	DJEI
	Subject to Government approval, publish the Strategy for the Construction sector	Q2	DJEI/Forfás
	Identify actions to be taken and by whom, arising from Government consideration of the draft strategy	Q2	Relevant Government Departments
	Commence implementation of the recommendations	Q3 and ongoing	Relevant Departments and agencies

293	Ensure that the current programme of capital investment is focused on maximising economic and social returns: ■ Ensure that efforts being made to identify other potential sources of private investment, and how they will operate, are brought to a successful conclusion; and ■ Prioritise other additional projects (including some which were deferred) that will deliver productive returns to the economy as soon as financing options are identified.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	DPER

294	Better cross-Government co-ordination of action on the property market will be progressed under the active leadership of the Department of Finance.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Establish cross-Government Governance structure and Cabinet committee reporting system	Q2	Department of Finance with other relevant Departments and agencies
	Engage with key stakeholders to finalise proposals for further action as necessary	Q2-Q3	Department of Finance with other relevant Departments and agencies

110	Develop priority workstreams, assign responsibility and timelines for delivery	Q3	Department of Finance with other relevant Departments and agencies

295	The ongoing review of development management guidelines represents an opportunity to address inconsistencies, inefficiencies and lack of transparency within the planning system currently. In this context, we will ensure that:		
	■ the process involves engagement with users of the system to facilitate necessary enhancements;		
	■ the revised guidelines have adequate statutory underpinning to ensure that they are applied in practice and in a consistent manner; and		
	■ where unnecessary constraints to development are identified that are outside the current scope of the development management guidelines, and require legislative change, they are urgently addressed.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Prepare the updated development management guidelines for publication by the Minister in 2014	Ongoing	DECLG

296	Build on the work of Enterprise Ireland to date in driving further internationalisation within the sector through:		
	■ actively promoting construction sector participation in management development and international marketing programmes		
	■ rolling out workshops on legal and technical issues encountered by construction firms in overseas markets		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide updates against sub-headline actions	Ongoing	EI

Tourism

297	Deliver 'The Gathering Ireland 2013; a yearlong programme of events, festivals and gatherings driven by arts, sports, business and community groups and supported by the Tourism Agencies with a target of attracting 325,000 additional visitors and €170 million in additional revenue.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Marketing and Communication, Enabler Engagement and Festivals and Events Programmes rolled out over the course of the year	Ongoing	DTTAS, Fáilte Ireland

298	Implement an overseas marketing and promotional campaign supported by the Tourism Marketing Fund and The Gathering budget to help achieve the targets for The Gathering Ireland 2013, while ensuring an on-going legacy in term of increased interest in visiting Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Tourism Ireland to undertake an extensive programme of promotional activity across Great Britain, North America, Australia and other key markets to highlight "The Gathering Ireland 2013". The campaign will be aimed at the millions worldwide of Irish descent but also at those who have other links or who simply hold an affection for Ireland	Ongoing	Tourism Ireland, Failte Ireland
	Gathering Legacy Proposals Developed	Q2	Fáilte Ireland

299	Develop new tourism products/activities where Ireland can gain comparative advantage (e.g. in food, culture, activity breaks, events and festivals), including supporting major sports events and conferences for Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Progress National Food Tourism Implementation Framework	Ongoing	DTTAS, Fáilte Ireland
	Promote a range of walking and cycling routes around the country	Ongoing	DTTAS, Fáilte Ireland
	Attract major events to Ireland	Ongoing	DTTAS, Fáilte Ireland
	Attract major conferences to Ireland	Ongoing	DTTAS, Fáilte Ireland

300	**Target capital investment in public tourism product and infrastructure under the capital budget of €19 million available to Fáilte Ireland in 2013.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Complete/Progress projects already approved for Investment under the Tourism Capital Investment Programme	Ongoing	DTTAS, Fáilte Ireland

301	**Continue to apply 9 per cent VAT rate in sectors benefiting the tourism industry in 2013.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	D/Finance

302	**Maintain the offer to abolish the remaining Air Travel Tax of €3 subject to acceptable commitments from the carriers to additional inbound flights.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	The Programme for Government includes a commitment to abolish the air travel tax as part of a deal with airlines to restore lost routes. The Department will continue to monitor airline capacity	Ongoing	DTTAS, D/Finance
	Airlines to show plans for significant increases in passenger numbers and routes to the satisfaction of the Department of Transport, Tourism and Sport which would then notify the Department of Finance of same	Ongoing	D/Finance

303	**Use the Tourism Marketing Fund to support international marketing and advertising programmes, focusing on the four core markets (GB, USA, Germany and France).**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Tourism Ireland to continue to focus on the four most important markets which together account for almost three quarters of all visits to Ireland. The recommendations of the "GB Path to Growth" and the US "Make Ireland Jump	Ongoing	Tourism Ireland, Failte Ireland

	Out" strategies will be implemented. A new suite of 30 websites (www.ireland.com) in 11 languages will be rolled out during 2013		113

304	**Work with tourism businesses, particularly SMEs, to improve their e-capacity to transact and sell, focusing on the source markets with the best prospects.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Provide tailored business supports to tourism enterprises to allow maximum advantage of the market exposure afforded by the internet to drive business, including through websites and social media.	Q4	Fáilte Ireland

305	**Build on the work of the industry-led Tourism Recovery Taskforce, maximising the attractiveness of Ireland's overseas tourism offering, particularly by refining our communications, promotion and product with a view to enhancing our competitiveness to British holidaymakers and leisure travellers.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Implement the recommendations of the GB Path to Growth strategy. A number of high profile events to take place around the St. Patrick's Day period to highlight attractions of Ireland as a tourist destination and continued promotion of The Gathering to take place in GB throughout 2013	Ongoing	Tourism Ireland, Failte Ireland

306	**Identify potential employment opportunities in the recreational/amenity and tourism sectors arising from the restoration of bogs, including use of bogs by communities for local tourism initiatives, such as walks/guided tours of the bogs, focusing on their natural and cultural heritage.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	DAHG

307	Strongly promote the Irish Visa Waiver Scheme.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Promote the Programme on INIS and relevant Irish Embassy websites.	Ongoing	Irish Naturalisation and Immigration Service, Department of Justice and Equality

308	Put in place a facility for visas to be provided free of charge for visitors attending events taking place under the auspices of The Gathering.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Conclude agreement between Irish Naturalisation and Immigration Service and The Gathering organisers on remit, format and issuing of free of charge visas for major events.	Q1	Irish Naturalisation and Immigration Service, Department of Justice and Equality
	Put in place practical arrangements for implementation of agreement	Q1	Irish Naturalisation and Immigration Service, Department of Justice and Equality

Retail Sector

309	Establish an Interdepartmental Group to consider further possible measures to assist the retail sector.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Convene first meeting of relevant Departments and agencies and agree Terms of Reference for the Group's work and schedule of meetings	Q2	DJEI, Forfás and relevant departments
	Consult with representatives of the Retail sector	Q2	DJEI, Forfás and relevant departments
	Identify, through series of meetings, possible measures that could be taken by Government to further assist the Retail sector	Q2-Q3	DJEI, Forfás and relevant departments

Assess the cost of potential measures identified	Q3	DJEI, Forfás and relevant departments
Submit report to the Cabinet Committee on Economic Recovery & Jobs on the Group's conclusions	Q4	DJEI, Forfás and relevant departments

Creative Services

310	**Continue to implement actions set out in the Creative Capital Report to double employment in the film and audiovisual sector by 2016.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to work closely with the Irish Film Board, the Broadcasting Authority of Ireland and TV broadcasters in implementing the 5 main recommendations and over 30 sub recommendations in the Report. The Implementation Committee will meet on a regular basis to oversee the implementation strategy	Ongoing	DAHG, IFB, BAI

311	**During Ireland's Presidency of the Council of the EU, promote Irish arts and artists via Presidency Culture Programme.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	The Department of Arts, Heritage and the Gaeltacht has put in place an extensive Culture Programme embracing all Member States and some significant third countries. The heightened platform of Irish culture in Europe also serves to benefit other sectors including tourism and industry. The Department works on a cross agency basis and on a close basis with the Embassy network	Q1 – Q2	DAHG
	Bring together over 400 performing arts practitioners from across Europe (including Ireland) over 4 days providing opportunities for Irish companies to network and create potential	Q2	DAHG, Arts Council

	performance possibilities across Europe		
	Delivery of 90 events around Ireland with festivals, Local Authorities, arts organisations and youth arts groups working in tandem with EU partners	Q1 – Q2	Arts Council
	Successful delivery of events taking place in Dublin during EU Presidency. Production of EU Presidency Culture Programme publication "Culture Connects" and implementation of cultural events in Ireland during presidency	Q1 – Q2	DAHG, Arts Council, Cultural Institutions

312	**Roll-out further cultural digitisation initiatives and leverage our unique cultural offerings, especially in the context of The Gathering Ireland 2013, the Decade of Centenaries and Ireland's EU Presidency.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Development of www.irishgenealogy.ie as a virtual entry point and a portal for genealogical records and resources in Ireland, as a roots tourism initiative	Q2	DAHG, Cultural Institutions
	National Cultural Institutions promoting a number of initiatives that will contribute to The Gathering Ireland 2013, the Decade of Centenaries and Ireland's EU Presidency**.** These will take place in 2013 in relation to both The Gathering and the EU Presidency and in the following years in relation to the Decade of Centenaries	Ongoing	DAHG, Cultural Institutions
	Continue to work with the National Cultural Institutions and other cultural bodies to provide reusable, open-linked, digital cultural content for the European Portal	Ongoing	DAHG
	Creation of up to 300 direct/indirect jobs arising from 3 year refurbishment programme for the National Gallery of Ireland	Q4 onwards	DAHG, National Gallery of Ireland

313	Through the Arts Council, support over 50 venues, 200 festivals and 400 arts organisations in 2013 supporting employment in communities across the country.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to fund network of venues, festivals and arts organisations to ensure that they provide employment opportunities for both artists and other personnel locally as well as nationally	Ongoing	Arts Council
	Invest €1.2m in touring initiatives around Ireland in 2013, that will support box office and permanent and part-time staff in both the venues and those companies touring	Ongoing	Arts Council
	Invest €1m in the Raise Programme in organisations over a 2-year period to support both the employment of a number of fundraisers in the arts organisations and in developing fundraising and philanthropy strategies over 3 years	Ongoing	Arts Council

314	Provide support for Built Heritage projects through the Structures at Risk Fund.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Draw up terms and conditions for Structures at Risk Fund 2013 and issue to Local Authorities	Q1	DAHG
	Assess applications and offer grants	Q2	DAHG and Local Authorities
	Applications for grant drawdowns assessed and funding released	Q4	DAHG and Local Authorities

315	Provide support for a Traditional Building Skills Initiative.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to provide support to the Traditional Building Skills Working Group initiative in order to mobilise cross-departmental and sectoral expertise and resources with regard to education and training under this initiative.	Ongoing	DAHG /OPW/CIF

316	Provide support for pilot actions to upgrade energy efficiency in historical public buildings.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Commission research into existing methods used to assess and upgrade the energy performance of historic buildings	Q2	DAHG
	Support and advise Local Authorities and other stakeholders regarding best practice in upgrading historic buildings	Ongoing	DAHG

317	Create up to 300 direct/indirect jobs arising from the 3 year refurbishment programme for the National Gallery of Ireland, commencing in 2013.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4 and ongoing	DAHG National Gallery of Ireland

318	Continue to increase the profile of the Craft Sector in Ireland through the involvement of the Crafts Council of Ireland in a number of key initiatives.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Host Showcase 2013	Q1	Crafts Council of Ireland
	Participate in Inhorgenta (German Exhibition)	Q1	Crafts Council of Ireland
	Participate in London Design Festival	Q3	Crafts Council of Ireland
	Host National Craft and Design Fair	Q4	Crafts Council of Ireland

319	Assess the case for a new financial instrument/relief to incentivise creative content development in the games sector.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	D/JEI will liaise with the Games Ireland industry association and progress with D/Finance if appropriate.	Q3	DJEI

320	**Increase levels of collaboration between industry and HEIs/Training providers in the design and modification of courses, including the development and extended use of flexible internships as a key element of education and training for the games and digital media sector.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to provide a forum in which industry representatives can engage with the Training and Higher Education sectors on the design and delivery of appropriate games development courses	Ongoing	DJEI, Games Clustering Development Team
	Develop an appropriate model for a national games centre which will bring together students, games developers and entrepreneurs	Q2	DJEI, Games Clustering Development Team

Aviation Services

321	**Support the development of an International Aviation Services Centre (IASC) in Shannon.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	▪ Re-establish Board in SAA pending establishment of IASC	Q1	DTTAS
	▪ Appoint CEO to Shannon Airport Authority (interim IASC)	Q2	
	Transfer Shannon Development's enterprise and tourism functions to IDA/Enterprise Ireland and Fáilte Ireland	Q2	DJEI, DTTAS
	Decision on corporate structure in place to support development of aviation cluster in Shannon and preparation of legislation to establish IASC	Q2	DTTAS, DJEI

322	**Review the tax code to establish feasibility of providing a market for specific forms of aircraft financing - enhanced equipment trust certificates.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q3	D/Finance

International Financial Services

323	Continue to implement the *Strategy for the International Financial Services* Industry in Ireland.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Various actions as set out in the IFSC strategy.	Ongoing	D/Finance, other Departments and agencies

International Education Services

324	Continue to implement the *International Education Strategy*, encouraging more students to study in Ireland, driving revenue, growth and jobs.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue the promotion of Ireland's international education offering, including the extensive use of social media channels	Ongoing	EI
	Deliver a range of overseas missions and events designed to increase the profile of the sector in key target markets during 2013	Ongoing	EI

325	Undertake a short focused review of the *International Education Strategy*		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DES with relevant Departments and agencies

Cloud Computing

326	Treble the number of Enterprise Ireland client companies providing services from cloud computing platforms from 80 to 250.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q4	EI

327	**Heighten awareness of how business can use cloud computing for competitive advantage, using traditional and e- marketing seminars.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	EI

328	**Provide forums for the purpose of promoting the cloud computing standard, SWiFT 10, and discussing cloud computing and issues related to standards.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Host an open seminar as part of an EU- USA standards summit covering data analytics and management, security and privacy related to information	Q1	NSAI
	Convene a joint meeting with the Irish Software Information Network on the business case for the adoption or development of standards and on security issues	Q2	NSAI
	Host an international standards meeting on sustainability for and by IT, including energy considerations for data centres, with appropriate side events and show-cases	Q2	NSAI
	Host conferences, "road shows", demonstrations and other promotional events in various venues	Q3/4	NSAI

329	**Through the Office of the Data Protection Commissioner (ODPC), continue to provide general advice to organisations on how they can fulfil their data protection obligations as they migrate to the use of cloud computing.**		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	ODPC

330	Promote the Innovation Voucher Scheme as a means of assisting SMEs who are interested in migrating their business to a cloud computing model.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	EI

331	Explore utilising InterTrade Ireland's (ITI) "Fusion" Graduate Placement Programme to advance the potential for cloud computing opportunities for SMEs.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Q2	ITI

332	Assist early stage, high potential, Internet companies to grow their business. Enterprise Ireland will actively encourage participation by 20 companies in EI's 2012/2013 Internet Growth Acceleration Programme (iGap).		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	As per headline action	Ongoing	EI

333	Promote Ireland as a centre of excellence in Information Security.		
	Steps Necessary For Delivery	**Timeline**	**Responsible Body**
	Continue to provide support to Info Security Ireland (ISI) (an enterprise representative body) as it seeks to promote Ireland as a centre of excellence in Information Security	Ongoing	EI
	The Department of Jobs, Enterprise and Innovation (DJEI) will explore with the Departments of Justice and Equality (DJE) and Communications, Energy and Natural Resources (DCENR) the role and functions of a dedicated Expert Group on Security and Privacy as recommended by the Cloud Computing Implementation Group	Q1	DJEI, DJE and DCENR

Glossary of Terms

BGE	**Bord Gáis Energy**
BIM	**Bord Iascaigh Mhara**
CBOs	**Community Based Organisations**
CCMA	**County and City Managers Assocation**
CEBs	**County Enterprise Boards**
CER	**Commission for Energy Regulation**
DAFM	**Department of Agriculture, Food and the Marine**
DAHG	**Department of Arts, Heritage and the Gaeltacht**
DCENR	**Department of Communications, Energy and Natural Resources**
DCYA	**Department of Children and Youth Affairs**
D/DEFENCE	**Department of Defence**
DECLG	**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**
DJE	**Department of Justice and Equality**
DPER	**Department of Public Expenditure and Reform**
DSP	**Department of Social Protection**
D/TAOISEACH	**Department of Taoiseach**
DTTAS	**Department of Transport, Tourism and Sport**
EGFSN	**Expert Group on Future Skills Needs**
EI	**Enterprise Ireland**
EPA	**Environmental Protection Agency**
ESRI	**Economic and Social Research Institute**
FP7	**7th Framework Programme for EU Research**
HEA	**Higher Education Authority**
HEI	**Higher Education Institutes**
HIQA	**Health Information and Quality Authority**
HRB	**Health Research Board**

IBEC	**Irish Business and Employers Confederation**
IDA	**Industrial Development Agency**
IDB	**Irish Dairy Board**
IMDA	**Irish Medical Devices Association**
IMERC	**Irish Maritime and Energy Research Cluster**
INIS	**Irish Naturalisation and Immigration Service**
IPSO	**Irish Payment Services Organisation**
IRC	**Irish Research Council**
ISME	**Irish Small and Medium Enterprises Association**
ITI	**InterTradeIreland**
LEOs	**Local Enterprise Offices**
LGMA	**Local Government Management Agency**
NALA	**National Adult Literacy Agency**
NDFA	**National Develement Finance Agency**
NPRF	**National Pensions Reserve Fund**
NPS	**National Procurement Service**
NSAI	**National Standards Authority of Ireland**
ODPC	**Office of the Data Protection Commissioner**
SBG	**State Bodies Group**
SEAI	**Sustainable Energy Authority of Ireland**
SFA	**Small Firms Association**
SFI	**Science Foundation Ireland**
SME	**Small and Medium Enterprise**
TI	**Technology Ireland**
VEC	**Vocational Education Committees**
WEEE	**Waste Electrical and Electronic Equipment**