



An Roinn Post, Fiontar agus Nuálaíochta  
Department of Jobs, Enterprise and Innovation

## **Statement of Strategy 2011-2014**

## **Foreword**

This document is the Department's Statement of Strategy 2011-2014. It summarises our strategy and provides an outline of our Mission and strategic goals. It sets out, concisely, the current context facing our stakeholders and the Department, and details the commitments we are making in terms of delivering on our strategic goals.

The Strategy will be supplemented by other material and inputs over the course of its duration including a Strategy Implementation Plan which will set out key metrics, responsibilities and timeframes for the commitments set out. Implementation will be supported by the business planning process within each Division and Business Unit of the Department, which in turn will be updated over the duration of the Strategy.

*Richard Bruton, T.D.*

*John Murphy*

*Minister for Jobs, Enterprise and Innovation*

*Secretary General*

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## 1. Executive Summary

### Introduction

On appointment, Mr Richard Bruton, T.D., Minister for Jobs, Enterprise and Innovation, tasked the Department with developing a new Strategy which would clearly set out the challenges facing the organisation, identify the options for meeting those challenges and plot the milestones towards delivering solutions.

The Department undertook a strategy review and development process which included a substantial engagement process with industry and employee representative organisations, individual enterprises and entrepreneurs in key sectors, other stakeholders, our staff, our agencies, our statutory offices, and other government organisations.

### Our Mission

The Department of Jobs, Enterprise and Innovation is framing its strategy for the next three years in a very challenging economic context. Many jobs have been lost and many businesses are under severe pressure. We are operating in a complex environment shaped by economic, social, and political factors with our work priorities influenced by governmental, legal, and public policy considerations as well as European Union and other international obligations. Our work is also framed by acute financial and human resource constraints.

#### *a strategy for jobs*

Our strategy must strive to achieve an ambitious set of goals and realise a vision for our economy to be competitive, dynamic and innovative. **At its heart must be the creation and protection of jobs.** The Minister has set an ambitious vision, that of Ireland having two million people in work by 2020. A vision of this scale, supported by the *Programme for Government*, goes beyond our Department and requires not only a whole of Government approach but a whole of Irish society approach. It must draw together our business communities, trade unions, our public services, and Government policy makers to ensure that our citizens have employment opportunities. The annual *Action Plan for Jobs* represents a set of actions which identifies clear responsibility and demands accountability. It is the start of an annual process driving the priority for jobs across the whole of government.

#### *mission*

Therefore, the Department's Mission is **to support the creation of good jobs by promoting the development of a competitive business environment in which enterprises will operate to high standards and grow in sustainable markets.**

### Our Goals

Economic growth will critically depend on Ireland achieving export growth. EU membership, the Single Market and the development of trade policies internationally present market opportunities for Irish enterprise. Such opportunities can be seized if firms in Ireland produce internationally sought goods and services which are competitive as a result of better price, superior design, better quality, and better marketing. Our enterprises require a domestic business environment which encourages enterprise start-up and growth through supportive tax, access to finance, efficient business regulatory systems, an educated and skilled workforce, positive industrial relations and an efficient and competitive marketplace. They also need to develop the capabilities to win and maintain an edge in challenging global markets. The Department has an important role to play on both fronts: getting the business environment right; and helping enterprises to develop their own potential.

In line with the *Programme for Government*, our mission demands that we set for ourselves ambitious goals:



Critical to realising all of the above is rebuilding confidence based on a solid programme of economic reforms. A challenge for policy makers is to bring about increased certainty and stability in order to influence the restoration of consumer confidence and sentiment.

For the purposes of budgetary reporting our goals will be delivered and reported on through 3 operational financial programmes, namely:

- Jobs and Enterprise Development,
- Innovation, and

- Regulation.

A separate central programme will be implemented to deliver an effective and efficient Irish Presidency of the EU in the first half of 2013.

## **Our Challenge**

*supporting  
entrepreneurship*

These ambitious goals are designed to allow our economy to undertake an important transformation and to build a robust recovery. The property collapse has had huge impact on the domestic economy with displaced workers, falling incomes, large debt burdens, the squeeze in the public finances, and the lack of access to credit all taking their toll. We must transform our economy and move resources into new areas of opportunity.

Significant improvement has occurred in some areas of competitiveness, but that progress needs to be underpinned and strengthened by addressing remaining areas of weakness through a combination of market reforms, smarter regulation, strategic investment in key infrastructures and cross government activities.

Many businesses have closed and more are struggling. In parallel, the number of new business start-ups has fallen significantly during the recession. We need to strengthen the environment for business start-ups and do everything possible to maximise the chance of those businesses being successful. It is recognised internationally that most jobs, typically over 80%, are created by new enterprises.

The environment for foreign direct investment (FDI) in Ireland remains robust and has created core strengths in key sectors. The attractiveness of Ireland to FDI cannot be taken for granted, and needs to be continually improved. We also need to deepen the impact of FDI within the domestic economy and fortify the position of the Irish leaders within Multinational companies to support them in winning strategic opportunities for Ireland.

*indigenous enterprises  
are a top priority*

Indigenous exporting businesses need to become the engine of economic growth and employment through innovation and diversification of markets. Exports by indigenous businesses typically have a greater impact on the Irish economy than exports of foreign-owned companies because of their deep linkages to the wider economy.

The weakness in domestic demand means that exporting must play a major role in our recovery. Exports are growing strongly but we must aspire to sustained rapid growth in the Irish market share, and to reinforce our presence in the emerging markets where economic growth and demand will be strongest. We must ensure that more enterprises export for the first time and that established exporters find new export markets resulting in increased production and services.

Ireland is uniquely placed in having a range of sectoral opportunities that offer real potential to grow. We need to target the key sectors, and urgently identify and remove obstacles that may stand in the way of such opportunities, and to develop and implement policies necessary to bring these opportunities to fruition.

Innovation is central to recovery. Ireland has successfully built a foundation of research expertise in its colleges and technology clusters. This source of innovation must now be exploited to drive the development of enterprises and the chosen sectors of opportunity. Innovation in Ireland must not be too narrowly interpreted. Many of the most successful enterprises have built their competitive edge through innovation in design, marketing, service delivery and management. Ireland needs such innovation to transform economic

performance.

A good regulatory environment that promotes compliance with high standards and constructive workplace relations, that minimises unnecessary compliance costs and that offers speedy and effective relief where failings occur, can itself be a source of competitive edge. So far, the drive to cut red tape in Ireland has focused generally on reducing administrative burdens. There must now be a focus on reducing compliance costs through new models of smart regulation.

#### *restoring confidence*

Such challenges set the scene for the framing of a fresh vision of our economic future. Enterprise must be at its heart. It must be founded on innovation, competitiveness, and the best possible climate for enterprise to create employment. Our Department's role will be informed by improved networks across the Department, our stakeholders and enterprises.

Confidence is a fragile but vital element to economic progress. The confidence of Irish enterprise and Irish consumers has been badly bruised. A central theme of our efforts must be to demonstrate clearly that confidence in the Irish economy is well-founded and rooted in resolute policies to rebuild our economic strengths.

We will demonstrate the capacity to implement concrete actions that deliver on our mission for jobs. Underpinning each of our goals will be a set of active policies and implementation plans. Some are already in progress. Others will be developed as we implement the strategy over the coming years, and will be adapted to prevailing circumstances.

## 2. Championing Enterprise

Building the enterprise economy and generating jobs requires a whole of Government approach. Therefore, if the Department is to succeed in its overall mission, championing the enterprise agenda through evidence-based approaches, influence and advocacy has to be a key part of our role both nationally and internationally.

#### *our goal for championing enterprise*

The strategic programme goal for *Championing Enterprise* is **to make Ireland the best small country in which to do business and enlist the widest possible support within and outside government for this goal.**

#### *influencing across government*

The Department will continue to implement a programme of intensive engagement with other Departments on a range of issues across Government which are central to the success of this Strategy. We are engaging, and will continue to engage, on key objectives for which we have a leading role including: creating job opportunities; employment rights and workplace relations; reducing the burden of red tape on business; enterprise supports; the research and innovation agendas; enhancing and pursuing sectoral opportunities; trade policy; and competitiveness challenges. We will also advise on and proactively contribute to other agendas across Government including: key skills required for growth sectors; access to finance for business; the fiscal environment impacting business; the EU/IMF programme; corporate governance and targeted legal issues that affect business; water, energy and broadband costs and infrastructure; and of course EU affairs and ensuring the success of the Ireland's EU Presidency.

We will develop benchmarks and milestones to measure progress towards the goal of being the best location to start and run a business. We will also work through the Cabinet

*networking  
and  
influencing at  
European  
Union &  
international  
level*

Committee and the structures surrounding the annual *Action Plan for Jobs*.

The Government are determined to continue to renew and reinvigorate Ireland's engagement at EU institutional level and with our EU partners. We have an important role in this regard given our Department's lead and coordination role in respect of the EU Competitive, Employment, Social Affairs and Trade Councils and representation at the World Trade Organisation (WTO), the International Labour Organisation (ILO), the World Intellectual Property Organisation (WIPO) and the Organisation for Economic Co-operation and Development (OECD). We will need to ensure that we support comprehensively our Ministers in their pursuit of achieving domestic and EU Policy outcomes that are supportive of the enterprise agenda.

A successful EU Presidency in 2013 by Ireland will provide an opportunity not only to shape the agenda and ensure that enterprise issues take centre stage but also to help rebuild Ireland's reputation across the EU. The Presidency will place much greater demands on the Department and on its capacity to support appropriately the servicing and coordination of EU structures and other international fora.

The associated actions in support of our *Championing Enterprise* programme are summarised as follows:

**Championing Enterprise - Strategic Programme Goal: *make Ireland the best small country in which to do business and enlist the widest possible support within and outside government for this goal.***

<b>Activity</b>	<b>Desired Outcomes</b>	<b>Performance Indicators</b>	<b>Time-frame</b>
<b>2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda</b>	Actions taken across Government in pursuit of our mission	Progress against programme of bilateral engagements outlined above  Effective influencing of policies  Effective coordination across Government on the Single Market and Services	2012-2014
<b>We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.</b>	Progress achieved on the following Programme for Government commitments (see Appendix) : <ul style="list-style-type: none"><li>• PG 9, relating to the application of technological innovation in established sectors of the economy;</li><li>• PG 16 regarding the development of a Unique Business Identifier for use by all government departments and agencies;</li><li>• PG 17 concerning new legally binding voluntary commercial debt plan structures;</li><li>• PG 21 concerning the promotion of a greater appreciation of the co-operative model as a distinct form of organisation;</li><li>• PG 24 concerning the development of a vibrant and effective social enterprise sector;</li><li>• PG 25 which concerns ensuring good</li></ul>	Plans developed & agreed with other government organisations  Contributions and input provided by cross government stakeholders in line with plans	2012 2012-2014

		corporate governance; and		
		<ul style="list-style-type: none"> <li>• PG 26 relating to strengthening corporate governance legislation and enforcement.</li> </ul>		
<b>2.2</b>	<b>Support Ministers in their engagement with Cabinet Committees, the Oireachtas, EU institutions and other international fora</b>	Domestic and EU Policy outcomes and investment are supportive of the enterprise agenda	Early engagement by Ministers on existing and emerging EU policies	2012-2014
<b>2.3</b>	<b>Engage with EU, WTO, WIPO, ILO, OECD and other international fora on key issues which impact on Ireland's enterprise economy</b>	Ireland's interests are taken into account and reflected in international decisions	Transposition and reporting obligations fully met in a timely manner  Ireland effectively represented	2012-2014
<b>2.4</b>	<b>Strong input to Irish EU Presidency 2013</b>	Competitiveness and enterprise agenda advanced  Priority themes for Presidency agreed  EU re-engagement process progressed	Departmental EU priority measures advanced  Positive feedback to Department's contribution to Ireland's Presidency of the EU in 2013 (lead roles DJEI, D Taoiseach, DFAT)	2012-2013
<b>2.5</b>	<b>Exploit EU research &amp; innovation opportunities</b>	Strong participation by Irish researchers and enterprises in international research projects  Maximise opportunities for the Irish research system and enterprises to participate in high-calibre research collaborations with European counterparts	Level of participation by Irish researchers and enterprises in international research projects	2012-2014

### 3. Improving Competitiveness and Access to Finance

- our competitive strengths*
- Sustainable economic growth depends on maintaining national competitiveness. Ireland's competitiveness is a key determinant of our ability to sell goods and services in the global market and to attract inward investment. In terms of the competitiveness of enterprises in Ireland, key strengths include:
- An educated, skilled and adaptable workforce, a strong entrepreneurial and innovation culture and the support of the Irish diaspora,
  - A favourable taxation environment, a strong and transparent regulatory framework, a strong legal framework for intellectual property, low trade related administrative burdens, EU membership,
  - A proven track record in attracting the world's top multinationals as well as a strong indigenous enterprise sector,
  - A record as one of the best countries in the world for ease of starting a business, and
  - A growing international reputation for excellence in research and development.

<i>challenges</i>	<p>Notwithstanding these advantages, our key challenges include:</p> <ul style="list-style-type: none"> <li>• Improving structural cost competitiveness and productivity,</li> <li>• Increasing innovation, in particular in indigenous SMEs, and</li> <li>• Developing a strong enterprise mix i.e. a broader portfolio of sectors.</li> </ul> <p>Improving Ireland's structural competitiveness will require a whole of Government effort. A critical course of action involves the Department leading cross-government activities in support of improving competitiveness as well as influencing improvements at EU level and at other international fora.</p>
<i>access to finance is critical</i>	<p>Access to finance is essential for the development of a strong indigenous enterprise sector and for a return to growth in the domestic economy. In the current national and global financial climate access to credit for commercially viable enterprises, and particularly small and medium sized enterprises, has become constrained. The initiatives taken by the Department of Finance to restructure and re-capitalise the banking system represent the principal response to making credit available. These initiatives are designed to secure an adequate flow of credit into the economy to support economic recovery. This Department is also working on targeted schemes to complement these actions.</p>
<i>our goal for improving competitiveness</i>	<p>Our strategic programme goal for <i>Improving Competitiveness and Access to Finance</i> is to <b>regain the competitive edge necessary to underpin a successful, small, open economy.</b></p> <p>We will monitor and support measures including appropriate recommendations of the National Competitiveness Council regarding critical competitiveness challenges across Government. We will promote competitive markets across the services that are critical to business and champion smarter regulation. Typically, this will include working with other agencies, however, in our own sphere we will ensure that statutory wage setting mechanisms are responsive, flexible, fair, and fit for purpose.</p> <p>Success in reaching our objective for improving competitiveness will depend on a range of actions in support of other goals. Supporting enterprise development programmes which result in increased productivity at enterprise level, ensuring a fair and competitive marketplace, supporting better business regulation, and encouraging a healthy business environment are but a few activities outlined later under other strategic goals that will advance our ambitions for improving competitiveness. Therefore, the associated courses of action outlined above are included in other sections throughout this strategy.</p> <p>We will also promote the availability of sufficient credit to viable businesses in order for them to retain and grow jobs and company scale through investment and innovation.</p> <p>Our aim is that the competitiveness indicators outlined in the following table will improve. The associated actions in support of improving access to finance are also summarised:</p>

**Improving Competitiveness & Access to Finance - Strategic Programme Goal: *regain the competitive edge necessary to underpin a successful small open economy***

<b>Activity</b>	<b>Desired Outcomes</b>	<b>Performance Indicators</b>	<b>Timeframe</b>
<b>3.1 Through our programmes and engagement with other Government Departments highlight key competitiveness challenges that require addressing</b>	<p>Improved structural cost competitiveness and productivity</p> <p>Appropriate recommendations of the NCC on critical competitiveness challenges</p>	<p>IMD &amp; WEF competitiveness rankings</p> <p>Harmonised Competitiveness Index (HCI) (Real &amp; Nominal)</p> <p>Change in Key Controllable Business Costs</p>	2012-2014

	<b>and pursue targeted recommendations of the National Competitiveness Council</b>	implemented	Productivity levels (as measured by GDP per hour worked) Progress against NCC recommendations	
3.2	<b>Progress to enactment of legislation giving effect to the reform agenda for Joint Labour Committees (JLCs)</b>	Statutory wage setting mechanisms are responsive, flexible, fair, fit for purpose	Legislation enacted and in operation New mechanisms meet expectations	2012
3.3	<b>Advancing the cross cutting activities under this Strategy which improve competitiveness</b>	Improved competitiveness arising from successful implementation of Strategy	Level of implementation of competitiveness-improving activities outlined in this Strategy	2012-2014
3.4	<b>Introduce a Temporary Targeted Partial Credit Guarantee Scheme</b>	Increased levels of credit available to commercially viable, well-performing enterprises, within the scope of the scheme, that have a solid business plan and a defined market for their products or services	Industry feedback Scheme's success criteria	2012
3.5	<b>Building SME expertise in banks through EI engagement</b>	Improved capacity of banks to understand business models and manage business customers  Improved business customer service and reduced delays in responding to credit requests	Increased levels of credit available to commercially viable enterprises	2012
3.6	<b>EI Job Expansion Fund</b>	Job increases in EI client companies	Targets for Fund being achieved	2012-2014
3.7	<b>Growing Companies to Scale</b>	Indigenous companies growing scale	Number of companies growing to scale	2012-2014
3.8	<b>New Capital Schemes for funding enterprise</b>	Sufficient early stage and expansion stage funding available to enterprises including those that do not fall within the investment strategy focus of venture capital funds	Take-up of new versions of Seed Capital and Employment and Investment Incentive Schemes  Level of venture capitalists locating and investing in Ireland  Introduction of a new Development Capital Initiative	2012
3.9	<b>Introduce a Micro Finance Fund</b>	Improved access to funding for micro-enterprises across all locally traded sectors in accordance with Fund criteria	Formation / development of micro-enterprises under the fund	2012

## 4. Enterprise Development and Jobs

A thriving enterprise base benefits society by providing sustainable economic growth, sustainable job creation, and raising standards of living.

Enterprise policy in Ireland is targeted to provide a supportive environment for all businesses whether they are trading locally or exporting. It includes the provision of direct and indirect supports, in compliance with EU State Aid rules, to create, attract and grow enterprises that either export or have the potential to export.

*our agencies & what they do*

The Department plays a central role in supporting enterprise development in Ireland and is assisted in this regard by the enterprise development agencies, including Enterprise Ireland (EI), IDA Ireland, the County and City Enterprise Boards, and Shannon Development. Forfás

also plays an important role in providing policy analysis, advice and support in relation to enterprise, trade, science, technology, and innovation matters. The work of Science Foundation Ireland (SFI) underpins the job creation activities of EI and the IDA. The National Standards Authority of Ireland (NSAI) provides the prerequisites of an efficient and effective national trading infrastructure through providing comprehensive metrology, standardisation and certification services. InterTradeIreland, the North/South Implementation body, exchanges information and co-ordinates work on trade, business development and related matters, in areas agreed to be of mutual interest. It has an important role in increasing the number of enterprises involved in cross-border trade and business development, the establishment of new all-island business networks and the creation of new jobs.

The development agencies, the client groups of which vary from indigenous micro-enterprises to foreign multinational companies, focus on the broad objectives of:

- fostering entrepreneurship and business start-ups,
- promoting investment,
- promoting exports, and
- enhancing the productivity, innovation, management capability and competitiveness of both indigenous firms and overseas companies based in Ireland.

Employment in EI client companies is 141,228 full-time and 21,464 part-time/temporary, and 130,499 full-time and 15,379 part-time / temporary in IDA Ireland client companies (Forfás Annual Employment Survey, 2011 - EI & IDA client companies). The Irish economy expenditure (payroll and purchases of Irish materials and services) by Irish and foreign-owned Agency assisted firms is €17 billion and €18 billion respectively (Forfás, ABSEI 2010).

*our goal for enterprise development & jobs*

Our strategic programme goal for Enterprise Development and Jobs is to **maximise jobs growth especially through the development of a strong indigenous enterprise base, the attraction of foreign direct investment, and the development of cross enterprise networks.**

*our focus*

We will deliver on our goal through assisting the development of Irish SMEs; retaining, attracting and developing the FDI sector; and supporting the development of entrepreneurship and the small businesses sector.

*key targets*

For EI clients (2011 to 2013): €15.5 billion total export sales; 28,000 total new jobs; 285 Innovative High Performance Start-ups; 225 Clients achieving annual global sales of €20m; and 20% increase in value added per employee.

For IDA Ireland clients under its Horizon 2020 strategy (by 2014): 105,000 new jobs of which 62,000 will be direct employment; 640 new Greenfield or Expansion Investments; 50% of new FDI projects to be located outside of Dublin and Cork; 20% of Greenfield investments to come from emerging high-growth markets; and €1.7 billion investment in RD&I per annum by client companies. Achieving the above will require on-going support to our Agencies.

*key initiatives*

The following table outlines performance indicators for key initiatives under this programme:

**Enterprise Development and Jobs - Strategic Programme Goal: *maximise jobs growth especially through the development of a strong indigenous enterprise base, the attraction of foreign direct investment, and the development of cross enterprise networks***

	<i>Activity</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Time-frame</i>
4.1	<b>Support Enterprise Agencies provision of programmes to indigenous enterprises and work to improve their effectiveness</b>	Scaling up of indigenous enterprises to achieve global market presence	Volume and Value of Irish Exports  Agency jobs targets achieved & new targets post 2013 agreed with Department  HPSU targets achieved (e.g. 100 HPSUs by 2013)	2014
4.2	<b>Prioritise enterprise development agencies' programmes which assist individual enterprises to improve competitiveness</b>	Improved cost base for businesses and increased sales volumes  Greater adoption by enterprise sector of practices which increase firm-level productivity	Value Added, Turnover & Profitability in Agency clients (Forfás ABSEI)  Level of increased adoption of programmes including graduate placement programme, the Competitive Fund, LEAN & Six Sigma, and Innovation Vouchers Annual targets for participation will be established for each	Until 2014
4.3	<b>Development of a new online information channel aimed at enterprises' business needs</b>	Dedicated resource for the enterprise sector setting out key informational, financial and taxation supports available to businesses from all Irish Government Agencies	EI implementation  User feedback  Usage rates	2013
4.4	<b>We will maintain and continue to attract high-quality Foreign Direct Investment projects to Ireland through supporting IDA Ireland's Horizon 2020 Strategy</b>	Ireland will continue to be a central location for FDI, be a compelling location for future FDI by international companies seeking to expand their knowledge intensive lines of business in sectors of growing importance  We will monitor the implementation of IDA Ireland's Horizon 2020 Strategy	Implementation of IDA Ireland's Horizon 2020, with its key aims of delivering by 2014: <ul style="list-style-type: none"><li>• 105,000 new jobs (of which 62,000 will be direct employment)</li><li>• 640 new Greenfield or Expansion Investments</li><li>• 50% of new FDI projects to be located outside of Dublin and Cork</li><li>• 20% of Greenfield investments to come from emerging high-growth markets</li><li>• €1.7 billion investment in RD&amp;I per annum by client companies</li></ul>	Until 2014
4.5	<b>Department and Forfás Evaluation of Enterprise Support Programmes and establishment of new targets in support of this Strategy</b>	Ensure that support programmes deliver on defined objectives  Programmes that are no longer relevant to meeting the needs of enterprises refocused or discontinued  Develop metrics to improve policy and implementation	Number of evaluations concluded  New PIs and targets agreed with Department	2014
4.6	<b>Support the work of the Advisory Group on Small Business</b>	Recommendations implemented in so far as possible	Group's Reports and Analyses completed	Until 2012

4.7	<b>Develop processes and programmes aimed at entrepreneurs and small businesses</b>	Maximise economic development and job growth potential of small business sector  Activities in support of SMEs are improved and developed	Numbers employed in SMEs  Growth in SMEs activities e.g. sales, investment, exports  Outputs from Enterprise Ireland's Accelerated Growth Programme, Streamlining process between Enterprise Ireland and the CEBs, the Microfinance Fund, and Restructuring of CEBs.	2012-2014
4.8	<b>Improve SME access to Public Sector Procurement</b>	The Department will drive a process to improve access for SMEs to public sector procurement opportunities.  Obstacles in the procurement process for SMEs identified and overcome	Number of SMEs involved in public contracts  Implementation of new procurement Innovation Programme.  Implementation of sub-contracting opportunities for SMEs on major public contracts	2012
4.9	<b>Annual Action Plan for Jobs</b>	A programme of clear actions to be delivered across Government to enable as many jobs as possible to be protected and created across the economy	Delivery of Plan in early 2012  PIs and targets as set out in the Plan	Annual Plans from 2012
4.10	<b>Linkages initiative</b>	A new IDA and EI initiative will be introduced to develop relationships and networks between the multinational sector and indigenous enterprises	Analysis of FDI companies firmly embedded in economy  Development of sectoral networks  Increased supply and sub-supply arrangements	2012-2014

## 5. Increasing Exports

Export-led growth is essential for a return to sustainable economic growth and it is identified as a key component of the Programme for Government. Exports lead to sustainable job opportunities and growth in revenues for firms beyond that available from the domestic economy and have a substantial ripple effect across the entire economy in terms of jobs and tax revenues.

### *strong export performance*

Ireland's export performance remains strong. In 2010 merchandise exports increased by 4.7% to just over €88 billion, and services exports grew nearly 10% to almost €74 billion. Consequently, total exports increased in 2010 by 7.7% to a record €163 billion. While complete data for 2011 are not available at the time of publication, it is expected that overall exports will show a modest increase for the full year 2011, with services exports again performing strongly. This would represent a considerable achievement in light of difficult trading conditions in many key export markets. We need to ensure that we can build on this performance - a significant challenge in the current uncertain global economy.

### *our exports strategy*

The Programme for Government sets out an integrated approach by Government to develop trade, tourism and investment and confirms a number of targets to be achieved by 2015. A key objective is to increase the number of new jobs directly associated with exporting enterprises by over 150,000, in manufacturing, tourism and internationally trading services, and with the creation of a similar number of new indirect jobs. (IDA

Ireland: 75,000; Enterprise Ireland: 60,000; and tourism: 15,000).

We need to both increase the number of exporting firms and also the value of exports from existing exporters, both to established markets and to markets offering new opportunities. To this end, a target has been set to increase the value of exports by Agency assisted indigenous companies by 33%. The obstacles to Irish enterprises achieving export success can include trade barriers, language and cultural differences, lack of local networks and contacts, geographical distance, enterprise scale and lack of resources, and lack of market knowledge. These obstacles principally affect indigenous exporters.

*our goal for increasing exports*

Our strategic programme goal for *Increasing Exports* is therefore to **support enterprise to achieve challenging export targets**.

We will focus on high growth overseas markets and liaise closely with the Department of Foreign Affairs and Trade in building business relationships with those markets. The establishment of the Exports Trade Council brings a new cross government focus on the challenges of building exports and opening up new markets.

Further markets will be opened up through our work on Free Trade Agreements at EU and international level. We will use our extensive network of Agency overseas offices to assist Irish enterprises in the overseas markets and will support a range of initiatives which will help Irish enterprises export more. Success will not only depend on our work but on the ambitions and capabilities of Irish enterprises to compete internationally.

The targets in respect of diversifying the destination of indigenous exports are:

- Increase share of food and drink exports to countries besides the UK, from 56% to 62%.
- Increase share of other exports to countries besides the UK, from 57% to 63%.
- Increase the share of food and drink exports to Asia, from 4.3% to 7%.

The associated actions in support of our *Increasing Exports* programme are summarised as follows:

**Increasing Exports - Strategic Programme Goal: *Support enterprises to achieve challenging export targets***

	<i>Activity</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Time-frame</i>
5.1	<b>Open up opportunities through EU Bilateral Free Trade Agreements</b>	New markets opened Increase in exports to new markets Increased opportunities due to new export markets	Aligning activities of agencies to exploit opportunities arising from opening markets Updates in Annual Reports (incl. Agencies)	2012-2014
5.2	<b>Work with EU/WTO to remove discriminatory trade restrictions</b>	Fewer barriers to Irish enterprises wishing to trade overseas	Lower tariffs, reduce regulatory barriers, simpler customs procedures	2012-2014
5.3	<b>Develop Growth Markets</b>	Increasing market presence and exports in growth markets	Increase in total volume and value of Irish exports (and by sector) to defined growth markets  Agency activities and level of support in growth markets  EI success of network restructuring e.g. 'pathfinder' measured against stated objectives	2012-2014

		Progress reported to bi-annual roundtable with Department	
5.4	<b>Support EI's activities that result in first-time exporters and support the new model of engagement and outreach to non-EI Clients</b>	<p>Increase exports from non-clients</p> <p>Increase in first-time exporters</p> <p>Success of Export Outreach Programme.</p> <p>Level of participation with Agency by non-clients and potential first-time exporters</p> <p>Monetary value added by Agency as estimated by non-clients and first time exporters</p> <p>Progress reported to bi-annual roundtables with Department</p>	2012 onwards
5.5	<b>Achieving targets</b>	<p>Increasing the number of new jobs directly associated with exporting by over 150,000 over the period 2011-2015</p> <p>Diversifying the destination of indigenous exports</p> <p>Progress against agency programme targets</p> <p>Breakdown between goods &amp; services and destination of exports</p> <p>Progress reported to bi-annual roundtables with Department</p> <p>Number of new jobs directly and indirectly associated with exporting enterprises in manufacturing, tourism and internationally trading services</p> <p>Value of exports by agency assisted indigenous enterprises (target: increase of 33% by 2015)</p> <p>Increase in number of exporting firms &amp; Increase in the value of exports from existing exporters</p> <p>Diversify the destination of indigenous exports:</p> <ul style="list-style-type: none"> <li>• Increase share of food and drink exports to countries besides the UK, from 56% to 62%.</li> <li>• Increase share of other exports to countries besides the UK, from 57% to 63%.</li> <li>• Increase the share of food and drink exports to Asia, from 4.3% to 7%.</li> </ul>	2012 - 2014
5.6	<b>Agency Activity</b>	<p>Comprehensive suite of activities which address obstacles to exporting</p> <p>Level of implementation of:</p> <ul style="list-style-type: none"> <li>• Going Global Fund</li> <li>• First Flight programme</li> <li>• Building export capabilities through the International Selling Programme and Excel at Export Selling workshops</li> <li>• The development of exporter toolkits</li> <li>• Level of Trade Mission outputs, e.g., company introductions, agreements entered into, etc.</li> </ul> <p>Identifying barriers faced by exporters to EU and 3rd countries to enhance DJEI engagement with EU Commission in removing these barriers</p> <p>Progress reported to bi-annual roundtable with Department</p>	2012 - 2014

## 6. Regulation

*a modern regulatory environment offers competitive advantage*

A well-functioning, robust and proportionate regulatory environment is a fundamental part of Ireland's competitive offering. International benchmarking statistics reveal that Ireland imposes a relatively low burden of regulation on business and that Ireland's regulatory environment is one of the more progressive and supportive environments for enterprise.

Awareness and understanding of regulations are crucial for an enterprise to ensure that it meets statutory requirements and also for it to meet best practice in terms of corporate governance. An effective and constructive regulatory environment must be supported through better business regulation, promoting competition and consumer rights, appropriately regulating enterprises, ensuring employment rights are protected and ensuring that workplace relations are well-managed including through the provision of the workplace relations machinery of the State.

Further improving and modernising the regulatory environment provides an opportunity for Ireland to develop a competitive advantage which will foster and encourage the growth of enterprise on a sustainable basis. This requires us improving our regulatory framework and ensuring that a greater awareness and understanding of regulations is achieved.

The Department's regulatory programme supports this goal. We want a business regulatory system which facilitates competition in the marketplace, has high standards of consumer protection and corporate governance, fosters dynamic and innovative markets, ensures protection of employment rights, and decent and safe working conditions.

#### *regulatory organisations under our remit*

The Department has a number of Offices and Agencies with regulatory remits namely, the *Competition Authority*, the *National Consumer Agency* (NCA), the *Office of the Director of Corporate Enforcement* (ODCE), the *Companies Registration Office* (CRO), the *Registry of Friendly Societies* (RFS), the *Irish Auditing and Accounting Supervisory Authority* (IAASA), the *National Employment Rights Authority* (NERA), the *Employment Appeals Tribunal* (EAT), the *Labour Relations Commission* (LRC), the *Labour Court*, the *Health and Safety Authority* (HSA) the *Patents Office* and the Legal Metrology Unit of the NSAI. The Department also undertakes regulatory functions itself including *export licensing* and *employment permits*. Clearly, the Department has a significant effect on the regulatory requirements in the business environment.

#### *our goal for regulation*

Therefore, our strategic programme goal for Regulation is to **make markets, including the labour markets, work more efficiently through smart regulation which encourages innovation, keen competition, high standards of compliance and consumer protection but without unnecessary regulatory costs.**

We will comprehensively reform company law and enforcement through a variety of significant legislative and administrative reforms. We will promote a 'competition culture' through changes to consumer and competition law. Our promotion of, and support for better business regulation will reduce operating costs for businesses. We will comprehensively review and restructure our regulatory functions to ensure that the customer and stakeholder are the central focus in a more efficient and clear regulatory system.

The regulatory programme will consist of a number of activities as follows:

**Regulation - Strategic Programme Goal: Make markets, including the labour markets, work more efficiently through smart regulation which encourages innovation, keen competition, high standards of compliance and consumer protection but without unnecessary regulatory costs**

<b>Activity</b>		<b>Desired Outcomes</b>	<b>Performance Indicators</b>	<b>Timeframe</b>
6.1	<b>Reform of Company Law and Enforcement</b>	A modern companies' legislation code which balances the regulatory burden on business whilst ensuring compliance with the corporate enforcement regime	Publication & enactment of Companies Consolidation Bill and the Friendly Societies and Industrial and Provident Societies Bill	Publication by end 2012
6.2	<b>Consumer And Competition Law Code</b>	A modern consumer and competition law code which will protect consumers and will aim to ensure free and fair competition	Enactment of the Competition (Amendment) Bill, and the Consumer and Competition Bill	2012 & 2013
6.3	<b>Review Organisational Structures</b>	Organisations reflect efficient structures and have a cohesive remit	Review structures of ODCE, CRO/RFS, and IAASA and explore if potential exists to gain synergies or efficiencies, and whether benefits would outweigh costs if an amalgamated structure ("Corporate Office") were established  Merger of the National Consumer Agency and the Competition Authority	2012
6.4	<b>Better Business Regulation</b>	Reduced operating costs for business thereby improving the competitiveness of Irish business  Micro-website to help businesses across all sectors identify the main regulations which affect them  A shared smarter regulation agenda across government	Ireland's overall position in the World Bank 'Ease of Doing Business' Survey  Reduction in the administrative burden on business by 25% by the end of 2012 with estimated savings to businesses of €500 million per annum	2012
6.5	<b>Reforming Employment Rights and Workplace Relations</b>	A world class system for fast and effective resolution of workplace relations issues in the interests of reducing costs to users and minimising impact on the productivity of enterprises	The level to which we have successfully integrated the five existing employment rights and industrial relations bodies into a single structure comprising a single adjudicative body of first instance and a single body of appeal  Creation of a single service channel for users of the service, including single form, single point of entry, single information resource  Elimination of backlogs and improvement in processing times  Qualitative improvements through establishment of new services including early dispute resolution	By end 2014
6.6	<b>Intellectual Property</b>	Achieve a modern and responsive intellectual property regulatory regime that protects creativity and innovation  Seek agreement for a new European Unitary Patent regime including the Patent Court	Progression and updating of IP legislation and protocols (Patents, Copyright and Trademarks)  Strong IP protection system in EU	2012-2014
6.7	<b>Safe and Healthy Workplaces</b>	Enterprises operating with healthy and safe workplaces	Development and roll-out by HSA of tools and packages to help make compliance simpler, easier and less expensive	2012-2014
6.8	<b>Filling of Key Skills Gaps</b>	Assist the filling of key skills gaps (which cannot be filled from within the EEA) through employment permits	Processing requisite employment permit applications within 15 working days	2012-2014

6.9	<b>Chemicals Regulation</b>	Safe and effective use of chemicals, increased innovation and enhanced competitiveness  Effective support for industry in facilitating compliance with the demands of EU regulatory regimes	Level of satisfaction of stakeholders with support provided per HSA survey  Compliance with Chemicals Acts as reported via HSA inspections/monitoring  Number of EU and international chemicals negotiations serviced	2012-2014
6.10	<b>Modernise Employment Permits Legislation through consolidation of the 2003 and 2006 Acts and Streamline procedures</b>	A policy and legal framework for economic migration policy that is appropriate to evolving economic conditions	Enactment of the Employment Permits Bill 2012	2012

## 7. Innovation

*innovation is critical*

In the last decade Ireland has trebled the level of investment in research and development, underpinned enterprise demand for R&D, invested in human capital, physical infrastructure and the commercialisation of research. This public investment is now leveraging twice its value from business investment, has contributed significantly to an increase in foreign direct investment, the competitiveness of indigenous enterprise and to the creation and application of new knowledge and technologies. Between 2003 and 2009 the correlation between R&D performing firms and both sales and exports have grown dramatically and will continue to underpin an export led recovery.

*transforming our investment into output*

The goal now must be to accelerate the delivery of specific economic outcomes from our investment in Research helping enterprises to develop a competitive edge. This means:

- Prioritisation of resources in areas of real opportunity,
- Making it easier to access intellectual property (IP),
- Building closer collaboration with enterprise, and
- Increasing the commercialisation of IP.

Strategic STI investment is one of the Government's infrastructure investment priorities. In order to realise the return on investment in this area, issues to be addressed include start-up risk, embedding innovation throughout the economy, the need for collaboration between industry and research providers and the need to bring the outputs of research and innovation activity to the marketplace. Ireland must develop an economy renowned for high productivity and high innovation. The guiding principle underpinning this aim is that excellence in research and translation into economic output is a key engine to accelerate Ireland's economic recovery and achievement of sustainable growth.

*our goal for innovation*

Our strategic programme goal for *Innovation* is to **develop a broad-based innovation strategy to make our enterprises more competitive**.

We will develop Innovation Policy and ensure its successful implementation. We must also maintain the standards in Research that Ireland has worked hard to achieve. We will support innovation in indigenous Irish enterprises, and build innovative capacity in the FDI sector. We will strive to ensure that the business environment supports innovation and explore and exploit international linkages.

The associated actions in support of our Innovation programme are summarised as follows:

**Innovation - Strategic Programme Goal: Develop a broad-based innovation strategy to make our enterprises more competitive.**

Activity	Desired Outcomes	Performance Indicators	Timeframe
7.1 Align major publicly-funded research investment with areas of opportunity most likely to deliver economic return	Implementation of recommendations of Research Prioritisation Steering Group cross-Government STI investment	Mechanisms in place to progress and realise opportunities in the 14 designated priority areas of opportunity	2012
	Enactment of legislation to allow SFI carry out applied research	Relevant cross-agency networks/teams/ contacts operating effectively	2012
		Competitive calls for funding focused on the 14 areas of opportunity	2012
7.2 Establish and maintain dataset to track STI inputs and outcomes	Range of data to be utilised to assess the efficacy of investment, and amend programme focus, activity focus or scale of investment as appropriate	Authoritative dataset updated on rolling basis and indicating the return on investment and comparative ranking of Ireland vis-à-vis competitor countries for STI indicators	2012
		Improved focus and performance of Research spending	
7.3 Maintaining the level of excellence in research in Ireland	Sustain Ireland as a location of choice for researchers and firms seeking to conduct world-class research, development and innovation	On-going , annual and biennial data: Human capital supported; Research Intensity Indicator; HERD; BERD; Numbers of CSETs and Strategic research centres; Patents and spin outs	2012-2014
7.4 Ensure Ireland has sufficient research centres of scale and impact	Centres appropriately structured, resourced and focused to meet the demands of a competitive innovation economy and respond to industry needs	Focus on industry-led centres, in particular to complement the areas of opportunity recommended by Research Prioritisation Steering Group	2014
7.5 Ensure continued growth in the capacity of indigenous Irish enterprises to develop innovative and cutting-edge products, processes and services	Sustained growth in the capacity of indigenous enterprise to develop innovative products and services for competitive advantage  Enhanced R&D capacity within companies, linkages with the third-level research base and commercialisation support	Innovation Voucher scheme extended to include design and branding activities  Achievement of targets in relation to Transforming R&D Activity in Enterprise initiative  Performance of Technology Centres & Industry Led Networks established  Level of commercialisation of research under Commercialisation Fund  Development of IP Commercialisation Protocol  Patents, spin outs  Community Innovation Survey (Eurostat)	2012-2014
7.6 Continue to attract high-quality Foreign Direct Investment (FDI) projects to Ireland and more firmly embed existing FDI enterprises in the Irish economy	Winning new FDI investments in Research Intensive areas  Sustained and enhanced participation by FDI companies in CSETs and SRCs	Job creation figures to 2014  Annual IDA client spend of €1.7bn by 2014 & further targets for 2015  Proportion of IDA wins attributed annually to R&D	2014
			Annual

<b>7.7 Supporting engagement with EU R&amp;D programmes</b>	Securing increased levels of enterprise participation and resulting drawdown from FP7	Levels of participation & drawdown (total drawdown of €600m for FP7)	2013
	Supporting academic and enterprise engagement with EU R&D opportunities		On-going
	Negotiation on the next Framework Programme for Research and Innovation (Horizon 2020) for the period 2014-2020 with a view to alignment with Irish research needs and strengths	Reaching agreement on Horizon 2020, and organising mechanisms to underpin maximum Irish return	Negotiations to take place 2012-2013

## 8. Developing Sectors with Potential

<i>achieving a strong enterprise mix</i>	Pharma & chemicals, ICT, and international financial services are examples of sectors which now provide significant employment in Ireland, contribute substantially to exports and have attracted many of the world's leading companies to locate in Ireland over the last two decades. While these sectors will continue to play an important role in the Irish economy, we must also seek to catch the next wave of emerging sectors so that Ireland benefits from the creation of sustainable long-term jobs. We need to target new sectors actively, and urgently identify and remove obstacles that may stand in the way of such opportunities.
<i>our goal</i>	Our strategic programme goal for <i>Developing Sectors with Potential</i> is to <b>prioritise sectors of opportunity and systematically remove obstacles and develop enabling policies</b> .
<i>sectors with potential</i>	Sectors which have been identified as holding significant potential for Ireland are Health LifeSciences & medtech, "silver" technology, cloud computing, digital economy & media services, video games sector (especially digital gaming), and the green economy (especially Cleantech). There are also other sectors which offer potential, such as creative industries and education services.
<i>manufacturing</i>	Manufacturing is an integral component of our economy, and it will continue to remain so. Higher technological investment and higher value products will be the hallmark of future manufacturing operations in Ireland. Our manufacturing base also needs to be diverse so that it is sustainable. Firms must build on existing strengths and convergences, as well as focusing on manufacturing opportunities in emerging sectors. To this end we will link in our focus on manufacturing to our work on the emerging sectors. High value added, productive manufacturing is a priority for the Government and will continue to contribute significantly to Ireland's growth and exports.

The *Developing Sectors with Potential* programme will consist of a number of activities as follows:

**Developing Sectors with Potential - strategic programme goal: *prioritise sectors of opportunity and systematically remove obstacles and develop enabling policies.***

	<i>Activity</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Timeframe</i>
8.1	<b>Support the development of new and emerging sectors</b>	<p>Strong enterprise mix</p> <p>Ireland at forefront of development of new technologies and skills in relation to: Health LifeSciences &amp; Medtech; “Silver” Technology; Cloud Computing, Digital Economy &amp; Media Services; Video Games Sector (especially Digital Gaming); and Green Economy</p> <p>A cross Government approach and support for developing these sectors</p> <p>Increase in jobs and enterprises operating in these sectors</p>	<p>Number of jobs in sectors</p> <p>Volume and Value of exports in sectors</p> <p>Achievement of specific objectives in relation to each sector as outlined above</p>	2012-2014
8.2	<b>We will refocus Agency efforts on the manufacturing sector</b>	<p>A vibrant manufacturing sector operating competitively in domestic and foreign markets</p> <p>Increased supply into multi-national companies</p>	<p>Review of manufacturing companies completed, potential obstacles to growth identified and programmes to reduce obstacles implemented</p> <p>Increase in levels of sub-supply among multinational companies</p>	2012-2014
8.3	<b>Investigate the potential growth and competitive advantage to business, generating Irish jobs, through the standards development process and use of standards</b>	A strategy for exploiting opportunities in emerging sectors through the standards development process and use of standards	Strategy developed by NSAI	2012

## 9. Delivering the Strategy and Managing Change

The Strategy does not represent a fixed and unchanging policy agenda. It needs to be re-focused and developed over time. It is one which must evolve and be refined with experience.

*evaluating performance*

In the same way, for programmes directly operated by the Department, there will need to be a robust system for evaluating performance and acting promptly on the findings. Such feedback mechanisms are vital to ensure that policies are adapted in light of experience and appropriate new policies are developed and implemented. The successful implementation of this strategy will therefore require a much stronger focus on policy development within the Department.

Creating a strong policy resource will be vital and will require assessing international best practice, evaluating existing policy actions, interacting with enterprise and other stakeholders. More opportunities for input into policy development by stakeholders and better networks between the Department and stakeholders will be developed. Transparent reporting of performance will become a hallmark of the Department and its Agencies as we seek to gain wider cross-Government and public support for this strategy, a strategy that has heightened importance for our economy and society at this time.

#### *Integrating Forfás*

We are currently assessing how best Forfás will be integrated into the Department. While this will undoubtedly provide opportunities for the development of policy making in the Department it represents a considerable challenge which will require Government approval and legislative changes as well as careful planning and management to ensure a successful outcome.

#### *our capacity to deliver*

Our ambition is to become a pioneer of best practice in the Civil Service in setting and delivering on performance targets. The importance of this is underlined by the fact that we are seeking to meet the challenges set out in this strategy against a background of an expected 10% decline in staff and financial resources. This will be the central challenge for management of the Department. We must:

- develop systems for prioritising the use of resources for key goals and actions;
- deliver efficiency;
- improve the use and adoption of technology;
- restructure certain operations;
- focus on the delivery of outcomes;
- assign responsibility for delivery and ensure that those responsible have the necessary authority and capacities;
- set SMART targets to measure the progress being made;
- ensure that deviations from delivery targets are recognised early and acted upon; and
- ensure that accountability includes recognition of success and action on underperformance.

#### *an open approach*

Managing change in the Department will be a constant demand and will require leadership at all management levels and appropriate human resource management policies to motivate staff.

This Department is fully aware of the role it has to play in economic recovery and employment creation. While it is not the role of Government to create jobs, the Government must ensure that conditions are in place to allow enterprises and entrepreneurship to flourish. Through this Strategy we want to ensure that our organisation has the right mix of policies and programmes, the ability to deliver them, and the influence to drive the broader competitiveness agenda across the whole of Government and internationally.

#### *our people are our key strength*

This ambitious Strategy will only be achieved through the support and hard work of our staff. Undoubtedly, pressure points will emerge and it is incumbent on us all to support our staff and ensure they have the training, the tools and the support necessary to meet the challenge.

#### *Implementation plan*

This Strategy is designed to be responsive, adaptive and measurable. Critically, an Implementation Plan linked to the Divisional business planning is being developed which will facilitate on-going monitoring and review.

The Strategy seeks to give a frank account of where we are as an organisation and what we want to achieve bearing in mind the resources likely to be available and the challenges we face. It sets out a vision which all staff can work towards, provides clarity for stakeholders,

and marks a new chapter for the Department which will see it maximise its contribution and influence at a time of great challenge and develop a culture that will be open, frank and adaptive.

The following table outlines our commitments in terms of delivering the Strategy and managing the change programme:

***Delivering the Strategy and Managing Change – Commitments***

	<b>Activity</b>	<b>Desired Outcomes &amp; Actions</b>	<b>Timeframe</b>
9.1	<b>Strengthening our Policy Analysis and Development Skills</b>	<p>Increased capacity for policy development and promotion of our policies across Government</p> <p>Stronger policy leadership with regard to our Agencies</p> <p>Activities / programmes incapable of measuring to be refocused or discontinued in favour of activities achieving verifiable results</p> <p>Ensure interaction / integration of Forfás with Department optimises policy capacity</p>	2012-2014
9.2	<b>Achieving clarity around how we work</b>	<p>Values Proposition - communicating the culture we support and actions to help minimise unnecessary work. We will review our operations and set out best practice work practices (e.g. PQ processes, coordination activities, ICT usage etc.)</p> <p>Managers to be clear about their level of authorisation to make decisions. Clear guidelines developed and disseminated concerning the decision-making processes in the Department</p>	2013
9.3	<b>Strategic Thinking and Implementation</b>	Management Advisory Committee (MAC) to focus on matters of strategic importance. Revised Management Information Reports to include a Strategy Progress and Operations Report	2012
9.4	<b>Communications, Information Sharing &amp; Knowledge Management</b>	<p>We will ensure that our policies, instruments and tools, including internal communication channels and document management systems, support a culture of information sharing. New website capturing diverse activities and using modern technologies. Potential of Social Media to be explored and used where appropriate</p> <p>Explore the potential for Collaboration and Document Sharing technologies to make it easier for staff across multiple sites to work together in a team-based approach</p>	2012-2013
9.5	<b>Stronger Governance</b>	<p>Biannual MAC meetings with Agencies and Offices to focus on achieving targets</p> <p>Review of liaison with Agencies and Offices to ensure more uniform and efficient governance</p> <p>Service Level Agreements with our Agencies and Offices over the course of 2012 taking into account their targets and customer service levels</p> <p>Offices developing short and focused strategies</p> <p>Agencies' strategies to reflect the Department's Strategy and contribute to its achievement</p> <p>External Review and stress testing of the execution of Strategy</p>	2012-2014
9.6	<b>Review our Structures</b>	<p>Review Department's structure in order to deliver Strategy goals</p> <p>Review all Agency and Office structures</p> <p>Consider creation of new Units re hi-potential sectors; economic expertise and strategic investment; Communications Office; and Change Management</p> <p>Review office accommodation with a view to minimising costs and maximising existing space.</p>	2012 2013 2012 2013
9.7	<b>Shared Services and Public Sector Reform</b>	<p>Proactively engage with Shared Services programmes and other Public Sector Reform programmes</p> <p>Develop ICT Strategy 2012-2014</p> <p>More effective and efficient use of online technologies including improved communications and information channels (e.g. websites) and online services (eGovernment) especially using</p>	2012-2014 2012 2012-2014

		electronic forms	
		Explore the potential opportunities offered by new Case Management / Customer Relationship Management technologies	2012-2013
9.8	<b>Using and Developing our Skills</b>	<p>Compile a Skills / Experience Register</p> <p>Regularise staff rotation</p> <p>Training in process improvements e.g. Lean / Six Sigma.</p> <p>Short training programme for all managers regarding the Performance Management Development System and Risk Management</p> <p>Address priority requirements as regards key skills shortages</p> <p>Arrange training programme to enhance staff ability to influence for our agenda</p> <p>Consider developmental measures to strengthen research and analysis skills</p>	2012-2015
9.9	<b>HRM initiatives</b>	<p>Workforce planning pilot project</p> <p>Consider how we can recognise exceptional contributions of staff</p> <p>Pilot lateral mobility schemes to enhance experience and skills</p>	2012

## Appendix – Programme for Government Commitments

Below indicates how our strategic activities correlate with the *Programme for Government* commitments that this Department *leads* on. In addition to these Department-led commitments, we have significant contributions to make on a range of other Programme for Government commitments. It should be noted that Programme for Government commitments may change over time to reflect Government decisions and emerging priorities.

Ref.	PFG Commitment	Relevant Strategy Activity
PG 1	Reverse the cut in the minimum wage	Already implemented
PG 2	Implement a number of sectoral initiatives in areas that will create employment in the domestic economy	7.5 Ensure continued growth in the capacity of indigenous Irish companies to develop innovative and cutting-edge products, processes and services 4.6 Support the work of the Advisory Group on Small Business 4.7 Develop processes and programmes aimed at entrepreneurs and small businesses 4.8 Improve SME access to Public Sector Procurement 4.9 Annual Action Plan for Jobs 4.10 Linkages initiative 8.1 Support the development of new and emerging sectors 8.3 Investigate the potential to grow the standards sector in Ireland.
PG 3	We will create a new ‘Home to Export’ programme to share the expertise of exporting companies with firms currently reliant on domestic markets.	5.3 Growth Markets 5.4 Support EI’s activities that result in first-time exporters and support the new model of engagement and outreach to non-EI Clients 5.5 Achieving Targets 5.6 Agency Activity
PG 4	A ‘Source Ireland’ portal will be developed to market Irish goods and services abroad.	5.3 Growth Markets 5.4 Support EI’s activities that result in first-time exporters and support the new model of engagement and outreach to non-EI Clients
PG 5	We will support our indigenous digital game industry by reforming R&D supports available to the industry, setting aside funding from Innovation Fund Ireland for a seed capital scheme for Irish digital gaming start-ups, introduce a digital media component to Transition Year programmes and promote Ireland as digital gaming hub.	7.1 Align major of publicly-funded research investment with areas of opportunity most likely to deliver economic return 8.1 Support the development of new and emerging sectors
PG 6	We will develop a National Intellectual Property (IP) protocol to give predictability about the terms on which business can access IP created in Higher Education Institutions and the wider digital sector.	7.5 Ensure continued growth in the capacity of indigenous Irish companies to develop innovative and cutting-edge products, processes and services 6.6 Intellectual Property
PG 7	We will promote and support investment in technology research, development and commercialisation beyond basic research supported by Science Foundation Ireland, as well as removing barriers to innovation and accelerate exploitation of new technologies.	7.1 Align major publicly-funded research investment with areas of opportunity most likely to deliver economic return 7.2 Establish and maintain dataset to track STI inputs and outcomes 7.3 Maintaining the level of excellence in research in Ireland 7.4 Ensure Ireland has sufficient research centres of scale and impact 7.5 Ensure continued growth in the capacity of indigenous Irish companies to develop innovative and cutting-edge products, processes and services 7.6 Continue to attract high-quality Foreign Direct Investment (FDI) projects to Ireland and more firmly embed existing FDI companies in the Irish economy 7.7 Supporting engagement with EU R&D programmes
PG 8	We will target key technology areas and sectors where innovation can be applied including but not limited to high value manufacturing, advanced materials, nanotechnology, bioscience, electronics, photonics and electrical systems and information and communication technology.	7.1 Align major publicly-funded research investment with areas of opportunity most likely to deliver economic return 8.1 Support the development of new and emerging sectors 8.2 We will refocus agency efforts on the manufacturing sector

<b>Ref.</b>	<b>PFG Commitment</b>	<b>Relevant Strategy Activity</b>
PG 9	We will also focus on the application of technological innovation in established sectors of the economy like energy generation and supply, transport, creative industries, high-value services and architecture and construction by identifying challenges, establishing priorities and developing strategies which specify necessary actions to transition to more innovative approach.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.
PG 10	We will promote Ireland's full engagement with the 'Innovative Union' proposals issued by the European Commission in October 2010 as one of the seven flagship initiatives under EU2020 Strategy, with the specific aim of refocusing R&D and innovation policy on major challenges and at turning inventions into products.	7.7 Supporting engagement with EU R&D programmes
PG 11	We will establish a network of Technology Research Centres focused on applied technological research in specific areas, to be linked to appropriate higher-education institutions. The centres will accelerate exploitation of new technologies by providing infrastructure that bridges gap between research and technology commercialisation. We will initially establish 3 additional centres focusing on biotechnology, nanotechnology and high value manufacturing. Further centres from a number of other areas will be selected at a later time.	7.4 Ensure Ireland has sufficient research centres of scale and impact
PG 12	We will support the development of an International Content Services Centre to make Ireland world leader in managing intellectual property.	8.1 Support the development of new and emerging sectors
PG 13	We will pioneer within the EU a model of 'fair use' in European Copyright Law, like in the USA, which effectively permits the use of portions of a copyrighted work so long as the normal economic exploitation of the originating work is not undermined. This will allow internet companies and other digital innovators to bring their services to market.	2.5 Exploit EU research & innovation opportunities
PG 14	We will reform the Joint Labour Committee structure, beginning with the appointment of independent chairpersons to JLCs, who will retain a casting vote. Reform options will examine the rate of pay for atypical hours.	3.2 Progress to enactment legislation giving effect to the reform agenda for Joint Labour Committees (JLCs)
PG 15	We will reduce the cost of Government imposed red-tape on business, in part by streamlining regulatory enforcement activities out of a merger and rationalisation of existing structures. We will create a Business Inspection and Licensing Authority that absorbs the existing business inspection activities of the Health and Safety Authority, and the National Consumer Agency.	6.4 Better Business Regulation
PG 16	We will develop a Unique Business Identifier for use by all government departments and agencies that will facilitate the sharing of information within Government and reduce repetitive information requests from businesses.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.
PG 17	We will introduce new legally binding voluntary commercial debt plan structures to allow small businesses to restructure debts without recourse to expensive court procedures.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.

<b>Ref.</b>	<b>PFG Commitment</b>	<b>Relevant Strategy Activity</b>
PG 18	We will implement a temporary, partial credit guarantee scheme that will provide a level of insurance to banks against losses on qualifying loans to job-creating firms to get banks lending again to industry and entrepreneurs.	ordination. 3.4 Introduce a Temporary Partial Credit Guarantee Scheme
PG 19	We will construct a €100 million Microfinance Start-Up Fund that will provide start-up loans and equity that draws funding from the NPF and private institutional funds.	3.9 Introduce a Micro Finance Fund
PG 20	We will support the development of a more dynamic, venture capital industry in Ireland by seeking to attract top tier venture financing and investment companies to Ireland, such as Silicon Valley Bank.	3.8 New Capital Schemes for funding enterprise
PG 21	We will work to promote a greater appreciation of the co-operative model as a distinct form of organisation, ensure a level playing field between co-operatives and the other legal options for structuring enterprise activities, and provide a conductive framework for the full potential of the co-operative model to be realised, including in areas such as childcare, education, housing, energy retrofitting, environmental protection, transport and healthcare.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.
PG 22	We will legislate to ban a number of unfair trading practices in the retail sector, such as 'hello money' from food suppliers.	6.2 Consumer And Competition Law Code
PG 23	We will seek to establish Ireland as a renewable manufacturing hub to attract international and domestic investment.	8.1 Support the development of new and emerging sectors
PG 24	The Government will promote the development of a vibrant and effective social enterprise sector. We will instruct agencies to view social enterprises as important stakeholders in rejuvenating local economies. We will continue support for social innovation projects for young people through education, community and voluntary structures.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.
PG 25	We will make good corporate governance the law, not an optional extra, and enact legislation to provide for binding code of practice for corporate governance, which will be obligatory for companies wishing to be listed on Irish stock exchange.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.
PG 26	We will strengthen corporate governance legislation and enforcement.	2.1 Engage with other Government Departments and Government fora concerning the enterprise agenda. We will develop plans to progress a number of commitments in the Programme for Government requiring cross government support and co-ordination.
PG 27	Reverse the recent cut in the national minimum wage.	Already Implemented
PG 28	We will reform the current law on employees' right to engage in collective bargaining (the Industrial Relations (Amendment) Act 2001), so as to ensure compliance by the State with recent judgements of the European Court of Human Rights.	6.5 Reforming Employment Rights and Industrial Relations
PG 29	We will review and update Intellectual Property legislation currently in place to benefit innovation, develop a National Intellectual Property protocol to give clarity about terms on which business can access IP created in Higher Education Institutions,	6.6 Intellectual Property

<b>Ref.</b>	<b>PFG Commitment</b>	<b>Relevant Strategy Activity</b>
	and clarify legislation relating to online copyright infringement and enforcement of rights relating to digital communications.	
PG 30	We will enact the Fair Trade Act, which will ban a number of unfair trading practices in the retail sector such as 'hello money' which suppliers have to pay to secure a place for their goods on supermarket shelves.	6.2 Consumer And Competition Law Code