



Working for
**Jobs, Enterprise
& Innovation**

Department of Jobs, Enterprise & Innovation

Statement of Strategy

2015 - 2017



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

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Foreword

The Department's Statement of Strategy for 2015-2017 is an important and significant document, as we seek to build on the progress achieved under our Statement of Strategy for 2011-2014, and to align our goals and our work with the improved circumstances consequent upon the turnaround in Ireland's economy. In this Strategy, we set out our Vision, our Mission, our Values, and our Goals – all focused around our primary ambitions of delivering sustainable full employment by 2018, and of making Ireland the best small country in which to do business.

Our new Strategy also comes at a time where the Department is at an advanced stage in a programme of major structural reform, which will continue to enhance our capability to develop policy and to deliver services in the most streamlined and efficient manner.

The vision that is outlined in this Strategy will guide the business planning process across all of our Divisions and Units, and the delivery of the Actions as identified in each Chapter of the document, will be monitored actively over the duration of the Strategy.

Richard Bruton TD

Minister for Jobs, Enterprise and Innovation

John Murphy

Secretary General

Statement of Strategy 2015-2017

Introduction

In 2011, the Department of Jobs, Enterprise and Innovation set out a Strategy that identified how we would address the challenges facing us in contributing to the restoration of Ireland's competitiveness, increasing the number of people at work and strengthening Ireland's enterprise economy.

Our implementation of that Strategy, which covered the period from 2011 to 2014, has, working with other Government Actors, delivered a turnaround in Ireland's economy. We have come through those recent challenging years and delivered significant success – in informed competitiveness, job creation, increased exports, and the high standards of our business and regulatory environment. The Action Plan for Jobs has been the driving force in placing jobs at the centre of the agenda across the whole of Government. As we now move forward again, achieving sustainable full employment by 2018 will be the core of our strategy.

In addition, DJEI has also advanced major structural reforms to streamline our organisation, including our agencies and offices, and to maximise our capability to develop policy, promote job creation, improve competitiveness, develop and support enterprise and optimise research and innovation. Amongst these reforms, we have integrated the Equality Tribunal and Forfás into the Department, to achieve synergy in our policy making and implementation. We have continued to deliver on our objectives, both as a Department, and as the DJEI family including our offices and agencies, in the context of much reduced staffing and financial resources.

DJEI's ambition is to continuously improve its performance so as to reinforce our contribution to delivery on the Government's goal of achieving full employment and making Ireland the best small country in the world in which to do business. In the near term DJEI will act as lead Department for 46 actions required under the Action Plan for Jobs and will also have shared responsibility for the delivery of a further 35 actions. Our work will be progressed in the context of the suite of targeted strategies that have been articulated by DJEI and our agencies, for example, the National Policy Statement on Entrepreneurship, the Regional Enterprise Strategy, Manufacturing 2020, National Research Prioritisation Exercise and through further policy initiatives to be taken in 2015.

We are setting out our Mission, our Vision, and our Values for the period of this Strategy:

Our Vision

We will work to make Ireland the best place to succeed in business, delivering sustainable full employment by 2018 and higher standards of living for all.

Our Mission

To encourage the creation of high quality and sustainable full employment by championing enterprise across government, supporting a competitive enterprise base, promoting a low tax environment to incentivise work and enterprise, and promoting fair and competitive markets.

Our Values

As a Department we foster a culture of accountability, efficiency and value for money which is rooted in a public service ethos of independence, integrity, impartiality, openness and respect. As Civil Servants we espouse the highest standards of professionalism, honesty, objectivity and quality, which are central to fulfilling our roles in supporting the democratic process and serving the citizen.

This Strategy sets out the **Goals** that will drive our work, and which will underpin sustainable full employment:

- We will champion policies for enterprise, jobs and competitiveness across Government, to make Ireland the best place to succeed in business, through optimising our leadership and influence in key initiatives and strategies, including by advocating a low tax environment to incentivise work and enterprise, and also at EU and international level, in addition to maximising the potential of international trade agreements ([Chapter 1](#)).
- We will strengthen Ireland's business base, by becoming best in class in entrepreneurship, promoting indigenous enterprises to win a growing share of global markets, attracting and embedding high performance foreign direct investment in areas that build on Ireland's competitive strengths, and creating strong regional enterprise clusters that build on the regions' competitive advantages ([Chapter 2](#)).
- We will develop a dynamic innovation system which delivers a steady improvement in the impact of State investment on research, yielding tangible outputs to benefit

Ireland's economy and society, secures a growing number of research active enterprises who generate a rising proportion of their revenues from innovative products and services, and establishes internationally recognised clusters in identified leading edge technologies ([Chapter 3](#)).

- We will make our regulatory system internationally recognised for its efficiency and effectiveness and the creation of markets that promote innovation and high performance, particularly in three areas – Quality Employment, Business Regulation, and Competition and Consumers ([Chapter 4](#)).
- We will manage our resources – people, financial, and infrastructure – to ensure that we have an agile, innovative, and fit-for purpose organisation aligned to our priorities, and to the highest standards of governance ([Chapter 5](#)).

Chapter 1 – Championing Jobs and Competitiveness



Drive the development of an environment that stimulates and supports sustainable economic development and national prosperity.

Chapter 2 – Promoting and Supporting High Performance in Enterprise



Promote a strong entrepreneurial culture, the business potential of the regions, a strong indigenous enterprise base and the attraction of foreign direct investment so as to maximize job creation.

Chapter 3 – Optimising Research & Innovation for Impact



Optimise the national innovation system for economic and societal impact, sustainable growth and quality jobs.

Chapter 4 – Better Markets and Quality Employment through Better Regulation



Make all markets work more efficiently through smart regulation which encourages innovation, keen competition, high standards of compliance, quality employment and consumer protection without unnecessary regulatory costs.

Chapter 5 – Delivering the Strategy & Managing Change



Optimise the output from the Department's human, financial, technological and other resources by fostering a learning, innovative and agile organisation, while focusing on the strategic deployment of our people, budgets and systems, within sound governance structures, so as to enable the delivery of the Department's business goals.



1. Championing Jobs and Competitiveness

Goal

The Government's goal to achieve sustainable full employment by 2018 is at the core of our strategy. The achievement of this ambition is linked to a number of policy ambitions across Government, but which are central to the mission and work of DJEI – building a tax system that rewards work and enterprise, pursuing a skills drive that sees a rising take-up of STEM (science, technology, engineering and maths), of ICT and of entrepreneurship from those going through the education and research systems, increasing the proportion of our Irish enterprise base exporting its output and winning growing market share, particularly in emerging markets, and stepping up the numbers of new enterprises and jobs from emerging sectors such as the Green Economy.

Our essential goal is to drive the development of an environment that stimulates and supports sustainable economic development and national prosperity. Expanding and developing the enterprise economy and supporting job creation requires a whole of Government approach. Therefore, to progress our overall mission it is vital that we champion the enterprise agenda through evidence-based approaches, partnerships and advocacy. DJEI and its offices and agencies pursue the competitiveness agenda both nationally, at enterprise level and across all relevant areas of Government policy, and internationally, principally at EU level but also at the OECD, WTO and other international fora.

As highlighted in figure 1, we have made good progress in recent years in regaining competitiveness, and as Figure 2 demonstrates this restoration has supported a strengthened export performance. In addition, Figure 3 illustrates the welcome and strong increase in the number of people in employment in recent years. However, further work is required to deliver on our ambition to achieve full employment and to be the best small country in which to do business.

Figure 1: Ireland's Competitiveness Rankings ¹

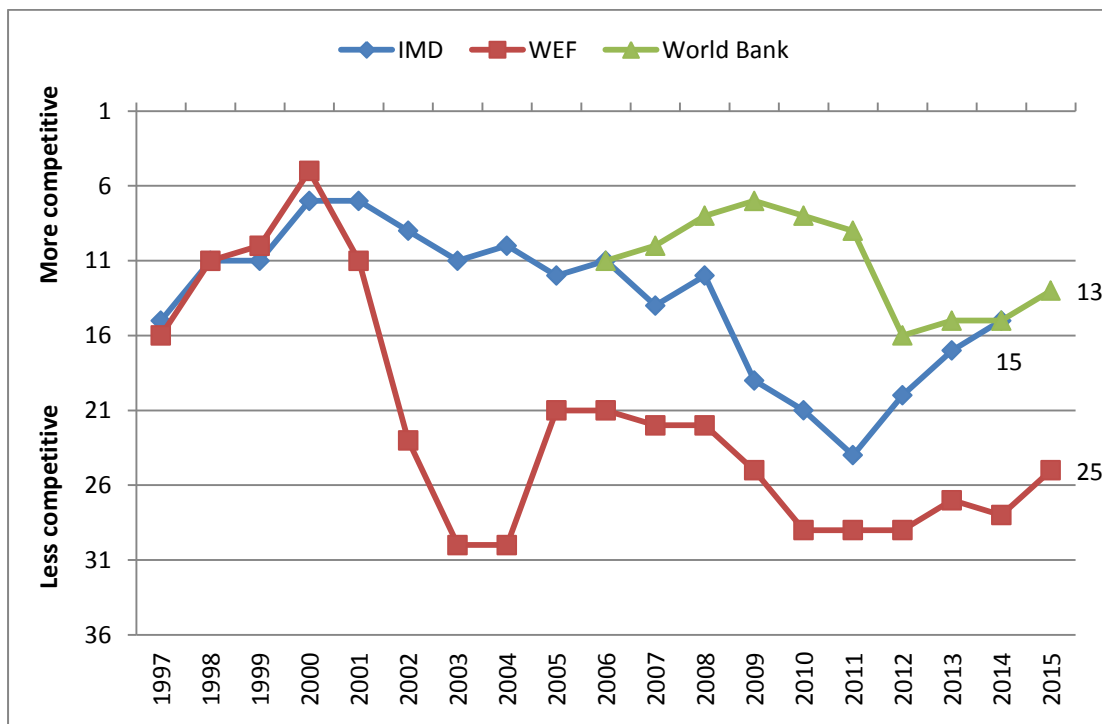
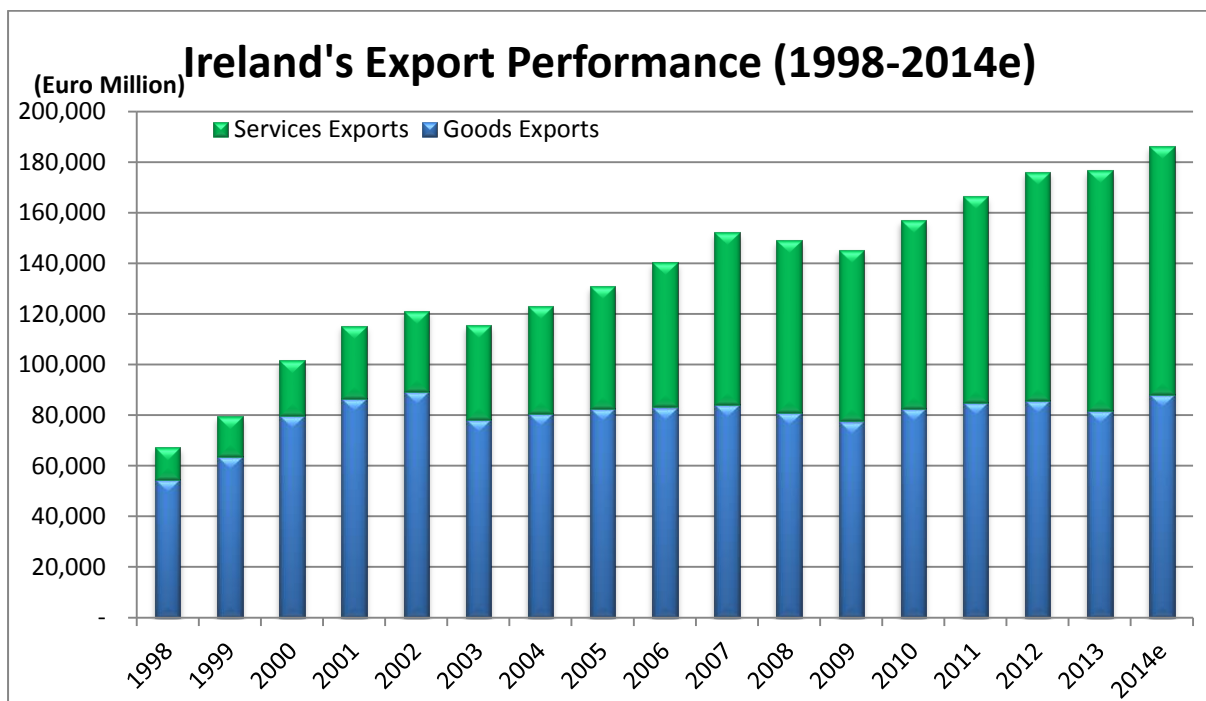


Figure 2: Ireland's Export Performance ²



¹ Ireland's Competitiveness Scorecard NCC

² Central Statistics Office - estimated data for 2014

Leading & influencing across Government, in particular through the Action Plan for Jobs

Based on an understanding of the key issues affecting enterprise, DJEI will continue its programme of intensive engagement with other Departments on key issues which are central to the success of this Strategy. We will advocate policies that address opportunities and challenges on key issues which require a whole of Government solution:

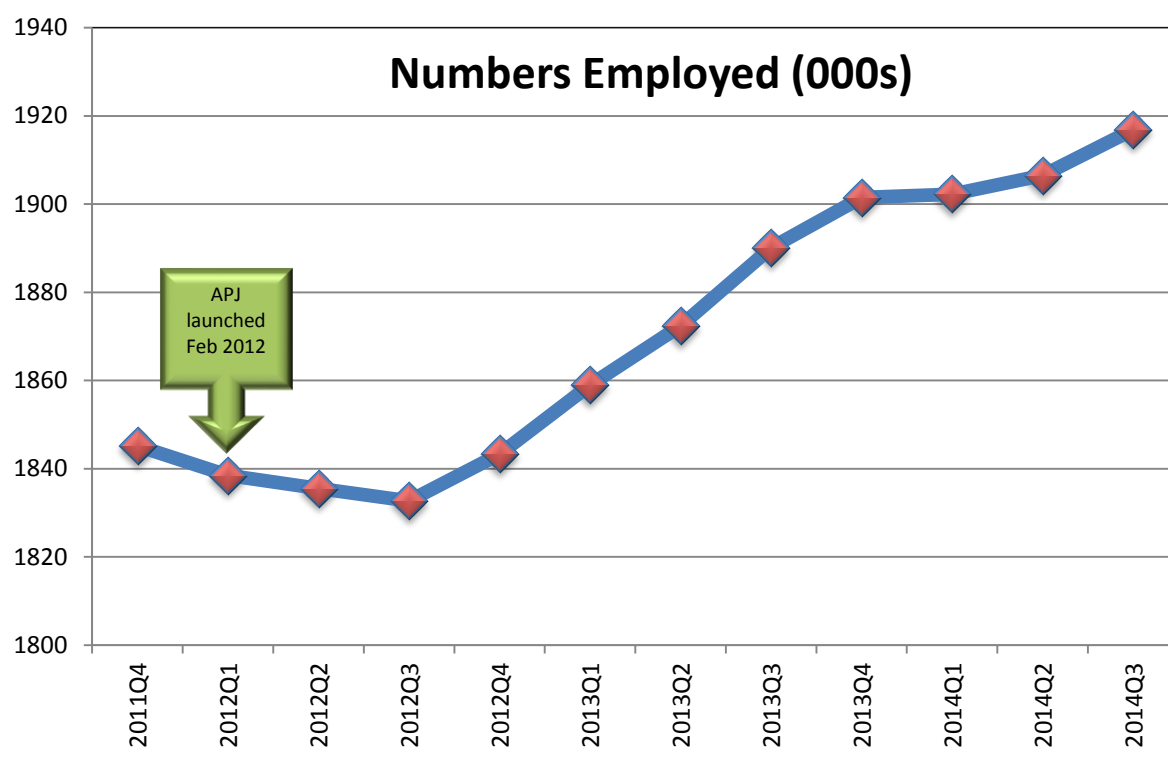
Competitiveness

DJEI will continue to monitor Ireland's competitiveness, and identify and promote actions that can enhance competitiveness at national and firm level. DJEI will also continue to support the National Competitiveness Council (which provides independent advice to Government) with research and analysis.

Action Plan for Jobs – Continuing Reform

The Action Plan for Jobs (APJ) is a key element of the Government's policy approach to creating a positive environment to support business start-ups and growth, drive exports and facilitate job creation and retention by the enterprise sector. Under the Action Plan process, the Government publishes a series of measures, which it commits to implementing to support job creation and maintenance each year. The delivery of these measures is monitored on a regular basis and progress on achievement of the actions is published. Over the course of this strategy, we will continue to play a central role in the development of the Action Plans and their delivery. We will work with colleagues across DJEI offices and agencies and with all relevant Government Departments to develop annual Action Plans that improve the environment for job creation and to maintain the momentum for reform across Government.

Figure 3: Total Numbers Employed since launch of Action Plan for Jobs³



Other Key Strategies

In tandem, the finalisation of two key and complementary strategies in 2015, **Enterprise Policy 2025** and a successor to the **Strategy for Science, Technology & Innovation 2015-2020**, will set the longer term enterprise and innovation strategic direction, taking account of the forthcoming National Skills Strategy. Enterprise Policy 2025 aims to set out strategic actions needed to ensure that Ireland’s enterprise policy is sufficiently robust to build Ireland’s New Economy, in the context of a changing and intensely competitive global environment to deliver on Government’s ambition for job creation and to ensure sustained growth over the coming decade to 2025. The development of these strategies will involve extensive consultation by DJEI with other government departments as well as agencies, employees, researchers and other stakeholders. These strategies will provide the framework for the development of annual deliverables/actions through the APJ and other implementation processes.

DJEI will continue to engage with **Pathways to Work** (the Government’s strategy to drive progress in helping jobseekers return to work) as the twin track to the APJ process. DJEI will also fully implement the Protocol between the Department of Social Protection, DJEI and the enterprise agencies to maximise the recruitment of suitably skilled people from the Live Register.

³ Central Statistics Office

Regional Enterprise Strategies

Recognising the priority the Government accords to Regional Development we will work with the enterprise development agencies, relevant Departments and other public bodies to develop regional strategies aimed at strengthening the growth and job potential of each region. We will also ensure that regional enterprise considerations are central in the development of the new National Planning Framework, which will be the successor to the National Spatial Strategy. In the context of Local Government reform Regional and Local Authorities are required to develop statutory plans and Regional Enterprise Strategies should dovetail with these.

Research and Innovation

Economic growth in the long run is driven by productivity improvements resulting from technological progress and by increases in the knowledge, skills and creativity. The overall goal in this area is to optimise the national innovation system for economic and societal impact through sustainable growth and quality jobs. DJEI, in carrying out its cross-Government coordinating role on science, technology and innovation, will work closely with our development agencies and other agencies with a research remit, with Government Departments who have research budgets and with key industry and higher education representatives to achieve this goal. A key deliverable will be the development of a successor to the Strategy for Science, Technology & Innovation to cover the period 2015-2020.

Infrastructure

The availability of high quality and competitively priced infrastructure and related services is essential to supporting job creation, trade, research and innovation and regional development. We will continue to review Ireland's performance in meeting the infrastructure needs of businesses (availability, quality and cost). Working with our enterprise agencies, DJEI will engage intensively with Government Departments, regulatory bodies and public and private infrastructure providers to drive the provision of high quality and competitively priced infrastructure. Energy, water, broadband and research infrastructure are particularly important in this regard.

Finance

The availability and cost of finance is crucial, particularly to supporting entrepreneurship and SME development. DJEI will continue to work with the Department of Finance, our agencies and other stakeholders to ensure that businesses can access the funds they need to start and to grow.

Taxation

A competitive taxation system is essential to supporting investment and job creation. We must continue to strive to create a 'best in class' taxation system. This requires continued steps to maintain the competitiveness of our corporate tax system and steps to ensure that there are strong incentives to both work (personal taxation) and invest (capital taxes) in Ireland. With respect to personal and capital taxation, Ireland's competitiveness deteriorated over the course of the recession. We will continue to assess the competitiveness of our taxation system and the implications of international developments, and to undertake research on proposals that enhance our ability to support investment and job creation. We will continue to engage with the Department of Finance on proposals to support these goals.

Skills

A well-educated and skilled workforce is essential so that our supply of talent can drive growth. DJEI will work with the Department of Education and Skills to ensure that the planned revision of the National Skills Strategy (NSS) and the forthcoming Foreign Language Strategy reflect enterprise priorities, and to ensure that skills in demand are addressed across the economy. We will work to deliver on the important progress envisaged by the ICT Skills Action Plan, and we will also continue to work with education providers at national, regional and local level (e.g., Higher Education sector, Further Education and Training) to ensure that the education sector enhance its engagement with enterprise and aligns its provision to meet employer skills needs.

DJEI will continue to support the Expert Group on Future Skills Needs in terms of research analysis and dissemination of its work to its stakeholders (eg. students, guidance councillors, education & training providers and industry). The Expert Group will have a key role in the review of the National Skills Strategy during 2015 including new research into sectors and future skills needs.

An important contribution to our skills needs is provided through our investment in research and innovation, i.e. the development of human capital with world class capability across a wide range of sectors including in particular sectors of strategic opportunity for Ireland's economic and social development.

Regulation

Good regulation is essential to the proper functioning of markets and DJEI has a role in bringing the enterprise perspective on regulation to bear on decision makers across Government. At the same time, regulations that are unnecessarily burdensome or disproportionate can, affect competitiveness and reduce growth. In order to ensure that the administrative requirements of regulation do not cause undue costs to business, across the public sector, the High Level Group on Business Regulation - a standing dialogue of

business and union representatives, and officials, chaired by the Minister for Business and Employment - will continue to identify concrete administrative burden issues and seek solutions to these with relevant Agencies and Bodies across Government, that will contribute to making Ireland the best place to do business.

Trade Policy and Strategy

DJEI has overall responsibility for national trade policy and leads on EU trade matters. Working with colleagues in the Department of Foreign Affairs and Trade which has lead responsibility for trade promotion, we will continue to implement the National Trade, Tourism and Innovation Strategy, as reviewed in February 2014, together with our agencies through the Export Trade Council. DJEI also has responsibility for export licences and dual use and military goods, under EU and other International agreements.

Procurement

Public procurement will continue to provide an important opportunity in the domestic market for Irish companies, with an annual spend by the Government sector of €8 billion on goods and services. Public procurement also provides an opportunity for innovative firms to win contracts which can serve as reference points for competing in overseas markets.

DJEI, along with Enterprise Ireland and InterTradeIreland, will work with the Office of Government Procurement to ensure that SMEs have the best possible access to public procurement opportunities, within EU and national procurement rules. A focus will also be placed on improving the supply of innovative products and services, where appropriate, in public procurement.

Corporate Social Responsibility,

Good Corporate Social Responsibility (CSR) practices are increasingly distinguishing the best companies from their competitors by the manner in which they engage with their customers, suppliers, employees and local communities. Ireland's National Plan on CSR 2014-2016, *Good for Business, Good for the Community*, sets out a vision that Ireland will be recognised as a Centre of Excellence for responsible and sustainable business practices. In collaboration with key stakeholders, we will progress the objectives of the National Plan on CSR and raise the profile of CSR as a means of improving competitiveness at enterprise level while making a meaningful contribution to the communities in which businesses operate.

Climate Change and Green Economy

The drive to a low carbon, sustainable economy presents both potential challenges and opportunities for Irish businesses. During the lifetime of this Strategy, new targets will be agreed at EU and wider international level relating to greenhouse gas reductions, renewable energy and energy efficiency. DJEI will represent the enterprise and competitiveness perspectives at key inter-Departmental fora and will seek to develop opportunities in the

Green Economy for Irish-based companies, in accordance with *Delivering Our Green Potential*, the Government's Policy Statement on Growth and Employment in the Green Economy.

Networking and influencing at EU and International level

The global business environment is changing constantly and more rapidly than ever before. Given the openness of the Irish economy, changes in the international business environment can create significant opportunities and challenges for Ireland.

The EU is good for jobs, growth and foreign investment, and allows its Members, big and small, to achieve more together than they could alone. Ireland has successfully engaged with the EU and our EU partners over the last number of years, the highlight of which was a successful EU Presidency in 2013. DJEI has an important role in this regard given its lead and coordination role in respect of three Ministerial councils, the EU Competitiveness Council, the Employment and Social Affairs Council (EPSCO) and the Trade Council, and representation at the World Trade Organisation (WTO), the International Labour Organisation (ILO), the World Intellectual Property Organisation (WIPO), the Organisation for Economic Co-operation and Development (OECD) and the European Space Agency (ESA). Our focus will remain on ensuring that Ireland's interests are strongly represented and robustly defended, and reflected in international decisions which support our jobs and competitiveness agenda.

Through the EU Council formations, DJEI monitors and contributes to EU policy developments impacting on the Union and Ireland, and on relations with other trading blocks. DJEI also engages with the Commission's Annual Legislative and Work Programme and Presidency Programmes and with the Oireachtas and the EU Parliament.

In terms of the Competitiveness Council, competitiveness is a key issue for the Union given our need for growth and given the urgency of enhancing our position relative to other trading blocks. Through the work of this Council, DJEI will continue to promote the mainstreaming of industrial competitiveness across a range of EU policies that influence competitiveness, for example energy and climate change policies. We will also continue to advocate the promotion of entrepreneurship and policies that will fully exploit the potential of the Single Market and the Digital Single Market. Both Minister Richard Bruton and Minister Damian English represent Ireland in relation to Industry and Internal Market and Research issues respectively.

DJEI has responsibility for promoting Ireland's employment policy within the Employment and Social Affairs (EPSCO) Council and for coordinating engagement, through the Council's preparatory bodies, with the European Semester in respect of the jobs and growth agenda,

guidelines and country specific recommendations. Close liaison is maintained with other Departments across the wide range of policy areas (e.g social protection, skills, training, equality issues, etc) covered by EPSCO, in addition to those areas (i.e. employment rights, industrial relations, workplace health & safety) that fall directly within DJEI's portfolio. Ireland is represented by Minister Ged Nash at this Council.

DJEI will continue to represent Ireland and influence emerging international policy deliberations through its staff posted abroad to Ireland's representations in Brussels and Geneva and its Embassy in London and through direct representation by the Department's staff in a range of strategic committees and working groups operating at EU and international level. This is important because of the range and financial capacity of EU funded programmes, as well as emerging strategic policy initiatives that can help accelerate the growth and development of our enterprise sector. The globalised economy requires both a level playing field and a shared approach to common problems. DJEI will continue to lead for Ireland in its longstanding engagement with international organisations involved in framing and overseeing the implementation of employment and fundamental social rights, such as the ILO and the Council of Europe.

In the period 2015 – 2017, DJEI will continue to lead and coordinate the implementation in Ireland of key EU strategic policies, including in relation to competitiveness, the single market, entrepreneurship, research and development, and the EU's employment and social policy goals. We will work to ensure that transposition and reporting obligations on EU Directives and the obligations for Oireachtas Scrutiny of EU proposals are fully met in a timely manner.

Maximising the impact of international trade agreements

Multilateral Trade Policies are determined at EU level and DJEI will continue to represent the interests of business trading internationally. Trade policies and international agreements – such as the prospective EU-US trade agreement, the Transatlantic Trade and Investment Partnership (TTIP) – can have wide-ranging effects on the economy and on employment. We anticipate the conclusion in 2015 of other important Free Trade Agreements, including Japan and Vietnam, and we will work to capture the benefits of Trade Agreements coming into force such as Canada.

DJEI's involvement in multilateral organisations, such as the EU and the ILO, serves to ensure that the jobs created by open trade respect international core labour standards. Well-designed labour regulations and skills training systems that are responsive to business needs are crucial to realising the positive impacts of trade agreements. DJEI and its agencies will aim to raise awareness of new enterprise opportunities arising from the EU's international trade and investment agreements, including improved market access, broader

supply channels, greater predictability in the trading environment, and less red tape at borders. Considerable benefits should also flow from plurilateral trade agreements in new sectors such as environmental goods and the new broad based Services Agreement.

Sectors with potential

Ireland has built up strengths in a number of sectors, and has demonstrated the ability to continuously transform and adapt to change. In addition to supporting improvements in our broad business environment, we will tailor our policy responses – ensuring that we address market failures and target our constrained resources to optimise economic return.

We can build on our key strengths in sectors such as ICT, International Financial Services, Health Life Sciences, and Agri-Food. There is significant untapped potential in activities such as Healthcare, Education Services, Green Technologies, and Marine and Maritime. More mature sectors such as Construction, Retail, Engineering, Transport/Distribution and Tourism, offer potential for growth and renewal. There is a need also to ensure that Ireland possesses a strong base of competitive locally trading activities across a range of professional and business services. It is more likely that the new opportunities for Ireland will arise at the blurring of the edges of existing sectors (for example, nutraceuticals, connected health, internet of things); and from the identification of new and emerging high growth end market segments that present opportunities for enterprises operating in a range of existing sectors (for example Smart Ageing, Clean Technology, Consumer Internet and the Sharing Economy). In many of these areas, a cross government approach is required to support enterprise development.

DJEI and its Enterprise Agencies have played a strong role in setting out a sectoral policy agenda (for example, Life Sciences, Electronic Games, Construction, Green economy, Retail, Manufacturing). To date, sector specific policy implementation has been progressed through various mechanisms, including the, Life Sciences Alliance, Games Clustering Development Team, the IFSC Clearing House Group, Food Harvest High Level Group, Manufacturing Development Group, and the ICT Skills Action Plan. Maintaining a sustained policy focus in a coordinated manner on the development of individual sectors over the longer term is a key policy challenge.

DJEI will develop a strengthened national policy approach to sectoral ecosystem development and clustering in Ireland, drawing on effective practice internationally and experience to date. In terms of new and emerging areas of growth – it is critical that we continue with horizon scanning, utilising our research capabilities and maintaining connections with key industry thought leaders. DJEI will continue to undertake selected in-depth sectoral studies as appropriate over the next three years.

Markets

DJEI will support the enterprise agencies to increase their focus and footprint in high growth and emerging markets and new areas of opportunities for exports and inward investment. DJEI will play a leading role in a whole of Government approach to drive increased tourism, trade and investment through the Action Plan for Jobs and the Export Trade Council. To support this drive, DJEI will continue to work closely and engage with industry and its representative bodies, the enterprise agencies and other Government Departments.

<i>Chapter</i>	<i>Action</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Timeframe (Year)</i>
1.1	Working across Government, we will develop an annual Action Plan for Jobs that enables the achievement of sustainable full employment, by improving the environment for job creation and maintaining the momentum for reform across Government.	To develop an ambitious action plan for jobs which drives job creation in Ireland, towards sustainable full employment.	<p>APJ has 5 key goals:</p> <ul style="list-style-type: none"> To support 100,000 additional jobs by 2016, 40,000 jobs in 2015 To get Ireland back to a top-five ranking in international competitiveness To build world-class clusters in key sectors of opportunity To build an indigenous engine of growth that drives up the export market share of Irish companies To stimulate the domestic economy and generate employment in locally traded sectors 	2015 – 2017
1.2	Engage with other Government Departments and Government fora concerning the enterprise agenda (including skills, innovation, infrastructure, finance, tax, administrative costs, procurement, climate change and CSR)	Actions taken across Government in pursuit of our mission	<p>Progress against programme of bilateral engagements outlined above</p> <p>Effective influencing of policies</p>	2015 – 2017

1.3	Through our programmes and engagement with other Government Departments highlight key competitiveness challenges that require action	<p>Improved structural cost competitiveness and productivity</p> <p>Key recommendations of the National Competitiveness Council and the Expert Group on Future Skills Needs implemented</p> <p>Jointly with the Department of Education & Skills develop a new National Skills Strategy</p>	<p>Improvement in international competitiveness rankings (IMD, WEF & World Bank)</p> <p>Improvements in cost competitiveness (key business costs)</p> <p>Growth in Productivity</p> <p>Skills availability</p> <p>Progress against NCC and EGFSN recommendations adopted by Government</p>	2015 – 2017
1.4	Support Ministers in their engagement with Cabinet Committees, the Oireachtas, EU institutions and other international fora	Domestic and EU policy outcomes and investment are supportive of the Jobs and Competitiveness agenda	Early engagement by Ministers on existing and emerging domestic and EU policies	2015 – 2017
1.5	Support the development of key sectors which have the potential for significant employment growth in Ireland Develop competitive sectoral ecosystems, engaging with relevant Government Departments	Ireland as a recognised centre for in key emerging sectors, for example Big Data, Internet of Things (IOT)	<p>Strong indigenous sales and exports performance in key sectors</p> <p>Ireland being the Country of choice for companies involved in key sectors (Big Data, Analytics)</p> <p>Creation of high quality and sustainable employment</p> <p>World class research</p>	2015 - 2020
1.6	Support the development of new and emerging sectors which have the potential for significant employment in Ireland	Ireland as a recognised centre for	<p>World class research infrastructure in Big Data supporting industry.</p> <p>Ireland being the County of choice for companies involved in Big Data analytics</p>	2015 - 2020



2. Promoting and Supporting High Performance in Enterprise

Goal

The overall goal is to promote a strong entrepreneurial culture, the business potential of the regions, a strong indigenous enterprise base and the attraction of foreign direct investment so as to maximize job creation.

To achieve this ambition, we will strengthen Ireland's business base, by becoming best in class in entrepreneurship, promoting indigenous enterprises to win a growing share of global markets, attracting and embedding high performance foreign direct investment in areas that build on Ireland's competitive strengths, and creating strong regional enterprise clusters that build on the regions' competitive advantages.

Sustainable Businesses, Sustainable Jobs

As a small open economy, Ireland is dependent on the creation of globally trading indigenous companies and the attraction of internationally mobile investment to create sustainable high quality employment. In Chapter 2 we set out how we will engage across Government to champion a pro-enterprise environment. In addition we will also engage directly with entrepreneurs, large and small businesses and multinational corporations, adopting as appropriate, a companywide approach to ensure long term viability and growth. Through the enterprise development agencies, and suite of funding mechanisms and programmes, DJEI will support the entrepreneurship, export, innovation, skills and employment potential of the business sector, across the range of sectors, company size and regions.

Developing Ireland's Business Base

The development of a sustainable and innovative enterprise base and jobs across Ireland is a central objective of DJEI strategy.

As outlined in Chapter 2, DJEI will lead and influence at Government level, across Departments and their Agencies, and will work with Local Authorities, to create an environment for enterprise to prosper and create jobs, in particular through the Action Plan for Jobs. DJEI also plays a key role in influencing a whole-of-Government approach to making Ireland an attractive location for business.

DJEI also plays a direct role in the start-up, development and attraction of enterprises capable of competing in export markets. Through its development agencies (Enterprise Ireland, IDA Ireland, the National Standards Authority of Ireland, Science Foundation Ireland and the network of Local Enterprise Offices), DJEI provides a mix of interventions and supports across the range of business development stages, in traditional as well as emerging sectors, with the aim of competing on the basis of innovation, skills and productivity. Key direct supports to develop the indigenous Irish industry base are in the areas of funding and equity to start and grow Irish businesses, and a range of supports to strengthen management, productivity, research and innovation capability and export penetration.

Supporting a Broad Enterprise Mix

DJEI's Strategy entails developing a broad enterprise and sectoral mix so as to maximise direct and indirect job creation across the economy, embracing manufacturing and internationally trading services, and including traditional sectors, new and emerging sectors, new ways of doing business, high potential startups, small and medium sized enterprises (SMEs) as well Irish and foreign-owned multinational enterprises.

Promoting Entrepreneurship

The National Policy Statement on Entrepreneurship in Ireland, published by the Department in October 2014 sets out the strategic objectives to enhance the Irish entrepreneurship ecosystem and signposts the direction which policy will take in the coming years. The six strategic elements that make up the ecosystem for entrepreneurship in Ireland are:

1. Culture, human capital and education,
2. Business environment and supports,
3. Innovation,
4. Access to finance,
5. Networks and mentoring; and
6. Access to markets.

These elements must be mutually reinforcing, forming a coherent whole and supporting entrepreneurs throughout the entrepreneurship lifecycle. Therefore, objectives have been developed across each of the six elements. The overarching objectives are to:

- Increase the number of start-ups by 25% (3,000 more start-ups per annum);
- Increase the survival rate in the first five years by 25% (1,800 more survivors per annum); and
- Improve the capacity of start-ups to grow to scale by 25%.

Under each objective, DJEI will identify key benchmarks and develop actions with public agencies and private actors in the field to deliver continuous improvement.

Developing the Domestically-trading Sector

Start-ups, micro and small businesses play a crucial role in the economy and their ability to succeed and grow underpins Ireland's future potential for job creation, growth and prosperity. With SMEs constituting over 99% of businesses in the enterprise economy in Ireland and almost 70% of private sector employees in the enterprise economy, it is essential to continue to focus on delivering practical actions that can achieve improvements in the operating environment for SMEs in the domestic economy. In addition to ensuring the business environment is competitive for all businesses to operate in terms of regulation and standards, DJEI will continue to promote SMEs' interests throughout all Government Departments and bodies and ensure that the interests of Irish SMEs are taken into account by Government in the development and execution of policy initiatives at both national and international level.

DJEI will facilitate on-going and regular structured dialogue with representatives of the small business sector in Ireland. One of the primary mechanisms for achieving this is the Advisory Group on Small Business which is chaired by the Minister for Business and Employment. The role of the Advisory Group is to identify key issues impacting on small business and develop proposals for addressing these issues which feed into the Action Plan for Jobs process. The Group also provides important inputs into the annual budget process. We will also continue our engagement with the domestic small business sector through the Retail Consultation Forum.

Scaling and Internationalising Irish Companies

A key objective of DJEI through Enterprise Ireland policy is to scale Irish-owned enterprises to enable them to compete effectively in international markets and to grow sustainable exports and jobs. Most Irish businesses, by international standards, fall into the category of Small and Medium-sized businesses, and require both "hard" (financial) and "soft" (e.g. management, mentoring) supports to compete effectively. Our aim is to support these businesses by strengthening their ability to win and grow market share in overseas markets.

Our strategy is to make available a range of supports, taking a whole of company approach. Support measures include support finance (grants through Enterprise Ireland and the LEO network and equity investment); growth-focussed management development, mentoring and training supports; business development programmes such as 'lean' business processes; support for product development, technological development and innovation; market supports and trade promotion.

Attracting Foreign Direct Investment

DJEI's primary objective is to ensure that Ireland's FDI policy and our appeal in relevant sectors remains competitive so that it delivers an appropriate mix of sustainable inward investment projects. Supporting the continuation of Ireland's strong international brand

and the IDA's investment promotion capability and effective post-investment support are critical components in the DJEI strategy. In addition, Enterprise Ireland has a central role to play in promoting foreign direct investment in natural resource sectors such as agri-food and wood processing. As with the enterprise agenda more generally, DJEI's work across government is critical to the development and nurturing of those areas which will genuinely differentiate Ireland's FDI offering, specifically in the areas of talent, place-making (the creation of attractive locations for investment and for people to live and work) and connected world-leading research.

DJEI's Policy Statement on Foreign Direct Investment in Ireland, July 2014 outlines how Ireland will differentiate its offering to sustain a global competitive advantage. It forms a key plank of Ireland's enterprise policy framework being the basis on which IDA Ireland's Strategy for 2015-2019 is formulated.

Supporting Enterprise Development at Local and Regional Level

DJEI is committed to ensuring that enterprise development and job creation are supported in a balanced way across the regions and that all regions have the opportunity to develop to their full potential. The objective is to encourage and support a "self-starting" culture at local area level and to encourage all those entities that promote and support enterprise – local government, education providers, development agencies and the private sector – to collaborate effectively to strengthen each region's enterprise development capability. We will also consider ways in which national policies can be translated into effective regional action.

Our core objective is to develop a series of Regional Enterprise Strategies that will enable us to better integrate the efforts of the enterprise development agencies and other regional stakeholders in supporting enterprise growth and jobs in the regions. The Regional Enterprise Strategies will contain actions for delivery at regional level across relevant public sector bodies, including further and higher education, economic infrastructure and by local authorities and business groups. The Strategies will also contribute to the statutory local and regional plans to be developed under the Government's reform of Local Government. The Strategies will be dynamic and will be updated as new opportunities emerge in a particular region over the lifetime of this Strategy.

Each regional strategy will build on regional strengths, drive and support regional entrepreneurship, connect regional enterprise partners in new ways, and enhance the environment supporting enterprise.

Having established Local Enterprise Offices (LEOs) within 31 local authorities across the country in 2014, the objective is that the LEOs will be the "first stop shop" for advice,

guidance and support for entrepreneurs and business ideas at local level. As well as advice and guidance about the range of State supports to enterprise, the LEOs can offer funding, training, mentoring etc to certain types of enterprises. As the hub for enterprise development at local level, the LEOs will work with the wider local authority, in partnership with Enterprise Ireland at national and regional level and in collaboration with other public agencies and private organisations, to maximise the entrepreneurial potential in each locality. The LEOs will do so on the basis of local enterprise development plans which will set out their initiatives and ambition for enterprise development and job creation locally. The LEOs will form an important part of the Regional Enterprise Strategies.

Enhancing Finance options for the SME Sector

As the economy moves into a new phase of growth there is now an opportunity to develop a more forward looking policy agenda that addresses both cyclical and structural constraints in the financing of the SME sector. Strategy here will require a clear focus on how best to: maximise the benefits to SMEs of the evolving financial architecture that now exists in Ireland; facilitate the availability of appropriate and sustainable funding options across the lifecycle of an SME; and the adoption of actions that contribute further to a more diversified and competitive financial system. Reduced reliance on bank finance and a greater balance between bank and non-bank financing of business will be critical in supporting sustainable enterprise growth through the delivery of a more sophisticated and diversified financing environment in Ireland. DJEI has a number of specific initiatives to promote availability of finance for enterprise, these include; loan guarantee scheme, microfinance scheme and venture capital funding through Enterprise Ireland. We will also work with the Strategic Banking Corporation of Ireland (SBCI) on a new export finance initiative.

Optimising the Regulatory Balance for Business

The regulatory framework can have a critical effect on the business environment and the capacity of business to grow and create jobs. This is all the more so in the case of business start-ups. Against the background of the better regulation agenda at both national and EU level, we will design regulation that does not burden such businesses with unnecessary administration. Consistent with this approach, we support calls on the EU institutions to reduce the overall regulatory burden, without undermining the policy goals of regulation.

The Companies Act 2014, which will be fully implemented over the lifetime of this Strategy, simplifies and modernises company law in Ireland. This will lighten the regulatory burden, most particularly for private companies, whilst balancing the interests of stakeholders. We are setting a target of a maximum of 5 working days to register companies, who file applications online. We are also introducing a range of other initiatives to allow companies e-comply with their obligations in the most efficient way possible.

Employment Permits

The Employment Permits system will continue to facilitate enterprises to access talent from overseas that is in short supply in the State. Ensuring that the employment permits system contributes to the positioning of Ireland as an investment location with a highly skilled and well remunerated workforce will remain a key priority in the period 2015-2017.

In this context, DJEI will implement the changes brought about by the Employment Permits (Amendment) Act 2014, which is designed to enhance Ireland's competitive advantage in the global skills market. Importantly, it also recognises that the Irish labour market should be the first port of call for Irish-based employers. The suite of supporting regulations will be reviewed and adapted twice yearly in consultation with stakeholders, to ensure the system remains attuned to the changing labour market and enterprise environment.

Evaluating Enterprise Policy and Surveys

Evaluations are critical to ensure that supports provided to enterprise are appropriate, efficient and effective in enabling businesses to start, grow, be competitive and to create jobs. Recently, DJEI has completed a systematic programme of evaluation of over 50 enterprise supports to determine their appropriateness, efficiency and effectiveness. It is important to continue to evaluate systematically enterprise agency supports in order to:

- Optimise the impact of policy interventions;
- Inform strategic policy choices and related resource prioritisation;
- Ensure coherence across enterprise policy implementation; and
- Help embed a culture of evaluations across the development agencies.

Assessing our performance and designing new policy interventions is dependent on the collection and analysis of relevant data. We will continue to undertake surveys of enterprise performance and science, research and innovation and to provide statistical evidence to underpin policy decisions.

Strengthening Ireland's Longer-term Enterprise Policy

An effective enterprise policy in Ireland is crucial to delivering on the Government's ambition to have 2.1 million people in employment by 2020 and to ensure sustained growth over the coming decade. It is timely now, as Ireland returns to growth, to present a robust longer term national enterprise policy that sets out a clear vision with targets and draws together enterprise relevant activity across Government. An effective policy in this sense will be informed by and address;

- Global drivers of change over the coming decade and implications for business.

- Ireland’s enterprise base – its past performance, changing dynamic, economic contribution and potential to deliver on the national ambition for employment.
- An evaluation of existing enterprise and related policies - in terms of coherence and appropriateness for a changing world out to 2025.
- The policy requirements to 2025 to build a new and sustainable economy built on entrepreneurship, productive enterprise, innovation and skills, the priority areas of focus for DJEI and its agencies and the cross government requirements.

In this context we will publish in 2015 a statement of policy, Enterprise Policy 2025.

<i>Chapter</i>	<i>Strategic Action</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Timeframe (Year)</i>
2.1	Devise a series of action-oriented Regional Enterprise Strategies to support enterprise and jobs growth throughout the regions of Ireland.	Increased employment, increased business start-ups, improved business/education engagement and reduced emigration at regional level.	No. of people in employment by region. Unemployment Rate in the region. No. of new start-ups by region. No. of enterprises supported by EI, IDA and LEOs in each region.	Strategies to be developed by mid-2015 and subject to ongoing review
2.2	Drive improving performance and job creation by indigenous enterprise across the regions of Ireland by supporting Enterprise Ireland’s strategy 2014 – 2016 and the business plans of the Local Enterprise Offices	Constantly Improving performance by indigenous industry in terms of export penetration, innovation performance, start-up performance and job creation at national, regional and local levels.	Number and quality of investments by Enterprise Ireland and the LEOs. Jobs created, export growth, Innovation performance, number. of start-ups	Quarterly review through 2015 and 2016

2.3	Continue to attract high-quality Foreign Direct Investment projects to Ireland through supporting IDA Ireland's Horizon 2020 Strategy.	Enhancement of Ireland's ranking in terms of FDI projects inflows globally, growing the FDI flow from emerging markets and the growth in attracting companies involved in new forms of FDI.	IDA Ireland achieving the new targets as set out in its annual business plan and its Strategy document, <i>Winning FDI: 2015-2019</i> <i>Ireland maintaining its strong position with a top 5 ranking for projects won in Europe for in a number of sectors including Pharmaceuticals, biotechnology, semiconductors, and software/IT services.</i>	2015 - 2020
2.4	Strengthen the entrepreneurship ecosystem by delivering r on the recommendations in the National Policy Statement on Entrepreneurship.	Stronger start-up culture in Ireland with increased survival and growth rates	Specific Actions and Benchmarks to be developed Rate of Start-ups; survival rate, growth rates	Ongoing monitoring and review throughout the Strategy period.
2.5	Improve the availability of finance for the development of Irish business.	Improved Loan Guarantee Scheme Improved availability of microfinance scheme Enhanced availability and use of non-bank finance options.	Passage of new Loan Guarantee legislation and uptake of guaranteed loans No of microfinance loans Levels of uptake of non-bank finance	Ongoing monitoring and review throughout the Strategy period.
2.6	Introduce online applications system for Employment Permits	Increased efficiency of system; speedier processing times	Processing times consistently below 15 working days;	2015-2016
2.7	We will continue to evaluate enterprise supports to determine their appropriateness, efficiency and effectiveness and to collect the statistical evidence required to underpin this analysis.	Optimise the impact of policy interventions	A series of programme evaluations and the introduction and reform of enterprise supports.	2015 - 2017

2.8	Develop Enterprise Policy to 2025	Development of a robust longer term national enterprise policy that sets out a clear vision, targets and metrics, and draws together enterprise relevant policy strands across Government.	2.1 million people in employment by 2020.	Publication in 2015 with ongoing monitoring and review throughout the Strategy period.
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3. Research and Innovation

Goal

The overall goal is to optimise the national innovation system for economic and societal impact through sustainable growth and quality jobs.

To achieve this, we will develop a dynamic innovation system which delivers a steady improvement in the impact of State investment on research, yielding tangible outputs to benefit Ireland's economy and society, secures a growing number of research active enterprises who generate a rising proportion of their revenues from innovative products and services, and establishes internationally recognised clusters in identified leading edge technologies. We will further improve our research in terms of the mix and availability of financial investment to support start-up and scaling enterprises.

DJEI will work closely with Science Foundation Ireland and our development agencies and other agencies with a research remit, with Government Departments who have research budgets and with key industry and higher education representative bodies to achieve these aims.

Innovation is critical

In the last decade Ireland has trebled the level of investment in research and development in order to provide the basis for the future development and competitiveness of enterprise as well as to support broader societal and policy benefits. This investment includes investment in human capital in areas of strategic opportunity by Science Foundation Ireland, physical infrastructure in support of human capital development particularly in the higher education sector through the Programme for Research in Third Level Institutions (PRTLTI) and other measures, and support for the commercialisation of research and to increase enterprise capacity for R&D and innovation, through Enterprise Ireland and IDA Ireland. Further sector-specific investment has been made by relevant Departments and agencies.

Ireland already has a comprehensive legislative framework for the protection of intellectual property rights that seeks to maintain an appropriate balance between that of affording strong protection for right-holders (persons with the rights necessary to licence work / material for a certain use) with that of promoting and exploiting intellectual property to facilitate knowledge and technology transfer. However, further reforms, in light of developments at national, EU or international level in the Intellectual Property space, are

essential to maintain necessary levels of responsiveness and competitiveness. Access to intellectual assets facilitates the development of innovation in the economy and contributes to maintaining and creating sustainable jobs.

Our innovation and investment strategy comprises the following key objectives:

- Set the future direction for STI policy on a whole of Government basis for the period 2015-2020;
- Maintain the impact and relevance of State investment in research and innovation through ensuring the effectiveness and mix of the full portfolio of our policy instruments.
- Ensure the availability of the necessary human capital to drive a knowledge-based and innovative enterprise sector in Ireland, both indigenous and foreign-owned. This encompasses the provision of appropriate skills in science, technology, engineering and maths and a pipeline of the next generation of human capital equipped with skills in these areas. We will work with the Department of Education and Skills and the Higher Education Authority in pursuit of this objective.
- Optimise leverage of non-exchequer funding, including from industry, EU structural funds, Horizon 2020, the European Space Agency and other international research organisations to maximise sustainability and relevance of research.
- Optimise collaboration to enhance excellence, knowledge, reputation – this includes international, North-South and inter-sectoral collaboration (e.g. collaborations between Higher Education Institutions (HEI-HEI) and between Higher Education Institutions and Industry (HEI-industry)).
- Ensure that we have the necessary infrastructure, agencies and framework conditions to support the research and innovation system – including sustainable research centres, enterprise supports and effective institutional arrangements.
- Communicate and leveraging the unique selling point of Ireland in continuing to attract FDI; developing the differentiating factors that we offer; more firmly embedding FDI in the economy and further developing linkages with the indigenous sector; marketing different parts of Ireland appropriately.
- Develop sectors with potential – this involves horizon scanning, developing clusters, realising the potential of regions throughout Ireland responsiveness to emerging opportunities, including in relation to North-South cooperation maximising INTERREG opportunities.
- Facilitate knowledge transfer – from the higher education system to enterprise, this includes skills transfer as well as intellectual property.

- Develop the IP legislative infrastructure and policy to assist in becoming best in class for IP activities, management and in building IP capacity at firm level. We will work to introduce the unitary patent system and the unified patent court to provide a further route to obtaining and enforcing patents with effect in up to 25 EU Member States that will be cost-effective and streamlined to suit in particular small and medium sized enterprises. We will also seek Government approval to bring forward relevant legislation to give effect to policy interventions to assist in the area of modernising the copyright regime in Ireland. We will, in addition, work with the EU legislature and relevant stakeholders to improve standards of IP enforcement with a view to safeguarding intellectual assets and IP rights.
- Internationally there has been an increase in IP related activities with a parallel shift towards increasing importance attributed to IP pursuits. DJEI will examine the causes of the low IP activity in firms based in Ireland. Our intention is to develop policies and supports which could drive stronger innovation-led growth through the enhancement of IP activities in the firm base in Ireland.

<i>Chapter</i>	<i>Action</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Timeframe (Year)</i>
3.1	We will develop a new evidence-based National Strategy for Science Technology and Innovation which will address issues such as the level and targeting of public and private investment; boosting enterprise RDI; enhancing knowledge transfer; optimising the intellectual property regime; maximising national and international collaboration; and the development of human capital to support innovation.	Strategic direction set for 2015-2020.	Strategy complete informed by stakeholder engagement with a range of KPIs/actions for delivery	2015

3.2	<p>We will work with Enterprise Ireland and key stakeholders to mobilise the public research system and industry to enhance our engagement in the EU Framework Programme for Research & Innovation, HORIZON 2020.</p> <p>Enterprise Ireland will seek to maximise the benefits for Enterprise arising from Ireland's membership of the European Space Agency (ESA).</p>	<p>A key objective is to meet our drawdown target €1.25bn under HORIZON 2020 by 2020</p> <p>Maximum return on investment in ESA</p>	<p>Extent to which H2020 drawdown target is met</p> <p>Number of companies Value of contracts Value of exports</p>	<p>2014-2020</p> <p>2015</p>
3.3	<p>We will deliver a number of initiatives to complement activities undertaken during 2014 (National Innovation Showcase and Directory of Research Centres) to ensure that the landscape of supports to industry is transparent and easily accessible.</p> <p>We will implement the recommendations of the Study on Market Focused Research Centres</p>	<p>Easier for industry to access innovation supports</p> <p>An optimum framework of research centres which effectively serve industry research needs</p>	<p>Increase in collaborations/companies engaging in research</p> <p>Pilot initiated</p>	Ongoing
3.4	<p>We will complete a review of the costs and benefits of Ireland's membership of international research organisations (IROs) following which we will bring forward proposals for our future engagement with IROs and implement the resulting decisions</p>	Optimal participation in IROs to underpin national science, technology and innovation strategy	Net benefits to Ireland's research and innovation strategy and impacts for investment and jobs	<p>Complete review 2015</p> <p>Implement decisions 2016</p>
3.5	<p>We will assess our future research infrastructure needs to support national science, technology and innovation (STI) strategy</p>	Optimal infrastructure to underpin national STI strategy	Decision made on future investment programme for research infrastructure	2015
3.6	<p>We will establish a National Health Innovation Hub (NHIH)</p>	More commercialisation of innovation in the health area	Award of NHIH hosting contract Companies engaging with NHIH	2015

3.7	We will review the 14 research prioritisation areas for relevance to enterprise	State investment focused on areas of most relevance and potential to industry	Areas refreshed	2017
3.8	We will work to broaden the remit of Knowledge Transfer Ireland beyond support for transfer of knowledge from research performing organisations to industry to include provision of tailored advice on the broad base of innovation supports available. We will consider Knowledge Transfer Ireland (KTI) recommendations regarding changes required to the Intellectual Property (IP) Protocol and secure Government approval	Easier for industry to access innovation outputs and supports Easier and more efficient access to IP	Increase in number of companies engaging in research Revised IP Protocol agreed by Government	Ongoing 2015
3.9	We will work with enterprise and other stakeholders to develop IP policy and the legislative infrastructure to ensure that the business environment is conducive to the growth of Innovation conducted in the context of the Digital Agenda for Europe. Specifically, we will work to introduce the Unitary patent system and the Unified Patent Court to provide the enterprise base in Ireland with a streamlined cost-effective system for patent protection and with partners at domestic and EU level to promote reform in the copyright regime aimed at freeing up cross-border activities that are impacted by copyright.	Achieve a modern and responsive intellectual property regulatory regime that promotes and rewards creativity, facilitates increased innovative activity and improves the business environment to allow for the growth of IP capability at firm level. Ratify Ireland's membership of the Patent Court.	Enhancement of IP legislation and other policy measures and supports in the area of IP and specifically for patents, copyright, trademarks as well as on enforcement of those IP rights	2015-2017



4. Better Markets and Quality Employment through Better Regulation

Goal

The overall goal is to make all markets work more efficiently through smart regulation which encourages innovation, keen competition, high standards of compliance, quality employment and consumer protection without unnecessary regulatory costs.

In achieving this Goal, we will make our regulatory system internationally recognised for its efficiency and effectiveness.

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 show 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. DJEI will work towards ensuring that this remains the case and we will advocate for a whole-of Government approach to Smart Regulation. Smart Regulation is a necessary and complementary component of the Government's wider job growth, decent work, innovation and competitiveness enhancing agenda. It is clear from recent experience that the benefits of a free market can be best sustained through appropriate and balanced regulation.

Continuous improvement and modernising of the regulatory environment also provides an opportunity for Ireland to develop a competitive advantage which will foster and encourage the growth of enterprise on a sustainable basis. DJEI will also maintain its focus on improving our regulatory framework to ensure that a greater awareness of regulation is achieved.

Sectors of Regulation

DJEI has responsibility for regulation in three significant areas – Quality Employment; Business Regulation; and Competition and Consumer Protection. DJEI will continue to develop and implement policy for the appropriate, smart and proportionate regulation of these areas. The regulatory functions in the specific sectors will be discharged by specialist bodies with expertise in their respective fields. These bodies are established as Offices and Agencies of the Department, and include the *National Employment Rights*

Authority (NERA), the Employment Appeals Tribunal (EAT), the Labour Relations Commission (LRC), the Labour Court, the Equality Tribunal⁴, the Health and Safety Authority (HSA), the Competition and Consumer Protection Commission (CCPC), 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),

In addition, the *Patents Office* and the *National Standards Authority of Ireland (NSAI)* exercise regulatory responsibility in relation to intellectual property and standards matters respectively. DJEI also undertakes regulatory functions itself including the issuing of *export licenses* and *employment permits*.

Quality Employment

Our Quality Employment agenda comprises the following key objectives:

- The creation of a world-class employment dispute resolution service, whereby hearings are held within three months of lodging a valid claim, and processing times are further reduced. To achieve this, we will build on the work of the last three years to complete the reform of the workplace relations structures and deliver fast and effective resolution of workplace relations issues, in the interests of reducing costs to users and to the State and minimising the impact on the productivity of enterprises. This encompasses the establishment of a new two-tier workplace relations system comprising a body of first instance (the Workplace Relations Commission) and an appeals body (an expanded Labour Court).
- Continue, through the Health and Safety Authority, to promote the protection of workers through the highest standards of occupational health and safety, by promoting accident prevention and better enforcement of health and safety legislation through risk-based workplace inspections and effective sanctions for non-compliance.
- Support industry, through the HSA, particularly small and micro enterprises, by facilitating efficient and effective compliance with occupational health and safety legislation. We will aid competitiveness through risk prevention measures which are tailored to the requirements of industry and support small businesses, especially in the high-risk sectors, by adding more online tools designed specifically for the Construction and Agriculture sectors.
- Support industry, as well as job retention and creation through our engagement with relevant stakeholders on chemicals policy, by seeking to influence developments at

⁴ As part of the workplace relations reform process these five bodies will be restructured during 2015 into a single body of first-instance, the *Workplace Relations Commission*, and a single body of appeal, the *Labour Court*, following the enactment of the Workplace Relations Bill 2014, which is anticipated during the first half of 2015.

European level, taking account of both environmental and enterprise concerns and remaining vigilant in relation to regulatory burden. New regulations, to come into effect in 2015, will bring about changes in the control of major accident hazards involving dangerous substances, improve the dissemination of information to the public, including information reported by operators to the competent authorities, and limit the consequences of such accidents for human health and the environment.

- Giving effect to the Programme for Government commitment to reform the current law on employees' right to engage in collective bargaining, so that a revised legislative framework is put in place ensuring that workers in companies that do not engage in collective bargaining can have their terms and conditions independently assessed.
- Implementation of the commitment in the Government Statement of Priorities 2014-2016 to establish a Low Pay Commission on a statutory basis, to provide the Minister with annual recommendations on any adjustment to the National Minimum Wage and related matters.
- Enactment of legislation to provide for a revised sectoral wage-setting framework to address the Supreme Court ruling in the *McGowan* case (the Supreme Court judgment in which the Constitutionality of the existing Registered Employment Agreement process was struck down), so that new sectoral terms and conditions, where appropriate, may be put in place and the resulting enterprise-level agreements registered by the Labour Court.
- Ensuring that the statutory wage setting mechanisms put in place following the reforms of the Joint Labour Committees are responsive, flexible, fair, and fit for purpose. To do this, we will monitor the implementation of those reforms as provided for in the Industrial Relations (Amendment) Act 2012.
- Complete a study on the prevalence of zero hour contracts among Irish employers and their impact on employees to enable the Minister to make any evidence based policy recommendations to Government which are considered necessary on foot of the study.
- Proactive engagement with EU initiatives to review EU employment law, in particular the Working Time Directive in particular, to ensure that the EU legislative framework takes account of the changes in work organisation and society and the evolving needs of the Irish economy.

Business Regulation

The regulatory environment is a critical determinant of the attractiveness of the broader business environment and contributor to competitiveness. A responsive regulatory environment generates security and stability for business, while also protecting the public good, and it provides a firm platform for growth.

A key part of reducing regulatory burdens is better communication to increase awareness of regulation. Making it easier for small businesses and start-ups to identify the regulations that apply to them is important. DJEI has launched the www.businessregulation.ie web portal which brings together many strands of regulatory and compliance information applicable to business, along with links to supports for small businesses and start-ups. The functionality of the portal will be reviewed with a focus on enhancing access and information for small and micro businesses. The High Level Group on Business Regulation which is chaired by Minister Nash provides a mechanism for ongoing interaction between public and private sectors.

A further initiative to improve communication has been the instigation of “Taking Care of Business” events whereby small business and entrepreneurs have the opportunity to engage with upwards of 25 regulatory bodies. This informal, two-way communication with business is a key means to reduce the perceived burden of regulation, by providing advice and support and by giving small and start-up businesses a prioritised set of actions to take to achieve regulatory compliance most efficiently and effectively. This initiative has been rolled out on a regional basis and will continue in 2015.

A well functioning and efficient regulatory (including compliance and enforcement) regime provides a critical infrastructure to inspire confidence in entrepreneurs and investors (including inward investors) and creates a lower risk economy in which to do business. The introduction of the Companies Act 2014 will create a modern state of the art legislative code for companies, and its administration and enforcement by the company law regulatory bodies (Companies Registration Office (CRO), Office of Director of Corporate Enforcement (ODCE) and Irish Auditing and Accounting Supervisory Authority (IAASA) will contribute to making Ireland a more attractive, efficient and secure place in which to do business.

During the key period of transition under the new Act, the CRO and DJEI will work to make the implementation process as business-friendly as possible. The CRO are working closely with appropriate stakeholders to ensure that the most useful and targeted information will be available to business both in advance of and during the transition period.

The Act will also bring potential cost reductions for SMEs in the form of an expansion in the number of firms qualifying for an audit exemption. This measure will be further complemented by the transposition into Irish law of a number of measures from EU Directives that will simplify governance requirements for companies – for example, the EU Accounting Directive, which will reduce costs for SMEs by eliminating unnecessary accounting burdens.

Building on the enactment of the Friendly Societies and Industrial and Provident Societies (Miscellaneous Provisions) Act 2014, we will begin a consultation process on a more fundamental review of the legislation in this area, with the aim of providing an appropriate, modern regulatory framework for the many successful organisations using these structures. We will also work to ensure that any Friendly Societies and Industrial and Provident Societies who are involved in financial services are brought under the supervision of the Central Bank/Financial Regulator.

Competition and Consumers

As a key driver of competitiveness, productivity and innovation, competition is at the forefront of economic strategy. The underlying objective of competition policy is to help create a properly functioning regulatory environment within which businesses can operate with the benefit of a level playing field and within which, consumers can buy with confidence. Competition can deliver a win-win situation for the economy by ensuring that businesses become more competitive, responsive and innovative, while consumers benefit from greater choice and better value.

Specific focus will be required on competition issues where they affect business input costs including the regulated sectors. Consumer confidence and empowerment is a pivotal ingredient to increased business activity and, ultimately, to economic recovery. In this context, we will maintain a strong focus on product safety, and the elimination of unfair practices and unfair contract conditions. The new Competition and Consumer Protection Commission will have greater powers with which to deal with both competition and consumer issues that affect both business and consumers. In this context, a stronger advocacy voice for consumers will be important.

The Personal Injuries Assessment Board was established in 2003 to benefit both consumers and business, through the speedier settlement of personal injury claims and the reduction of costs associated with litigation. Following ten years of operation a consultation process is underway in relation to the operation of the Personal Injuries and Assessment Board Acts and DJEI will bring forward legislation aimed at further improving the operation of the Act and achieving its goal of speedier, better and more cost efficient outcomes for consumers and business.

<i>Chapter</i>	<i>Action</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Timeframe (Year)</i>
4.1	Establish a two-tier workplace relations system comprising a body of first instance (Workplace Relations Commission) and an appeals body (Labour Court)	Fast and effective resolution of workplace issues	Hearings targeted within 3 months of lodging a valid claim	2015
4.2	Reform of outdated Dangerous Substances regime.	Revised legislative framework in place providing a streamlined, lower cost and enterprise friendly system for the licensing of petroleum storage and dispensing facilities.	Inspections completed and outcomes reported. Levels of compliance	2015-2017
4.3	Reform the law on collective bargaining	Revised legislative framework	Usage of legislation and satisfaction of stakeholders with framework	2015
4.4	Reform the law to put a new model of REA's on a sound basis.	Revised legislative framework in place	New sectoral terms and conditions set by Ministerial Order in place and enterprise registered agreements registered with the Labour Court	2015
4.5	Establish Low Pay Commission	Establish LPC on statutory basis	Annual recommendation to Minister by LPC in adjustment to NMW	2015
4.6	Monitor implementation of reforms of the JLC per Industrial Relations (Amendment) Act 2014	Statutory wage setting mechanisms are responsive, fair and fit for purposes	New mechanisms result in proposals for EROs	2015-2017
4.7	Complete study on Zero Hours Contracts	Completed study informs Minister on any policy recommendations to make to Government	Evidence-based policy on Zero Hours Contracts	2015

4.8	Implementation of Companies Act	Business and company law users aware of new law and aware of conversion requirements. Commence majority of Act with effect from 01/06/2015.	Multimedia information campaign rolled out by CRO in 2015 Conversion process successfully completed by end 2016. Act commenced generally with effect from 01/06/2015	2015/2016 2015
4.9	Hold further “Taking Care of Business” events	Businesses better informed about the regulatory environment affecting them.	Events successfully organized and promoted	2015
4.10	Further develop and promote the portal businessregulation.ie	Small and micro businesses better informed about the regulatory environment affecting them.	Portal usage continues to increase; positive feedback from business on usefulness of portal	2015/2016
4.11	Transpose EU Accounting Directive & Audit Directive and Regulations (primary and secondary legislation)	Enhanced accounting regime for economic operators, simplified system for small companies and a bespoke regime meeting the accounting needs of micro-entities. High quality audits and enhanced confidence in company accounts	New Accounting Directive regime in place by July 2015. Audit Directive and Regulations by June 2016	2015/2016
4.12	Update Consumer and Competition Law Code	A modern consumer and competition law code which will protect consumers and will aim to ensure free and fair competition	Publication and enactment of a Consumer Rights Bill Publication and enactment of a Hallmarking (Amendment) Bill Introduction of regulations to regulate certain practices in the grocery goods sector	2015/2016 2015 2015

4.13	Review and secure Government agreement for the drafting of new co-operative sector legislation	Agreement on the nature and shape of future cooperative sector legislation. Approved Heads of a Bill for providing an appropriate, modern regulatory framework for the sector	Draft Scheme of a Bill developed for the Minister's consideration Government agreement to the drafting of a new Co-operatives Bill	2016 2017
4.14	Secure Government agreement for the drafting of a Bill amending the Personal Injuries Assessment Board Acts 2003-2007 and publish and advance through the Houses of the Oireachtas	Enactment of Bill to amend PIAB Acts.	Government agreement to the drafting of a new PIAB Bill. New Act enacted	2015/2016
4.15	Introduce export licencing regime alignments to revised international standards.	Introduce orders to give effect to specified categories under EU Export Control Agreements	Maintain an efficient and up to date licensing regime that accurately reflects International Export Control Regime Agreements, as adopted by the EU Implement international sanctions regimes as adopted by the EU	2015-2017



5. Delivering the Strategy and Managing Change

Goal

Our goal is to optimise the output from the Department's human, financial, technological and other resources by fostering a learning, innovative and agile organisation, while focusing on the strategic deployment of our people, budgets and systems, within sound governance structures, so as to enable the delivery of the Department's business goals.

The pursuit and achievement of our Goals as set out in the preceding chapters of this Strategy is underpinned by the efforts of all of our staff, supported by the Corporate Services business units within DJEI. We acknowledge the central and vital role of our staff in this delivery, including in the context of the ongoing public service reform agenda, as articulated by, for example, the Civil Service Renewal Plan and the Haddington Road Agreement, as well as through a number of in-house initiatives under the umbrella of our New Ways of Working initiative.

DJEI will deliver upon a significant change programme over the period of this Strategy. We will move to full participation in shared services, such as PeoplePoint (for transactional HR activity) in 2015, and for payroll and travel & subsistence in 2016, and subsequently Financial Management Shared Services (FMSS). We will also achieve a re-location of a significant proportion of our staff (including systems) during this period – this will include the re-location of the Companies Registration Office, the Workplace Relations Commission, the Competition and Consumer Protection Commission and our staff who are currently based in Davitt House, including the ICT systems that support and enable the delivery of all of these functions. Following on from the recently completed business process review of the Employment Permits function, we will work to develop the technical specifications for the online delivery of the service, subject to a valid business case, with a view to delivering an online service.

All of these elements will contribute to DJEI committing to and delivering upon high and improving standards of service delivery.

Further, we will recruit an increased graduate intake, and recruit for targeted specialist positions, in line with our Workforce Planning.

Our capacity to deliver - Our People remain our strength

Ultimately, our Strategy can only be achieved through the support, commitment and hard work of our staff. Our ambition is, therefore, to become leader in the Civil Service in setting and delivering on performance targets, notwithstanding the significant reduction in staffing levels that has occurred over recent years. This will be pursued over the strategy period based on our active participation in the aforementioned Civil Service Renewal Plan and the internal “New Ways of Working” initiative which we introduced in the latter part of 2014.

Developing, promoting and managing change and innovation in DJEI must become embedded in how we approach the delivery of our mandate from Government. This will require critical leadership skills at all levels supported by appropriate Human Resource Management and Learning & Development policies and strategies to complement central Government Reform initiatives in this field. Staff morale and motivation are key elements to energising staff commitment to strategy delivery. Throughout the lifetime of this Strategy, we will strive to ensure that DJEI has the capacity to deliver our strategic mission, goals and objectives as well as the capability to influence our strategic partners across Government and internationally. Our HR and Learning Development strategy will, therefore, continue to be refined and adapted as a central dynamic means of capacity building, to better enable delivery for our stakeholders. Strategic investments will be made in capacity-building at all grades to the benefit of the individual staff member and, ultimately, our stakeholders. Individual actions will, in particular, be identified through PMDS (Performance Management and Development System) as well as in response to identified Business Unit needs.

Workforce Planning was introduced in recent years as an additional management tool to assist Departments plan their staffing requirements over a number of years with a particular emphasis on identifying both downward and upward pressures (in the context of resources being required either to support additional activities, or such a requirement being reduced by the cessation of an activity). Accordingly where “upward” pressure points emerge, it will be incumbent on us to ensure we have the capacity to identify them at an early juncture and to propose creative and innovative solutions in a resource-constrained environment to address them. Accessing additional staffing resources will remain a challenge, so identifying smarter ways of addressing such “upward” pressures will be important as well as, of course, constantly reprioritising. In addition, however, some strategic recruitment is envisaged during the lifetime of this strategy, especially in areas where key strategic and policy analysis skills are required to enhance the Department’s capacity to develop and refine policy proposals in support of our mission. In parallel, it will continue to be incumbent upon us to keep our structures under review to ensure that our internal as well as inter-agency mix remains “fit-for-purpose” on an ongoing basis.

All the foregoing will continue to be supported by implementation of the Integrated Reform Delivery Programme (IRDP) – a key pillar in promoting the institutional reform agenda across Government.

Over the period of this Strategy we will:

- Be active participants in the Civil Service Renewal Plan and the Integrated Reform Delivery Programme process.
- Continue to prioritise the deployment of staff in line with Workforce Planning needs.
- Roll-out a number of initiatives under the New Ways of Working programme.
- Grow our level of graduate and specialist recruitment.
- Invest in ongoing skills and competency development of our staff.
- Proactively manage staff development and performance under the Performance Management and Development System (PMDS).

Enhanced Customer Service

DJEI is working to ensure that, in accordance with Government policy, citizens' interaction with the State should be simple and seamless and that the customer's experience should be one of constant improvement. DJEI published its updated Customer Charter, Action Plan and Complaint Procedures in 2014. These documents, which cover the period to 2016, set challenging standards, and DJEI will actively monitor the implementation of the commitments made.

The Department's Customer Action Plan provides for consultation and engagement with our customers on the quality of service we provide. The feedback from such interactions will enable us to make optimum use of our resources and provide for a more responsive, adaptive and customer focused organisation.

We believe that, in addition to delivering an excellent service to our external customers, our internal service must be of a similar standard. Our staff are the key to the delivery of a quality customer service. It is essential, therefore, that staff are supported appropriately and kept informed of developments, where appropriate, through use of relevant communication channels.

Over the period of this Strategy we will

- Continue to monitor and review comments and complaints received to improve service delivery, both to external and internal customers.

- Provide appropriate customer service training for key frontline staff in the Department.
- Continue to engage with stakeholders for the purpose of exploring how we can improve, where appropriate, the level of customer service provided.

Effective Communications

Effective communications are essential for the successful delivery of the policies, programmes and activities of DJEI and its offices and agencies. DJEI has undergone significant change in the last number of years both through integrations and restructuring as well as through significant staff changes. A number of aspects of how we now work in DJEI have been highlighted for consideration and improvement. One of these aspects is communications.

Improving communications both within DJEI and also with our external stakeholders will be a significant focus for DJEI for the lifetime of this Strategy.

Communications planning will be at the forefront of how we work in DJEI. We will ensure that communications planning is an integral part of the business planning process and an essential part of how we do our work in DJEI. We will consider, plan and action appropriate communications and will use the right communications methods to reach our stakeholders for all work that we conduct.

We will:

- Use the range of communications methods at our disposal, and will select the most appropriate ones to ensure we communicate comprehensively with our stakeholders.
- Make sure that all our communications are of high quality and that they are clear and simple.
- Ensure that our stakeholders have access to information on the broad range of activities and programmes of DJEI and its offices and agencies.
- Invest in our online communications and ensure that our websites deliver clear, useful and timely information which focuses on the needs of our stakeholders.
- Make sure that we are responsive and transparent in our dealings with our stakeholders.
- Engage in a programme to build on existing internal communications activities and methods within our Department, aimed at ensuring that we have a culture of open two way communications and improved information and knowledge sharing.

Corporate Governance

Strong Corporate Governance

DJEI seeks to ensure that it has in place a robust and effective corporate governance structure capable of supporting DJEI, and its Agencies and Offices, so that all reporting requirements relating to governance issues are met in compliance with both statutory obligations and the requirements laid down, from time to time, by the Department of Finance and the Department of Public Expenditure. In this regard, we will continue to evaluate and improve the effectiveness of liaison with agencies under the aegis of DJEI, risk management, control, and governance processes. Current best practice methodologies in compliance with Public Sector requirements will be used in order to optimise the use of available resources in the delivery of this strategy.

DJEI will ensure that the highest standards of oversight of our Agencies and Offices are maintained, included by the continued use and enhancement of Service Level Agreements and Memoranda of Understanding, and by regular interaction between the Department's Management Board and the Heads of the Offices and Agencies. In addition DJEI is committed that it and its agencies continue to comply with their obligations under the Code of Governance of State Bodies ad regards matters of tax compliance and particularly in relation to the obligation of agencies to report annually on their tax compliance to DJEI.

The publication of "Guidelines on Appointments to State Boards" will serve to increase access and widen the pool from which potential appointees to State Boards are drawn and will secure a high degree of transparency in the selection of candidates for appointment.

Risk

DJEI has a well-developed system of risk identification and management that is embedded in our business planning process. The Risk Committee oversees this process, and a High Level Risk Register is regularly reviewed by Management Board. In addition, DJEI will continue to engage with the *National Risk Assessment (NRA)* process led by the Department of the Taoiseach, and will monitor and work to mitigate the risks within our area of responsibility that have been identified in the 2014 NRA. These include, for example, risks relating to loss of competitiveness, the quality of human capital, the importance of multi-national corporations to the Irish economy, and changes within the EU.

In addition, DJEI participates as appropriate on the Government Task Force on Emergency Planning, which is a top-level cross-cutting structure which gives policy and direction, and which co-ordinates and oversees the emergency planning activities of all Government Departments and public authorities.

Internal Audit Function and Value-for-Money

DJEI will maintain the highest standards of corporate governance, in the context of the significant change underway in the Department and in the wider Public Sector.

DJEI is committed to supporting, developing and reviewing the internal control environment and corporate governance procedures across all areas of its activity. In this regard, the Internal Audit Unit and the Audit Committee have a significant role to play.

Internal Audit will continue to provide assurance in respect of the divisions in DJEI, including assurance in respect of the liaison with the agencies under the aegis of the Department and offices within its remit.

The governance requirements for Departments and requirements for the Internal Audit Function are provided by Department of Public Expenditure and Reform and included in the annual audit activity of the Comptroller and Auditor General. Internal Audit will undertake ongoing consultation with stakeholders to optimise the use of available resources in the delivery of this strategy.

In the management of DJEI's stock of fixed assets and our property footprint, DJEI is committed to maintaining robust controls on costs and providing a safe environment for our staff and clients to conduct business. Together with our partners in the Office of Public Works, we will endeavour to manage our resources in a manner that is cost-effective and offering Value-for-Money to the Exchequer.

Managing the Department's exchequer resources to deliver best value

DJEI accounted for an estimated 0.7% of exchequer gross current expenditure and 13% of gross capital expenditure in 2014. In line with all other Government Departments, the fiscal crisis has meant that DJEI has had to deliver on its goals and strategy within the context of constrained resources. While these reductions in our Exchequer allocations have been challenging, they have provided DJEI with the opportunity to re-examine priorities, identify scope for improvements and embark upon a wide ranging reform programme.

The 2015 Revised Estimates Volume which concluded in December 2014 sees the Department's expenditure allocation for 2015 totalling €810m which is broken down between €301m in gross current expenditure and an increased total capital provision of €509m. The Department has also secured the agreement of the Department of Public Expenditure and Reform to further support the IDA's foreign direct investment offering by funding a regional property programme. The Programme will be funded through a multi-annual capital envelope of €150m and will be delivered over the 2015-2019 period. DJEI is committed to ensuring that it achieves the best value for these resources by delivering

across the spectrum of enterprise, innovation and regulation programmes that will generate long-term sustainable jobs. We will also pursue specific allocations over the period for strategic enterprise-related infrastructure.

Driving Value through Technology

DJEI has a significant level of technology in place, to support both efficient delivery of services to citizens, but also to support the Department's internal processes. We will continue to use information and communications technologies to deliver greater efficiencies and value in the delivery of services, including reform initiatives in employment permits, workplace relations and reforms in company law. We will also explore opportunities to use technology to support greater cross functional communication in the context of the Department's New Ways of Working initiatives, and we will continue to drive value in ICT delivery through adoption of best practice principles such as IT service management disciplines.

<i>Chapter</i>	<i>Action</i>	<i>Desired Outcomes</i>	<i>Performance Indicators</i>	<i>Timeframe (Year)</i>
5.1	We will progress a number of ICT initiatives to deliver added value and efficiency in the services we deliver, including changes to support the new Companies Act, supports for new processes in delivering employment permits, updates to the Department's websites, and supports for the new Workplace Relations Commission.	More efficient service delivery.	A number of system improvements or new systems rolled out.	2015 - 2017
5.2	We will implement a number of IT service management initiatives, designed to provide a greater level of clarity around some key ICT service offerings.	Greater clarity around the dependencies in key ICT services leading to improved support and development	Service maps for a number of key services developed.	2015 - 2016
5.3	We will develop a new ICT Strategy to support the goals of the Department's strategy.	Alignment of ICT strategy with the Department's overall strategic goals.	Strategy developed.	2015

5.4	Implement Internal Audit Plan in compliance with requirements	Assurance on systems of control in the Department	<ol style="list-style-type: none"> 1. Audit Committee Report 2. Audit Plan Approved 3. Audit reports provided to quarterly Audit Committee 	<p>February /Annually</p> <p>Quarterly</p>
5.5	We will work to successfully move staff and systems in a number of our buildings to new locations during 2015.	Services relocated with a minimum of disruption to staff and customers.	Staff and systems successfully relocated.	Q. 4 2015 (dependent on building availability)
5.6	We will progress proposals for the delivery of the employment permits service online (subject to validation of a business case).	Online employment permits service delivering improved efficiency and customer experience.	<ol style="list-style-type: none"> 1. Business case considered by the ICT Steering Committee 2. Specification of requirements defined and request for proposals issued 3. Contract for development placed 	<p>Q1 2015</p> <p>Q2 2015</p> <p>Q4 2015</p>

Appendices

Appendix 1	Strategic Frameworks
Appendix 2	Statement of Government Priorities 2014 - 2016
Appendix 3	List of Government Departments and Stakeholders who provided submissions as part of DJEI's consultation process
Appendix 4	DJEI Legislation Programme

Appendix 1 – Strategic Frameworks

In addition to the Department’s Statement of Strategy 2015-2017, DJEI’s work is also guided by a suite of strategies with relevance to specific policy fields:

- Ireland’s Smart Specialisation Strategy for Research and Innovation
- Horizon 2020 – EU programme for research and innovation
- National Policy Statement on Entrepreneurship in Ireland
- Enterprise Policy 2025
- Framework for Regional Enterprise Strategies
- Good for Business, Good for the Community - Ireland’s National Plan on Corporate Social Responsibility 2014-2016
- State Investment in Research & Development 2013-2014
- Report of the Research Prioritisation Steering Group (2012)
- Putting Public Research to work for Ireland (2012)
- Delivering Our Green Potential - Government’s Policy Statement on Growth and Employment in the Green Economy (2012)
- Delivering on our Agencies Strategies
 - Enterprise Ireland -
 - IDA Ireland -
 - Science Foundation Ireland -
 - National Standards Authority of Ireland

Appendix 2 - Statement of Government Priorities 2014 – 2016 – DJEI Lead Responsibility

Ref	Text
5.1.14	Use the new network of 31 Local Enterprise Offices in every local authority to support entrepreneurship and small business activity throughout the country.
5.1.15	We will publish a new Entrepreneurship Policy aimed at achieving a 25% increase in start-ups over the next five years and to deliver a doubling of the jobs impact of start-ups in 5 years
5.1.17	Build new advanced manufacturing facilities and office space in specific regional locations and areas of urban deprivation.
5.1.23	A new Integrated Licensing Application will cut down on the amount of red-tape faced by retailers and other small businesses before the year end.
5.2.1	We will establish a Low Pay Commission on a statutory basis as an independent body to make annual recommendations to the Government about the appropriate level of the minimum wage and related matters.
5.2.13	We will prioritise the enactment of the Collective Bargaining legislation as approved by Government.
5.2.14	We will complete the programme of reform and modernisation of the Workplace Relations bodies, including enactment of the Workplace Relations Bill, to deliver, for employees and employers, streamlined and efficient advisory, conciliation, mediation, resolution, adjudication, inspection and enforcement services within a single Workplace Relations Commission and enhance and strengthen the Labour Court
5.2.15	We will conduct a study on the prevalence of zero hour contracts among Irish employers and their impact on employees and make policy recommendations to Government on foot of this.
5.5.14	We will systematically publish details of all appointments to State Boards.

Appendix 3 – List of Government Departments and Stakeholders who provided submissions as part of DJEI’s consultation process

- Department of Agriculture, Food & Marine
- Department of Arts, Heritage & the Gaeltacht
- Department of Children & Youth Affairs
- Department of Defence
- Department of Education and Skills
- Department of Environment, Heritage & Local Government
- Department of Finance
- Department of Foreign Affairs & Trade
- Department of Health
- Department of Justice & Equality
- Department of Social Protection
- Department of Transport, Tourism & Sport

- Office of Revenue Commissioners

- American Chamber of Commerce Ireland
- Banking Payments Federation Ireland
- Chartered Accountants Ireland
- Chambers Ireland
- Irish Small & Medium Enterprises
- Irish Exporters Association
- Law Society of Ireland

Appendix 4 – DJEI Legislation Programme

(i) List of Acts since the start of the new Government (March 2011)

2014

- Companies Act 2014
- Intellectual Property (Miscellaneous Provisions) Act 2014
- Competition and Consumer Protection Act 2014
- Employment Permits (Amendment) Act 2014
- Friendly Societies and Industrial and Provident Societies (Miscellaneous Provisions) Act 2014
- Companies Act 2014
- Industrial Development (Forfás Dissolution) Act 2014
- County Enterprise Boards (Dissolution) Act 2014

2013

- Companies (Miscellaneous Provisions) Act 2013
- Industrial Development (Science Foundation Ireland) (Amendment) Act 2013
- European Union (Accession of The Republic of Croatia) (Access to the Labour Market) Act 2013

2012

- Industrial Relations (Amendment) Act, 2012
- Microenterprise Loan Fund Act 2012
- Credit Guarantee Act 2012
- Companies (Amendment) Act 2012
- Competition (Amendment) Act 2012
- Protection of Employees (Temporary Agency Work) Act 2012
- Patents (Amendment) Act 2012

(ii) Bills currently on Legislation Programme

Section A

- Credit Guarantee (Amendment) Bill
- Industrial Relations (Amendment) Bill
- Industrial Relations (Amendment) (No. 2) Bill
- Minimum Wage (Amendment) Bill (Low Pay Commission)
- Companies (Accounting) Bill
- Hallmarking (Amendment) Bill

Section B

- Amendment of the Constitution Bill
- Companies (Auditing) Bill
- Data Sharing Bill

Section C

- Personal Injuries Assessment Board (Amendment) Bill

(iii) EU Directives Transposition

EU Directives Transposition Table as at 16th March 2015

DIRECTIVES TO BE TRANSPOSED IN 2015 (Four)		
Description of Directive	Unit Responsible	Deadline for Transposition
1. Directive 2012/18/EU on the control of major-accident hazards involving dangerous substances	Safety, Health and Chemicals Policy Unit	<i>31/05/2015</i>
2. Directive 2014/27/EU on classification, labelling and packaging of substances and mixtures	Safety, Health and Chemicals Policy Unit	<i>01/06/2015</i>
3. Directive 2013/11/EU on Alternative Dispute Resolution for consumer disputes and amending Regulation (EC) 2006/2004 and Directive 2009/22/EC	Competition and Consumer Policy Unit	<i>09/07/2015</i>
4. Directive 2013/34/EU on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings	Company Law Unit	<i>20/07/2015</i>

DIRECTIVES TO BE TRANSPOSED IN 2016 (Fourteen)

Description of Directive	Unit Responsible	Deadline for Transposition
<p>5. Directive 2014/26/EU on collective management of copyright and related rights and multi-territorial licensing of rights in musical works for online use in the internal market.</p>	<p>Intellectual Property Unit</p>	<p align="center"><i>10/04/2016</i></p>
<p>6. Directive 2014/29/EU relating to simple pressure vessels</p>	<p>Competition & Consumer Policy Unit</p>	<p align="center"><i>19/04/2016</i></p>
<p>7. Directive 2014/30/EU on the harmonisation of the laws of Members States relating to Electromagnetic Compatibility (Recast)</p>	<p>Enterprise Development Unit</p>	<p align="center"><i>19/04/2016</i></p>
<p>8. Directive 2014/31/EU on the harmonisation of the laws of Members States relating to the making available on the market of non-automatic weighing instruments</p>	<p>NSAI Liaison & Standards Unit</p>	<p align="center"><i>19/04/2016</i></p>
<p>9. Directive 2014/32/EU relating to the harmonisation of the laws of the Member States relation to the making available on the market of measuring instruments (Recast)</p>	<p>NSAI Liaison & Standards Unit</p>	<p align="center"><i>19/04/2016</i></p>

Description of Directive	Unit Responsible	Deadline for Transposition
<p>10. Directive 2014/33/EU of the European Parliament and of the Council of 26 February 2014 on the harmonisation of the laws of the Member States relating to lifts and safety components for lifts (recast)</p>	<p>Safety, Health & Chemicals Policy Unit</p>	<p><i>19/04/2016</i></p>
<p>11. Directive 2014/34/EU of the European Parliament and of the Council of 26 February 2014 on the harmonisation of the laws of the Member States relating to equipment and protective systems intended for use in potentially explosive atmospheres (Recast)</p>	<p>Safety, Health and Chemicals Policy Unit</p>	<p><i>19/04/2016</i></p>
<p>12. Directive 2014/35/EU of the European Parliament and Council on the Harmonisation of the laws of Member States relating to Electrical Equipment designed for use within certain voltage limits</p>	<p>Competition & Consumer Policy Unit</p>	<p><i>19/04/2016</i></p>
<p>13. Directive 2014/56/EU on statutory audits of annual accounts and consolidated accounts</p>	<p>Company Law Unit</p>	<p><i>17/06/2016</i></p>
<p>14. Directive 2014/67/EU on the posting of workers</p>	<p>Employment Rights Unit</p>	<p><i>18/06/2016</i></p>
<p>15. Directive 2013/35/EU on the minimum health and safety requirements regarding the exposure of workers to the risks arising from physical agents (electromagnetic fields)</p>	<p>Safety, Health and Chemicals Policy Unit</p>	<p><i>01/07/2016</i></p>

<p>16. Directive 2014/68/EU on the harmonisation of the laws of the member states relation to the making available on the market of pressure equipment (Recast)</p>	<p>Safety, Health and Chemicals Policy Unit</p>	<p><i>18/07/2016</i></p>
<p>17. Directive 2014/95/EU on disclosure of non-financial and diversity information by certain large undertakings and groups.</p>	<p>Company Law Unit</p>	<p><i>06/12/2016</i></p>
<p>18. Directive 2014/104/EU on certain rules governing actions for damages under national law for infringements of the competition law provisions of the Member States and of the European Union</p>	<p>Competition and Consumer Policy Unit</p>	<p><i>27/12/2016</i></p>