

# ACTION PLAN FOR JOBS

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## 2012



Fourth Progress Report



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## Commentary

The Action Plan for Jobs, which was published by Government in February 2012, provides a comprehensive framework for actions right across Government and the public sector to support economic growth and job creation. To deliver on this, the Plan outlines 270 actions to be undertaken in 2012. Each of the associated measures specifies the Government Department or Agency responsible for implementation, and the quarterly deadline in 2012 by which they will be delivered.

In order to drive implementation of the measures, the Government established a Monitoring Committee comprising representatives of the Department of the Taoiseach, the Department of Jobs, Enterprise and Innovation, the Department of Public Expenditure and Reform, and Forfás.

This is the fourth report of the Monitoring Committee established by Government to monitor and drive implementation of the measures contained in the *Action Plan for Jobs 2012*. As with the previous three reports, it outlines progress made on measures due for completion in the preceding quarter, Quarter 4 of 2012. It also includes an update on measures described in the Plan as “ongoing in 2012.”

As the final review of the implementation of the Action Plan in its entirety, it also provides a synopsis of the implementation of the Plan as a whole over the year which shows that 249 of the 270 actions committed to be undertaken in 2012 have been delivered. This implementation rate of 92% is based on the delivery of 439 associated measures across all 15 Government Departments and 36 State Agencies over the course of 2012. As detailed below, five measures from Quarter 3, 15 from Quarter 4 and 1 “ongoing” action have not been completed as scheduled.

### *Action Plan for Jobs 2012: Supporting economic growth and job creation*

The Action Plan for Jobs 2012 contains a wide range of measures to improve the overall enterprise environment, boost job creation and retention and bring about economic growth. It is the first instalment in an ambitious multi-year process which aims to see an increase in the number of people at work by 100,000 net by 2016.

Ireland has suffered an enormous dislocation of employment as a result of the crisis. In the three years prior to the Government taking office, over 300,000 jobs were lost. Although there were 324,500 persons unemployed in the third quarter of 2012, this represented a decrease of 3,600 or 1.1% in the year. This is the first annual decrease in unemployment since Q1 2005.

However, the continuing scale of the challenge is evident. The most recent data shows that the number of people in employment fell by 4,300 year-on-year in the third quarter of 2012 and the number of people currently in employment stands at 1,841,300.

While reductions in overall employment figures were seen in 2012, this included a reduction of 16,200 in the public sector, indicating a net increase of almost 12,000 in private sector employment over the year. This growth was predominantly in the export-oriented sectors supported by the enterprise development agencies, as well as in tourism.

Employment grew in nine of the fourteen economic sectors over the year, with the greatest rates of decline recorded in declining sectors such as construction (-6.8% or -7,400), but with rises in employment in other sectors targeted by the Action Plan for Jobs, particularly internationally traded services.

The Action Plan process is having a positive impact on the enterprise environment and job creation which can be seen in the significant level of net job creation in the enterprise agencies client companies. In 2012, Enterprise Ireland client companies had their best performance since 2006 and created more than 3,000 net new jobs. In 2012, Enterprise Ireland also announced commitments of 7,000 new jobs in the pipeline, including the significant Kerry Group project in Co. Kildare which will generate 800 jobs. In 2012, IDA Ireland companies created the highest number of new jobs in a decade with 6,570 new net jobs recorded. New job announcements and investments by IDA client companies in 2012 included a number of significant flagship wins such as Apple, EA Games, PayPal (1,000 jobs) in Dundalk, Allergan (200 jobs) in Westport, and Northern Trust (400 jobs) in Limerick.

The level of employment growth in sectors targeted under the Action Plan including agrifood, digital gaming, ICT, medical devices, financial services, manufacturing and tourism is encouraging.

#### *Action Plan for Jobs 2012: Capturing the impacts for economic growth and job creation*

Overall, the *Action Plan for Jobs* is a rolling plan that above all will be judged on its results and impacts. In this context, some impacts linked to the implementation of measures in the first three quarters of 2012 aimed at enhancing the operating environment for firms, are now evident:

- By the end of September 2012, over 530 employers have been awarded Employer Job (PRSI) exemptions in respect of almost 700 employees.
- More than 10,500 individuals had commenced JobBridge placements as at end Quarter 3, 2012. A recent independent evaluation of the Scheme found that 56% of JobBridge finishers as at end September had progressed into employment on completion of their internship (based on a survey of almost 2,000 participants). This equates to over 3,100 interns who have progressed into employment as at end Quarter 3, 2012. This is one of the best progression outcomes for work placement programmes in Europe. In excess of 7,000 companies have participated in the scheme to date.
- More than 800 places were made available on intensive Level 8 ICT Skills Conversion programmes rolled out from March 2012. Graduates of the programmes will be available

from early 2013. A roll-out of a second phase of the conversion courses is scheduled for early this year.

- 1,800 people enrolled on higher education ICT programmes as part of Springboard 2011 from which over 700 people have already graduated – over 50% with qualifications at honours degree level or above. A further 2,200 places have been made available on ICT programmes under the second phase of Springboard 2012.
- The high level Academic Industry Foresight Group, chaired by John Hennessy Chair of the HEA and with strong high level industry membership, has been established with a specific remit to ensure higher education ICT programme development is aligned to emerging skills needs.
- As part of the measures in the ICT Action Plan, a report on improving participation, retention and performance among students of ICT programmes has been prepared for the ICT Foresight Group and the HEA is currently updating its dataset to monitor retention developments. There was an increase of 20% in first preference applications for level 8 Computing programmes in 2012 and first preference applications for level 8 Technology courses increased to 19.8% of all level 8 applications in 2012. There has been a corresponding increase in acceptances on to courses. Acceptances on to level 8 Computing programmes increased by more than 10% this year and, in the five year period since 2008, acceptances on to level 8 Computing programmes have increased by 127%.
- The Immigrant Investor Bond is one of the investment options available to potential candidates for the Immigrant Investor Programme which has been open for applications since April of this year. Details of the bond can be viewed in the Guidelines for the programme which are available from the web-page of the Irish Naturalisation and Immigration Service, [www.inis.gov.ie](http://www.inis.gov.ie). The bond has a term of 5 years and pays an annual interest rate of 1%.
- On foot of recommendations from the Evaluation Committee the Minister for Justice and Equality has approved immigration permissions for one successful applicant under the Immigrant Investor Programme and two successful applicants under the Start-up Entrepreneur Programme, with successful candidates originating from North America, Africa and Asia.

Both projects under the Start-up Entrepreneur Programme fulfilled the requirement for a minimum of €75,000 funding for their respective high potential start-ups. The investment proposal in an existing Irish business approved under the Immigrant Investor Programme significantly exceeded the requirements of the scheme. For the next meeting of the Evaluation Committee thirteen applications under the Start-up Entrepreneur Programme will be considered and four applications under the Immigrant Investor Programme will be considered. The Irish Naturalisation and Immigration Service continues to receive a significant level of inquiries on these programmes.

- The expansion in 18 seafood processing companies has generated an 135 additional jobs, while the successful buyer forum, Marketplace 2012, involving 176 Irish companies and 500 international buyers, had by end September achieved sales contracts of over €27 million. This significantly exceeded the €15 million annual target and compares favourably with €11 million achieved in the previous Marketplace event.

#### *Action Plan for Jobs 2012: Delivery for Quarter 4*

In the final quarter of 2012, Departments and agencies were to deliver 152 measures. Of these, 137 have been delivered in full and on schedule, giving a completion rate of 90% for the Quarter. In delivering 137 measures in the fourth quarter of 2012, the Government has, for example:

- Hosted the “Big Ideas” Showcase to focus on securing investment and identifying business partners that will bring new technologies to the next stage of commercialisation; Action 1.10.
- Fast tracked the accreditation of energy price comparison websites to enable customers to compare prices; Action 1.14.
- Developed a set of competitiveness targets to restore Ireland’s ranking and set out policy actions required to attain improvements; Action 1.28.
- Examined the feasibility of introducing a new structured and non-judicial debt settlement and enforcement system to meet SME needs (“Examinership Light”), and brought proposals to government including designating the Circuit Courts as competent for the appointment of an examiner to certain companies; Action 1.33.
- Launched a €10 million International Start-Up Fund aimed at encouraging overseas entrepreneurs to locate start-up businesses in Ireland; Action 2.12.
- Run an International Markets Week programme involving over 1,000 firm meetings in the week; Action 3.14.
- Expanded graduate programmes, including a target of 120 graduates participating on Graduates 4 International Growth, which assists companies with ambitious growth plans in key markets to acquire a graduate market research resource and possible future business development capability; Action 3.21.
- Promoted the achievement of standards such as ISO 9001 and similar management standards, with NSAI issuing over 300 certifications and supporting regional seminars in Cork, Sligo, Portlaoise amongst others; Action 3.22.
- Delivered the Diaspora “job finder’s” fee scheme - Succeed in Ireland. To date, “finders” have submitted 485 names to Connect Ireland, the scheme administrators, of companies looking to expand abroad who could potentially choose to set up offices in Ireland.



The activities of these companies range from software to professional services and from engineering to business support. Employment potential in the companies identified is generally in the range of 10-20 people. Two projects have been confirmed to date, including Intergeo Services in Carlow, with the combined potential for 40 skilled jobs; Action 5.6.

- Undertaken a detailed assessment of manufacturing skills needs and used new structures for training and skills development to address both the immediate needs of the manufacturing sector and to anticipate the longer term needs of the sector; Action 7.16.
- Published and began implementing a new Plan for the development of the Green Economy, “Delivering our Green Potential” setting out the opportunities in the sector, the role that Government will play in working with enterprise to support the development of the Green Economy, and the structures that will be put in place to coordinate cross-Government action to accelerate growth; Action 7.3.1.

Fifteen measures outlined in the Plan for completion in Quarter 4 have not been delivered on schedule. These are:

- Evaluate and award funding (for enterprise-focused Research Centres); Action 1.2.

Research Centres involve investments of significant scale (in the region of €100 million per Centre) and therefore undergo a rigorous evaluation process. The evaluation and review process was completed by end of Quarter 4. However, Science Foundation Ireland’s policy requires that investments of this scale go through a Board validation process which means that final funding decisions will be made in Quarter 1 2013.

- Merge the Consumer and Competition Agencies to take advantage of the complementarities and interdependence between consumer and competition policies; Action 1.21.

Government approved the draft heads of the Consumer and Competition Bill, which will provide for the merger of the consumer and competition agencies, in July 2011. The Office of the Parliamentary Counsel is drafting the legislation and it is intended that the Bill will be published during the Spring Dáil session.

- Examine bus market to open PSO routes post 2014 (as part of review of public transport regulation with a view to reform that will reduce costs via increased competition); Action 1.30.

The National Transport Authority (NTA) undertook a public consultation in 2012 on the 2014 Public Service Contracts for bus services, as required under the Dublin Transport Authority Act 2008. The new Public Service Contracts for bus services will be required to commence from 1<sup>st</sup> December 2014.

The NTA is considering whether to undertake one or more procurement competitions for the award of part or all of these contracts, or it may decide to directly award part or all of these contracts to the existing contracted parties.

- In the context of the new Children and Young People's Strategy, the Government will review the structures and funding of youth work and support services to ensure that they support the development of the skills needed by enterprises; Action 1.40.

The Department's *Children and Young People's Policy Framework* is not expected to be finalised until early 2013. A review of the youth programmes is now scheduled to be undertaken in 2013 and will be informed, in due course by the new Policy Framework.

- Support companies to develop best HR practice and standards for improved talent development and retention; Deliver 75 new certifications; Action 3.23.

The Excellence through People (ETP) scheme was re-launched in January 2012. There has been a high level of interest in the scheme however, the actual take-up on formal certification has taken longer than anticipated and there were 30 new certifications by year end.

- Increase by 50% the number of investments in Inward Entrepreneurial Start Up projects; Action 4.6.

Enterprise Ireland exceeded its target of 95 High Potential Start-Ups (HPSUs) with a total of 97 HPSUs supported in 2012. Within this, Enterprise Ireland supported 12 overseas entrepreneurs; representing an increase of 20% in the number of overseas entrepreneurs supported. A strong pipeline of opportunities has been developed for 2013.

- Deliver 50% of FDI investments outside the Dublin and Cork regions; Action 5.5.

This action remains a challenging target for IDA Ireland and was not met in 2012. However, IDA Ireland attracted a number of leading investments into regional locations in 2012, including PayPal (1,000 jobs) in Dundalk, Abbott (175 jobs) in Sligo, Mylan (200 jobs) in Galway, Allergan (200 jobs) in Westport and Northern Trust (400 jobs) in Limerick. Also in 2012, IDA Ireland began an online marketing initiative, Connect & Invest, to showcase the unique attributes of each region to international clients and promote investment in regions across Ireland.

- Introduce legislation aimed at easing the regulatory burden on co-operative societies and making it easier to start up and run a co-operative as an alternative form of enterprise organisation. This legislation will address particular problems which have been identified in the co-operative sector, and will help ensure that this model can thrive and grow to its potential; Action 6.12.

Government approved the draft heads of the Friendly Societies & Industrial & Provident Societies Bill in June 2011 and these heads are currently with the Office of the Parliamentary Counsel for drafting. It is intended that the Bill will be published during the Spring Dáil session.

- Complete evaluation of agency programmes and schemes and draw out lessons for tailoring interventions; Action 7.1.4.

The evaluations of agency programmes and schemes focused on supports for (i) start-ups and entrepreneurs and (ii) research, development and innovation have been completed. The evaluations for the remaining business development programmes provided by the agencies (that include Lean/transformational change, expansion supports etc.) will be undertaken in 2013.

- Enact a Health Information Bill to support a conducive environment for health research in Ireland; Action 7.2.2.

The heads of the Health Information Bill have been agreed and the text is being drafted by the Office of the Parliamentary Counsel. It is expected that the Health Information Bill will be ready for publication by late 2013.

- Progress the development/licensing of large scale offshore finfish aquaculture sites in line with the road map set out in Food Harvest 2020 Milestones report (through) final determination on licence application; Action 7.4.8.

The application is under consideration under the provisions of the 1997 Fisheries (Amendment) Act. As specified in the Act, relevant bodies and specialist agencies were written to and their views sought on the proposal. The public consultation stage of the process ran for a statutory period of 8 weeks; from 15<sup>th</sup> October to 13<sup>th</sup> December.

A final recommendation to the Minister on the application is considered likely during Quarter 1 2013.

- Undertake a feasibility study to examine what structures and policies could be developed to make Ireland a world centre for managing and trading in intellectual property. Complete the report of the Copyright Review Committee on barriers to innovation; Action 7.7.4.

The Copyright Review Committee published a wide-ranging Consultation Paper in February 2012, which examined the current copyright legislative framework to identify any areas of legislation that might be deemed to create barriers to innovation.

The Committee is evaluating the close to 180 submissions received in response to the paper and a final report will be prepared, setting out any recommendations for legislative change, if required. The final report will not be completed until Quarter 1 2013.

- Review effectiveness of new student immigration regime implemented in 2011 (in support of the International Education Strategy) and make further changes as required; Action 7.11.8

A review of the operation of the Student Immigration Regime introduced in 2011 is underway. This will be completed in Quarter 1 2013 to allow full year 2012 student visa and registration figures to be analysed and incorporated in the review.

- In the context of the review of the retail planning guidelines as part of the EU/IMF Reform Programme, undertake an assessment of potential future scenarios for the structure and development of the grocery retail sector in Ireland and the potential economic and social impacts of increases in market share in the sector and policy requirements; Action 7.13.3.

This action was not delivered in 2012. However, the Department of Jobs, Enterprise and Innovation had a series of engagements with key stakeholders in the retail sector over 2012 to gain an improved understanding of the issues that are impacting on the sector generally. Based on these engagements - which will continue on an ongoing basis - the Action Plan for Jobs 2013 will include a number of new measures to support the retail sector which will replace Action 7.13.3.

- Introduce legislation to allow for the introduction of a statutory code of practice for grocery goods undertakings; Action 7.13.6.

In July 2011, the Government approved the draft heads of the Consumer and Competition Bill, which will include provisions to allow for the introduction by Regulation of a statutory code of practice for grocery goods undertakings. These heads are currently with the Office of the Parliamentary Counsel for drafting and it is intended that the Bill will be published during the Spring Dáil session.

A further measure has not been delivered as set out in the Plan for Q4 but has been replaced with another job-supporting measure:

- Leverage an additional €100 million from the private sector over the course of the Scheme to support the creation of a cohort of scaled companies with enhanced potential for employment and sales growth; Action 3.29.

The completion rate of 90% for measures due for delivery in Quarter 4 follows on the 96% completion rate reported at the end of Quarter 1, 94% at the end of Quarter 2, and 87% at the end of Quarter 3. All of the 160 measures that fell due in the first six-month period have now been delivered in full. While the completion rate for Quarter 3 has risen from 87% to 93% since the publication of the last Report, five measures remain undelivered:

- Implement revised legislation to permit SFI to fund ‘applied research’ (revision to Industrial Development Act (SFI) 2003); Action 1.3.

The Industrial Development (Science Foundation Ireland) Amendment Bill was approved for publication by Government at its meeting on December 4<sup>th</sup> last.

- Enact legislation to give effect to the new structure of employment rights institutions; Action 1.48.

The Workplace Relations Bill is on List A of the legislative programme. Publication is expected early this year.

- Place downward pressure on insurance costs and the cost of legal services via enactment of the Legal Services Bill; Action 1.16.

The Legal Services Regulation Bill has been delayed due to competing legislative demands under the EU/IMF Programme (notably the Personal Insolvency Bill). The Bill has now completed Second Stage in the Dáil and enactment is now anticipated for later this year.

- Introduce a systematic approach to the national surveying of undergraduate and postgraduate students and employers to inform institutional and programme management and development (Complete Pilot Survey); Action 1.38.

The pilot survey of employers is underway and the pilot survey of students is in development and will be rolled out in Quarter 1 2013.

- Publish legislation to integrate the foreshore consent process under the Foreshores Acts 1933 with the existing on-land planning system; Action 1.47.

The Foreshore and Marine Area Development Bill is on List C of the legislative programme.

### *Action Plan for Jobs 2012: Delivery of “Ongoing 2012” Measures*

As noted above, this Fourth Progress Report is the final one dealing with 2012 and thus provides an update on the actions described in the Plan as “ongoing 2012.” All but one of these 97 measures has been delivered over the course of the year, giving a completion rate of 99% for those “ongoing 2012” measures. In progressing these “ongoing” actions over the last twelve months Government has, for example:

- Placed downward pressure on commercial rents in respect of which NAMA has acquired the loan on the underlying property. By end-2012, the Agency had granted 212 applications for rent abatement with an aggregate annual value of €13.5 million. Action 1.24.
- Brought down the cost acquiring commercial property by reducing the Stamp Duty rate from 6% to 2% and the introduction of a Capital Gains Tax incentive for property purchased up to the end of 2013 and held for at least seven years; Action 1.25.

- Provided bonus points for students taking leaving certificate higher level mathematics from 2012; Action 1.36.
- Through its Discover Science and Engineering programme, promoted the study of the physical sciences to students; Action 1.37.
- Fostered greater alignment between the Further Education and Training sector and the labour market; Action 1.39.
- Invested over €1.5 billion of exchequer capital to ensure Ireland’s infrastructure can facilitate economic growth, including capital investment for direct enterprise support and development; Action 1.41.
- Undertaken 19 major sector–specific Trade Missions and market evaluation Missions that reflect the priority markets identified in the Trade Strategy as well as firms’ interest and stage of development; Action 3.12.
- Established a Manufacturing Development Forum to assist the Government in identifying the needs of manufacturing enterprises and to progress a transformation agenda in this area; Action 7.1.2.
- Implemented the Action Plan on ICT Skills to address the skills needs of ICT and related sectors, with currently more than 800 participants on the Level 8 ICT Skills Conversion programmes that have been rolling out since March 2012, and more than 1,300 people now due to graduate from ICT courses provided under the first phase of Springboard; Action 7.5.1.

The “ongoing 2012” measure that is delayed relates to:

- Delivering the potential for reduction in administrative burdens in national regulatory regimes across the following Departments: Social Protection, Communications, Energy & Natural Resources, Public Expenditure & Reform, Transport, Tourism & Sport, Health, Environment, Community & Local Government, Agriculture, Food & Marine, and the Offices of the Revenue Commissioners to meet the overall 25% target; Action 1.50.

The most recent draft results available from the participating Departments, including the Department of Jobs, the Revenue Commissioners and the Central Statistics Office, indicate that the overall reduction achieved at end 2012 is in the region of 19%. Those Departments that have not yet finalised their simplification plans or identified substantial reductions in measured burdens are currently working to identify measures towards the achievement of the 25% reduction target.

## **Quarter 4 Measures**





## Quarter 4 Measures

### 1. Building Competitive Advantage

**Action 1.1:** Adopt 14 priority areas for research based on the recommendations of the National Research Prioritisation Exercise, where publicly-performed research will underpin specific opportunities of direct relevance to enterprise and jobs. We will implement the priority areas in relevant research programmes by:

- Establishing a "stage gate" process to screen new projects for both economic relevance/impact and scientific excellence/originality;
- Applying a rigorous performance monitoring system to demonstrate alignment with the prioritised areas and the impact arising.

**Q4 Measure:** Establish monitoring system to demonstrate alignment with priority areas and impact arising (All research funders via Research Prioritisation Action Group)

**Update:** Complete

The Prioritisation Action Group (PAG) has developed and adopted:

1. A new framework of Science, Technology and Innovation (STI) containing a renewed national goal and associated objectives, metrics, targets and indicators for the period 2013 to 2017; and
2. 14 Action Plans for the 14 priority areas recommended in the report of the *Research Prioritisation Steering Group*.

The overarching goal for National STI Policy, 2013-2017 is to promote excellent research and innovation in priority areas for maximum economic and societal impact, specifically, by contributing to sustainable economic growth; by protecting and increasing employment; and by addressing societal challenges.

This goal is underpinned by three policy objectives supported by metrics and targets at the national, Department/agency, and priority area level as well as underpinning indicators for overall tracking purposes, which will enable the monitoring and demonstration of the alignment with priority areas and the impact arising from the prioritisation of competitive publicly funded research.

The 14 Action Plans represent the blueprint for actions to be taken by funding Departments and funding agencies beginning in Quarter 1 2013 to drive the implementation of the National Research Prioritisation report recommendations and to set out the associated metrics and targets in order to realign the majority of competitive public research funding around the priority areas over the following five years.

**Action 1.2:** Adopt a new approach to funding Research Centres to concentrate on the identified priorities and to create a distinctive enterprise-focused culture in the centres concerned and coherence with IDA/EI supported Technology Centres

**Q3-Q4 Measure:** Evaluate and award funding. (DJEI / SFI)

**Update:** Delayed.

Research Centres involve investments of significant scale (in the region of €100 million per Centre) and therefore undergo a rigorous evaluation process. The introduction of a new impact review process to meet the recommendations of the *Research Prioritisation Steering Group Report*, March 2012, extended the schedule of the original Centres call by approximately one month.

The evaluation involved 35 preliminary proposals with a budget request of €507 million and industry contributions of €255 million (€92 million in cash and €163 million in-kind) across 466 companies. Arising from this, the evaluation process examined 11 full proposals, involving a budget request of €407 million and industry contributions of €149 million across, across more than 200 companies.

The process of a scientific and impact review was completed in Quarter 4 with subsequent recommendation of the highest ranking proposals for funding made to the Science Foundation Ireland (SFI) Board.

While the review process was completed by end of Quarter 4, SFI policy requires that investments of this scale go through a rigorous Board validation process which means that final funding decisions will be made in Quarter 1 2013.

**Action 1.4:** Establish new Technology Centres in Cloud Computing, Learning Technologies and Financial Services and undertake preparatory actions for Technology Centres linked to the priority areas (e.g. Connected Health, Pharmaceutical Production, Data Analytics, Medical Device Manufacturing)

**Q4 Measure:** Establish centre and stimulate engagement by firms. (EI / IDA)

**Update:** Complete

Technology Centres are collaborative entities established and led by industry. They are focused on research with a direct impact on industry. The centres are established in a 2-stage process. The initial research phase (informed by a detailed description of needs for the industry-led research agenda), with approximately €1 million in funding over 12 to 18 months, allows relationships to develop and establishes some of the early projects. Once this phase is completed a hosting call is issued, which provides funding, typically for a period of 5 years, and which establishes the Centre in its physical location.

New Technology Centres in Cloud Computing, Learning Technologies and Financial Services were established in 2012.

**Cloud Computing:** The Irish Centre for Cloud Computing and Commerce (IC4), which is jointly supported by Enterprise Ireland and IDA Ireland, was launched in February 2012. In November 2012, Minister Richard Bruton T.D., announced that the Centre would be hosted by Dublin City University with additional research capacity in University College Cork and Athlone Institute of Technology.

**Learning Technologies:** The Centre was officially launched in Croke Park in June 2012. Ireland's first Technology Centre for Learning Innovation will be hosted by Trinity College Dublin. The Centre for Learning Innovation has four key research themes selected based on their common interest to the Irish eLearning industry: social and informal learning; mobile collaboration and learning; immersive learning (gaming, simulation, virtual worlds); metrics and assessment.

**Financial Services:** The Centre has been launched and a series of initial research projects have been approved. Hosting of the Centre was approved by the Board of Enterprise Ireland in November 2012, and an announcement in this regard will be made by the Minister/Department of Jobs, Enterprise and Innovation.

**Action 1.8:** Expand key programmes aimed at improving in-company innovation capability. This will deliver increases in:

**Q4 Measures:**

1. Support for firms' R&D programmes with the objective that 740 companies are committed to meaningful R&D expenditure (in excess of €100,000 per annum). (EI)
2. Take-up and redemption of Innovation Vouchers (Target: 450). (EI)
3. Attract 100 companies to avail of R&D tax credit for the first time. (EI / IDA)
4. Improve the quality and quantity of R&D projects which secure over €100,000 investment (Target: 80). (EI)

**Update:**

1. Complete

Enterprise Ireland estimates that at least 740 client companies undertook research and development expenditure in excess of €100,000 per annum during 2012. However, the final outturn against this target will be confirmed by the Annual Business Review Survey which will be completed in the second Quarter of 2013.

## 2. Complete

During 2012, a total of 525 innovation vouchers were redeemed, enabling small companies to access new knowledge and innovation from third level institutes across Ireland.

## 3. Complete

Detailed data on the number of companies availing of the research and development tax credit is not yet available for 2011 and 2012. However, data from the Revenue commissioners show that 1,172 companies availed of the research and development tax credit for 2010, the most recent year for which data is available. This represents an increase of 272 companies over the 2009 figure of 900 companies.

## 4. Complete

A total of 81 research and development projects secured investment greater than €100,000 during 2012.

**Action 1.10:** Host the “Big Ideas “Showcase in 2012 to focus on securing investment and identifying business partners that will bring new technologies to the next stage of commercialisation.

**Q4 Measure:** As per headline action. (EI / DJEI)

**Update:** Complete

Enterprise Ireland’s *Big Ideas* Showcase was hosted at Dublin’s Aviva Stadium in November 2012. It was the largest gathering of inventors and investors in the country, and this year introduced 19 inventions developed by publicly funded research to more than 300 possible investors and business partners.

Among the *Big Ideas* pitched to potential investors at the event were technologies capable of raising IQ, improving hygiene in hospitals, halving hot water bills, and reducing horse breeding costs.

The focus of the Big Ideas event is to get deals done between the inventors and investors during the more than 150 one-to-one meetings that take place; thereby translating publicly funded research into companies, spin-outs, intellectual property and jobs.

Since 2007, Enterprise Ireland has provided €30 million under the Technology Transfer Strengthening Initiative to the third-level sector and this is having a real and tangible effect.

Minister for Research and Innovation, Sean Sherlock, T.D. presented the Enterprise Ireland Commercialisation Awards at the Showcase to three individuals who earned the award by

exhibiting a strong commitment to commercialisation, showing innovation in their approach to commercialisation and demonstrating success in commercialisation. The winners of the Enterprise Ireland Commercialisation Awards were:

- Dr. Alan Holland, ICT
- Professor Dolores O’Riordan, Lifesciences
- Stephen Daniels, Manufacturing, Engineering and Energy.

**Action 1.14:** While cognisant of security of supply and environmental goals, take a series of actions to manage energy costs:

**Q4 Measures:**

1. Fast track the accreditation of energy price comparison websites to enable customers to compare prices. (CER)
2. Initiate the preparation of the energy policy framework 2012-2030. (DCENR)

**Update:**

1. Complete

In August 2011, the Commission for Energy Regulation put procedures in place to accredit companies that are providing energy price comparison services subject to meeting relevant criteria and standards. Using this process, the Commission for Energy Regulation accredited the first impartial, independent price comparison website *www.bonkers.ie* in March 2012.

2. Complete

The Department of Communications, Energy and Natural Resources is preparing a comprehensive policy development process which will include an appropriate level of consultation, with a view to issuing a targeted consultation call for initial views on key priority areas in Quarter 1 2013.

**Action 1.21:** Merge the Consumer and Competition Agencies to take advantage of the complementarities and interdependence between consumer and competition policies.

**Q4 Measure:** As per headline action. (DJEI)

**Update:** Delayed

Government approved the draft heads of the Consumer and Competition Bill, which *inter alia* provides for the merger of the consumer and competition agencies, in July 2011. The Office of the Parliamentary Counsel is drafting the legislation and it is intended that the Bill will be published during the Spring Dáil session.

**Action 1.23:** Finalise the strategy for future structure for water services delivery to ensure an improvement in efficiency and delivery.

**Q4 Measure:** Devise and roll out implementation strategy. (DoECLG)

**Update:** Complete

A detailed implementation strategy for the water sector reforms has been prepared. The strategy reflects the key high level milestones to be achieved and the tasks to be undertaken to effect the necessary changes to the current organisation and funding model for water services, supported by the appropriate policy and legal framework under the Government's water sector reform programme.

On 12<sup>th</sup> September 2012 the Government approved the preparation of legislation to assign the necessary powers to allow Irish Water to undertake the metering programme. Pending enactment of the Bill, the Department will be working with the local authorities to progress aspects of the metering programme including the carrying out of surveys of domestic connections and will also be progressing the tender documentation for elements of the meter infrastructure.

**Action 1.28:** Develop a set of competitiveness targets that are amenable to domestic action to restore Ireland's ranking.

**Q4 Measure:** Set out policy actions required to attain improvements for Government. (Forfás)

**Update:** Complete

In Phase 1 of this project, it was agreed that the World Bank's *Doing Business* index would be used as a tool for highlighting policy actions to achieve improvements in Ireland's competitiveness rankings. Ireland is ranked 10<sup>th</sup> out of 183 countries in the 2012 World Bank

index. A report on Phase 1 was subsequently submitted to the Minister for Jobs, Enterprise and Innovation in June 2012.

Phase 2 of the project focused on identifying the actions required for Ireland to attain a top five ranking. The resulting policy recommendations aim to target the following actions:

- Reducing the time it takes for a firm to obtain a permanent electricity connection (through increased use of competitive tendering) and reducing the time it takes to complete administrative tasks related to road openings;
- Reducing the time and costs involved in registering property through the reform and modernisation of Irish land and conveyancing law;
- Working with the Courts Service to reduce the time and costs it takes to enforce a legal contract in Ireland through the expedited roll out of the Civil Case Management System;
- Ensuring that the planning application process is more “responsive and customer orientated” to reduce time delays and costs related to construction permits (e.g. reviewing the processes in place in Dublin City Council to reduce the time taken to obtain a Fire Safety Certificate; Planning Permission; a Disability Access Certificate; and a water connection);
- Reducing the administrative burden in Ireland in terms of documents required to trade across borders (i.e. through streamlining the time taken to prepare necessary documentation; increased use of automation where possible; and maximising the availability of online resources).

These recommendations will be considered in the context of finalising the Action Plan for Jobs 2013.

**Action 1.29:** Analyse the costs associated with exporting and set out an action plan to reduce these costs

**Q4 Measure:** Set out action plan to reduce these costs for Government consideration. (Forfás/ DJEI)

**Update:** Complete

Specific cost elements for Irish based exporting firms have been identified, based on a case study approach and in a consultation process with key stakeholders. In developing the action plan, it is recognised that a number of exporting costs are uncontrollable, not least Ireland’s distance from export markets and small domestic market. Nonetheless, there are a number of specific areas where Government policy has a role to play in reducing export costs.

Actions which have been identified in this regard include:

- Working with companies to understand and manage exporting costs;
- Transport and logistics costs: shipping, air, road;
- Trade facilitation costs;
- Market research, sales and marketing exporting costs; and
- Finance costs.

The action plan is being submitted to the Minister for Jobs, Enterprise and Innovation for consideration.

**Action 1.30:** Review public transport regulation with a view to reform that will reduce costs via increased competition

**Q4 Measure:** Examine bus market to open PSO routes post 2014. (DTTS / NTA)

**Update:** Delayed.

The National Transport Authority (NTA) is responsible for, among other things, securing the provision of public bus services. In accordance with the relevant legislation, direct award contracts for bus services for the discharge of public service obligations were awarded by the NTA to Dublin Bus and Bus Éireann for an initial period of 5 years, from 1<sup>st</sup> December 2009. New contracts for the provision of these bus services will be required to commence from 1<sup>st</sup> December 2014.

The NTA undertook a public consultation during June and July of 2012 on the 2014 Bus Public Service Contracts, as required under the Dublin Transport Authority Act 2008. The NTA is considering whether to undertake one or more procurement competitions for the award of part or all of these contracts, or it may decide to directly award part or all of these contracts to the existing contracted parties.

**Action 1.31:** Identify changes in the operation of sectoral regulators that would enhance cost competitiveness

**Q4 Measure:** Benchmark and consult to inform the development of actions to improve sectoral cost competitiveness for Government consideration. (Forfás)

**Update:** Complete

Forfás has conducted a report in relation to this action. The report examines a range of sectors: energy (electricity and gas); communications; transport (airport charges and rail freight); waste management; and water/waste water services.



In preparing this report, two comprehensive rounds of consultations took place with regulators, senior officials in all relevant Government Departments, regulated firms (both incumbents and new entrants), representative organisations, academics, and the European Commission. This is in addition to an extensive literature review and benchmarking exercise.

The study differentiates between the role of policymakers (i.e. to set policy goals, decide upon regulator structures and to provide general guidance) and the role of regulators (i.e. to implement the policy decisions, often with little discretion). In assessing the drivers of costs, it was found that, in many cases, policy actions will have a more significant impact upon cost competitiveness than any regulatory changes per se. There are, however, a number of areas where changes to the operation of the sectoral regulators could have real, positive impact upon cost competitiveness. These relate to the focus of regulatory mandates, the level and adequacy of resources, enforcement powers and sanctions available to the regulators, and the efficiency of the appeal process.

The report has been submitted to the Minister for Jobs, Enterprise and Innovation for consideration.

**Action 1.32:** Identify any sheltered areas of the economy where competition is restricted and commission studies on such areas where appropriate.

**Q4 Measure:** Prepare public consultation on the issues. (Competition Authority)

**Update:** Complete

A consultation process arose from the Quarter 1 commitment to identify sheltered areas of the economy where competition is restricted. The areas identified through this exercise were assessed in more detail and the ports sector was identified as the top priority area.

The Competition Authority launched a public consultation as part of its study of competition in the Irish ports sector in December 2012. The purpose of the public consultation is to verify the Authority's initial analysis of how competition in the ports sector works and identify issues for further exploration.

**Action 1.33:** Examine the feasibility of introducing a new structured and non-judicial debt settlement and enforcement system to meet SME needs - "Examinership Light."

**Q4 Measure:** Bring preliminary findings / proposal to government. (DJEI)

**Update:** Complete

The Company Law Review Group established a Committee, made up of stakeholders, to examine the issues involved. The *Report of the Company Law Review Group* on this issue was considered by the Government at its meeting on 20<sup>th</sup> November 2012.

The main recommendation which was included in the report and which was capable of immediate progression has been incorporated into the recently published Companies Bill.

It will improve the efficiency of the corporate insolvency framework for SMEs and, in particular, designate the Circuit Courts as competent for the appointment of an examiner to companies within the EU small company thresholds.

**Action 1.36:** Incentivise greater participation in Science, Technology, Engineering and Mathematics and highlight areas of skills shortages

**Q4 Measure:** Examine the scope to make available a limited number of bursaries that would be linked to the take-up of specified skills in high demand. (DES)

**Update:** Complete

The Ernest Walton Bursaries were introduced in 2012 as part of the Third Level Bursary Scheme 2012. The bursaries are awarded on a regional basis to students from DEIS schools who pursue courses (under or post graduate) at third level in the areas of Science, Technology, Engineering and Mathematics (STEM).

Eight bursaries were awarded to students in 2012 based on a combination of their Leaving Certificate results and their course choice for third level, subject to meeting certain qualifying criteria.

The amount of the bursary is €2,000 per year of their course and is paid as a single payment at the beginning of the academic year. Students to whom bursaries are awarded are also entitled to apply for student grants towards the cost of maintenance and the student contribution or fees.

**Action 1.39:** Foster greater alignment between the Further Education and Training sector and the labour market

**Q4 Measure (initiate in 2012):** Review the Apprenticeship training model, including costs, duration and demand with a view to providing an updated model of training that delivers the necessary skilled workforce to service the needs of a rapidly changing economy and ensures appropriate balance between supply and demand. (DES / SOLAS)

**Update:** Complete

The Department of Education and Skills has initiated a review of the current apprenticeship model which is being carried out in two stages.

The first stage involves the preparation of a background issues paper providing a factual description of the current system, identified strengths and weaknesses of the current model and identifying the range of possible options for change, as well as information on apprenticeship models in other countries. This background issues paper, which will also include detail on trends and forecasts in relation to recruitment, is currently being finalised.

It is envisaged that the second phase will involve consultation with all key stakeholders on the options for change. The arrangements for this phase of the exercise are currently being considered.

**Action 1.40:** In the context of the new Children and Young People's Strategy, the Government will review the structures and funding of youth work and support services to ensure that they support the development of the skills needed by enterprises.

**Q4 Measure:** As per headline action. (DCYA)

**Update:** Delayed

The Department's *Children and Young People's Policy Framework* is not expected to be finalised until early 2013.

A review of the youth programmes is now scheduled to be undertaken in 2013 and will be informed, in due course by the new Policy Framework. This is expected to be followed by the introduction of more streamlined and effective youth programmes in January 2014.

## 2. Supporting Indigenous Start-Ups

**Action 2.7:** Manage and deliver a suite of entrepreneurial development programmes in conjunction with partners i.e. Colleges, BICs and Start-Up programmes.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

*New Frontiers* is Ireland's national entrepreneur development programme that is delivered at a local level by the Institutes of Technology. The programme is funded and managed by Enterprise Ireland. Its primary purpose is to accelerate the development of sustainable new businesses which have strong employment and growth potential and contribute to job creation and economic activity in regional locations.

The New Frontiers Entrepreneur Development Programme aims to support the creation of 100 high value, knowledge based, Irish owned businesses, each year. Over 140 entrepreneurs are participating in the current run of New Frontiers.

On December 3<sup>rd</sup> 2012, the inaugural meeting of the New Frontiers Entrepreneur Network was hosted in Enterprise Ireland and it is expected that approximately 150 entrepreneurs will participate in the 2013 programme.

*Enterprise Start* events have been held in regional locations during 2012, including Leitrim, Galway, Shannon, Meath, etc.

*Foodworks* is a programme run by Enterprise Ireland, Bord Bia and Teagasc, focusing on entrepreneurial development in the food sector (update for Action 7.4.9 also refers).

Enterprise Ireland also continues to run its *Accelerated Growth* programme for High Potential Start-Ups, providing access to a network of mentors throughout the country, and works closely with a number of entrepreneur boot camps based in Ireland.

In addition to these programmes, a significant number of *Start Your Own Business* events are run by the County and City Enterprise Board (CEB) network throughout the country.

**Action 2.8:** Develop and pilot, in the South East, an Innovation Graduates Programme managed in conjunction with the Institutes of Technology.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

The pilot programme was launched at a company workshop in Waterford on May 3<sup>rd</sup>. Quarter 2 involved the promotion and recruitment of companies on to pilot programme and during Quarter 3 graduates were recruited into the companies to begin their 18 month innovation assignments. The pilot became fully operational in Quarter 4.

**Action 2.12:** Build on the work of the Global Irish Economic Forum to develop mechanisms to promote and deliver early stage investment by the Diaspora in new indigenous start-ups.

**Q4 Measure:** As per headline action. (DJEI / EI)

**Update:** Complete

An objective of the *Action Plan for Jobs* is to continue the development of mechanisms to promote and deliver early stage investment in new indigenous start-ups from international sources, including the Irish Diaspora. The following initiatives are being progressed by Government to enable the achievement of this objective in relation to the Irish Diaspora:

- A €10 million International Start-Up Fund administered by Enterprise Ireland, aimed at encouraging overseas entrepreneurs to locate start-up businesses in Ireland, was launched in October 2011. The Fund is open to company promoters anywhere in the world, but is being targeted particularly at the Irish Diaspora, international expatriates, the *New Diaspora* (people from overseas who have previously worked or studied in Ireland), as well as serial and mobile entrepreneurs.

The second call for expressions of interest under the *Innovation Fund Ireland* was launched on 15<sup>th</sup> March 2012. As part of the announcement, the Government through Enterprise Ireland will invest a total of more than €60 million in venture capital funds which establish a presence in Ireland. Further investments under this Fund will be announced in the near-term.

- On 8<sup>th</sup> March 2012, the Government launched the *Succeed in Ireland* initiative, administered by IDA Ireland, which aims to create 5,000 jobs within five years by targeting international companies and business people, who would otherwise not be reached by the State enterprise agencies, to bring employment opportunities to Ireland. This initiative can be accessed via the Connect Ireland website, [www.connectireland.com](http://www.connectireland.com).

The *Succeed in Ireland* initiative provides direct financial incentives to people around the world to create employment in Ireland by making payments to people responsible for bringing sustainable jobs to Ireland. Small and medium sized companies around the world considering expansion, but who would not be large enough to be reached by the State enterprise agencies, will be targeted in particular by the new initiative. The Irish community around the world will be a major focus of the programme. One project has already been announced – Intergeo Services is to establish its European, Middle East and African (EMEA) headquarters in Carlow, with the potential for 30 skilled jobs.

- Enterprise Ireland and IDA Ireland’s Senior Management team are focusing on the roll-out of a number of joint pilot initiatives, including marketing and events aimed at attracting entrepreneurs and start-ups to Ireland. The first joint event was held from 8<sup>th</sup>-12<sup>th</sup> September 2012 and more recently the “Le Web” event took place in Paris in December

2012. The joint senior management team will continue to work on identifying further areas of engagement during 2013 as well as refining current approaches.

Other initiatives to address investment in Ireland include: the development and launch of the Immigrant Investor Programme in April 2012; the holding of an International Investor Forum in London in November 2012 hosted by Enterprise Ireland; and the sharing of information through the Global Irish Network, which is operated by the Department of Foreign Affairs and Trade, in conjunction with Enterprise Ireland. This Network provides information on relevant events focussed on investment in indigenous start-up companies and the Business Angels Network. Discussions are underway on ways to enhance and facilitate awareness of and engagement by members of the Global Irish Network.

**Action 2.14:** Examine the options with regard to extending benefit cover to the self-employed.

**Q4 Measure:** As per headline action. (DSP)

**Update:** Complete

The cost of extending cover to the self-employed was estimated in the Actuarial Review of the Social Insurance Fund published in September 2012. The issue of extending cover is now to be considered by the Advisory Group on Tax and Social Welfare which will submit a report on this issue to the Department of Social Protection for consideration.

Under the current system, self-employed people paying class S contributions (at a rate of 4%) are entitled to pension, widow(er)/surviving partner, maternity benefits, guardians payment (contributory), adoptive benefit and bereavement grant. Expanding the range of benefits to include jobseeker and invalidity pension benefits would cost in the region of €160 million per annum requiring an increase in the contribution rate to approximately 17%.

The Actuarial Review found that the self-employed receive the best value, of all contributors, from the Social Insurance Fund, with entitlement to benefits which would require an average contribution rate of 15% compared to the actual contribution rate of 4%.

### 3. Assisting Indigenous Businesses to Grow

**Action 3.2:** Enterprise Ireland and the IDA will establish a senior management team to drive effective collaboration on key priorities such as:

- Attracting inward entrepreneurs;
- Maximising procurement opportunities for Irish business with MNCs; and
- Coordinating a new faculty of leading edge companies to provide peer to peer learning to Irish companies.

In addition, Enterprise Ireland and the IDA will explore opportunities to further strengthen linkages including an ‘informal adoption’ arrangement between MNCs and SMEs.

**Q4 Measure:** Review process, and progress on piloted initiatives, agree targets for 2013 actions. (EI / IDA)

**Update:** Complete

During the course of 2012 a number of joint initiatives have been progressed by the IDA and Enterprise Ireland.

**Global sourcing:** The Global Sourcing project has been a major area of focus for the EI-IDA Senior Management team since its establishment in early 2012. In seeking to address the objectives of the *Action Plan for Jobs*, the team has focused on an in-depth strategic assessment of the opportunities presented by global sourcing, and the development of a joint agency strategy to outline the core actions required by Enterprise Ireland and IDA Ireland to advance this agenda.

**Attracting inward entrepreneurs:** An initial aspect of the work undertaken by the EI-IDA Senior Management team was to drive effective collaboration between respective teams in Enterprise Ireland and IDA Ireland working on the inward entrepreneurs and emerging businesses agenda. This included:

- Common messaging and leveraging of marketing collateral to deliver the message overseas that Ireland is an excellent location for early stage companies;
- Sharing of pipelines and referral of potential clients between teams in Enterprise Ireland and IDA Ireland.

In order to maximise the impact of both agencies, joint participation in events overseas was progressed during 2012. For example, joint events aimed at attracting of entrepreneurs and start-ups to Ireland were held at Disrupt San Francisco (a TechCrunch event) from September 8<sup>th</sup> – 12<sup>th</sup> and the “Le Web” event which took place in Paris in December.

**Mentoring, informal adoption and peer-to-peer learning:** The Department of Jobs, Enterprise and Innovation held a press briefing in November 2012 to outline progress in relation to the EI-IDA Senior Management team actions including work to promote greater networking and linkages between multinational and Irish owned companies to support mentoring and peer-to-peer learning.

The event was hosted by Accenture, an IDA Ireland client company, which provides an example of how a leading multinational can engage with Irish companies to develop supplier capability and to augment the product offering of the multinational to mutual advantage. The client engagement programme with Accenture is making traction for clients in international markets. To date, over 17 Enterprise Ireland clients have engaged with Accenture and it is expected additional companies in other sectors will be identified to engage with the process. Some initial results include:

- Brite:Bill: Accenture has partnered with Brite:Bill to introduce its innovative bill and document presentation solutions to Accenture clients in postal, mobile operator and government entities globally.
- DataHug: Accenture is working with DataHug to give it access to its global network. Datahug works by using information organisations already have, via communication data coming in and out of the business daily. It leverages analytics engines to show who knows who and even how well they know them.

In Quarter 4 the EI-IDA Senior Management team reviewed the progress of 2012 and agreed 2013 actions, which include:

- Delivery of the joint Global Sourcing Strategy including a roll out of EI-IDA company engagement model and shared itineraries.
- Joint initiatives, including marketing and events, aimed at attracting entrepreneurs and emerging businesses to Ireland.
- Joint sectoral development strategies.

The team will continue to work during 2013 on identifying further areas of engagement, as well as refining current approaches.



**Action 3.5:** Run key programmes aimed at improving in-firm productivity capability. This will deliver increases in:

- The number of Lean projects supported.
- The number of participants on significant management development programmes with a total of 250 managers participating in 2012.
- The number of participants on short-course management development programmes, with a total of 700 managers participating in 2012.

**Q4 Measure:** Quarterly updates against progress on programmes. (EI)

**Update:** Complete

- A total of 144 Lean projects were supported by Enterprise Ireland during 2012. “Lean” tools and techniques help companies to address competitiveness issues within their businesses by building the capability of their people to identify problems and improve operations.

Reflecting an increased emphasis on companies undertaking significant programmes of lean process improvement, the number of Lean “Transform” projects (i.e. the most comprehensive category of Lean support) increased from 9 in 2011 to 17 in 2012.

- The number of participants on significant management development programmes was in excess of 290, ahead of target for 2012.
- The number of participants on short-course management development programmes was 716, exceeding the target for 2012.

**Action 3.10:** Establish a new Potential Exporter Division to stimulate greater activity within companies across all regions and to reorient those demonstrating real growth potential from the domestic to the international market place. The new unit will provide assistance designed to aid client companies investigate, prepare and execute an international strategy including:

- Practical business advice, information and market intelligence
- Targeted funding supports where appropriate
- Suitable training and development

**Q4 Measure:** Division to work with 1800 companies. (EI)

**Update:** Complete

Since the Division's launch in early 2012, more than 2,000 companies have engaged with the team for supports, signposting and advice, to explore opportunities to internationalise their business as a route to growth.

The Division works with potential exporters as they move through their export journey through a number of export awareness events to becoming a first time exporter. There have been significant engagements with more than 500 companies participating on workshops, mentor support or grant assistance. In addition, there have been more than 15,000 unique page views on the potential exporters web page with well in excess of 700 companies completing the online self assessment tool. Additionally there were 28 Going Global approvals during 2012.

**Action 3.14:** Run an International Markets Week programme involving over 1,000 firm meetings in the week.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

Minister for Jobs, Enterprise and Innovation, Richard Bruton T.D. opened International Markets Week on 17<sup>th</sup> September 2012; Enterprise Ireland's single largest client event and a significant part of Enterprise Ireland's strategy to drive Irish exports to support business growth and jobs in Ireland.

During the course of the week, 700 companies had more than 2,300 meetings with advisers to discuss their international growth strategies. This annual event gives Irish companies the opportunity to discuss and explore their international growth strategies with Enterprise Ireland's team of overseas market advisers and agree specific actions in international markets.

To coincide with International Markets Week, Enterprise Ireland launched its client survey of Irish exporting companies which showed that almost 90% of companies believed that they would increase their exports in 2012. Significantly, over 75% said they would increase employment over 2012. The survey also shows that companies are confident for 2013 with almost all confirming their optimism for their company achieving export growth into 2013.

***International Markets Week 2012 in Numbers:***

700 - the number of participating Irish companies exploring new market opportunities during International Markets Week.

60 - the number of international markets covered by Enterprise Ireland country experts that client companies will consider exporting to.

2,300 - the number of individual company meetings organised between Irish companies and an Enterprise Ireland country expert.

**Action 3.18:** Drive take up of the Going Global Fund to assist companies who wish to explore opportunities to internationalise their business as a route to growth.

**Q4 Measure:** Run 5 calls of the Going Global Fund during 2012. (EI)

**Update:** Complete

A total of nine calls of the Going Global Fund were held during 2012, with the following close dates:

- 11<sup>th</sup> April, 2012
- 14<sup>th</sup> May, 2012
- 11<sup>th</sup> June, 2012
- 9<sup>th</sup> July, 2012
- 13<sup>th</sup> August, 2012
- 10<sup>th</sup> September, 2012
- 8<sup>th</sup> October, 2012
- 12<sup>th</sup> November, 2012
- 10<sup>th</sup> December, 2012

A total of 28 projects were approved during the year.

**Action 3.19:** Reallocate up to €1.2 million per annum from the National Training Fund to fund management development networks and mentors for SMEs through Skillnets

**Q4 Measure:** Implement and evaluate programme. (Skillnets)

**Update:** Complete

Skillnets has developed the pilot management development network, branded as *ManagementWorks*, which offers a suite of programmes designed to enhance the management capability of SMEs. A central element of the initiative will be the inclusion of a mentoring approach to assist, support and challenge the owners and management teams of the participating firms to apply the learning to their own situations.

Activity in Quarter 4 focused on engaging with owner-managers of SME firms to encourage participation in *ManagementWorks* and programmes are underway in Dublin, Galway and Cork. Additional programmes in Sligo, Waterford and Kildare are planned in Quarter 1 2013.

Promotional activity has included a wide variety of speaking engagements where *ManagementWorks* has been promoted and exhibited to over 1,600 business owners. Promotional activity has also included targeted radio advertisements and social media marketing campaigns.

In addition to the continuing implementation of the *ManagementWorks* programme, an interim evaluation of the programme was carried out in Quarter 4 2012. The initial draft of the interim evaluation was completed in December and some of the preliminary main findings are as follows;

- 166 participants from 150 firms have or are engaged in programmes to date;
- The participants report a strong level of satisfaction with the programmes in terms of relevance, pace and the potential to improve their businesses;
- The participants rate the mentoring engagements highly with 95% reporting that the mentor challenges them about how they think about their business;
- Of the 64 participants engaged on longer programmes – 5 firms already report increases in sales and employment; and
- These participants also report a substantial increase in personal and business confidence with 78% reporting a significant improvement in the level of business information they now produce on their businesses.

The full interim report is being finalised and is expected to be available in late January 2013.

**Action 3.21:** Expand graduate programmes including a target of 120 graduates participating on Graduates 4 International Growth (plus develop and pilot a new Innovation Graduates Programme, see action 2.8)

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

The objective of Graduates 4 International Growth (G4IG) is to assist companies with ambitious growth plans in key markets to acquire a graduate market research resource(s) and possible future business development capability.

The graduate market researchers work overseas for 12 months to complete a project related to the company's growth plans in the overseas market. Prior to the overseas element of the programme, graduates spend 6 months in Ireland. During this initial induction period, graduates attend 18 days of skills modules in University College Dublin (UCD) while working with companies. The first pilot G4IG programme was completed earlier in 2012.

Graduates participating on the second programme are currently in market and the UCD element of the third programme commenced at the end of September with approximately 35 participants.

In total more than 120 graduates participated in these programmes during 2012.

**Action 3.22:** Promote the achievement of standards such as ISO 9001 and similar management standards.

**Q4 Measures:**

1. Provide speakers for regional seminars of enterprise agencies and industry bodies. (NSAI)
2. Deliver 250 new certifications. (NSAI)

**Update:** Complete

ISO 9001:2008 is the world's foremost quality management standard and is used by hundreds of thousands of organisations in over 170 countries.

It sets out the essential requirements for a practical and effective quality management system (QMS) which is, in essence, a system for minimising risk and maximising opportunity.

In 2012, the National Standards Authority of Ireland issued over 300 certifications and provided speakers for regional seminars including Cork, Sligo, and Portlaoise amongst others.

**Action 3.23:** Support companies to develop best HR practice and standards for improved talent development and retention.

**Q4 Measures:**

1. Roll-out cross sector networking and information events. (NSAI)
2. Deliver 75 new certifications. (NSAI)

**Update:**

1. Complete

The National Standards Authority of Ireland (NSAI) hosted a number of networking events over 2012 to promoting Excellence Through People. Details are as follows:

- A full day Excellence Through People network meeting was held in Carlton Hotel Dublin in May, with over 80 attendees.

- A full day joint Excellence Through People/Change Management presentation and networking event was held in Portlaoise in October, with over 40 attendees.
- NSAI presented on Excellence Through People at an IBEC OPEX Pharma HR managers group meeting in Cork, in October 2012.

2. Not completed

This target refers to certifications through the Excellence Through People (ETP) scheme. Overall, the measure has been very successful, with a very positive response to the relaunch of ETP in Quarter 1. Additional work has been done on internationalising the standard - together with industry represented by the Chartered Institute of Personnel and Development (CIPD) - which was not foreseen at the time of writing the Action Plan for Jobs. Indeed, there has been international interest in adopting ETP as it stands in 2013, using Irish consultants and auditors.

The level of interest in ETP is excellent and indications from previous ETP certified organisations that they will work with NSAI in the refreshed scheme are uniformly positive. However, the actual take-up on formal certification has taken longer than anticipated and there were 30 new certifications by year end.

**Action 3.24:** Develop an Irish expert group responsible for industry standards best practice and increase participation by Irish firms and researchers in relevant international standards expert groups.

**Q4 Measure:** Conduct a feasibility study on the development of a national standard or specification in the area of Lean/ 6 Sigma to support the enterprise development agencies. (NSAI)

**Update:** Complete

The feasibility study has been completed and a standards document is now being developed in conjunction with Enterprise Ireland which is to be completed by mid 2013.

**Action 3.25:** Grow employment in the indigenous measuring instruments service sector by undertaking a further roll-out of the authorised verifiers scheme.

**Q4 Measure:** Deliver 12 authorisations. (NSAI)

**Update:** Complete

12 authorised verification companies have been appointed and have now all commenced work.

**Action 3.26:** Provide expert assistance to targeted companies in challenging process measurement/ metrology applications.

**Q4 Measures:**

1. Provide expert assistance to companies in challenging process measurement/ metrology applications from the National Metrology Laboratory. (NSAI)
2. Provide metrology audit & proficiency tests to companies to help reduce costs and improve efficiency. (NSAI)
3. Deliver to ten companies. (NSAI)

**Update:** Complete

Technical assistance has been provided to over 10 companies during 2012 addressing measurement problems relating to companies in the ICT, medical devices, pharma and technical service sectors.

The National Standards Authority of Ireland also carried out 14 measurement audits and provided proficiency tests to 10 companies in 2012.

**Action 3.28:** Examine the feasibility of introducing a new structured and non-judicial debt settlement and enforcement system to meet SME needs - “Examinership Light.”

**Q4 Measure:** Bring preliminary findings / proposal to government. (DJEI)

**Update:** Complete

The Company Law Review Group established a Committee, made up of stakeholders, to examine the issues involved. The Report of the Company Law Review Group on this issue was considered by the Government at its meeting on 20<sup>th</sup> November 2012.

The main recommendation which was included in the report and which was capable of immediate progression has been incorporated into the recently published Companies Bill. It will improve the efficiency of the corporate insolvency framework for SMEs and, in particular, designate the Circuit Courts as competent for the appointment of an examiner to companies within the EU small company thresholds.

**Action 3.29:** Design and implement a new Development Capital Scheme, aimed at addressing a funding gap for mid-sized, high-growth, indigenous companies with significant prospects for jobs and export growth. This Scheme will support companies which would not generally fall within the focus of seed or venture capital funds, by leveraging further institutional capital. €50 million of State investment is expected to leverage up to an extra €100 million in private sector funding.

**Q4 Measure:** Leverage an additional €100 million against the State’s contribution, make 25-35 investments, to create a cohort of scaled companies with enhanced potential for employment and sales growth. (EI)

**Update:** Cancelled and replaced. See below.

**Ongoing Commitment – Replacement measure:** Leverage an additional €100 million from the private sector over the course of the Scheme to support the creation of a cohort of scaled companies with enhanced potential for employment and sales growth. (EI)

**Update:** Complete for 2012.

Launched in April 2012, the objectives of the Development Fund Capital Scheme are to assist in closing the equity gap experienced by high-growth Irish SMEs and encourage and leverage private sector investment in the Irish economy. The State committed €50 million through Enterprise Ireland to the Scheme, which is expected to leverage up to an extra €100 million in private sector funding over the course of the Scheme.

Under the Scheme, Enterprise Ireland will make commitments to a number of Fund Managers following a competitive process (outlined below). These Fund Managers will raise the private sector funding and then commence investing in Irish companies. The timelines for this process are driven by the fundraising and investment environment. On this basis, delivery of the Scheme is an ongoing activity by Enterprise Ireland over the lifetime of the funds and it is the private sector Fund Managers that will make the investments in Irish companies (on a fully commercial basis).

Significant progress has been made on the implementation of the Development Capital Fund Scheme over 2012. In tandem with the announcement of the Scheme in April 2012, Minister Bruton launched an “expression of interest” process inviting Fund Managers to submit proposals for Enterprise Ireland’s commitments under the Development Capital Fund Scheme. This process closed in summer 2012, and following an extensive due diligence process, the Board of Enterprise Ireland at its December meeting made commitments to Fund Managers.

Based on the level of interest from Fund Managers under the initial call, the Government allocated an extra €25 million to the Development Capital scheme in Budget 2013. This should leverage a further €50 million from the private sector over the duration of the scheme, making a total of €225 million in funding available to mid-sized indigenous firms.



**Action 3.31:** Launch a second call under Innovation Fund Ireland (worth approximately €60 million) to attract additional significant venture capital players to Ireland.

**Q4 Measure:** Assess and approve proposals. (EI)

**Update:** Complete

The second call for expressions of interest under the Innovation Fund Ireland was launched on 15<sup>th</sup> March 2012 with a closing date of 14<sup>th</sup> June 2012. Though this second call, the Government, through Enterprise Ireland will invest a total of more than €60 million in venture capital funds which establish a presence in Ireland.

Proposals have been assessed and a number approved, with further investments under this Fund to be announced in the near term.

**Action 3.34:** Monitor closely the lending targets for pillar banks and ensure these targets are met, and develop a sharper focus on the “new money” element.

**Q4 Measures:**

1. Pillar banks to produce reports which incorporate figures for sanctions and draw-downs by SMEs. (DoF/ Credit Review Office)
2. The pillar banks to also provide figures on balance sheet volumes, sanctioned facilities and area based and industrial breakdowns of their SME lending. (DoF / Credit Review Office)

**Update:** Complete

The pillar banks submitted annual lending plans to the Department of Finance in early 2012. In addition to quarterly meetings to discuss progress in this area, the pillar banks provided the Department of Finance and the Credit Review Office with monthly reports.

These reports incorporated the relevant figures to assist in monitoring the lending activities of the banks to ensure that viable businesses can access credit and were analysed by the Department of Finance and Credit Review Office to ensure that “new money” was entering the economy and that the pillar banks were compliant with the terms of the Government recapitalisation. The Credit Review Office has reported that both banks achieved their 2012 lending targets to make credit of €3.5 billion available to SMEs.

**Action 3.47:** Target the increased take-up of support schemes available to employers who take on additional workers, such as Revenue Job Assist and the Employer Job (PRSI) Incentive Scheme, by increasing employers awareness of the schemes through relevant Departments, agencies and business and employer representatives; we will actively monitor the take-up of the schemes and remove any identified obstacles to increased take-up.

**Q4 Measure:** Assess performance against target. (DSP)

**Update:** Complete

As part of the launch of Intreo, which provides a single point of contact for all employment and income supports, the Department of Social Protection produced promotional material on the schemes in question. The Minister also hosted seven employer road shows around the country highlighting the availability and benefits of the schemes. The objective of these road shows was to provide practical assistance and advice to employers regarding the range of employment focused supports available to enterprise, including the Employer Job (PRSI) Incentive Scheme, the range of services provided through Intreo, and Revenue Job Assist. These events included information booths from the Department and the Revenue Commissioners and also involved employers providing personal testimonials as to the benefits of the schemes. In the region of 1,300 employers attended these events. In promoting and hosting these workshops, the Department worked closely with key stakeholders including IBEC, the Chambers of Commerce, the Department of Jobs, Enterprise and Innovation and the Revenue Commissioners.

The Department of Social Protection will continue to engage with employers and related representative bodies/groups and provide information and guidance on the full range of employment services and supports available and how these can be accessed. For example, representatives from the Department have made presentations at Employer Recruitment Incentive Seminars hosted by the Roscommon Leader Partnership Group and developed an information pack on the scheme for dissemination at these events.

In addition, the Revenue Commissioners provides detailed information on the Revenue Job Assist Scheme on their website and engages on an ongoing basis with business representative bodies and relevant Departments in relation to promoting the take-up of employment and investment related supports. Similarly, the Department of Jobs, Enterprise and Innovation has produced a detailed leaflet with information on financial supports for business, including the Employer Job (PRSI) Incentive Scheme and Revenue Job Assist, and is engaging with the business representative associations to ensure wide communication of the information. The leaflet is available on the Department's website [www.enterprise.gov.ie](http://www.enterprise.gov.ie).

Final figures for take-up of the Employer Job (PRSI) Incentive Schemes and Revenue Job Assist in 2012 are not yet available. However, as of end of September 2012, over 530 employers have been awarded Employer Job (PRSI) exemptions in respect of almost 700 employees.

**Action 3.48:** Examine the availability of affordable childcare for people on lower incomes to determine whether existing schemes could be expanded to support people to take up employment.

**Q4 Measure:** Review potential for expansion in context of Budget. (DCYA / DSP)

**Update:** Complete

Following the examination of childcare options, a decision was taken as part of Budget 2013 to introduce a new school-age childcare programme which will be targeted at parents in receipt of benefits who take up employment. The Programme will commence in September 2013, and there will be a pilot phase from March 2013.

**Action 3.52:** Initiate a campaign to encourage more SMEs to register on the Government's eTenders website to enable forthcoming procurement opportunities to be brought to their attention.

**Q4 Measure:** Monitor data on registrations and, as data availability improves, on any evidence of increased SME participation in public procurement. (NPS)

**Update:** Complete

The National Procurement Service (NPS) has an ongoing campaign to encourage registration by SMEs on the eTenders website. This campaign includes press releases, interviews in the media, workshops, "meet the buyer" events and seminars with suppliers nationwide (described below).

The upgraded eTenders website was launched in November 2012. The upgraded system seeks to make it easier for users to track procurement opportunities, register their interest and apply for projects. The new system also includes enhanced reporting facilities which will allow for monitoring of SME registrations.

There are 77,597 suppliers registered on the site; 4,258 of these are new suppliers who have registered since the new system went live in November.

#### **Supplier Education and "Meet the Buyer" events**

The NPS conducts a comprehensive, targeted programme of awareness and education for suppliers who wish to learn more about doing business with the public service. This programme consists of seminars, workshops and large scale "Meet the Buyer" events.

Building on this, in 2012, the NPS working with InterTradeIreland, for the first time brought together a number of the lead Government agencies to create a programme of major events for the island of Ireland. These "Meet the Buyer" events, which were supported at Ministerial

level in both the North and South of the country, attracted significant attendance and media attention. The events, which were hosted in Athlone, Cookstown and Kilkenny, afforded suppliers an opportunity to meet buyers from across the public service including the civil service, health, education and local authority sectors. Attendees could also avail of educational seminars on a variety of topics ranging from the technicalities of public service procurement to procedures around consortia building for SMEs.

Surveys conducted following these events indicated a high degree of satisfaction among suppliers. A calendar of events for 2013 is currently under discussion. In parallel with these events, the NPS also works closely with business representative bodies such as ISME and IBEC to provide briefings for their members.

Since establishment the NPS has participated in events that have now attracted in excess of 4,000 SMEs from across the country. The NPS also conducts seminars and workshops for public service buyers that include updates on relevant procurement topics. At this juncture there is also a wide variety of competent educational providers offering courses on procurement open to both public and private sector parties.

**Action 3.53:** Develop a Procuring Innovation initiative to increase the purchasing of innovative solutions from SMEs by encouraging a more flexible approach to tendering that focuses on procuring solutions to specific needs, rather than specific products or services.

**Q4 Measure:** Monitor the implementation of the initiative and prepare case studies of exemplar projects. (DJEI/ EI)

**Update:** Complete

A number of Departments and agencies have been identified as willing to participate in the Procuring Innovation Initiative:

- Railway Procurement Agency (RPA)
- ESB
- Department of Defence
- HSE
- Department of Justice and Equality
- Irish Prison Service
- An Garda Síochána
- An Post

Each of the Contracting Authorities above has identified potential projects that are suitable for the Procuring Innovation Initiative. Enterprise Ireland has been engaging with them to help them develop an approach to tendering for these projects that will promote innovative solutions. Enterprise Ireland has also been working with the interim Irish Water utility to identify suitable projects for inclusion in the initiative.

Each project is unique and will require a customised call for tenders. Similarly, the development of each project is progressing at different pace and is actively monitored by Enterprise Ireland. Good progress is being made, in particular, with the RPA, ESB and Bord Gáis/Irish Water projects.

It is intended that the initial batch of projects will act as exemplars for an expansion of the Procuring Innovation Initiative in 2013. Case studies have been prepared with a view to some of the projects making presentations to the Minister for Jobs, Enterprise and Innovation in early 2013.

**Action 3.54:** Identify a number of key projects across Government that will provide sub-contracting and supply chain opportunities for SMEs through pre-qualification panels.

**Q4 Measure:** As projects are rolled out, encourage the use of the pre-qualification panels by principal contractors to actively involve SMEs in delivery of the projects identified. (Departments overseeing individual projects/PER/ NPS/ DJEI/EI)

**Update:** Complete

The National Procurement Service (NPS) is working with Enterprise Ireland and the Department of Jobs, Enterprise and Innovation on ways to ensure that SMEs and contractors can get more ready access to upcoming procurement and job opportunities arising through public contracts. Key initiatives in this regard include:

- The pre advertising, through *www.procurement.ie*, of all forthcoming competitions before they appear on the eTenders website. SMEs have continuously pointed out that early notification of forthcoming opportunities is important for them as it allows time for them to prepare submissions and organise collaborative arrangements.

Specific examples of this are the advance notice given to SMEs and other interested parties of the forthcoming business opportunities arising out of Ireland's 2013 EU Presidency and the publication of notices by Bord Gáis/Irish Water in November 2012 seeking expressions of interest in the supply of water meters (Bord Gáis/Irish Water is likely to take on more than one supplier).

- Ongoing work to promote the use of sub-contractors and partnering on tenders to provide greater opportunities for SMEs to engage in public projects:
  - In anticipation of the ramp-up of major capital infrastructure projects, Enterprise Ireland's Public Procurement Unit and the Department of Jobs, Enterprise and Innovation have been working with Departments and agencies to encourage the use of panels of sub-contractors to provide opportunities for SMEs to engage in the projects.
  - Enterprise Ireland has also been working with the National Development Finance Agency (NDFA) in relation to the use of sub-contracting panels on the schools building programme and other suitable projects as part of the Government's €2.25 billion Infrastructural Stimulus programme.
  - In this context, the NPS and Enterprise Ireland are also working to determine the feasibility of developing an electronic panel of "interested contractors" that could be created on [www.etenders.gov.ie](http://www.etenders.gov.ie) and made available to successful tenderers who may be seeking subcontractors or specialist partners.

## 4. Attracting Inward Entrepreneurial Start-Ups

**Action 4.1:** Enterprise Ireland and the IDA will establish a senior management team to drive effective collaboration on key priorities such as:

- Attracting inward entrepreneurs;
- Maximising procurement opportunities for Irish business with MNCs; and
- Coordinating a new faculty of leading edge companies to provide peer to peer learning to Irish companies.

In addition, Enterprise Ireland and the IDA will explore opportunities to further strengthen linkages including an 'informal adoption' arrangement between MNCs and SMEs

**Q4 Measure:** Review process, and progress on piloted initiatives, agree targets for 2013 actions. (EI / IDA)

**Update:** Complete

See update provided for Action 3.2.

**Action 4.5:** Roll out targeted marketing campaigns in North America, UK, Europe and Australia.

**Q4 Measure:** Assessment against target. (EI)

**Update:** Complete

Enterprise Ireland is working collectively with IDA Ireland to communicate Ireland's strength as a location for starting a business. Both organisations are co-ordinated in their use of marketing collateral, and are involved in the organisation and participation in joint events overseas.

Enterprise Ireland continues to very actively target its marketing campaigns overseas, with a variety of approaches including:

- Events: In September for example, Enterprise Ireland and IDA Ireland jointly hosted leading players in the IT sector during Tech Crunch Disrupt, a major IT/start-up conference in San Francisco.
- Use of high profile Irish individuals as Start-up Ambassadors; there are currently five such ambassadors in the UK, Middle East, China and US.
- Ongoing leveraging of selected day to day opportunities by Enterprise Ireland staff, such as messaging in appropriate media interviews, high profile speeches and events.

- Ongoing use of social media and the various Irish networks.
- The use of targeted competitions including an Australian market focused start-up prize, involving support from Enterprise Ireland, the National Digital Research Centre, Guinness Enterprise Centre and Dublin Business Innovation Centre.

Enterprise Ireland conducted a pilot direct marketing campaign in Quarter 2 and the early part of Quarter 3 to encourage alumni of start-up accelerators across the world to consider Ireland as a location.

No specific targets were set for 2012, as this is an ongoing activity for both Enterprise Ireland and IDA Ireland. Clearly, however, considerable progress has been made throughout the year. In addition to the activities outlined above, in order to maximise the impact of both agencies in this space - and as reported elsewhere in this Progress Report - joint participation in events overseas was progressed during 2012. For example, joint events aimed at attracting of entrepreneurs and start-ups to Ireland were held at “Disrupt San Francisco” (a TechCrunch event), from September 8<sup>th</sup> – 12<sup>th</sup> and the “Le Web” event which took place in Paris, in December.

**Action 4.6:** Increase by 50% the number of investments in Inward Entrepreneurial Start Up projects.

**Q4 Measure:** Assessment against target. (EI)

**Update:** Not completed

Overall, Enterprise Ireland exceeded its target of 95 High Potential Start-Ups (HPSUs) for 2012. The outturn for 2012 was a total of 97 HPSUs supported, representing the highest number ever achieved. In addition, a total of 25 follow-on investments were made in existing HPSU clients.

As a component of the overall target of 95 HPSUs, Enterprise Ireland supported 12 overseas entrepreneurs in 2012. This represented an increase of 20% of overseas entrepreneurs supported, less than the targeted 50%. A strong pipeline of opportunities has been developed for 2013.



## 5. Developing and Deepening the Impact of FDI

**Action 5.1:** Work to target 144 new FDI investment projects, in line with the 2011 result which represents a significant challenge given the external outlook.

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

There were 145 individual investments in 2012. Of these, with 66 (over 40%) are companies coming to Ireland for the first time.

Among the biggest investments were Apple, PayPal, Northern Trust, EA Games, Fidelity, SAP, Amgen, Mylan, Cisco, Arvato, Allergan and Eli Lilly. A notable feature of 2012 was the wide range of Greenfield investments including Clearstream (part of Deutsche Bourse), Hubspot, Dropbox, Nextag, Aspen and Nuance.

**Action 5.2:** Target 12,500 new jobs with an associated 8,750 in wider the economy giving a total impact of 21,250.

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

IDA Ireland client companies created 12,722 gross new jobs during 2012. The IDA Ireland client base in Ireland now employs 152,786 people, a level last recorded before the global financial crisis began in 2008. These jobs are in a range of sectors including LifeSciences, international financial services, ICT and digital media.

**Action 5.4:** Secure new growth market investments with an ambitious target of 1,000 associated jobs.

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

IDA Ireland published its 5 year Horizon 2020 strategy in 2010. One of the targets of the strategy is to win “20% of Greenfield investments from Growth Markets by 2014.”

Coming from a low base of investments and associated jobs, an ambitious target of 1,000 jobs being secured from new growth markets was set for 2012. IDA Ireland has made steady progress in developing business opportunities in the New Growth markets in 2012 and won

investments with a commitment of 500 jobs.

However, the challenge is significant due to (a) the scale of these major Growth markets, in particular China and India, and (b) restrictions on staff resources to be able to be placed in these markets.

IDA Ireland remains committed to the goal of securing 20% of all Greenfield investments from high growth markets by 2014.

**Action 5.5:** Deliver 50% of FDI investments outside the Dublin and Cork regions.

**Q4 Measure:** As per headline action. (IDA)

**Update:** Not completed

This action remains a challenging target for IDA Ireland and was not met in 2012. However, IDA Ireland attracted a number of leading investments into regional locations in 2012, including PayPal (1,000 jobs) in Dundalk, Abbott (175 jobs) in Sligo, Mylan (200 jobs) in Galway, Allergan (200 jobs) in Westport and Northern Trust (400 jobs) in Limerick.

During 2012, IDA Ireland began an online marketing initiative, Connect & Invest, to showcase the unique attributes of each region to international clients.

**Action 5.6:** Deliver the Diaspora 'job finder's fee' scheme - *Succeed in Ireland*.

**Q4 Measure:** Regular reporting of enterprises identified, and actual jobs on the ground delivered. (IDA)

**Update:** Complete

To date, finders have submitted 485 names to Connect Ireland, the scheme administrators, of companies looking to expand abroad who could potentially choose to set up offices in Ireland. The activities of these companies range from software to professional services and from engineering to business support. Employment potential in the companies identified is generally in the range of 10-20 people. Two projects have been confirmed to date, including Intergeo Services in Carlow, with the combined potential for 40 skilled jobs.

**Action 5.9:** Utilise Global Irish Network as official advocates of new and expanded FDI investment in Ireland including introductory meetings, briefings and establishing a restricted website access portal on IDA Ireland website to provide communication and information to relevant Diaspora.

**Q4 Measures:**

1. Regular communication of updated relevant economic and business information. (IDA)
2. Review meeting between IDA and Diaspora advocates. (IDA)

**Update:** Complete

During 2012, IDA Ireland's overseas offices have had extensive engagement with the Global Irish Network. There are 52 Advocates throughout the world working with IDA Ireland to encourage foreign direct investment into Ireland. Given the dispersed nature of the Advocates, IDA Ireland uses a variety of methods to engage with them.

In this context, IDA Ireland has developed a restricted website specifically designed for the Advocates which provides relevant briefing, business and economic information. IDA continuously updates content and presentations on the web portal on FDI developments in Ireland, while also incorporating new material.

Since the website portal went live in September 2012, 20 of the 52 Advocates have made contact with IDA Head Office to engage with the website. IDA Ireland has notified its Overseas Directors in the US, Europe and Far East of the details of Advocates signed up to date.

IDA Ireland has put in place a system to for 2013 a system to register engagement by IDA Ireland with Advocates.

**Action 5.10:** Intensify focus on attracting sub-suppliers to existing multinational base to locate in Ireland.

**Q4 Measures:**

1. Evaluate initiative and amend as necessary. (IDA/ EI)
2. Rollout initiative across the portfolio and refine on an ongoing basis as necessary. (IDA/ EI)

**Update:** Complete

IDA Ireland and Enterprise Ireland examined opportunities across the sub-supply area in relation to both attracting inward investment, and increasing sales from existing Irish based companies. This has involved scrutinising the purchasing portfolio of companies and determining any possibilities to maximise procurement opportunities for Irish business with multinational corporations.

Engagements have been undertaken with the Irish Software Association, the Irish Medical Device Association, the American Chamber of Commerce and IBEC to explore initiatives to support building greater connections between Irish companies and multinationals. IDA Ireland and Enterprise Ireland continue to collaborate to win new supply contracts from multinational corporations. To date they have met with over 25 companies in this regard. A number of niche areas in the manufacturing and internationally traded sectors have been identified as well as possibilities in the medical technologies, engineering and ICT sectors.

Based on this pilot involving the more than 25 companies, it is intended to further roll out the initiative to a broader group of companies in 2013 and make it an integral part of the work of Enterprise Ireland and IDA Ireland.

**Action 5.11:** Enterprise Ireland and the IDA will establish a senior management team to drive effective collaboration on key priorities such as:

- Attracting inward entrepreneurs;
- Maximising procurement opportunities for Irish business with MNCs; and
- Coordinating a new faculty of leading edge companies to provide peer to peer learning to Irish companies.

In addition, Enterprise Ireland and the IDA will explore opportunities to further strengthen linkages including an 'informal adoption' arrangement between MNCs and SMEs

**Q4 Measure:** Review process, and progress on piloted initiatives, agree targets for 2013 actions. (EI / IDA)

**Update:** Complete

Please see update provided for Action 3.2 above.

## 6. Developing Employment Initiatives within the Community

**Action 6.1:** The organisation of workshops and initiatives at regional/local level to identify ways to stimulate domestic demand and galvanise community action, building on successful models (e.g. Buy local, Buy Irish, Local Heroes, Getting Irish Business Online). The Government will assist in implementing ideas generated, where appropriate.

**Q4 Measure:** Collate proposals to develop or proliferate successful models. (DJEI)

**Update:** Complete

Local Authorities and other State agencies actively support enterprises at local level through a range of business supports. Illustrative examples of these practical supports are contained in the *Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise: Supporting Economic Recovery and Jobs – Locally*, which was published in September 2012.

In addition, the County and City Managers' Association has collated a comprehensive summary of Local Authority supports to enterprise and business. These templates form a substantial database which can be used by Local Authorities to help identify projects which can be replicated elsewhere.

For further information see: [www.lgma.ie/en/news/ccma-report-local-authority-support-enterprise-and-business](http://www.lgma.ie/en/news/ccma-report-local-authority-support-enterprise-and-business).

**Action 6.2:** The organisation of Jobs Fairs around the country, to bring together local businesses and jobseekers to highlight available jobs and match them with jobseekers.

**Q4 Measure:** Assess outcomes of first series and roll out second series, amended as necessary. (Chambers of Commerce / local employers / local enterprise supports / Dept. of Social Protection / Third Level Institutes / enterprise agencies)

**Update:** Complete

Throughout the year, a range of jobs fairs were organised by the enterprise sector. These included major events such as Jobs Expo, Career Zoo and the GradIreland Graduates Career fair.

"Dubstarts," a new series of jobs fairs designed to connect students and graduates with the best start-up companies, was piloted in May in response to a huge demand among start-ups for young developers, graphic designers, marketing professionals and sales personnel.

Given the level of activity taking place on the initiative of the enterprise sector, there was no demand for a formal series of events to be organised by the public sector. Where appropriate, Government agencies such as the Revenue Commissioners, City and County Enterprise Boards, etc., attended events to provide advice to attendees.

Nonetheless, events run by the enterprise sector were supplemented by direct engagement with employers and jobseekers. For example, Skillnets - which is publicly funded - held a Jobs Fair in the Radisson Blu Hotel in Galway on 14<sup>th</sup> October. The event featured over 30 companies who were actively recruiting to fill over 300 vacancies in the West of Ireland.

As part of the Government's employer engagement activities, the Minister for Social Protection hosted a number of employer workshops throughout the country in October and November 2012. The objective of these workshops was to provide practical assistance and advice to employers regarding the range of employment focused supports available to enterprise, including the Employer Job (PRSI) Incentive Scheme, the range of services provided through Intreo, and Revenue Job Assist. In promoting and hosting these workshops, the Department worked closely with key stakeholders including IBEC, the Chambers of Commerce, the Department of Jobs, Enterprise and Innovation and the Revenue Commissioners.

These engagements followed a series of events which the Minister for Jobs, Enterprise and Innovation, Richard Bruton T.D., hosted with enterprise in the first half of the year on the *Action Plan for Jobs*.

The Minister For Small Business, John Perry T.D., also held a series of consultations with business people on access to finance for SMEs in the first half of the year.

**Action 6.7:** Commission a report on the potential of social enterprise to create jobs, with a view to completion by end 2012. The report will identify the actions required, in funding, procurement, etc, by Government and other relevant bodies and agencies to create jobs in this sector. It will examine potential initiatives in this area (e.g. a Micro-Working Initiative) and will be prepared with particular reference to the European Commission's Social Business Initiative and associated funding.

**Q4 Measure:** Submission of Report to Minister for Enterprise, Jobs and Innovation. (Forfás)

**Update:** Complete

Forfás has undertaken an extensive analysis of the social enterprise sector in Ireland and in other countries, and the challenges and ambitions of the sector have been identified through wide consultation with researchers, Government Departments and agencies, as well as with many of those active in the sector itself.

The report suggests that the unrealised potential of the sector for expansion and increased employment generation can be delivered upon through a variety of measures under the following general headings:

- Policy development;
- Capacity development;
- Improved access to public procurement;
- Measures to improve access to finance;
- Leadership development;
- Harnessing of community support;
- Improved governance within the social enterprises.

An associated study of micro-working suggests that it has potential to create additional part-time employment and that this can also be furthered through increased awareness of the concept and systems for its take-up in particular sectors and localities. Policy initiatives that could encourage its wider use are also outlined in the report.

The two reports have been submitted to the Minister for Jobs, Enterprise and Innovation for consideration.

**Action 6.8:** Ensure that the goals of the Local and Community Development Programme (i.e. to increase access to formal and informal educational, recreational and cultural activities and resources, and increase people's work readiness and employment prospects) continue to provide support for enterprise start-ups.

**Q4 Measure:** Establish the impact of enterprise supports provided by the Programme, through a national evaluation. (DoECLG)/ Pobal/ Local Development Companies)

**Update:** Complete

The programme is targeted at people who are long term unemployed. Data on the performance of the Local and Community Development Programme (LCDP) in terms of participants in 2012 will be available in Quarter 1 2013. However, the most recent data available shows that over 29,000 persons were assisted in 2011; including just over 11,000 beneficiaries participating in education, approximately 12,000 beneficiaries participating in labour market training and in excess of 6,000 supported into employment (including 5,000 into self-employment).

The programme aims to promote the provision of National Framework of Qualifications

accredited education. However, this is not always possible or appropriate when working with marginalised groups who require pre-access support to mainstream programmes. Education and training programmes delivered with the support of the LCDP fall into 30 categories such as basic literacy/numeracy, communication skills, IT and telecommunications, languages, personal development, secretarial skills, social studies, sports, leisure and tourism etc.

With regard to the employment supports, the Local Development Companies apply tailored area-based and partnership-based responses to target unemployment – often targeted at rural areas, at areas where there are gaps in services or in urban areas where particular patterns of disadvantage exist. The main sectors for employment opportunities were in retail/wholesale, health/social, and childcare services, trades and construction, food and catering and administration. Of those who gained employment in 2011, 15% had third level qualifications, 34% had leaving certification standard and 21% have junior/ intermediate/ group certification.

An interim report dealing with the various elements of the programme was completed in December 2012. The interim report and found that Local Development Companies continue to demonstrate a capacity to absorb new work, but that there may be a case for refocusing on the needs of the most disadvantaged and to prioritise this work in a way that is complementary to, and adds value to, the objectives of other government departments and state agencies.

This will need to be considered in the context of the recommendations of the *Final Report of the Local Government/Local Development Alignment Steering Group* (October 2012) which recommends that oversight responsibility for i) the management and disbursement of local and community development programme funds, ii) the matching of resources to priorities and iii) the achievement of value for money in accordance with the County/City Local and Community Plan should be vested in the Socio-Economic Committee to be established by each county and city council.

The final report is expected be available at the end of March 2013.

**Action 6.11:** Examine the potential to establish a national Community Investment Fund to support matching co-funding to encourage involvement of all sections of society to create employment. Resources would be allocated on a competitive basis with funds given to the best projects. As one to one matching private/community resources would be a condition of this fund, it would directly leverage direct expenditure.

**Q4 Measure:** As per headline action. (Relevant State Bodies)

**Update:** Complete



The establishment of a national Community Investment Fund was considered, but it was clearly contingent on the availability of Exchequer resources. Given the competing priorities for funding across Government, much of which is supporting other employment creation measures under the Action Plan for Jobs, it has not been possible to proceed with the proposal for a dedicated Community Investment Fund.

However, there were significant activities and investments over the course of 2012 which focused on supporting employment creation and retention at a local level. For example:

- Over €18 million was allocated to the 35 County and City Enterprise Boards to provide a range of supports to micro-enterprises and entrepreneurs at a local level across the country.
- The Microfinance Fund, which was launched in September 2012, will provide loans of up to €25,000 for viable micro-enterprises who have difficulty accessing credit from the banking sector. This initiative will help many small community-based enterprises to start up and grow.
- In June 2012, the Minister for the Environment, Community and Local Government, Mr. Phil Hogan, T.D., launched a Local Government Sectoral Strategy to promote employment and support local enterprise. This Strategy outlines measures being taken by Local Authorities to assist enterprises in the areas of business charges, local enterprise supports, procurement, and local development and community-based initiatives.
- The Minister of State for Tourism and Sport, Mr. Michael Ring, T.D., announced almost €26 million in new funding for local sports projects across the country in December 2012. This was the first round of sports capital funding in four years. Many of the projects selected for funding under the programme will support local employment as sports facilities are improved and upgraded throughout the country.

Recognising the important role that local communities play in job creation, the Government will continue to support local development in 2013 through a range of initiatives such as these

**Action 6.12:** Introduce legislation aimed at easing the regulatory burden on co-operative societies and making it easier to start up and run a co-operative as an alternative form of enterprise organisation. This legislation will address particular problems which have been identified in the co-operative sector, and will help ensure that this model can thrive and grow to its potential.

**Q4 Measure:** As per headline action. (DJEI)

**Update:** Delayed

Government approved the draft heads of the Friendly Societies & Industrial & Provident Societies Bill in June 2011 and these heads are currently with the Office of the Parliamentary Counsel for drafting. It is intended that the Bill will be published during the Spring Dáil session.

## 7. Exploiting Sectoral Opportunities

### *Manufacturing*

**Action 7.1.3:** Seek new investment into manufacturing. IDA Ireland will continue to attract new investment into manufacturing, particularly in growth areas identified; the other enterprise development agencies will support new indigenous start-ups and will seek to maximise the employment in Ireland from indigenous enterprises with global operations.

#### **Q4 Measures:**

1. Tailor sector specific marketing propositions to support on-going promotion to attract new manufacturing investments. (IDA)
2. Identify barriers to start-ups undertaking manufacturing in Ireland and identify what actions are needed to address them. (EI)

#### **Update:**

1. Complete

Additional resources have been put in place specifically in IDA Ireland offices in North America to attract an increased number of investments from manufacturing companies. The regions chosen include the East and West Coast of the United States. In addition, specific industry sectors such as aviation and industrial automation have been identified.

2. Complete

Forfás has developed a draft Strategy for the Manufacturing sector for consideration by Government (see update on Action 7.1.8).

Forfás consulted extensively with industry, the enterprise development agencies, academia and key stakeholders in developing the Strategy. The Manufacturing Development Forum established during the year by the Department of Jobs, Enterprise and Innovation also contributed to this strategy and was a valuable source of insight throughout the development of the strategic plan.

The draft strategy looks at how manufacturing in Ireland can best compete over the period to 2020 in the context of the disruptive changes underway globally. Actions are aimed at addressing the existing barriers to growth - cost competitiveness and access to finance - as a matter of priority. To underpin the future of manufacturing in Ireland, the draft Strategy frames a suite of actions aimed at achieving a transformative step change across the manufacturing sector in terms of productivity, innovation and competitiveness, and in the supporting eco-system.

The draft strategy has been submitted to the Minister for Jobs, Enterprise and Innovation for consideration.

**Action 7.1.4:** Work actively with existing indigenous and overseas manufacturing enterprises to support a transformation agenda aimed at technology deepening and productivity growth. IDA Ireland and Enterprise Ireland have a range of programmes in place to assist enterprises with this transformation. We will complete evaluations of all agency programmes and schemes to ensure that they are adequately addressing the needs of today's manufacturing businesses.

**Q4 Measures:**

1. Complete evaluation of agency programmes and schemes and draw out lessons for tailoring interventions. (DJEI / Forfás / IDA / EI / SFI)
2. Scope the population of manufacturing firms that fall outside of the agency remit – and assess the potential for uptake of lean/six sigma/other productivity related interventions. (Forfás / IDA / EI)

**Update:**

1. Delayed

Although significant progress was made on this Action in 2012, the complete range of evaluations was not finalised. Evaluations were completed for the suite of 7 programmes provided to start-ups and entrepreneurs through Enterprise Ireland and the County Enterprise Boards in April 2012. The evaluations of agency supports for research, development and innovation programmes (12 in total) have been completed. The evaluations consider each programme in terms of:

- Individual programme performance;
- Programme fit in terms of complementarities and/or overlap with other interventions in the enterprise support system; and
- Programme performance in relation to the enterprise policy context that applied during the time period under review

In general, each of the programmes is aligned with national policy and is efficient and effective. Programmes are available to both manufacturing and services firms and take up is evident across most sectors. Within manufacturing, it is of note that although the intervention is appropriate and relevant to them, there is a relatively low uptake of research and development programmes by foreign owned engineering firms. This evidence has informed the analysis undertaken for the development of the strategy for manufacturing. The evaluation of the research, development and innovation programmes will also provide underpinning evidence to inform future strategy for science, technology and innovation in Ireland.

The evaluations for the remaining business development programmes provided by the agencies (that include Lean/transformational change, expansion supports etc.) will be undertaken in 2013.

## 2. Complete

There are approximately 15,300 firms engaged in manufacturing that currently fall outside of the IDA Ireland/Enterprise Ireland agency remit (although a number of these may have been supported through the City and County Enterprise Boards at start-up stage, either with financial supports or advisory services).

The forthcoming Forfás *Making it in Ireland* report (see 7.1.6 and 7.1.8 below) sets out actions to build upon the *Becoming Lean* and *ManagementWorks* programmes initiated by Skillnets and to enhance support measures to facilitate greater technology adoption by firms.

**Action 7.1.5:** Examine financial supports for manufacturing in the context of negotiations on EU State Aids. Ireland will seek to put in place the optimal arrangements for support of the manufacturing sector in negotiations at European level.

**Q4 Measure:** Coordinate the development of national position for negotiation on EU State Aid Guidelines for use by all Departments/agencies. (DJEI)

**Update:** Complete

The Department of Jobs, Enterprise and Innovation is currently coordinating Ireland's position on EU State Aid Guidelines. Ireland is fully engaged in the current EU Commission's State Aid Modernisation (SAM) Initiative, which was launched in 2012. Proposals on the SAM will be a prominent issue on Ireland's 2013 EU Presidency agenda. Preliminary meetings on the SAM were held throughout 2012. Approximately 10 meetings of the Competition Working Group will be held during the six months of the Irish Presidency during the first half of 2013.

The Department will also contribute to the revision of the Regional, Environmental, Research Development and Innovation and Risk Capital guidelines throughout 2013.

**Action 7.1.6:** Undertake a detailed assessment of manufacturing skills needs and use the new structures for training and skills development to address both the immediate needs of the manufacturing sector and to anticipate the longer term needs of the sector

**Q4 Measure:** As per headline action. (DJEI/ Forfás / EGFSN)

**Update:** Complete

This study has been developed in tandem with the wider strategy for manufacturing – the Forfás *Making it in Ireland* report.

Three scenarios for the future employment in manufacturing and skill needs at occupational level are presented in the report. These are based on drivers and trends described in the report, and informed by the opinions of stakeholders in the sector. It also examines historic trends in employment and occupations within the subsectors of manufacturing. The scenarios predict a replacement demand of 4,000 – 5,000 per annum irrespective of whether employment expands or not.

The recommendations of the report include:

- Establishing clear career paths in manufacturing;
- Promoting manufacturing careers;
- Tackling supply issues at operative, skilled trades and technician levels;
- Developing undergraduate level skills for manufacturing;
- Developing postgraduate level skills and continuing professional development for Manufacturing;
- Upskilling those in-employment in manufacturing occupations;
- Linking higher education provision more closely to manufacturing industry needs.

**Action 7.1.7:** Evaluate the supports provided for in-company research and innovation and fine-tune the supports offered based on this review. We will also target investment in higher education and other public research into areas of direct relevance to the enterprise base including the needs of manufacturing enterprises. Advanced manufacturing will be specifically addressed in implementing the Government’s priority research areas.

**Q4 Measures:**

1. Complete an evaluation of RD&I programmes and identify modifications required (if any). (DJEI / Forfás / IDA / EI)
2. Focus Government investment in publicly performed R&D towards sectors of strongest export and employment potential in line with the recommendations of the Research Prioritisation Steering Group; tailor funding programmes accordingly. (Research funders & Prioritisation Action Group)

## Update:

### 1. Complete

The evaluation of agency supports for research, development and innovation (RD&I) programmes (12 in total) has been completed. The programmes evaluated include the IDA Ireland Research, Technology and Innovation (RTI) scheme, the Science Foundation Ireland Centres for Science, Engineering and Technology (CSET) and Strategic Research Clusters (SRC) programmes and the enterprise and higher education RTI programmes of Enterprise Ireland.

In general, each of the programmes was found to be aligned with national policy and is being delivered in an efficient and effective way. A number of recommendations specific to each of the programmes were identified and agreed to by the relevant agency, following consideration by the Evaluations Steering Group.

A number of the programmes have been modified during the evaluation process (e.g. National Centres Programme: National Gateways which replaced Applied Research Enhancement Centres).

Encouragingly, a culture of evaluation has become embedded across the agencies, and in particular that ex-ante evaluations are undertaken at the design and initiation stage of new programmes. The ex-ante evaluation should align with the Forfás Framework which was informed by international best practice in its development. The evaluation of the RD&I programmes will also provide underpinning evidence to inform future strategy for science, technology and innovation in Ireland.

### 2. Complete

The Prioritisation Action Group (PAG) has developed and adopted Action Plans for the 14 priority areas as recommended by the Research Prioritisation Steering Group which represent the opportunity areas which should receive the majority of public investment in science, technology and investment over the coming five years. These areas were identified on the basis of the existing strengths of the public research base and the enterprise base, opportunities that exist in terms of the global marketplace and those which are most likely to deliver economic and societal impact, and jobs.

The Action Plans represent the blueprint for actions to be taken by funding Departments and funding agencies beginning in Quarter 1 2013 to drive alignment of the majority of competitive public research funding around the 14 priority areas over the following five years. Three specific Action Plans relate to the manufacturing sector: manufacturing competitiveness, processing technologies and novel materials, and sustainable food production and processing.

**Action 7.1.8:** Develop a long term vision for the manufacturing sector and put in place a strategic plan that will help to realise this vision. The Manufacturing Development Forum will be instrumental in this regard.

**Q4 Measure:** As per headline action. (DJEI / Forfás)

**Update:** Complete

Forfás has developed a draft Strategy for the Manufacturing sector for consideration by Government.

Manufacturing plays a crucial role in any economy. It is a driver of innovation and technological advance, provides employment across a broad range of skills levels, and generates additional indirect jobs throughout the economy. Manufacturing is changing, and as it becomes more complex, a very different set of capabilities will be required, that bring developed economies very much back into play for investment in manufacturing activities.

Forfás has consulted extensively with industry, the enterprise development agencies, academia and key stakeholders in developing the Strategy. The Manufacturing Development Forum (MDF) established during the year by the Department of Jobs, Enterprise and Innovation (DJEI) contributed to this strategy and was a valuable source of insight throughout the development of the strategic plan.

The draft Strategy looks at how manufacturing in Ireland can best compete over the period to 2020 in the context of the disruptive changes underway globally. Actions are aimed at addressing the existing barriers to growth - cost competitiveness and access to finance - as a matter of priority. To underpin the future of manufacturing in Ireland, the draft Strategy frames a suite of actions aimed at achieving a transformative step change across the manufacturing sector in terms of productivity, innovation and competitiveness, and in the supporting ecosystem.

The draft Strategy has been submitted to the Minister for Jobs, Enterprise and Innovation for consideration.



**Action 7.2.2:** Enact a Health Information Bill to support a conducive environment for health research in Ireland; this will streamline the ethics approval process for health research not governed by statutory regulation and EU law; the Bill will also provide a legal framework for the introduction of an individual patient identifier.

The Health Information Bill will:

- Streamline the ethics approval process – providing clarity to industry around timelines & cost etc;
- Enable a national system of Unique Patient Identifiers to be established – supporting clinical research and population health studies; and
- Support population coverage for important health registers which can be an invaluable source of statistical and related data for health research.

**Q4 Measure:** As per headline action. (DoH)

**Update:** Delayed

The Health Information Bill will provide a legislative framework for the better governance of health information and initiatives including data matching, population health resources and identifiers for use in the health service.

The heads of the Health Information Bill have been agreed and the text is being drafted by the Office of the Parliamentary Counsel. It is expected that the Health Information Bill will be ready for publication by late 2013.

**Action 7.2.4:** Undertake preparatory actions for the design and establishment of new research centres in the areas of Pharmaceutical Production, Medical Devices and Connected Health.

**Q4 Measure:** As per headline action. (EI/IDA)

**Update:** Complete (See also Action 1.4)

**Pharmaceutical Production Centre:** Excellent progress has been made since initiation in early 2012. There has been a strong level of company engagement in the process of identifying and agreeing research themes/priorities, with 8 research projects selected, approved and underway in Quarter 4 2012. The interim Technology Centre Manager has been appointed.

**Medical Devices Technology Centre:** The initial Research Programme is in Detailed Description of Needs development phase. Further development is awaiting the outcome of

the Science Foundation Ireland Research Centres call and the need to avoid duplication of effort.

**Connected Health Technology Centre:** The Connected Health Tech Centre is progressing well. The initial research phase, which was approved at the November meeting of Enterprise Ireland's Industrial Research and Commercialisation Committee, will be hosted by University College Dublin. The process to appoint an interim Technology Centre Project Manager and to identify a suitable Host Institution will commence shortly.

**Action 7.2.5:** Where Government funding of health research supports specific areas of opportunity for Ireland, it will focus on areas including manufacturing/ formulation of pharmaceutical products, medical devices, medical diagnostics and other medical technologies and Food for Health/Nutraceuticals.

**Q4 Measure:** As per headline action. (Research funders & Prioritisation Action Group)

**Update:** Complete

The Prioritisation Action Group has developed and adopted Action Plans for the health related priority areas of Therapeutics: synthesis, formulation, processing and drug delivery; Medical Devices; diagnostics; connected health; and food for health which are basis for the focussing of the majority of health related publicly funded research.

Science Foundation Ireland (SFI) is mapping its research across these areas and has identified existing strengths, current investment in the health priority areas, as well as areas requiring rebalancing and additional investment. New Programme calls are being designed with specific themes for investment in the designated Health priority areas. Existing investments in pharmaceuticals, nutraceuticals and diagnostics are thriving and will be leveraged further using new funding calls (Investigator Programme and Centres Call).

SFI supports major research centres in biomedical diagnostics, alimentary pharmabiotics, pharmaceutical development and drug delivery that support world leading research teams with major partnerships with industry.

SFI is also active in the development of European Joint Programming initiatives in the health areas of diet and neurodegeneration. It has formed a partnership in translational research with the Health Research Board, which has now completed its second cycle of funding, supporting projects geared at major priorities in health and bringing clinical teams together with basic research and companies. SFI has established a partnership in biomedical research with the major international charity for research excellence, the Wellcome Trust, and the Health Research Board of Ireland.

**Action 7.2.7:** Review Section 42 of the Patents Act 1992 with the aim of clarifying research actions that do not constitute patent infringement under Irish law in order to maintain and attract high value added Bio-pharmaceutical investment.

The aim of the review is to clarify the existing legislation in order to improve Ireland's competitiveness in attracting innovation investment by:

- Removing the risk of patent infringement associated with R&D resulting in a cost saving for innovator companies;
- Aligning it with existing research exemptions within other European countries like Germany, Switzerland and France;
- Providing more clarity compared to exemptions in European countries like the UK, Belgium, Netherlands and Sweden which have similar existing exemptions to Ireland.

**Q4 Measure:** As per headline action. (DJEI)

**Update:** Complete

The Review of Section 42 of the Patent Act 1992 has been completed following consultation with stakeholders and the completion of a Regulatory Impact Assessment.

The Regulatory Impact Analysis, to be published shortly, concludes that extending the exemption provision, by means of amending the Patents Act 1992, will provide researchers and enterprises in the biological field with greater legal certainty, providing them with the assurance that their legitimate research and development activities can be undertaken under conditions where litigation for patent infringement is significantly less likely.

Ministerial approval is being sought to proceed to the next step which is to prepare a Memo to Government seeking approval to amend the Patents Act 1992 to provide in legislation for the relevant changes.

### *The Green Economy*

**Action 7.3.1:** Publish and implement a new Plan for the Development of the Green Economy, setting out the opportunities in the sector, the role that Government will play in working with enterprise to support the development of the Green Economy, and the structures that will be put in place to coordinate cross-Government action to accelerate growth.

**Q4 Measure:** Monitor implementation of plan and report periodically. (DJEI / DoECLG / DCENR)

**Update:** Complete

The Government's Policy Statement on the Green Economy, *Delivering Our Green Potential*, sets out the enterprise opportunities in each sub-sector of the Green Economy, the actions the Government is taking to develop the Green Economy in each area and the structures which will be put in place to support the development of the Green Economy.

The Green Economy presents a major economic opportunity for employment creation in Ireland. Ireland has significant strengths and advantages which it can leverage to exploit business opportunities in sectors such as renewable energy, smart grids, sustainable food, tourism, energy efficient products and services, and others.

Delivering the individual commitments outlined in the Policy Statement requires a whole-of-Government approach to maximise the growth and employment potential of the Green Economy. However, the Government has agreed that the Minister for Jobs, Enterprise and Innovation will periodically provide an overview to the Cabinet Committee on Climate Change and the Green Economy on progress being made in developing the Green Economy. The first such report will be submitted in mid-2013.

In addition, the Minister for Jobs, Enterprise and Innovation will chair a Consultative Committee on the Green Economy, to identify emerging opportunities for Ireland in the Green Economy. The Consultative Committee will involve representatives from the enterprise sector as well as other key stakeholders, including relevant Government Departments and agencies, as part of its remit.

**Action 7.3.2:** Implement the Green Public Procurement Action Plan to promote the development of a market for green products and services.

**Q4 Measure:** As per headline action. (DoECLG)

**Update:** Complete for 2012

Following the publication of *Green Tenders* in January, a High Level Implementation Group was established and met on 18<sup>th</sup> July 2012. The membership of the group, which is co-chaired by the Department of the Environment, Community and Local Government and the Department of Public Expenditure and Reform, is drawn from key Government Departments with a public procurement function and is directly tasked with overseeing the implementation of the green public procurement action plan.

To support Departments and agencies in making progress in their respective areas, a sub-group has been established to examine a range of issues around the implementation of actions including cost effectiveness, and in particular to identify "quick wins" for implementation. The sub-group which met twice in November has identified a number of actions which have been completed for the construction, paper and ICT areas and are in progress for the energy sector.

Centralised procurement arrangements now in place by the National Procurement Service have, where possible, introduced green criteria as part of the competition process. An example of this are the arrangements established for paper which fully allows for the purchase of recycled and sustainably sourced product for the entire public service. Similar green criteria arrangements have been introduced for the purchase of office machinery and stationery supplies. In the Office of Public Works, construction contracts include provisions to meet the highest national requirements in environmental and energy efficiency.

Members of the Group, each of which is responsible for the implementation of actions in their own area, considered a report on progress to date, including timelines for the delivery of key actions, at its meeting on 10<sup>th</sup> December 2012. The Group also noted the work of the sub-group and agreed its work programme for 2013.

**Action 7.3.5:** Deliver the Industry led International Energy Research Centre with a focus on demand side energy efficiency.

**Q4 Measure:** As per headline action. (EI / IDA / DJEI / DCENR)

**Update:** Complete

The International Energy Research Centre (IERC) is a new, industry-led, collaborative centre of excellence established to drive commercially focused innovations in integrated energy systems, hosted at Tyndall National Institute in Cork.

The IERC brings together leading Irish and international companies and energy researchers with the aim of leveraging research, development and demonstration capabilities, leading to a faster market delivery of innovative energy systems and technologies.

The Centre supports existing companies in Ireland, will encourage new companies into Ireland and will facilitate the spin-out of technologies into new start-up companies. The IERC has been established with the support of the Irish Government, through significant investment and collaboration between four Government agencies – Enterprise Ireland, IDA Ireland, Science Foundation Ireland and the Sustainable Energy Authority of Ireland.

The energy research agenda of the IERC is industry-led, and is defined through discussions with a group of global companies, collaborating together in Ireland.

It was announced in December 2012 that Professor Tony Day will join IERC from his role as Professor of Energy in the Built Environment at London's South Bank University and Director of the Centre for Efficient and Renewable Energy in Buildings. He has extensive research and industry consultancy experience in energy technology analysis, as well as measurement and verification of energy systems performance and strategic energy policy development in the UK.

On 17<sup>th</sup> December 2012, the Minister for Jobs, Enterprise and Innovation, Richard Bruton T.D., and Minister for Communications, Energy and Natural Resources, Pat Rabbitte T.D., announced a new €1.69 million energy efficiency research project aimed at significantly reducing energy costs for industry and creating jobs. The Total Energy Management for Production Operations (TEMPO) research project will focus on establishing an effective way of monitoring total energy consumption during the manufacturing process, so as to reduce overall energy costs. The results of the research will allow international and indigenous companies to significantly reduce their energy costs by helping them reduce their energy bills. This will be achieved by helping the companies to understand where excess energy is being used.

This project is a cross-border collaboration between Limerick Institute of Technology and the University of Ulster, funded through the IERC.

**Action 7.3.8:** Based on the outcome of the National Research Prioritisation Exercise, focus public investment in research and development so as to build critical mass in a number of areas of direct relevance to the Green Economy, including marine renewable energy, smart grids and smart cities.

**Q4 Measure:** As per headline action. (Research funders and Prioritisation Action Group)

**Update:** Complete

The Prioritisation Action Group has developed and adopted Action Plans for the Green Economy related to priority areas of marine renewable energy and smart grids & smart cities. These Action Plans will be basis for the focussing of the majority of publicly funded research related to the Green Economy.

**Action 7.3.9:** Develop a brand to communicate Ireland's strengths and reputation for green goods and services internationally.

**Q4 Measure:** As per headline action. (All relevant Dept. / EI / IDA)

**Update:** Complete

The Government's Policy Statement on the Green Economy, *Delivering Our Green Potential*, highlights the fact that Ireland has significant strengths and advantages it can leverage to exploit business opportunities in the Green Economy. These include abundant natural resources, a strong research and development base, an outstanding natural environment, a number of exemplar companies and an established international image as a Green Island which can be built upon to promote Ireland's "Green" offering.

Within many of different sub-sectors which make up the Green Economy, specific branding initiatives are being pursued to highlight the “green” offering of Irish products. For example, in the agri-food sector, in excess of one hundred and sixty companies, representing some 55% of current Irish food exports, have registered their interest in participating in Origin Green Ireland; the development programme designed to make Ireland a world leader in sustainably produced food and drink. Nineteen companies have progressed to the point where they have submitted sustainability plans and six of these are fully-fledged members of the programme as their plans have been independently verified by SGS, a world leading inspection, verification, testing and certification company. Workshops have been held for some ninety companies to brief them on what they need to do to achieve full membership. The objective is to have 75% of Irish food and drink exports sourced from Origin Green members by the end of 2014, and to progress membership levels in the future.

The ultimate aim is the creation of a significant point of differentiation for the Irish food and drinks industry around the area of sustainability. This should result in consumers in key markets recognising implicitly that, by buying Irish, they are choosing to value and respect the natural environment.

In the international financial services sector, the Green Irish Financial Services Centre is an industry-led initiative and brand which is committed to developing Ireland as a centre of excellence in Green Finance.

Ireland’s tourism offering also heavily emphasises our green credentials.

In the context of the marketing initiatives already taking place within the different sub-sectors of the Green Economy, it is not considered necessary to develop a separate single brand for Ireland’s green goods and services. However, *Delivering Our Green Potential* commits that through the implementation of the *Trade, Tourism and Investment Strategy*, the Government will highlight Ireland’s “Green” offering to potential investors and will support Irish businesses through overseas trade missions to find new market opportunities to export innovative products and services that have been developed for the Green Economy. This is borne out in progress updates in relation to Actions 7.3.3, 7.3.4 and 7.3.6.

**Action 7.3.12:** Invest €76 million in the Better Homes Scheme during 2012, supporting at least 4,500 jobs in the retrofitting of homes.

**Q4 Measure:** As per headline action. (DCENR / SEAI)

**Update:** Complete

The Better Energy Programme is a demand led initiative which invested just over €66 million in energy efficiency measures in 2012. This investment will generate energy savings of

520GWh or €31 million per annum, through a range of supports and measures in the public, commercial and domestic sections in 2012. This activity will help retain 3,800-4,000 jobs in the construction and retrofit sectors, while leveraging economic activity of at least €175 million.

**Action 7.3.13:** Develop a Pay As You Save (PAYS) scheme which allows consumers to finance energy upgrades directly through the energy savings generated. Roll-out will be developed in light of comprehensive consultation with all stakeholders and will aim to continue supporting jobs in green construction and retrofit.

**Q4 Measure:** As per headline action. (DCENR/SEAI)

**Update:** Complete

Work on the non-domestic PAYS scheme commenced the week beginning 15<sup>th</sup> October, while work on the domestic PAYS project started in late November. It is anticipated that a final scheme design will be brought to Government in Quarter 3 2013.

### *Agri-food Production*

**Action 7.4.2:** Ensure completion of industry projects awarded aid under the Dairy, Beef and Sheepmeat Funds and ensure the implementation of a range of additional major company expansion projects approved over the last 24 months.

**Q4 Measure:** Work with dairy sector clients to progress 10 projects in 2012. (EI)

**Update:** Complete

Good progress has been made towards the completion of the Dairy Investment Fund projects during 2012; all 10 Dairy Fund projects have been completed and funds drawn down.

Enterprise Ireland's Food Division is working closely with dairy sector clients to ensure maximum progress is made against approved projects, and it is planned that a review of investment projects will take place in 2013.



**Action 7.4.4:** Work closely with the industry to develop their plans to deal with the increasing supply of raw material projected in Food Harvest 2020 and support the development of increased scale and value added processing.

**Q4 Measures:**

1. Engage with key dairy industry players to identify the optimum capability to meet the projected growth in milk volumes. (EI)
2. Deliver roadmaps setting out the technological performance, research and advisory actions needed to help achieve 2020 primary production targets. (Teagasc)

**Update:**

1. Complete

Enterprise Ireland has been in close discussions with key dairy industry players and relevant stakeholders on the both the potential represented by the projected growth in milk volumes, as well as plans by the industry to put in place the optimum capability to meet the new level of dairy sector output. These detailed engagements will continue with the industry over the course of 2013 as the dairy sector moves to prepare for the abolition of quotas post 2015.

2. Complete

The 2018 Roadmaps were updated and published by Teagasc in March 2011. The Roadmaps cover the nine areas of dairy, suckler beef, pigs, sheep, tillage, forestry, horticulture, food and the environment and set out the technical performance required at farm level to meet these targets. They underpin the full range of Teagasc research, advisory and education activities and the comprehensive range of actions to implement them are set out in detail in annual business plans. Progress is reported to the Teagasc Authority.

Research and advisory actions supporting the achievement of FH2020 targets are updated annually through the Dairy Stakeholder Consultative group, Joint Industry Programmes and the relevant Teagasc business plans. It is intended to update and publish 2020 Roadmaps in March of 2013.

**Action 7.4.5:** Drive the technology capability of the industry, and progress the establishment of further industry and third-level research collaborations in the food sector, taking into account the outcome of the National Research Prioritisation Exercise.

**Q4 Measure:** Develop a new research programme with the meat industry to increase the value of waste streams in the sector. (Teagasc)

**Update:** Complete

Teagasc has commenced an Enterprise Ireland funded Innovation Partnership with a meat industry company to support the development of new and improved products and processes which can be commercialised immediately.

In addition, a large, multidisciplinary, collaborative project, ReValueProtein, which is led by Teagasc and funded through the Food Institutional Research Measure (FIRM), is about to commence. This project will bring together key players from around Ireland with a view to developing capability and building a strong knowledge base and scientific expertise in this area of strategic importance for Ireland.

**Action 7.4.7:** Implement incentives and measures to improve skills, farm structure and scale set out in Budget 2012.

**Q4 Measure:** Deliver new training initiatives on foot of Food Harvest 2020 and the Dairy Activation Group roadmap. (Teagasc)

**Update:** Complete

Teagasc, in conjunction with University College Dublin, has launched a Professional Diploma in Dairy Management. This involves two years professional work experience on progressive dairy farms at home and abroad and will result in graduates having the technical, financial and management skill to manage farms or enter share-farming arrangements. Teagasc strongly promoted various collaborative farming arrangements during 2012 as a means of tackling scale issues in farming.

The Food Innovation Alliance Ireland, made up of Teagasc and University College Cork (UCC), plans to develop an intensive Masters in Dairy Technology and Innovation which will be targeted at equipping students with all the necessary skills for the expanding Dairy Industry; the course will include periods in UCC, Teagasc Moorepark and industrial placements. Graduates from the programme will have intensive knowledge of all the unit processes in industry, will know the fundamental science behind dairy technology and will be equipped with the appropriate business skill sets. It is hoped that this course will start in October 2013.

**Action 7.4.8:** Progress the development/licensing of large scale offshore finfish aquaculture sites in line with the road map set out in Food Harvest 2020 Milestones report.

**Q4 Measure:** Final determination on licence application. (BIM / DAFM)

**Update:** Delayed

The application is under consideration under the provisions of the 1997 Fisheries (Amendment) Act. As specified in the Act, relevant bodies and specialist agencies were written to and their views sought on the proposal.

The public consultation stage of the process ran for a statutory period of 8 weeks; from 15<sup>th</sup> October to 13<sup>th</sup> December. A final recommendation to the Minister on the application is considered likely during Quarter 1 2013.

**Action 7.4.10:** Win additional foreign investment from multinational food companies and assist food multinationals already in Ireland to win more projects.

**Q4 Measure:** As per headline action. (EI / Teagasc / DAFM / DJEI)

**Update:** Complete

Enterprise Ireland is working with client companies on a range of major company expansions. Examples of projects officially announced during 2012 include:

- The Kerry Group announced in October the establishment of an industry leading global technology and innovation centre in Ireland. The €100 million investment, which will create 800 jobs, as well as 400 immediate construction jobs, will be part-funded by the Department of Jobs, Enterprise and Innovation through Enterprise Ireland.

The new flagship global technology and customer innovation centre will serve as a key focal point for Kerry's customer engagement activities, providing clients with access to the Group's complete breadth and depth of technologies, scientific research, innovation and applications expertise across food, beverage and pharmaceutical markets.

- Dawn Meats officially opened its new purpose-built, state of the art, beef processing facility in Carroll's Cross, Co. Waterford in May of this year. Dawn Meats invested €14.5 million in the facility, which was also supported by the Department of Jobs, Enterprise and Innovation through Enterprise Ireland. 65 new jobs have been created by the investment in the new beef processing facility, as well as over 100 construction jobs which were created during the construction phase. The new jobs mean that Dawn Meats now employs over 1,400 people in Ireland.
- Danone Baby Nutrition, the manufacturer and distributor of specialised infant and toddler milks, announced in June that it is investing €20 million in its Wexford manufacturing facility to meet growing demand for its products across the European market. This investment will create approximately 45 new jobs at the Wexford plant and builds on the €50 million that has been invested in the company's other Irish based manufacturing facility in Macroom, Co. Cork since December 2010. As with the Macroom investment, the €20 million investment in Wexford is supported by the Irish Government through Enterprise Ireland.

**Action 7.4.13:** Create over 150 jobs in the seafood sector by 2014 through the expansion of 18 seafood processing companies with investment supported by grant aid from BIM.

**Q4 Measure:** Project completion and technical validation. (BIM)

**Update:** Complete

The investment and development projects grant aided through Bord Iascaigh Mhara in seafood processing companies have generated 135 jobs to date.

**Action 7.4.14:** Run a number of business market development ventures, including two significant projects in 2012

**Q4 Measures:**

1. Conduct consumer testing of 35 new product or brand repositioning projects under the *foresight4food* programme. (Bord Bia)
2. Rollout a schedule of food and drinks Trade Missions/Fairs to US, China, Russia, Middle East and EU. (Bord Bia / EI / DFAT / Export Trade Council)

**Update:**

1. Complete

37 products ranging from meat-based products, seafood and confectionery projects, flavoured milks to alcoholic beverages have been tested through 2012 under the *foresight4food* initiative. The flavoured milks are now on sale in British multiples and other dairy based products and alcoholic beverages are poised for launch in the US in 2013 if markets and funding is secured.

2. Complete

The Minister for Agriculture, Food and the Marine, Simon Coveney T.D., undertook an official visit to China in April. Enterprise Ireland and Bord Bia client companies in the agri-services and food sub-sectors participated in the mission. Main events included agricultural equipment workshops, agricultural education links and food & nutrition seminars.

The Minister for Jobs, Enterprise and Innovation, Richard Bruton T.D., announced a number of significant sales contracts by Enterprise Ireland client companies responding to opportunities in the French agricultural technology sector as part of the Enterprise Ireland trade mission to France led by Minister Bruton, confirming the significant potential for Irish companies to increase the scale of exports with existing and new local partners in this key market. Irish companies Dromone, Samco and Dairymaster all signed significant contracts to a total value

of €12.9 million with French partners. The announcement of these contracts also confirms the depth of capability Irish companies have to offer in the agri-technology sector.

A multi-sector trade mission led by Minister for Trade and Development, Joe Costello T.D., in June to Russia included best-in-class Irish companies from the agri-services and food and beverages sub-sectors. The mission enabled these companies to explore the Russia market and to develop contacts with potential Russian partners and buyers.

Minister for Research and Innovation, Seán Sherlock T.D., led a Mission to Japan in October 2012. The mission focused on innovation and new technologies in the food and beverages and LifeSciences sector. The Mission included a series of information and networking events, company and store visits and presentations by Japanese research and innovation providers. A trade mission to the Middle East is still in the planning phase, but is now likely to be Quarter 1 of 2013.

In addition to the trade missions outlined above, the Origin Green initiative, which is designed to make Ireland a world leader in sustainably produced food and drink, was introduced to international trade buyers in sector at the SIAL global trade fair in October 2012.

**Action 7.4.15:** Achieve Food Harvest 2020 milestone targets for participation in Enterprise Ireland's Lean services and the Leadership4Growth CEO Programmes for food companies.

**Q4 Measure:** EI working with companies to achieve by 2013 increased take-up of Lean Programme (90 companies) and Leadership for Growth (50 CEOs). (EI / DAFM)

**Update:** Complete for 2012

Enterprise Ireland continues to work with client companies to achieve by end-2013 a total of 90 companies participating in Lean programmes, including significant Lean transformations in a number of key client companies, as well as on the recruitment and participation of food companies on management development initiatives, including the Leadership4Growth programme.

It is currently expected that relevant 2013 targets will be achieved, and Enterprise Ireland is continuing to work with key stakeholders as part of the overall Harvest 2020 implementation process.

**Action 7.4.17:** Fund further collaborative inter-institutional research in line with Food Research Ireland and SSAPRI, to help underpin the sector and deliver the growth targets in Food Harvest 2020.

**Q4 Measure:** Implement research calls under FIRM, Stimulus & CoFoRD as required. (DAFM)

**Update:** Complete

Grant award agreements in respect of 55 projects were finalised and grant awards of approximately €32 million were announced in December 2012. These 3-5 year projects are generally collaborative ventures by research performing institutions including Teagasc, the Universities and the Institutes of Technology and sometimes involving Northern Ireland partners. Meat and dairy related research features predominately while there is also a strong emphasis on research involving the modern biosciences.

These awards will help maintain and build research capacity and capability in relation to new innovative techniques and technologies and novel formulations with potential for future commercialisation of new products as well as robust scientific evidence for policy development.

### *ICT Hardware and Software*

**Action 7.5.3:** Support an enterprise-led International Digital Services Centre (IDSC) which will create a physical and virtual cluster of digital services companies in Ireland to be a vibrant environment where the digital content and technology communities converge to create, grow and build new business opportunities; Establish an IDSC Implementation Group to align state agencies towards a singular vision of creating the optimal business environment for International Digital Services.

**Q4 Measure:** As per headline action. (D/Taoiseach)

**Update:** Complete

The International Digital Services Centre (IDSC) was a private sector led initiative. The Department of the Taoiseach supported the progression of the project through the convening of a number of meetings with the management of the project as well as relevant Government Departments and Agencies. At the most recent meeting it was agreed that the project may need to be re-focused and the Department of the Taoiseach offered to provide assistance, including further coordination of Departments and Agencies, to the sponsors of the initiative.

Measures to ensure an optimal business environment for international digital services are being advanced as part of the National Digital Strategy led by the Department of Communications, Energy and Natural Resources and the proposed "big data" initiative led by the Department of Jobs, Enterprise and Innovation.

**Action 7.5.4:** Support the innovation and competitiveness agendas of the indigenous ICT sector through programmes including Innovation Partnerships and Lean Programmes to ensure that they can compete effectively both domestically and internationally.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

A wide range of supports and initiatives were progressed with Enterprise Ireland client companies in the broad ICT sector during 2012, including research, development and innovation support, management and leadership development, and overseas office network assistance.

Specifically in relation to the Innovation Partnerships Programme, a dozen ICT-related companies participated in partnerships during the year, while approximately 15 ICT-related companies were approved support for Lean projects. These programmes, are contributing to increased competitiveness and innovation in a key indigenous sector.

**Action 7.5.5:** Increase the quantity and quality of ICT related start-ups through initiatives such as the Competitive Start Fund and the Internet Growth Acceleration Programme

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

During 2012, the Competitive Start Fund approved 60 projects across four calls, of which approximately two-thirds were ICT related start-ups. Similarly, approximately two-thirds of the 97 High Potential Start-Up Companies supported during 2012 were in (broadly) ICT related sectors.

The Internet Growth Acceleration Programme (iGAP) has been developed by Enterprise Ireland and the Internet Growth Alliance and has been delivered by Select Strategies Ltd. iGAP is aimed at high potential internet companies.

Over a period of six months, iGAP equips key promoters with the practical tools needed to formulate aggressive international growth plans and scale their businesses. The latest round of the iGAP Programme commenced on the 27<sup>th</sup> September 2012. A total of 25 companies with 48 participants are currently completing the programme.

**Action 7.5.7:** Work with the existing clusters of world class ICT hardware and software companies already established in Ireland through IDA Ireland's Client Development Programme to continually up-grade and transform their operations to meet the changing needs of the sector globally

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

An evaluation of 29 top ICT companies (based in Ireland) to identify areas of opportunity over the next number of years has been completed by IDA Ireland. To date, there have been 12 ICT announcements by existing client companies (including research and development) with approximately 1,800 jobs. Companies announcing further investments in Ireland include SAP, Hewlett Packard, Apple, IBM, Cisco.

Examples of the continuous transformation of ICT companies include:

- Hewlett Packard, Galway continues to expand its mandates in cloud computing and research in analytics, data Mining and retrieval.
- IBM has added new services and continues to expand its software and research and development activities.
- SAP continues to expand in higher value activities and has a number of mandates in Galway and Dublin including research and development, product testing, global support, IT shared services, inside sales, cloud services and technical writing.

**Action 7.5.8:** Identify and target major companies and activities through IDA Ireland's ICT Global Marketing Team with a view to attracting new MNCs to establish operations in Ireland

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

IDA Ireland's ICT Global Marketing team continues to identify and target major companies in Ireland. The team generated site visits from approximately 23 "New Name" ICT target companies in 2012, of which 6 were repeat visits. A total of 9 "New Name" ICT companies officially announced their establishment in Ireland, committing to the creation of 400 new jobs over the next few years\*. During 2012, the ICT Team carried out 11 "New Name" marketing programmes to the US and Europe.

\*Datalogic ADC, Dropbox, Entercoms, Guidewire, Hittite Microwave, LogMeIn, Mandiant, Nuance Communications, Total Defense.



**Action 7.5.9:** Based on the outcome of the National Research Prioritisation Exercise, focus Government investment in ICT-related research into areas that most directly link to the research and innovation agendas of the indigenous and foreign-owned enterprise base in Ireland including support for:

- Data Analytics, Management, Security and Privacy;
- Future Networks and Communications;
- Digital Platforms, Content and Applications;
- Enabling technologies such as nanotechnology, microelectronics, photonics and software engineering.

**Q4 Measure:** As per headline action. (Research funders & Prioritisation Action Group)

**Update:** Complete

The Prioritisation Action Group has developed and adopted Action Plans for the ICT related priority areas of data analytics, management, security & privacy; future networks & communications; digital platforms, content & applications; and associated underpinning technologies.

These will be the basis for the focussing of the majority of ICT-related publicly funded research.

### *Cloud Computing*

**Action 7.6.2:** Examine the potential for demonstration projects in cloud computing to promote Ireland as a centre of excellence for this technology, provide a reference site for Irish companies, while potentially lowering costs and improving services.

**Q4 Measure:** As per headline action. (DJEI / EI / IDA)

**Update:** Complete

The Irish Centre for Cloud Computing and Commerce (IC4), which is jointly supported by Enterprise Ireland and IDA Ireland, was launched in February 2012. In November 2012, Minister Richard Bruton T.D., announced that the Centre would be hosted by Dublin City University with additional research capacity in University College Cork and Athlone Institute of Technology. This is the 11<sup>th</sup> Government-funded technology centre to be established in Ireland and represents a key input to developing the potential of cloud computing and positioning Ireland as a centre of excellence for this technology.

EMC Cork proposes to engage in a new research and development project which will develop

two world class private cloud test beds, from which EMC, its partners and Irish SMEs will develop, test and internationalise G-Cloud (Government Cloud) solutions. These test beds will be 'first of kind' in the world and are described below:

- A G-Cloud Platform – an open, scalable platform hosted in an Irish Government data centre on the Irish Government network, which will enable all Government Departments and agencies access to a secure government cloud environment.
- An SME Cloud Platform at EMC's Cork Data Centre, which will allow EMC's partners and Irish SMEs to develop and test government cloud solutions and subsequently leverage the centre to sell their solutions alongside EMC solutions to governments internationally through EMC's sales channels. As the process develops, EMC will also develop, test and internationalise its own complementary products from the Cork centre.

The development of these platforms will involve examining technically challenging areas such as large scale data storage and interoperability in order to enable multiple parties/vendors to provide into a private cloud.

A number of events/seminars have also been run focusing on the potential of cloud-computing and related sectors. For example, in June, a Cloud Computing in the US event was held for Enterprise Ireland clients, who in attending the Cloud Computing Expo in New York, met potential technical and business partners to build software-as-a-service (SaaS) and cloud solutions for the US market. In addition, companies accessed resources, ideas and examples they can apply to leveraging the cloud and helping to maximise performance, minimise cost, and improve scale of their enterprise IT solutions.

**Action 7.6.3:** Deliver a Cloud Computing Technology Research Centre in order to support an industry-led research and innovation agenda in this area.

**Q4 Measure:** Establish the Centre and stimulate engagement by firms. (EI / IDA)

**Update:** Complete

Technology Centres are collaborative entities established and led by industry. They are focused on research with a direct impact on industry. The Cloud Computing Technology Research Centre, the Irish Centre for Cloud Computing and Commerce (IC4), has been launched with the host institution selection approved by Enterprise Ireland's Board in September 2012. See update provided for Action 7.6.2 above.

**Action 7.6.4:** Support industry groups (e.g. Irish Internet Association) to develop and deliver a practical tool kit to assist SMEs in assessing the adoption of Cloud Computing for their business.

**Q4 Measure:** As per headline action. (Enterprise Agencies)

**Update:** Complete

As well as supporting software companies to exploit cloud computing, there is a need to help companies in all sectors to consider the implications of cloud computing for their businesses. Benefits can range from reduced cost of IT infrastructure by migrating their data storage needs to the cloud, to more effective internet marketing and analysis of customer feedback by having greatly increased data storage facilities coupled with improved analytical tools.

During 2012 a new standard, “SWiFT 10: Adopting the Cloud – decision support for Cloud computing” was launched by the National Standards Authority of Ireland, designed to support and encourage businesses of all sizes to move to the cloud.

In addition, the Internet Marketing Unit in Enterprise Ireland currently assists clients in all sectors to make more effective use of the internet in their businesses. As well as eMarketing support (over 90 companies were directly assisted in 2012) the Unit advises companies and on best practice in internet marketing. Going forward, this will include cloud computing and social media, and will feature “Cloud computing for non-IT companies” in a series of eMarketing seminars.

In 2013, Enterprise Ireland will explore with other stakeholders a roll out of the cloud computing message through a national programme, highlighting how business can use the cloud for competitive advantage.

**Action 7.6.5:** Support research groups in areas of relevance to exploitation of cloud computing, such as semantic web and financial stock analytics, through for example support for the Digital Enterprise Research Institute (DERI). In other areas, such as middleware, information security, distributed computing, researchers are furthering research in this area with direct application in the cloud computing context.

**Q4 Measure:** As per headline action. (Research Funders including SFI / EI)

**Update:** Complete

The research base in this area is well established in Ireland and is a target for further investment based on the recommendations of the Prioritisation Action Group (PAG). Major investments in the area of future networks, big data, the semantic web, security and application development are under review via the Science Foundation Ireland Research Centres call. Decisions on this call are due in Quarter 1 2013. See also update on Action 7.6.2.

**Action 7.6.6:** Ensure that ICT Skills Action Plan incorporates needs associated with development of Cloud Computing in Ireland.

**Q4 Measure:** As per headline action. (DES)

**Update:** Complete

One of the key measures in the ICT Action Plan was the rollout of more than 800 fully funded places on intensive Level 8 Higher Diploma ICT Skills Conversion programmes from March 2012. Four of the seventeen programmes being funded are in cloud computing. In addition, there were 11 cloud computing and technologies courses provided under Springboard 2011 and a further 5 cloud technology programmes have been made available under Springboard 2012.

In mid-November the Higher Education Authority issued a tender for a second phase of the ICT Skills Conversion programmes to be rolled out from early 2013. Cloud computing is one of areas of skills needs identified in the tender documentation.

Details of the courses selected for funding will be available in early 2013 following completion of the selection process.

### *Digital Games*

**Action 7.7.2:** Convene an R&D supports workshop to promote awareness about available R&D supports and issue an enterprise friendly guide on R&D tax credits to include examples of relevance to games companies.

**Q4 Measure:** As per headline action. (EI / IDA)

**Update:** Complete

Two joint agency R&D workshops were held on the 7<sup>th</sup> November 2012 and 4<sup>th</sup> December 2012 in Dublin and Galway respectively. The feedback from both workshops was extremely positive.

An Enterprise Guide on R&D Tax Credits has been drafted to reflect content and industry interaction at the R&D workshops held in November and December 2012. The brochure will be launched following the publication of the Finance Bill 2013, to allow for the inclusion of any possible final changes that may be necessary.

**Action 7.7.3:** Support industry in working with third level institutions to introduce a pilot game development/publishing 'hothouse' initiative for undergraduate and Post Leaving Certificate courses. The initiative will bring together, in multi-disciplinary teams, students from games, multimedia and animation courses (from a range of participating PLC and third level colleges) to work together on a game development project for a defined period. Each of the teams will receive mentor support from industry practitioners.

**Q4 Measure:** As per headline action. (Clustering Devt. Team with industry)

**Update:** Complete

The development of a Games Development Hothouse has been substantially advanced by industry and third level institutions.

A sub-group of the Digital Games Clustering Development Team (CDT) (see progress update for action 7.7.1) was established to progress the Action. This sub-group includes representatives from the games industry and the Vocational Education Committee sector.

The sub group produced an outline proposal which was considered by the CDT at its meeting on 18<sup>th</sup> December. Some revisions to the proposal will be made with a view to presenting options to the CDT for final decision.

As the introduction of the Hothouse needs to dovetail with the academic year, the intention is to have an agreed concept in place for introduction in the academic year 2013/14, which will commence in September 2013.

**Action 7.7.4:** Undertake a feasibility study to examine what structures and policies could be developed to make Ireland a world centre for managing and trading in intellectual property. Complete the report of the Copyright Review Committee on barriers to innovation.

**Q4 Measure:** As per headline action. (DJEI / DoJ)

**Update:** Delayed

The Copyright Review Committee published a wide-ranging consultation paper on 29<sup>th</sup> February 2012, which examined the current copyright legislative framework to identify any areas of legislation that might be deemed to create barriers to innovation. The deadline for the receipt of submissions in response to the Consultation Paper was 29<sup>th</sup> June 2012. The Review Committee received in the region of 180 submissions in response to the consultation.

These submissions are being evaluated by the Review Committee and a final report will be prepared, setting out any recommendations for legislative change, if required. The final report will not be completed until Quarter 1 2013.

**Action 7.7.5:** Assess the case for a new financial instrument/relief to incentivise creative content development.

**Q4 Measure:** As per headline action. (DJEI)

**Update:** Complete

The case for a new financial instrument to incentivise creative content development in the games sector was assessed. The games sector overlaps with the film and animation industry as well as with the software industry, it was concluded that it would be difficult to tailor a financial instrument specifically for this sector. In 2013 consideration will be given to establishing whether the games sector can be included in any current financial instruments/reliefs.

### *Tourism*

**Action 7.8.1:** Support competitiveness of the Irish tourism offering, through minimising the costs of doing businesses, state imposed costs and regulatory burdens and ensuring the quality of the product is maintained by supporting enterprises and improving e-capability.

**Q4 Measure:** As per headline action. (DTTS / Fáilte Ireland)

**Update:** Complete

Over the course of 2012, approximately 3,800 tourism enterprises received tailored business supports from Fáilte Ireland with the range of services provided encompassing financial restructuring, business mentoring, productivity improvement, sales and marketing, ebusiness and customer care.

In addition, over 10,000 individuals participated in key Fáilte Ireland programmes designed to support competitiveness in tourism enterprises, such as web consultancy (i.e. Web-check and Web-marketing), the Sales Connect Programme which includes web internationalisation and webinars/web conferences, and business mentoring in the areas of finance, marketing and business planning.

Approximately 5,500 tourism industry personnel received on-site work-based training in 2012 in areas such as supervisory management development and customer service and business diagnostics. A further 1,600 students in the Institutes of Technology received formal training on hospitality and tourism programmes on both full-time and part-time programmes.

Free Wi-Fi was installed in 15 Tourist Information Offices at O'Connell St (Dublin), Suffolk St (Dublin), Wexford, Kinsale, Killarney, Galway, Clonakilty, Skibbereen, Letterkenny, Kilkenny, Mullingar, Sligo, Waterford, Westport and Dingle during 2012.

A new corporate website [www.failteireland.ie](http://www.failteireland.ie) was launched on the 31<sup>st</sup> May 2012. Targeted at the tourism trade, it provides content on improving business and marketing opportunities, training and workshop courses and research and insights.

A new Gathering website [www.thegatheringireland.com](http://www.thegatheringireland.com) was launched in early September 2012. Visitor traffic has steadily increased in conjunction with social media campaigns.

Enhancements to the Fáilte Ireland Golf website based on Golf forum feedback went live on 3<sup>rd</sup> May 2012. Since then, a usability study has been carried out and a development plan agreed.

Fáilte Ireland's annual ebusiness conference entitled "Your Online Focus – Home and Away" was held on 6<sup>th</sup> April. Online experts including from Google, Facebook and Trip Advisor attended the conference. The conference was well attended with positive feedback from industry.

The recent Forfás report, *A Review and Audit of Licences Across Key Sectors of the Irish Economy*, carried out as part of the *Action Plan for Jobs 2012*, found that the burden placed on tourism businesses by mandatory registration specific to their tourism related activities is quite light and the report made no recommendations in regard to reform of these registration regulations. However, the report did recommend the rationalisation of many general operational licences to ease the regulatory burden and reduce associated administrative costs on businesses. In that regard progress on the implementation of these recommendations in the report would be welcome to help increase efficiencies and sustain employment.

**Action 7.8.2:** Target capital investment in public tourism product and infrastructure under the €21m capital budget available to Fáilte Ireland.

**Q4 Measure:** As per headline action. (Fáilte Ireland)

**Update:** Complete

Capital investment in public tourism product and infrastructures was completed on schedule in 2012. Key projects completed with the assistance of this funding, and opened in recent months, include the upgrade to Fota House and Gardens, the Tralee Bay Wetlands Centre, and the upgrade to Malahide Castle and Gardens. A number of major new projects have recently been announced, such as the development of the Medieval Mile in Kilkenny, the Dublin Heritage Mile, and the initial section of the Wild Atlantic Way.

**Action 7.8.3:** Develop tourism products/activities where Ireland can gain comparative advantage (e.g. in food, culture, activity breaks, events and festivals), including securing major sports events and conferences for Ireland.

**Q4 Measure:** As per headline action. (DTTS / Fáilte Ireland / Bord Bia)

**Update:** Delivered for 2012

Fáilte Ireland, in consultation with other relevant agencies and bodies, has developed a *National Food Tourism Implementation Framework*, which fully integrates into and supports the broader national and regional tourism development objectives.

As part of this framework, emerging food champions have been selected from across Ireland's food sector to help build Ireland's food tourism reputation and encourage visitors to stop, spend and stay longer in Ireland.

2012 was the first of a three year commitment whereby Fáilte Ireland will work with EuroTorque to develop their Young Chef competition. Each year, the five finalists will work with Fáilte Ireland as food ambassadors for Ireland's culinary revolution which will inspire other young professionals in the industry and raise the profile of Irish cuisine in the marketplace.

Fáilte Ireland has also invested in a range of walking and cycling routes around the country ranging in size and variety from looped walks to full greenways such as the Great Western Greenway. There are now over 200 accredited looped walks around the country. Under the "Walkers Welcome" initiative, it is supporting accommodation providers who provide additional services to walkers in key walking areas. It is also supporting walking operators to promote their business overseas through the Sales Connect Programme.

There has been a strong programme of events throughout 2012, including the return of the Volvo Ocean Race finale in Galway, the Navy-Notre Dame American football game, the Tall Ships Race, as well as the annual St. Patrick's Festival in Dublin. The ISAF World Youth Sailing Championship took place in Dublin Bay in July, and the Ladies Irish Open was held at Killeen Castle, Co. Meath. The World Handball Championships took place in October in Dublin while the New Year's Eve event in Dublin will again take place this year.

As of end November 2012, Fáilte Ireland, had allocated funding for 209 incoming conferences through the 2012 Conference Support Fund. These conferences have potential estimated revenue of €153 million.

In 2012, Fáilte Ireland invested €2.5 million in grants to 43 National Festivals and €766,500 in grants was allocated to 165 regional festivals taking place across the country. Recent research indicates that almost 11,000 people are in paid employment in the festivals sector.



**Action 7.8.5:** Use the Tourism Marketing fund of €40 million to support international marketing and advertising programmes, focusing on the four core source markets (GB, US, Germany and France) essential to sustaining employment in the sector.

**Q4 Measure:** As per headline action. (DTTS / Tourism Ireland / Fáilte Ireland)

**Update:** Complete

Tourism Ireland identified a number of strategic areas to underpin its promotion and marketing activity in 2012 including:

**Rolling out a brand new advertising campaign:** The new advertisements appeared on television in Great Britain, France and Germany; in cinemas in Great Britain and the US, Spain and Italy; on outdoor sites in Great Britain; and online in every other market in which Tourism Ireland has a presence.

**Targeting our best prospects:** Tourism Ireland has focused on consumers who are interested in sightseeing and experiencing local culture.

**Focusing on top 4 markets:** Tourism Ireland has focused on winning market share in our four key tourism markets of Great Britain, the US, France and Germany, which together account for nearly three-quarters of all visitors to Ireland.

**Increasing sales opportunities:** Tourism Ireland increased the number of platforms on offer to tourism industry partners, to help them “close the sale” with potential visitors overseas.

**Growing access:** Critical to Ireland’s overseas tourism performance is the level of air and sea access to Ireland. Tourism Ireland continued to work closely with airlines and ferry companies, ports and airports, to invest in case-making and co-operative promotional campaigns, to help sustain and grow demand.

Some of the overseas marketing highlights in 2012, include:

- The annual “greening” of significant landmarks worldwide during St. Patricks Day again took place giving a significant publicity boost at the start of the tourism year. Amongst the landmarks included in 2012 were Niagara Falls, the London Eye, Burj al Arab in Dubai, Table Mountain in South Africa and the Leaning Tower of Pisa.
- Up to 30% of overseas tourism business is generated in the period from September to December. With this in mind, a major Autumn/Winter campaign took place in Ireland’s key overseas markets with a particular focus on the many festival and events taking place throughout the country during this time.
- Promotional activity around “The Gathering Ireland 2013” also stepped up in the second half of 2012 (see actions 7.8.6).

**Action 7.8.6:** Advance promotion and preparations for “The Gathering 2013” - a year long programme of events, festivals and gatherings driven by arts, sports, business and community groups and supported by the Tourism Agencies.

**Q4 Measure:**

1. Promote participation across Ireland. (Fáilte Ireland)
2. Plan and develop events in Ireland as part of Gathering 2013. (Fáilte Ireland / local and national bodies)

**Update:** Complete

By the beginning of December 2012, over 2,000 gathering events were confirmed throughout the country and the calendar of festivals and events for “The Gathering Ireland 2013” is constantly growing. Among the established festivals that will offer enhanced programmes as part of “The Gathering Ireland 2013” are the:

- New Year’s Eve Festival;
- St. Patrick’s Festival;
- Galway Arts Festival;
- Wexford Opera Festival;
- Temple Bar Trad Fest; and
- Listowel Writers’ Week.

A number of new festivals and events will also be created exclusively for “The Gathering Ireland 2013.” Among those confirmed to date are:

- International Clubs GAA event – a competition involving GAA teams from around the world with the final to be held in Croke Park;
- The Football Association of Ireland will host a Diaspora World Cup in Ireland for 2013 with FAI Clubs throughout Ireland also organising their own international Gathering Tournaments;
- A new Riverdance project;
- A closing Christmas and New Year’s Festival will end the year;
- Funding of just over €685,000 has been approved by Fáilte Ireland for 170 regional festivals and events taking place next year; and
- Over 80 confirmed “Gatherings” by international partners.

**Community meetings and engagement:** Over 60 community meetings have been held and approximately 8,000 people have been engaged with in relation to promoting and hosting events as part of “The Gathering Ireland 2013.”

**Training and Development:** A training course has been developed to assist gathering organisers increase the number of international visitors coming to their gathering.

**Funding:** A €2 million fund for “Gathering” events at county/local level was launched on Thursday 25<sup>th</sup> October by An Taoiseach. This is a 2 tiered fund which offers:

- Funding towards larger events (1-3 events) nominated by Local Authority.
- Smaller grants towards local “Gathering.”

Each county was asked to submit their flagship ideas before 30<sup>th</sup> November 2012 and the closing date for applications for the local “Gathering” fund was also 30<sup>th</sup> November. The key qualifying criteria is the ability of the “Gathering” event or activity to attract overseas visitors. In total, it is expected that 700 – 800 individual “Gatherings” will be funded under this programme. Funding announcements will be made in January 2013.

#### *International Financial Services*

**Action 7.9.2:** Systematically identify and engage with those existing client companies within the IFS portfolio (150 companies / 250 operations) that have the best potential to deliver the maximum number of new jobs.

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

This exercise is being undertaken on a rolling basis by IDA Ireland through the Client Development Programme, which requires executives to regularly assess investment opportunities across their client portfolios.

Consistent with both the *Action Plan for Jobs 2012* and IDA Ireland’s strategy, *Horizon 2020*, executives are actively looking for and targeting jobs intensive investments. This has resulted in an increased focus on the back and middle office space and on groups in restructuring mode.

**Action 7.9.3:** Target those segments of the industry and the associated top companies that are showing signs of growth and a capacity for international expansion.

**Q4 Measure:** As per headline action. (IDA / EI)

**Update:** Complete

The Client Development Programme (CDP) in IDA Ireland involves a focus on both existing clients and new areas of opportunity such as Islamic finance/Green finance as well as emerging markets such as the BRIC (Brazil, Russia, India and China) countries and the Association of South East Asian Countries (ASEAN). As a result, the Financial Services Division has undertaken marketing programmes in several of these countries during 2012 including China, Singapore and Malaysia.

As part of the Enterprise Ireland trade mission to Canada, the Minister for Jobs, Enterprise and Innovation, Richard Bruton T.D., announced the opening of OnePosting's new office in Toronto, Canada. OnePosting has invested heavily in developing a world-class, secure, and resilient, cloud based electronic invoicing service that makes it an affordable option for businesses of any size. As well as reducing billing costs, clients also benefit from faster receivables.

As part of the Trade Mission to South Africa in June Minister for Trade, Joe Costello T.D., inaugurated Enterprise Ireland's Expert Panel in Financial Services to support top Irish companies to increase their business presence and win new export contracts in the growing South African market. The expert panel is made up of industry experts in South Africa with extensive expertise and knowledge of the market and industry institutions. They will provide strategic planning support, advice and introductions for Irish companies seeking to enter or expand their business in the market.

**Action 7.9.11:** Engage and consult with industry to enhance the tax framework, including through the annual Finance Bill process, in particular to facilitate areas where Ireland can gain first-mover advantage in developing sustainable business lines.

**Q4 Measure:** As per headline action. (DoF/ Revenue Comm.)

**Update:** Complete

The Finance Act 2012, which was signed into law on 31<sup>st</sup> March 2012, contained 13 sections which introduced 21 individual measures to support the ambitious jobs targets contained in the *Strategy for the International Financial Services Industry in Ireland 2011-2016*.

Consultation is taking place with the International Financial Services industry in respect of proposals they have made in advance of the Finance Bill 2013.

In addition, it was announced on Budget Day that Ireland is one of the first countries to conclude an Intergovernmental Agreement with the United States to Improve International Tax Compliance and Implement FATCA (Foreign Account Tax Compliance Act). There will be a benefit to the international financial services industry in terms of an “early-mover-advantage,” by being one of the first countries to sign up to an agreement that will provide certainty and clarity around their FATCA obligations.

Also announced on Budget Day, Ireland is to introduce a new tax regime for Real Estate Investment Trusts (REITs). REITs may be a first step in the development of Ireland as a hub for the financing and management of international property investment

**Action 7.9.12:** The Central Bank and relevant Government departments will consider and consult with industry, other stakeholders and one another in respect of the effects of new regulation on the financial services sector and the broader economy and any potential overlap between new measures and related existing requirements.

**Q4 Measure:** As per headline action. (Cross Dept. / Cross Agency)

**Update:** Complete

Before introducing any new legislation in the area of financial regulation, the Department of Finance consults with other Government Departments in the form of a Government Memorandum and with industry through a public consultation process. A typical recent example would be the Central Bank (Supervision and Enforcement) Bill, designed to enhance the supervisory and enforcement powers of the Central Bank, where the Department consulted with all stakeholders, Government and industry, in relation to proposed Committee stage amendments to the published Bill. A Regulatory Impact Assessment was also undertaken prior to publication of the Bill

Additionally, the Central Bank issues consultation papers when enhancements to the Regulatory framework are being proposed. The consultation process provides an opportunity for the Central Bank to engage with stakeholders on a particular topic and to get comments/suggestions in relation to the proposed changes. Feedback is encouraged and submissions received are published on the Central Bank’s website.

To ensure transparency in its engagement with stakeholders in fulfilling its financial regulation and supervisory obligations, the Central Bank has its Policy on Consultations on their website which sets out its procedures in relation to its consultation policy.

**Action 7.9.13:** Based on the outcome of the National Research Prioritisation Exercise, invest in research and development which can drive innovation in services including financial services.

**Q4 Measure:** As per headline action. (Research funders (IDC on STI) & Prioritisation Action Group)

**Update:** Complete

The Prioritisation Action Group has developed and adopted an Action Plan for the priority area of innovation in services and business processes which will be the basis for the focussing of the majority of publicly funded research in this area.

### *Business Process Outsourcing/ Shared Services*

**Action 7.10.1:** Target and secure additional investments from leading global corporations and high growth companies in proprietary and outsourced centralised business process and shared services activities.

**Q4 Measure:** As per headline action. (IDA)

**Update:** Complete

IDA Ireland continues to work with the world's leading global corporations. The captive/proprietary centralised business process model (Global Business Services) is one which impacts on all IDA Ireland target industry sectors. Ireland's ability to attract companies to host these activities here is because of the track record of IDA Ireland's existing client base in sourcing employees with a skill set in finance, customer engagement, technology and innovation, and in the continuing ability to source multilingual talent to serve international customers. This experienced talent pool is the basis for Ireland's continuing ability to engage with the world's leading established and emerging companies and to compete for their mobile international investment projects.

To ensure that the talent pool is up to date, IDA Ireland has engaged with the country's skills and education sectors to ensure that the output from the third level education sector matches the needs of industry. With a global tightness in the IT skills market, many of the companies that IDA Ireland is engaged with are seeking solutions in Ireland to develop their next generation products, manage internal corporate IT processes or transform their product delivery from traditional to digital platforms. Specifically, IDA Ireland is working to connect its clients with the skills output from the Higher Education Authority led IT conversion courses to ensure that newly qualified IT graduates are integrated into the workforce at the earliest opportunity.

The global business service model is continually being honed and refined to ensure that it is of maximum relevance to Ireland's leading multinationals. The model has moved on from a simple "shared services" proposition, which is largely based on low cost centralised "transactional" activities." The current global business services proposition is based on the world's leading companies establishing international process control for finance, client services and IT in a single location. Ireland's skills base and corporate tax environment strongly supports this proposition.

In 2012, IDA Ireland announced significant investments from the following companies:

- Paypal, (1000 jobs in Dundalk), will be responsible for customer service, risk prevention, financial operations, merchant services and sales across Europe, the Middle East and Africa (EMEA)
- EA Games (300 jobs in Galway), will now provide multilingual international customer support and services for its major game titles.
- Arvato (100 jobs in Dublin) will be responsible for IT, consulting, finance and accounting, project management and customer service.
- Hubspot (150 jobs in Dublin) announced the opening of a European Headquarters to support their rapidly growing international business.

**Action 7.10.2:** Work with indigenous companies to improve their international tendering capability and promote the usage of new technologies in BPO solutions.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

The Business Process Outsourcing team in Enterprise Ireland has worked closely with client companies to improve their international tendering capability and usage of new technologies. This has involved advice and support on:

- Overseas office support: including market research and customer and competitor profiling and subsequent business development activity;
- Value proposition and branding: clients have been supported with tailored versions of Branding for International Services and Value Proposition programmes; and
- Lean analysis to support companies to build their tendering capabilities in the highly competitive business process outsourcing market.

**Action 7.10.3:** Work with existing firms through transformational change initiatives: innovation in business process, business models, technologies, productivity enhancements, re-skilling and up-skilling.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

This has involved advice and support on:

- Business models for export to ensure that the impact of the company in export markets is maximised while minimising the risk of failure of the model adopted.
- Management Development: Clients skills are under review on a case by case basis to identify gaps and to assist them in building their expertise.

**Action 7.10.4:** Capitalise on the significant job creation opportunities in the Business Process Outsourcing area, targeting outsourcing opportunities in Ireland and overseas to sustain existing jobs and create new jobs.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

A number of significant announcements have been made in the sector during 2012.

- Eishtec, the Waterford based customer contact solutions provider, announced 250 jobs for Waterford in January 2012 and, based on delivering a strong performance to date, has been able to grow beyond that figure to 400.

In December 2012, Eishtec announced that it is to create a further 250 new jobs by October 2013 as part of a major expansion via a new custom-built facility in Drinagh, Co. Wexford.

These additional jobs will bring its total workforce to 650 across the South East region of Ireland, which have had the ongoing support of Enterprise Ireland in the company's growth to date. The growth is on the back of Eishtec securing an expansion to an existing contract with EE, the company behind the UK telecommunications brands Orange, T-Mobile and EE. EE is a new brand that recently launched the UK's first mobile superfast 4G network.

- An Enterprise Ireland supported company, Rigney Dolphin, was established in 1990 and has grown to be Ireland's leading indigenous business process outsource partner. It provides business process solutions to a diverse range of domestic and international clients, specialising in the provision of innovative and value add contact centre solutions.



In recent years, the company has focused on the telehealth and telecare sectors and continues to build core competencies in these areas. In February, the company announced a collaboration agreement with the Cleveland Clinic to provide a range of patient management, patient outreach and telehealth across the US and Europe. The collaboration will provide up to 30 new jobs for clinical and support staff in Waterford.

### Education Services

**Action 7.11.1:** Implement the actions contained in the International Education Strategy.

#### Q4 Measures:

1. Continue roll-out of the new Education Ireland brand and marketing/promotion strategy, especially using social media. (DES / EI / Fáilte Ireland)
2. Enhancing performance through partnership and collaboration. (DES / EI)
3. Development of targeted and relevant international offerings for students. (DES)
4. Strengthening our Networks of Influence. (DES / DFAT / EI)
5. Work directly with educational organisations to develop their capability. (HEIs)

**Update:** Complete

Enterprise Ireland is continuing to work in partnership with the Department of Education and Skills and key stakeholders such as the National Qualifications Authority of Ireland, Fáilte Ireland, and the Department of Justice on the promotion of “Education in Ireland.”

Significant progress is being made in promoting Ireland as a centre for international education through implementation of *Investing in Global Relationships: Ireland’s International Education Strategy 2010-15*.

In relation to partnership and networking, as set out in *Investing in Global Relationships*, Enterprise Ireland is focusing its efforts on Tier 1 priority markets which include India, China, the US, Gulf States and Malaysia. Ireland has also successfully partnered with Brazil on a science/research scholarship programme and announced 1,500 scholarships for Brazilian post graduates to study in Ireland over the next 4 years. In addition, the largest ever Irish education mission to India took place in November 2012.

The promotion of the “Education in Ireland” national brand is being supported with a social media strategy in key markets and a new student focused website was launched in 2012, [www.educationinireland.com](http://www.educationinireland.com), featuring social media style elements to assist in promotion.

The High Level Group on International Education is facilitating joined-up national approaches

between Government and the education sector, including the promotion of targeted offerings such as Ireland’s successful bid to participate in Brazil’s US\$2 billion Science without Borders programme - a Brazilian Government scholarship programme which aims to send 100,000 Brazilian students on undergraduate courses and PhDs courses to study in science, technology, engineering, mathematics and creative industries at top universities around the world. This builds on the previous agreement between Ireland and Brazil for up to 1,500 postgraduate Brazilian students to study in Ireland that was announced in June 2012 (referenced above).

Education pathfinder consultants are being appointed to a number of priority markets with potential for future growth. Their remit will include working with Irish educated alumni and other networks of influence to promote the “Education in Ireland” brand.

A range of research and support activities have been carried out to support growth in new markets and capacity development for institutions, including in the areas of transnational education, branding and international admissions.

**Action 7.11.2:** Establish a Statutory Code of Practice & and Quality Mark (to be awarded to educational institutions that meet certain criteria) to provide the basis for quality assurance of education services provided to international students

**Q4 Measure:** Passage of legislation and establishment of QQAAI. (DES)

**Update:** Complete

The Qualifications and Quality Assurance (Education and Training) Act 2012 was enacted in July 2012. The Act was commenced in its entirety on 5<sup>th</sup> November 2012. This involved the amalgamation of the National Qualifications Authority of Ireland (NQAI), the Higher Education and Training Awards Council (HETAC) and the Further Education and Training Awards Council (FETAC).

The Qualifications and Quality Assurance Authority of Ireland was formally established by the Minister for Education and Skills on 6<sup>th</sup> November. The operational name of the new authority is Quality and Qualifications Ireland (QQI).

**Action 7.11.4:** Undertake range of initiatives including direct marketing campaigns to raise awareness of Ireland as an education destination

**Q4 Measure:** As per headline action. (EI / Fáilte Ireland / Tourism Ireland)

**Update:** Complete

Among the marketing initiatives taken during 2012 to raise awareness of Ireland as an education destination were:

- The appointment of leading Irish cricketer Kevin O'Brien to help promote Ireland as a destination for world class education to young Indian students. Kevin O'Brien is one of Ireland's most successful cricketers and is well known and regarded by young Indian cricketers following his success in Bangalore in 2011 where he set the world record for the fastest century ever scored at a World Cup.
- An approach has been developed to facilitate the education services sector to engage with multinational corporations and Irish owned business on the "Education in Ireland" offer through participation in workshops, profiling Ireland as a destination and as presenting career options post graduation. A recent example was the participation by PayPal on the Education Services Mission to India, which provided an excellent reference point for the quality of Irish education and the prospects for employment post graduation.
- The Star Education Fair is the premier education promotion event in Malaysia and was held in Kuala Lumpur on 15<sup>th</sup>-16<sup>th</sup> December 2012 and was attended by "Education in Ireland," Enterprise Ireland's initiative to promote Irish higher education overseas. The objective was to raise awareness of Ireland as a location for international students. The focus is to promote the engineering, information technology, hospitality, science and business education sectors.
- In September, Education in Ireland welcomed 2,500 US high school and college student athletes, cheer groups, marching bands and key college officials as they arrived in Dublin to take part in the Global Ireland Football Tournament (GIFT 2012). This event provided a great opportunity to promote Ireland's third level education institutes to US students. GIFT 2012 coincided with the Emerald Isle Classic game between Notre Dame and Navy which took place at the Aviva Stadium in September. This game attracted an estimated 30,000 American visitors - the largest ever group of travelling fans for a stand-alone sporting event outside the US.
- International higher education professionals from around the world met in Dublin from 11<sup>th</sup>-14<sup>th</sup> September, 2012 for the 24<sup>th</sup> Annual European Association for International Education Conference; the largest event of its kind in Europe. The conference provides a dynamic forum for debate and represented a vast networking opportunity in the field of international higher education.

**Action 7.11.5:** Undertake a number of education missions and events in 2012 (e.g. India, China, Malaysia, Saudi Arabia, US, Brazil).

**Q4 Measure:** As per headline action. (DES / EI / Fáilte Ireland / Tourism Ireland)

**Update:** Complete

“Education in Ireland” promotional events have been held in all priority markets and among the major missions led this year were:

- Minister of State for Training and Skills, Ciarán Cannon T.D., led Ireland’s largest ever education mission to India in November 2012, taking in New Delhi, Bangalore and Mumbai, the country’s main centres of politics, high-tech industry and commerce.

Over 60 leading academics from 16 higher education institutions participated on the trade mission under the “Education in Ireland” brand, the umbrella brand for promoting Ireland’s higher education sector in overseas markets, managed by Enterprise Ireland.

To promote Ireland as a hub for global education and global business, they were joined by Science Foundation Ireland, IDA Ireland, and the leading multinational company, Paypal.

- Minister Cannon T.D. also led the first Irish education delegation to Vietnam from 9<sup>th</sup>– 12<sup>th</sup> December 2012, which also visited Malaysia and the Star Education Fair in Kuala Lumpur. The Vietnam delegation visited both Hanoi and Ho Chi Minh City, to discuss cooperation with local education institutions and to raise awareness of Ireland as a centre of excellence for international education.
- The Minister for Trade and Development, Mr. Joe Costello T.D., signed a landmark education and research agreement with Brazil in October that will see 4,000 undergraduate Brazilian students study in Ireland over the next four years.

The agreement was secured during the Enterprise Ireland trade mission to Brazil led by Minister Costello T.D. The agreement is part of Brazil’s Science Without Borders programme - a Brazilian Government scholarship programme which aims to send 100,000 Brazilian students on undergraduate courses and PhDs courses to study in science, technology, engineering, mathematics and creative industries at top universities around the world. This builds on a previous agreement between Ireland and Brazil announced in June 2012 for up to 1,500 postgraduate Brazilian students to study in Ireland.

**Action 7.11.6:** Establish an Agent programme to develop markets in China and Russia.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

While a number of public and private sector higher education institutes have established a market presence and/or alliances in China and Russia, the need for agent programmes in these target markets is under ongoing review with the education sector. Currently, Russia is not a Tier 1 priority country in the education services sector and an agent programme has not been established, although the requirement for such a programme remains under consideration.

Consultation with the industry on the potential of an agent programme in China and the fact that a significant number of clients have presences in the market, means that the decision to establish an agent programme remains under review.

Ultimately the nomination of agents will be led by clients within the education sector, facilitated by Education in Ireland. Alternative approaches to development of markets such as China and Russia are being employed which ensure that the objective of maximising the impact with our target markets is achieved.

**Action 7.11.8:** Continue the process of immigration reform in support of the International Education Strategy.

**Q4 Measure:** Review effectiveness of new student immigration regime implemented in 2011 and make further changes as required. (DoJ / INIS)

**Update:** Delayed

A review of the operation of the Student Immigration Regime introduced in 2011 is underway. This will be completed in Quarter 1 2013 to allow full year 2012 student visa and registration figures to be analysed and incorporated in the review.

### *Construction*

**Action 7.12.2:** Support construction and related companies with international ambition to expand presence in key geographic territories and target project opportunities in emerging markets in the Middle East and Africa.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

A range of market initiatives took place during 2012. The Irish construction sector has developed strong capability across a number of key areas including transport, power generation, pharmaceuticals, pre-cast concrete products and insulation.

For example, Enterprise Ireland hosted a market study visit to Perth, Western Australia, a region which is now the global focus of the world's largest mining and exploration, and infrastructure and engineering companies. With a project investment pipeline exceeding \$500 billion, the market visit connected Irish companies to key buyers and potential partners across this Australian region.

Additionally, six client companies participated in the Project Qatar Trade Exhibition in early May, as part of their scoping of opportunities in the region, which are in a number of key sub-sectors.

Construction companies participated in a number of major Trade Missions during 2012, including those to Brazil, Russia, the Middle East, and South Africa.

Enterprise Ireland also participated during 2012 on a Forfás-led analysis of the construction sector which has identified a range of actions to be progressed during 2013.

**Action 7.12.3:** Target international market opportunities through a range of channels (including Government, major contractors, utilities) and support companies with international ambition to participate in management development initiatives including Management 4 Growth, Excel at Export Selling.

**Q4 Measure:** As per headline action. (EI)

**Update:** Complete

As outlined in Action 7.12.2, a range of market initiatives took place, including the participation of construction companies on a number of major Trade Missions during 2012, including those to Brazil, Russia, the Middle East, and South Africa.

Supporting these efforts, 10 participants from a cross-section of construction sector companies, participated in long-course management development programmes during 2012, including Leadership 4 Growth and the International Selling programme.

More than 30 participants from the construction sector were involved in short-course management development programmes, including Excel at Export Selling, Partners Skills Development and Value Proposition Skills among others.

**Action 7.12.4:** Develop, in consultation with stakeholders, a national strategy for the construction sector to 2015 outlining the opportunities, challenges and actions needed to realise the potential of the sector, to retain expertise in Ireland and to continue to develop capabilities over coming years and to contribute to the development of a cluster development initiative for the sector.

**Q4 Measure:** Complete development of national strategy for construction. (Forfás / DJEI)

**Update:** Complete

Construction has a dual role in the Irish economy as a sector in its own right providing jobs and creating wealth, and as a crucial factor of competitiveness – providing the built environment that underpins enterprise investment and growth.

In developing this strategy, Forfás consulted extensively with the industry, construction sector representative bodies, the enterprise agencies and other stakeholders. Collective discussion and input was garnered through a consultative grouping of industry representatives.

The draft strategy has been submitted to the Minister for Jobs, Enterprise and Innovation for consideration.

**Action 7.12.5:** Review the Apprenticeship training model, including costs, duration and demand with a view to providing an updated model of training that delivers the necessary skilled workforce to service the needs of a rapidly changing economy and ensures appropriate balance between supply and demand.

**Q4 Measure:** Initiate review of the apprenticeship model. (DES / SOLAS)

**Update:** Complete

The Department of Education and Skills has initiated a review of the current apprenticeship model which is being carried out in two stages.

The first stage involves the preparation of a background issues paper providing a factual description of the current system, identified strengths and weaknesses of the current model and identifying the range of possible options for change, as well as information on apprenticeship models in other countries. This background issues paper, which will also include detail on trends and forecasts in relation to recruitment, is currently being finalised.

It is envisaged that the second phase will involve consultation with all key stakeholders on the options for change. The arrangements for this phase of the exercise are currently being considered.

**Action 7.13.3:** In the context of the review of the retail planning guidelines as part of the EU/IMF Reform Programme, undertake an assessment of potential future scenarios for the structure and development of the grocery retail sector in Ireland and the potential economic and social impacts of increases in market share in the sector and policy requirements.

**Q4 Measure:** As per headline action. (Relevant State Bodies)

**Update:** Not completed

This action was not delivered in 2012. However, the Department of Jobs, Enterprise and Innovation had a series of engagements with key stakeholders in the retail sector, particularly in the second half of the year, to gain an improved understanding of the issues that are impacting on the sector generally.

Based on these engagements - which will continue on an ongoing basis - the 2013 Action Plan for Jobs will include a number of new measures to support the retail sector which will replace Action 7.13.3.

**Action 7.13.6:** Introduce legislation to allow for the introduction of a statutory code of practice for grocery goods undertakings.

**Q4 Measure:** As per headline action. (DJEI)

**Update:** Delayed

In July 2011, the Government approved the draft heads of the Consumer and Competition Bill, which *inter alia* will include provisions to allow for the introduction by Regulation of a statutory code of practice for grocery goods undertakings. These heads are currently with the Office of the Parliamentary Counsel for drafting and it is intended that the Bill will be published during the Spring Dáil session.

**Action 7.13.7:** Facilitate a national opportunities awareness campaign by major retail groups. This to involve exhibitions of products which are currently imported but which retailers believe could be produced in Ireland.

**Q4 Measure:** Facilitate awareness campaign. (DJEI)

**Update:** Complete

The implementation of this measure was primarily initiated by the retail sector itself and did not require intervention from the public sector. However, the Department of Jobs, Enterprise



and Innovation had a series of engagements with key stakeholders in the sector throughout the year to gain an improved understanding of the issues that are impacting on the retail sector generally.

Throughout 2012, business groups and local retailers organised and ran a series of initiatives to encourage demand in local communities and retain employment in their areas (see update under Action 7.13.1).

In relation to the exhibition of products, a significant event which was organised by the retail sector was SHOP 2012, held from 25<sup>th</sup>-27<sup>th</sup> September in the RDS, Dublin. This exhibition is one of Ireland's foremost trade shows for the retail, food, drink and hospitality industries. It offered an important opportunity for exhibitors to showcase their products to visitors to the show. Detailed data on attendees at SHOP 2012 is not yet available, but data from the 2011 event shows that 84% of those who attended in 2011 were visiting to meet new suppliers or see new products.

SHOP 2012 was supported by a number of industry groups and 7 City and County Enterprise Boards assisted their local artisan producers with exhibiting at SHOP.

### *Arts, Culture and Creative Enterprise*

**Action 7.14.1:** Take actions as set out in the Creative Capital Report prepared by the Audiovisual Strategic Review Steering Group to double the value of the film and audiovisual sector by 2016 to over €1 billion, double employment to over 10,000 and increase cultural exports of Irish audiovisual production.

#### **Q4 Measures:**

1. Work with the audiovisual industry to grow exports. (IFB)
2. Undertake a range of skills initiatives to address medium to long-term challenges for the sector. (IFB)
3. Leverage investment in data centres and cloud computing to create distribution and fulfilment opportunities for the digital content industries. (IFB)

**Update:** Complete

The recommendations included in the *Creative Capital Report* are to be worked on over the period of five years up to the end of 2016. Work is ongoing on the recommendations included in the report with a number of meetings held by the Inter-Departmental Implementation Committee.

The Irish Film Board (IFB) has also had bilateral meetings and discussions with a number of

bodies to implement the recommendations in the report specific to their responsibility, including the following:

- Increasing audiovisual production activity from €180 million in 2012 to €220 million in 2013 – 22% increase;
- Increasing employment in audiovisual production overall in Ireland from 6,617 in 2012 to 7,782 (full time equivalents) in 2013 – 19% increase;
- Increasing audiences via the launch of IFB20 – 20 years of public funding for Irish film;
- Participation in the cultural programme for the EU presidency;
- Continuation of the IFB’s presence in Los Angeles promoting Ireland as a location for direct investment in audiovisual production;
- Finalisation of the review of the case for extension of tax reliefs for audiovisual production;
- Leveraging of existing and new studio investment;
- The IFB has been working closely with FÁS/SOLAS for the transfer of the functions of Screen Training Ireland to the IFB to centralise the skills need delivery for the sector;
- Dialogue is ongoing between the IFB, Enterprise Ireland, IDA Ireland and the content creation sectors to ensure opportunities for data centres and cloud computing are leveraged.

**Action 7.14.5:** Roll-out further cultural digitisation initiatives, in partnership with the private sector, in order to leverage our unique cultural offerings and bring them to a wider international audience.

**Q4 Measure:** As per headline action. (DAHG)

**Update:** Complete

The National Archives have just added two new genealogical resources to the already very popular 1901-1911 Census; these are the Tithe Applotment Books (1823-37) and the Soldiers Wills (1914-17).

Digitised images from Ireland’s cultural institutions have been uploaded onto the Europeana web portal. There are currently over 900,000 images and sound files available through Europeana which is a major EU cultural initiative. It is planned to add to the Irish content on Europeana as resources permit. Earlier this year the digitised images of the original 1922 Anglo Irish Treaty documents were uploaded onto Europeana.

The National Library is at advanced expression of interest stage on the digitisation of its collection.

**Action 7.14.6:** Through the Arts Council, support over 50 venues, approximately 200 festivals and 400 arts organisations in 2012, supporting employment in communities across the country, both directly through funding artists and organisations and indirectly in the tourism sector and the wider economy.

**Q4 Measure:** As per headline action. (DAHG)

**Update:** Complete

The Arts Council annually offers in excess of 140 separate funding schemes to the public. Through the processing and assessment of approximately 3,000 applications the Arts Council has funded in excess of the targets listed for 2012.

In addition, the arts sector in the Gaeltacht is supported by Ealaín na Gaeltachta Teo, a subsidiary company of Údarás na Gaeltachta that is funded jointly by Údarás and the Arts Council. Ealaín na Gaeltachta operates a varied range of schemes that underpin a thriving arts sector.

An updated report by Indecon in 2012, *Assessment of the Economic Impact of the Arts in Ireland\** indicates that during 2011 the Arts Council supported over 2,260 jobs, generating €184 million with €42 million returned to Exchequer in income and taxes. The wider arts sector is reckoned to support 12,970 jobs with a contribution of €336 million in taxes. Furthermore, the creative industries as a whole support 76,900 jobs in Ireland and contribute €4.6 billion towards the economy.

\*This 2012 report represents an update on Indecon's previous independent evaluation of the economic impact of the arts, published in 2009. This update report, which is concerned with the impact of the arts in Ireland in 2011, indicates "that the arts continue to be a major employer and contributor to Irish economic output."

**Action 7.14.7:** Ensure continuity in the provision of heritage services nationally through an allocation of €48 million for 2012.

**Q4 Measure:** As per headline action. (DAHG)

**Update:** Complete

The Heritage Division of the Department of Arts, Heritage and the Gaeltacht continued to deliver key services to the public in areas such as the National Parks, built heritage protection, turf compensation and other EU compliance matters.

A new visitor centre for the Burren was opened and progress was made on transforming Killarney House in Kerry into a major visitor centre for Ireland's most popular national park. A new compensation scheme was successfully introduced for those affected by the cessation of

turf cutting on SAC raised bogs, with over 2,200 payments made. The Department also put in place 2 new websites to encourage tourists to visit monuments and buildings of interest.

**Action 7.14.8:** Invest in quality customer offerings through the National Cultural Institutions and regional cultural bodies and enterprises to enhance our overall tourism offering and to make Ireland a destination of cultural distinction for the cultural tourists globally.

**Q4 Measure:** As per headline action. (DAHG)

**Update:** Complete

Over 2012, national and regional cultural institutions and enterprises hosted a series of major art exhibitions and events to showcase Irish artists and culture and to enhance the quality of Ireland's overall cultural tourism offering. Examples of key exhibitions/events in this regard include:

**The National Museum of Ireland (NMI):** The Asgard sailing vessel went on public display at the Collins Barracks site in August 2012 as the NMI's keynote exhibition for 2012. The exhibition tells the yacht's story from her commissioning as a wedding gift for Erskine and Molly Childers in 1905, to her role in the Howth gun-running, her eventual use as Ireland's first national sail-training vessel, and finally the major conservation project conducted in Collins Barracks from 2007 to 2012.

**Irish Museum of Modern Art (IMMA):** IMMA's keynote exhibitions for 2012 include:

*Becoming*, a mid-career retrospective of the work of Alice Maher, one of Ireland's most respected and influential artists opened in IMMA at the National Concert Hall Earlsfort Terrace, Dublin 2 in October 2012 and it will remain open until early February 2013.

Sidney Nolan's Ned Kelly Series opened in November 2012 in the New Galleries, IMMA at the Royal Hospital Kilmainham and will run until end January 2013. This exhibition presents the famous Ned Kelly series of paintings by the celebrated Australian artist Sidney Nolan.

**Culture Night:** Culture Night 2012 took place on Friday 21<sup>st</sup> September 2012. The 2012 event featured a record 34 participating locations, including 6 regions in Northern Ireland, encompassing over 900 venues, making it the biggest and most extensive Culture Night to date. Amongst the new locations participating in 2012 were Limerick, Galway and North Tipperary. 2012 also saw the return of some locations which had previously been involved but were absent in 2011, such as Sligo and Roscommon.

Whilst 2012 attendance figures are not yet available, early indications are that the 2011 figure of over 300,000 participants will be equalled if not surpassed and planning for Culture Night 2013 will commence shortly.

**International Celebration of Irish Culture/I LOVE MY CITY:** This initiative was developed on foot of the commitment in the Programme for Government to expand the Culture Night initiative and to consider making it a twice yearly event. This year was the first in a 5 year development plan, commencing in 2012 and ultimately potentially linking with 2016 commemorations.

The international emphasis was on the launch of the "International Celebration of Irish Culture" brand in London, Paris, New York, Moscow and Beijing and the domestic element comprised of a series of programme activities based in existing cultural venues around the Merrion Square / Kildare Street areas. 2013 will see the further development and enhancement of this initiative.

**National Concert Hall (NCH):** The NCH developed a new improved summer schedule for 2012 which has been markedly different from previous years in that the NCH has promoted a number of its own concerts. Visitor numbers at the NCH in 2012 increased by almost 7% over the 2011 figure, following new initiatives and aggressive marketing campaigns.



## **Ongoing 2012 Measures**





## Ongoing 2012 Measures

### 1. Building Competitive Advantage

**Action 1.4:** Establish new Technology Centres in Cloud Computing, Learning Technologies and Financial Services and undertake preparatory actions for Technology Centres linked to the priority areas (e.g. Connected Health, Pharmaceutical Production, Data Analytics, Medical Device Manufacturing)

**Ongoing Measure:** Undertake preparatory actions for other Technology Centres to be launched post-2012. (EI/ IDA)

**Update:** Complete for 2012

Technology Centres are collaborative entities established and led by industry. They are focused on research with a direct impact on industry.

The centres are established in a 2-stage process. The initial research phase (informed by a detailed description of needs for the industry-led research agenda), with approximately €1 million in funding over 12 to 18 months, allows relationships to develop and establishes some of the early projects. Once this phase is completed a hosting call is issued, which provides funding, typically for a period of 5 years, and which establishes the Centre in its physical location.

Preparatory actions for Technology Centres linked to the priority areas (based on the Research Prioritisation Exercise) are well advanced.

- **Data Analytics:** Initial research programme approved.
- **Pharmaceutical Production Centre:** Centre launched, initial research programme underway.
- **Connected Health Technology Centre:** Initial research programme in call for proposals evaluation phase.
- **Medical Devices Technology Centre:** Initial research programme in Detailed Description of Needs development phase.

**Action 1.14:** While cognisant of security of supply and environmental goals, take a series of actions to manage energy costs: (Ensure that investment in energy (electricity and gas networks) infrastructure is as cost effective as possible, that any delays in rolling out these infrastructures are minimised, and that subsidies for energy generation are cost effective.)

**Ongoing Measures:**

1. Continue to raise awareness and provide opportunities for companies to reduce energy use through the provision of advisory services and appropriate supports. (DCENR/ SEAI/ IDA/ EI/ Business Representative Organisations)
2. In developing plans for smart meters rollout pay particular attention to the needs of SMEs. (DCENR/ CER)

**Update:**

1. Complete for 2012

The Sustainable Energy Authority of Ireland (SEAI) provides a range of supports to business with regard to reducing energy costs and procuring the most efficient equipment.

SEAI has published a report on energy use in the public sector which highlights best practice and sets out a roadmap for reducing energy usage in the public sector.

2. Complete for 2012

The Commission for Energy Regulation (CER) published its decision to proceed to phase 2 of the National Smart Metering Programme in July 2012. As part of this process, CER will undertake a consumer engagement work stream for both residential and SMEs during 2013 including coordination with business advocacy groups.

**Action 1.22:** Encourage a competitive regime for waste services via careful design of the regulatory framework.

**Ongoing Measure:** Implement Government decisions in relation to waste policy and services. (DoECLG)

**Update:** Complete for 2012

Work is ongoing in relation to implementation of policy measures. Measures completed in 2012 include the National Compliance Committee being put in place, the submission of a report of the Inter-Departmental Group on the impact of waste charges on low income households to Government, and engagement with the waste collection industry in relation to new requirements which has resulted in the adoption of a voluntary Customer Charter by the sector's representative organisation.

**Action 1.24:** Place downward pressure on commercial rents in respect of which NAMA has acquired the loan on the underlying property

**Ongoing Measures:**

1. Appoint an independent valuation of market rent where necessary. (DoF/ NAMA)
2. Encourage landlords of business premises to consider ameliorating rents that are in excess of the current prevailing market levels. (DoF/ NAMA)
3. Assess rent reduction applications. (DoF/ NAMA)
4. Deliver timely engagement following direct contact from a tenant who is not getting satisfaction in negotiations with his NAMA landlord. (DoF/ NAMA)

**Update:** Complete for 2012

The National Asset Management Agency (NAMA) approves requests for rent easement or abatement from its debtors where a tenant demonstrates that the rent payable under a lease is in excess of current market levels and that the viability of a business is, as a consequence, threatened.

By end-2012, NAMA had granted 212 applications for rent abatement with an aggregate annual value of €13.5 million. A further 56 applications are currently under review. Of the 276 eligible applications received to date only 8 have been refused representing a 97% approval rate by NAMA. NAMA proactively works through debtors/receivers to facilitate rent abatements where the contractual rent is in excess of prevailing market rates and where, as a consequence, the viability of tenant businesses is undermined.

NAMA's *Guidance Note on Upwards Only Commercial Leases* is available on its website, [www.nama.ie](http://www.nama.ie). The Agency engages with industry representative bodies in the retail sector to promote understanding of the *Guidance Note* and its applicability.

**Action 1.25:** Bring down the cost acquiring commercial property by reducing the Stamp Duty rate from 6% to 2% and the introduction of a Capital Gains Tax incentive for property purchased up to the end of 2013 and held for at least seven years.

**Ongoing Measure:** As per headline action. (DoF)

**Update:** Complete for 2012

Budget 2012 reduced the rate of stamp duty that applies to commercial property from a top rate of 6% (on transfers exceeding €80,000) to a flat rate of 2%.

Budget 2012 also introduced relief from Capital Gains Tax for both residential and non-

residential property purchased between 7<sup>th</sup> December 2011 and 31<sup>st</sup> December 2013. If a property is purchased within this period and is held for at least seven years, any gain attributable to that seven year holding period will be exempt from Capital Gains Tax.

While the number of property transactions subject to Stamp Duty from 1<sup>st</sup> January to 31<sup>st</sup> August 2012 is 10% up on the same period last year, from 30,293 in 2011 to 33,895, a range of factors may be relevant and it is as yet too early to assess the impact of the Budget changes.

**Action 1.26:** Promote business supports to promote resource efficiency, energy efficiency and reduce cost, including energy audits, energy management training, mentoring and advice and the Accelerated Capital Allowances scheme which supports businesses in purchasing plant and machinery that are highly energy efficient.

**Ongoing Measure:** As per headline action. (DCENR/ SEAI/ EPA/ EI/ IDA)

**Update:** Complete for 2012

The Sustainable Energy Authority of Ireland (SEAI) continues to provide a range of supports to SMEs and large industry with regard to reducing energy costs, implementing energy management systems and procuring the most efficient equipment.

In accordance with the Programme for Government commitment to transition from grants to sustainable financing, the Better Energy Workplaces scheme will transition in 2013 into an Energy Efficiency Fund in order to ensure the continued upgrade to existing buildings, services and facilities in the public, commercial, industrial and community sectors. The Fund will be underpinned by the creation of an Energy Performance Contracting Policy Framework.

**Action 1.35:** Respond to immediate shortages in the ICT sector.

**Ongoing Measures:**

1. Improve retention rates on undergraduate ICT programmes including the promotion of alternative ICT related progression pathways for students. (DES)
2. Increase the mathematical proficiency of students at secondary level including further roll-out of Project Maths, professional development opportunities for teachers and the implementation of a new National Numeracy and Literacy Strategy. (DES)
3. Increase the number of students with good maths skills into ICT undergraduate programmes through a range of awareness initiatives that will complement the introduction of bonus points for maths from Sept 2012. (DES)

**Update:** Complete for 2012

The ICT Action Plan is being implemented. More than 800 places were made available on intensive Level 8 ICT skills conversion programmes rolled out from March 2012. Graduates of the programmes will be available from early 2013. A roll-out of a second phase of the conversion courses is scheduled for early 2013. The precise number of places to be made available in this second phase will not be known until the completion of the competitive tendering and selection process.

1,800 people enrolled on higher education ICT programmes as part of Springboard 2011 from which over 700 people have already graduated – over 50% with qualifications at honours degree level or above. A further 2,200 places have been made available on ICT programmes under the second phase of Springboard 2012.

The high level Academic Industry Foresight Group, chaired by John Hennessy (Chair of the Higher Education Authority) and with strong high level industry membership, has been established with a specific remit to ensure higher education ICT programme development is aligned to emerging skills needs.

As part of the measures in the ICT Action Plan, a report on improving participation, retention and performance among students of ICT programmes has been prepared for the ICT Foresight Group and the Higher Education Authority is currently updating its dataset to monitor retention developments.

There are strong indications that the numbers of students applying to and taking up ICT programmes has increased considerably over the past year. There was an increase of 20% in first preference applications for level 8 computing programmes in 2012 and first preference applications for level 8 technology courses increased to 19.8% of all level 8 applications in 2012. There has been a corresponding increase in acceptances on to courses. Acceptances on to level 8 computing programmes increased by more than 10% this year and, in the five year period since 2008, acceptances on to level 8 Computing programmes have increased by 127%.

The Project Maths syllabi issued to schools at the start of this academic year contain the five strands that make up the new syllabus. The “old” syllabus is now completely replaced for students currently in first year and fifth year. These students will be examined in 2014 (at Leaving Certificate) and 2015 (at Junior Certificate). Implementation of Project Maths is supported by the national roll-out of continuing professional development for teachers.

To address the issue of “out-of-field” teachers of mathematics a tailored postgraduate course for “out-of-field” teachers began in Autumn 2012 with an intake of 390 spread across the 6 Education Centre Regions and with a separate allocation for the Irish version of the course. There were some 700 applications for this programme and this enthusiasm is very welcome. It is expected that the course will be available for at least 3 years, dependent on funding and demand.

The design of literacy and numeracy workshop modules is ongoing and regional continuing professional development (CPD) workshops are currently being provided across all Professional Development Service for Teacher (PDST) regions. CPD is currently provided across the spectrum of literacy and for numeracy where they include areas such as problem solving, teaching maths effectively and maths at junior level.

**Action 1.36:** Incentivise greater participation in Science, Technology, Engineering and Mathematics and highlight areas of skills shortages

**Ongoing Measures:**

1. Provide bonus points for students taking leaving certificate higher level mathematics from 2012. (HEIs)
2. Disseminate the work of the Expert Group on Future Skills Needs on future trends and vacancies to schools and guidance counsellors, appropriate websites (e.g. Qualifax, Careers Portal, Career Directions) and through the media. (EGFSN/ Forfás/ DES/ Education and Training Providers)

**Update:**

1. Complete for 2012

Higher education institutions have collectively agreed to operate a bonus points scheme for Higher Level mathematics for a four year trial period from 2012 to 2015 inclusive, with a review in 2014.

A bonus of 25 points are allocated to students who achieve a grade D3 or above in Leaving Certificate Higher Level mathematics. This pilot scheme has been specifically designed with the objective of maximising the numbers of Leaving Certificate students who study for and sit the higher level maths examinations, and should compensate for the perceived additional workload associated with Higher Level mathematics, and particularly incentivise the 20% of students who currently move to Ordinary Level having studied higher level for most of their senior cycle.

2. Complete for 2012

The following publications by the Expert Group on Future Skills Needs (EGFSN) which include current and future trends and vacancies in science, technology, engineering and maths (STEM) are available from [www.skillsireland.ie](http://www.skillsireland.ie) and have been circulated to over 3,000 EGFSN subscribers including guidance counsellors and the key parent associations:

- An *Overview of Vacancies* which examines over 100,000 vacancies in 2011 and highlights those most frequent in the areas of ICT, engineering, production and manufacturing (February, 2012)

- The *EGFSN Statement of Activity 2011* summarises the findings of research on the high level ICT skills needs of foreign-owned and indigenous companies. It also highlights the STEM based sectors (the green economy, ICT, pharmaceuticals, medical devices, and food/beverages) in the Guidance document for the SpringBoard 2012 call (March, 2012)
- *Key Skills for Enterprises to Trade Internationally* highlights employment opportunities in the ICT and International Services sectors and ecommerce skills for international selling and makes recommendations regarding conversion programmes in these areas (June, 2012)
- The *National Skills Bulletin* identifies skills shortages in certain STEM occupations (July, 2012)

Press releases and key findings presentations are made available on the EGFSN website to accompany each publication.

Opportunities for presenting the EGFSN messages are constantly sought and in 2012 included the IPPN Education Policy Symposium in January, the Pobal conference on addressing unemployment in April, the Tolka Area Partnership employment guidance workers event in June, and careers advice for senior cycle students at Newbridge Chamber of Commerce event in September.

Media interviews, on a range of skills issues, were also undertaken during 2012 with a number of publications including Technology Ireland, Business Plus, Public Affairs Ireland Journal, and the Sunday Business Post.

### **Interaction with the Guidance Community**

Summaries of the EGFSN reports are included on [www.careersportal.ie](http://www.careersportal.ie) and [www.qualifax.ie](http://www.qualifax.ie) both websites being used by guidance counsellors, students and jobseekers.

During 2012, the EGFSN contributed on a regular basis to the Careersportal monthly newsletter, which is issued to the guidance community.

Following the meeting with the Institute of Guidance Counsellors (IGC) in March it was been agreed that the EGFSN would provide inputs to their newsletter to 2<sup>nd</sup> level schools.

The EGFSN also contributed an article to the latest edition of the National Centre for Guidance in Education newsletter.

Updated occupational data is available on the FÁS Careers Directions website.

In July 2012, Forfás met with the Chair of the Association of Higher Education Career Services (AHCES) to discuss how the EGFSN might best get its messages to the 3<sup>rd</sup> level guidance community. Opportunities are being explored to address their management committee & biannual conference. Additionally, a meeting, to discuss how the EGFSN might best link with GradIreland in order to disseminate the work of the EGFSN, took place in November 2012.

**Action 1.37:** Through its Discover Science and Engineering programme, promote the study of the physical sciences to students

**Ongoing Measures:**

1. Engage early second level students (12,000) through its Discover Sensors programme which supports inquiry based learning in Junior Certificate Science. (SFI)
2. Communicate the variety of career opportunities to older second level students, teachers and parents by coordinating, in addition to working on an ongoing basis with CareersPortal.ie: (1.37 c)
  - a. First Online Careers Fair, January 2012
  - b. Careers focus in Science Week (115,000) participants, November 2012(SFI)
3. Focus other programmes to more fully engage young people with the physical sciences e.g. Discover Primary Science and Maths (2,960 schools and 4,800 teachers). Also highlight the careers potential arising from a STEM education e.g. through Science Week Ireland 2012 (120,000 participants), which will have a strong technology theme. (SFI)

**Update:**

1. Complete for 2012

Discover Sensors is a pilot programme designed by Discover Science and Engineering (DSE) to test inquiry based science, technology, engineering and maths (STEM) teaching and learning at junior cycle. 32 schools are taking part in the pilot which is now entering its fourth year, involving almost 200 teachers and approximately 12,000 students. The pilot exercise aims to gather evidence/experience regarding formative assessment methods (including ePortfolio solutions), to support the Department of Education and Skills and its agencies in the revision of the junior certificate curriculum with respect to STEM.

2. Complete for 2012

The STEPS to Engineering programme was successfully delivered as part of Engineers Week in February 2012, in partnership with Discover Science and Engineering (DSE) and Science Foundation Ireland (SFI).

A focus on science, technology, engineering and maths careers was a major component of Science Week 2012, which was held from November 11<sup>th</sup>-18<sup>th</sup> 2012, showcased by the theme "Everyday Experimenting." DSE/SFI coordinated Science Week with a network of major regional partners, including festivals in five locations and running over 800 events nationally with over 100 partner organisations (including universities, institutes of technology, libraries,



schools, clubs and corporate bodies. It is estimated that 200,000 people participated in Science Week.

### 3. Complete for 2012

In addition to the activities carried out as part of Science Week and Engineers Week set out above to promote awareness of and engagement with science, technology, engineering and maths among young people, Discover Science and Engineering runs the Discover Primary Science and Maths programme (DPSM) and coordinates that Smart Futures Careers Fair.

- The Discover Primary Science and Maths programme (DPSM) which focuses on the promotion of maths and science at the primary school level is fully operational. Key indicators of the performance of the programme include:
  - 6,390 teachers registered across 2,970 schools (91% of all primary schools);
  - 35 Discover Centres with accredited science programmes;
  - 420 schools annually receive the Award of Science & Maths Excellence;
  - 500 teachers receive training annually;
  - 200 pre-service teachers receive training annually;
  - DPSM website - 400,000 page views; 75,000 visits of which 47,000 unique visitors.
- The first online Smart Futures Careers Fair was successfully completed in Quarter 1 2012. It promoted opportunities in the tech industry in Ireland to students, parents, teachers and guidance counsellors, through the coordinated efforts of Discover Science and Engineering, ICT Ireland, Engineers Ireland and 13 industry partners, such as Microsoft, Ericsson, SAP, Cisco and smaller indigenous companies.

The campaign ran over a 12 week period, and comprised of a nationwide secondary schools competition and online career sessions where students talked to experts in the areas of programming, software development and cloud computing.

**Action 1.38:** Improve linkages between higher education and enterprise

**Ongoing Measure:** Introduce of a new system of strategic dialogue to align funding of higher education institutions to performance in the achievement of national objectives for system development and priorities in relation to skills development. (HEA)

**Update:** Complete for 2012

A new system of strategic dialogue that will align funding of higher education institutions to

performance in the achievement of national objectives for system development and priorities in relation to skills development commenced in 2012 and will be fully rolled out in the coming years.

**Action 1.39:** Foster greater alignment between the Further Education and Training sector and the labour market

**Ongoing Measure:** Review of further education and training options so that employment prospects for participants are improved and enhance capacity to respond to specific sector or occupational skills needs (and provide the transferable skills that enhance employability).

On statutory establishment, SOLAS and other agencies under the DES (e.g. Higher Education Authority, Skillnets) will roll out a new approach through better targeting of services appropriate to the profile of the unemployed and the needs of the labour market, based on a shared analysis of the available data in relation to the profile of unemployed people, including Live Register, Quarterly National Household Survey and Department of Social Protection profiling data. (DES/ SOLAS)

**Update:** Complete for 2012

The Department of Education and Skills and its agencies will continue to work with the relevant stakeholders to ensure that future training provision will meet the needs of employers and of those that are unemployed.

**Action 1.41:** Invest €3.9 billion of exchequer capital in 2012 to ensure Ireland's infrastructure can facilitate economic growth, including €514 million in capital investment for direct enterprise support and development.

**Ongoing Measure:** As per headline action. (DPER/ DJEI)

**Update:** Complete for 2012

Net capital expenditure at the end of December 2012 amounted to €3,382 million, which is €252 million, (6.9%) behind the profile of €3,635 million. However, €107 million of unspent capital in 2012 will be carried over into 2013 to be spent on capital projects which could not be progressed in 2012, leaving an actual saving on capital expenditure of €145 million (4%) in 2012.

In relation to the €514 million for enterprise supports; DJEI capital expenditure was €31 million (6%) behind profile at end of December; however, €25 million of the unspent capital will be carried over into 2013 leaving the under-spend for 2012 at just €6 million (1.3%).

**Action 1.42:** Ensure NewERA works with the State and private sectors to develop and implement proposals for commercial investment in line with Programme for Government commitments in energy, water and broadband.

**Ongoing Measures:**

1. Review the business plans of Commercial Semi-State Companies:

- Approval of key projects
- Assistance with development of new Water utility
- Liaison with NPRF/SIF
- Identification of potential investors and implementation of marketing programme

(NewERA)

2. Market the Infrastructure Fund to Irish and international investors in conjunction with Irish Life and Australia's AMP Capital. Identify potential infrastructure transactions – in particular working with NewERA and DPER.

Identify SME focused funding needs:

- Identification of experienced fund managers for SME focused funds

Launch SME focused funds:

- Debt
- Equity restructuring

(NPRF/ Strategic Investment Fund)

**Update:**

1. Complete for 2012

The reviews of business plans of the Commercial Semi-State Companies under the remit of NewERA are on schedule. Investment in the electricity and gas networks (both distribution and transmission) is continuing by ESB and Bord Gáis Energy respectively.

Renewable projects (primarily wind farms) continue to be developed with approval of material renewable projects by Bord Gáis Eireann and Bord Na Mona in Quarter 4 2012. Projects in the energy efficiency, export of renewable energy, water infrastructure and bio-energy sectors are also currently under review.

NewERA continues to work with the Department of Environment, Community and Local Government, the Department of Communications, Energy and Natural Resources, Bord Gáis

Energy, the Commission for Energy Regulation, and the National Pensions Reserve Fund to ensure that the establishment and regulation of Irish Water is conducive to Irish Water being in a position to attract funding to finance its operations.

## 2. Complete for 2012

### **Irish Infrastructure Fund**

The Irish Infrastructure Fund, a joint venture with AMP Capital, is currently evaluating a number of investment opportunities and expects to invest in further Irish infrastructure assets in the course of 2013. Marketing of the Infrastructure Fund is ongoing with many international funds initially marketed to over the first half of the year. The macro perception of Ireland is very positive and one investor from the Middle East has indicated a willingness to make a relatively small commitment, subject to completion of final due diligence. Marketing of the Infrastructure Fund to Irish pension funds will recommence in the new year, following the launch of the SME Funds (outlined below). The key issue for potential investors is around visibility of infrastructure transactions.

A comprehensive marketing campaign presenting both the SME and Infrastructure Fund will be undertaken targeting both domestic and international funds in 2013.

### **SME Funds**

The National Pensions Reserve Fund (NPRF) has announced investment commitments to a suite of three new long-term funds which will provide equity, credit and restructuring/recovery investment for Irish SMEs and mid-sized corporates. These funds were referenced by the Minister for Finance in his Budget 2013 speech.

The NPRF has played a significant role in the development of the three funds and will be a cornerstone investor in each alongside additional investment from third-party investors. The three funds combined will involve a commitment by the NPRF of up to €500 million. The details of the funds announced are as follows:

- The **SME Equity Fund** (total fund size €300 million - €350 million/ NPRF commitment €125 million) will focus on investing in healthy businesses seeking to grow, including those with overleveraged balance sheets. The fund, which has received commitments from other-third party investors, is operational and is managed by Carlyle Cardinal Ireland in Dublin.
- The **SME Turnaround Fund** (total effective fund size €100 million/ NPRF commitment €50 million) will invest in underperforming businesses which are at or close to the point of insolvency but have the potential for financial and operational restructuring. Typically 40% of the capital invested by the fund will be used to buy the business and 60% will be used to finance the turnaround in order to place it on a sustainable long-term footing.

The fund is operational immediately and is managed by Better Capital. The London Stock

Exchange-listed investment fund, BECAP12 Fund, which is managed by Better Capital, will co-invest not less than 51% of the investment into each transaction with the NPRF providing the remainder. Better Capital will establish a Dublin office from which to source deal flow.

- The **SME Credit Fund** (initial fund size €450 million/ NPRF commitment €175 million - €325 million depending on the amount of third-party investment raised) will lend to larger SMEs and mid-size corporates and will be managed by BlueBay Asset Management.

The SME Credit Fund may also acquire and refinance loans close to maturity where existing lenders are not willing to provide new lines of credit. Lending by the fund will be at competitive market rates with loan sizes ranging from €5 million to €50 million with an estimated average size of €15 million. Returns to investors in the fund will vary according to their position in the fund's capital structure. The NPRF has agreed a Letter of Intent with BlueBay regarding the NPRF's investment in the SME Credit Fund and the objective is for the fund to be operational by early in the second quarter of 2013.

The NPRF is also currently reviewing additional SME fund opportunities that would complement those announced today, with the objective that the eventual suite of funds would have the capacity to invest across the full spectrum of SME financing needs.

The SME funds represent a further step in the redeployment of the NPRF towards commercial investment in the Irish economy. By committing its resources as a cornerstone minority investor, the NPRF's assets can act as catalyst for attracting additional investment from third-party investors into funds targeted at areas of strategic importance to the economy. The commitments to the SME funds have been made under the existing NPRF mandate which is due to be amended by legislation to facilitate further investment in Ireland.

**Action 1.43:** Develop a Strategic Investment Fund with a commitment of €250 million from the NPRF to a new Irish infrastructure investment fund which is seeking up to €1 billion from institutional investors in Ireland and overseas. The Fund will invest in infrastructure assets in Ireland, including assets designated for disposal by the Government and commercial State enterprises and also new infrastructure projects.

**Ongoing Measure:** Develop ongoing contacts with international sovereign wealth funds and potential investors in funds to be launched under SIF umbrella. (NPRF/ Strategic Investment Fund)

**Update:** Complete for 2012

The wider Strategic Investment Fund initiative requires formalisation of the new National Pension Reserve Fund mandate, in respect of which work is ongoing. Development of contacts with international sovereign wealth funds and potential investors is ongoing as part

of the Infrastructure and SME initiatives outlined above (Action 1.42). When the mandate legislation is clarified this can be put on a more formal footing.

**Action 1.44:** Ensure that transport infrastructure supports enterprise development and sustainable job creation by the targeted upgrading of specific road and public transport infrastructure where such projects are clearly demonstrated as critical to economic development through improving competitiveness and market access.

**Ongoing Measure:** Target funding. (DTTS/ DPER)

**Update:** Complete for 2012

Within available and reduced resources the Department of Transport, Tourism and Sport has prioritised two road projects for funding at the request of IDA Ireland and the Department of Jobs, Enterprise and Innovation to facilitate investment by FDI companies in Cork and Dun Laoghaire. The planning approval stage of the Pottery Road Scheme has been completed while construction work has now commenced on the Hollyhill Road Scheme in Cork.

The Department of Transport, Tourism and Sport has also liaised with IDA Ireland and Fáilte Ireland on the transport projects which would support their investment and/or marketing programmes over the next few years especially in the context of any additional resources for capital investment becoming available. Both agencies have identified their priorities.

For Fáilte Ireland, a key priority is road projects on the route of the proposed Wild Atlantic Way (WAW). There are currently three pilot road projects on the WAW which are designed to take tourism needs into account at various stages of planning and design and work is underway on a sub-section of the fourth pilot road project.

In relation to IDA Ireland's priorities for national roads, continued efforts are being made to reach a financial close on the N7 Newlands Cross/N11 Arklow Rathnew public private partnership (PPP). In addition, the Government Infrastructure stimulus announcement of 17<sup>th</sup> July which outlined a range of non-exchequer funding sources for infrastructure indicated a commitment to support the negotiation of PPPs for three road priorities - N17/18 Gort to Tuam, the N11 Gorey- Enniscorthy and the N25 New Ross bypass.

The Minister for Transport, Tourism and Sport informed Cabinet on 27<sup>th</sup> November of his intention to approve arrangements for the construction of the Luas Broombridge. The Minister's decision is based on the project's updated business case, and follows An Bord Pleanála's decision in August to grant a Railway Order for the project.

The project will cost in the region of €370 million and is likely to generate up to 800 jobs during the construction phase, with a further 60 permanent jobs. Funding to commence the project has been included in the Government's capital allocations under the Infrastructure

and Capital Investment 2012-2016 plan, which gave priority to the cross-city Luas line.

The first stage of construction – the pre-construction enabling works – is due to start in May 2013 with the main construction works starting in 2015. The project is scheduled for completion in late 2017.

**Action 1.50:** Deliver the potential for reduction in administrative burdens in national regulatory regimes across the following Departments: Social Protection, Communications, Energy & Natural Resources, Public Expenditure & Reform, Transport, Tourism & Sport, Health, Environment, Community & Local Government, Agriculture, Food & Marine, and the Offices of the Revenue Commissioners to meet the overall 25% target.

**Ongoing Measure:** As per headline action. (DJEI/ Government)

**Update:** Delayed

A project to measure the administrative burden imposed by regulation under the responsibility of seven Departments and the Revenue Commissioners is well advanced and is being carried out in two phases or clusters.

- Cluster A consists of the Revenue Commissioners, the Department of Social Protection and the Department of Communications, Energy and Natural Resources.
- Cluster B consists of the Department of Environment, Community and Local Government, the Department of Health, the Department of Transport, Tourism and Sport, the Department of Agriculture, Food and the Marine, and the Department of Public Expenditure and Reform.

Following completion of its measurement exercise, each participating Department must then plan how it will achieve the remaining reductions necessary to reach the 25% target and report to Government with its simplification plan.

The Revenue Commissioner's report on its administrative burden reductions, which have achieved the 25% target, has been published on its website. The Central Statistics Office has achieved a 30% reduction in measured burdens, significantly beyond the target. The Department of Jobs, Enterprise and Innovation has already achieved a 24.9% reduction in the areas of company Law, employment law and health & safety law. This has been achieved, in particular, due to the modernisation work of the Companies Registration Office and the Health & Safety Authority. The Department of Public Expenditure and Reform has advised that, while the National Procurement Service has introduced reforms to make public procurement more accessible to SMEs, it has not been in a position to quantify the impact of recent measures.

The Department of Social Protection has also published its report, which shows no reduction but details other plans to reduce administrative burdens. The Department of Communications, Energy and Natural Resources reported to Government in October 2012 with no current reductions, but plans to publish its report once further work to reduce its burden on business has been carried out. The remaining participating Departments are expected to report to Government in early 2013.

The most recent draft results available from the participating Departments (including D/JEI, Revenue and the CSO) indicate that the overall reduction achieved at end 2012 is in the region of 19%. Those Departments that have not yet finalised their simplification plans or identified substantial reductions in measured burdens are currently working to identify measures towards the achievement of the 25% reduction target.



## 2. Supporting Indigenous Start-Ups

**Action 2.6:** Deliver support to 95 new High Potential Start Ups including an increase of 50% in the number of overseas entrepreneurs supported, using the International Start-Ups fund as a key tool, and an increase of 40% in the number of new HPSUs arising as spin-outs from research.

**Ongoing Measure:** As per headline action. (DJEI/ EI)

**Update:** Complete for 2012

Enterprise Ireland exceeded its target of 95 High Potential Start-Ups (HPSUs) for 2012. The outturn for 2012 was a total of 97 HPSUs supported, representing the highest number ever. In addition, a total of 25 follow-on investments were made in existing HPSU clients. As components of the overall target of 95 HPSUs, Enterprise Ireland achieved an increase of 20% against the number of overseas entrepreneurs supported, and reached its target of supporting 14 new HPSUs arising as spin-outs from research.

A total of 60 early-stage companies were also invested in through the Competitive Start Fund, bringing the total number of start-up projects supported directly by Enterprise Ireland during 2012 to more than 180.

**Action 2.9:** Run a total of four calls of the Competitive Start Fund in 2012 and target the support of 60 projects during the year.

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

The Competitive Start Fund provides young companies in a range of sectors with the critical early-stage funding to test the market for their products and services and progress their business plans for the global marketplace.

The Minister for Jobs, Enterprise and Innovation announced the fourth and final open call for applications to the fund for 2012, which was launched on 26<sup>th</sup> September 2012, with advertisements in the national press during the call. This call brought to 60 the number of early stage projects approved in 2012 under the Competitive Start Fund

**Action 2.10:** Run an accelerated growth programme for HPSUs to help them develop the management skills necessary to achieve rapid international growth.

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

The Internet Growth Acceleration Programme (iGAP) is an intensive management development programme aimed at internet, software-as-a-service, and games based companies. The programme has been developed by Enterprise Ireland in partnership with the Internet Growth Alliance and is delivered by Select Strategies Ltd.

Over a period of six months, iGAP equips key promoters with the practical tools needed to formulate aggressive international growth plans and to scale their businesses. The latest round of the iGAP Programme commenced on 27<sup>th</sup> September 2012. A total of 25 companies with 48 participants are currently completing the programme.

### 3. Assisting Indigenous Businesses to Grow

**Action 3.1:** Secure 200 significant (over €500,000) investments by EI-assisted firms during 2012 in a range of areas which are critical to company growth and job creation

**Ongoing Measure:** Work with client companies to identify and pursue significant investment opportunities. (EI)

**Update:** Complete

Enterprise Ireland has secured 226 significant (over €500,000) investments by Enterprise Ireland assisted firms during 2012 in a range of areas which are critical to company growth and job creation.

**Action 3.3:** Building on commitments in the second Global Irish Economic Forum:

- Develop a Mentoring Programme involving top business leaders from Ireland and internationally, to act as mentors to businesses.
- Develop linkages between firms.
- Engage the Diaspora to support potential and existing exporters.
- Examine the adoption of SMEs by multi-nationals.
- Explore the leveraging of input or advice by experienced executives who have established successful businesses to companies in Ireland.

**Ongoing Measure:** As per headline action. (EI/ DJEI)

**Update:** Complete for 2012

Enterprise Ireland has reached out to all Global Irish Network (GIN) members and formed a new international Global Ireland Contacts (GIC) programme that is now delivering one to one engagements across a range of activities for clients with GIN members. There are currently 118 GIN members in the Global Irish Contacts programme acting as mentors to businesses leveraging the input and advice of experienced executives and developing business linkages including with multinational corporations. Presently 25 significant engagements are underway with a series of additional 1-to-1 activities taking place on an ongoing basis.

The Global Irish Contacts programme now forms Enterprise Ireland's most significant direct interaction with the GIN. A detailed process has been developed for engaging with the GIC/GIN across the organisation to maximise its benefit for client companies.

Enterprise Ireland also has ongoing engagement with the GIN and the wider Diaspora across

a range of activities which benefit clients. Communication of successful outcomes, through Enterprise Ireland and Department of Foreign Affairs and Trade channels, will assist in the build out of the network. The pilot of this new programme is well advanced. The GIC programme became fully operational in Quarter 3.

**Action 3.7:** Raise awareness, particularly among SMEs, of the importance of process improvement to reduce the cost of poor quality, increase productivity, competitiveness and sustainability and create more jobs, via public seminars and other activity.

**Ongoing Measure:** As per headline action. (NSAI)

**Update:** Complete for 2012

A number of SME focused events were held by the National Standards Authority of Ireland during the year to raise awareness of true process quality and how to exceed customer expectations. In addition, in carrying out ISO 9001 and other management system audits in smaller companies there was a strong focus on offering guidance in this area.

**Action 3.8:** Support the micro and small business sector in developing an online presence via specific training supports, grants for ICT hardware and software, and funding research and innovation activity suitable to the needs of businesses in that sector.

**Ongoing Measure:** As per headline action. (CEBs)

**Update:** Complete for 2012

The City and County Enterprise Boards (CEBs) provide Priming and Business Development Grants and a range of “soft supports” such as business advice, training programmes and one-to-one mentoring to eligible micro-enterprises. They recognise that innovation is a specific business need and can also provide micro-enterprise Feasibility/Innovation Grants where appropriate.

An integral part of starting up and/or developing a business is in the area of information technology, and CEB supports also provide encouragement and support for micro-enterprises in embracing and utilising appropriate technology and online business tools.

In 2012, training provided through local CEBs included topics such as: ICT Essentials for SMEs, Social Media for Your Business, Blogging Effectively for Your Business, E-Marketing, Digital Marketing Strategy and Website Analytics, and Getting Irish Business Online training (the latter as part of the CEB engagement with the Google initiative, whereby entrepreneurs were assisted to avail of a free easy-to-update website, free .ie .eu or .com for first year, ongoing tips and education, etc).

**Action 3.12:** Roll out a schedule of sector specific Trade Missions and market evaluation Missions that reflect the priority markets identified in the Trade Strategy as well as firms' interest and stage of development, aiming for at least 15 Ministerial-led Missions.

**Ongoing Measure:** Carry out Missions. (DJEI/ DFAT/ EI/ DTTS/ Tourism Ireland)

**Update:** Complete for 2012

The target of 15 Missions over 2012 set out in the *Action Plan for Jobs 2012* was exceeded, with a total of 19 Missions carried out over the course of the year.

Recent missions included Ireland's largest ever education mission to India led by the Minister of State for Training and Skills, Ciarán Cannon T.D., who visited New Delhi, Bangalore and Mumbai, the country's main centres of politics, high-tech industry and commerce. The mission highlighted Ireland as a centre for international study and is part of overall activities which aim to increase Ireland's market share of the 200,000 Indian students who travel overseas for education each year. Over 60 leading academics from 16 higher education institutions participated on the trade mission under the "Education in Ireland" brand, the umbrella brand for promoting Ireland's higher education sector in overseas markets, which is managed by Enterprise Ireland.

November's Enterprise Ireland trade mission to South Africa was led by Minister for Trade and Development, Joe Costello T.D. The trade mission, which involved 35 companies and was primarily focussed on the ICT, international education and financial services sectors, was organised by Enterprise Ireland in close cooperation with the Department of Foreign Affairs and Trade and the Embassy of Ireland in Pretoria. The Mission underlined the growing opportunities for Irish companies in the important South African market, a priority market under the Government's Trade Strategy, which is also considered to be the gateway to Sub-Saharan Africa.

**Action 3.13:** Through the support of the international office network and high growth markets team, assist companies in their drive to secure new business overseas, and support the securing of 750 new buyers.

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

In addition to assisting Irish companies win new business with existing customers, Enterprise Ireland assisted Irish companies in winning 777 significant brand new customers across almost 50 countries. The delivery of this target is testament to the tenacity and quality of Irish companies' business strengths and represents a positive outcome in international markets during 2012 for Enterprise Ireland clients.

**Action 3.15:** Attract over 600 buyers to Ireland to engage with indigenous companies on international business opportunities.

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

Over 786 international buyers travelled to Ireland during 2012 to meet Irish companies and explore new business opportunities, facilitated by Enterprise Ireland.

For example, in September 2012, senior executives from America's largest retail chains were in Dublin with Enterprise Ireland to view Irish consumer products with particular potential for large-scale distribution in the American retail market. Between them, these US retail chains have 11,000 stores and sales valued at \$182 billion per year.

The US delegation hosted by Enterprise Ireland included the presidents and vice presidents of major US retail chains Walgreens/Duane Reade, Ahold, HEB and Kroger. The delegation met with 17 leading Irish consumer products companies and the products on show included baby care, household, healthcare and tourism products as well as Nualight's innovative retail lighting products.

The visit represented tremendous potential for Irish companies to break into the top retail chains in the United States and significantly boost their international sales.

**Action 3.20:** Cascade Management Development learnings to a wider number of companies – including through support for approximately 250 Managers to participate on significant management development programmes and support over 700 managers to participate on shorter development programmes

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

- The number of participants on significant management development programmes was in excess of 290, ahead of target for 2012
- The number of participants on short-course management development programmes was 716, exceeding the target for 2012.

**Action 3.32:** Develop the mandate of the new Strategic Investment Fund for targeted investment to enterprise via equity and debt funding.

**Ongoing Measure:** Market the Infrastructure Fund to Irish and international investors in conjunction with Irish Life and Australia's AMP Capital. Identify potential infrastructure transactions – in particular working with NewERA and DPER.

Identify SME focused funding needs:

- Identification of experienced fund managers for SME focused funds

Launch SME focused funds:

- Debt
- Equity restructuring

(DoF/NPRF/ Strategic Investment Fund)

**Update:** Complete for 2012

### **Irish Infrastructure Fund**

The Irish Infrastructure Fund, a joint venture with AMP Capital, is currently evaluating a number of investment opportunities and expects to invest in further Irish infrastructure assets in the course of 2013. Marketing of the Infrastructure Fund is ongoing with many international funds initially marketed to over the first half of the year. The macro perception of Ireland is very positive and one investor from the Middle East has indicated a willingness to make a relatively small commitment, subject to completion of final due diligence. Marketing of the Infrastructure Fund to Irish pension funds will recommence in the new year, following the launch of the SME Funds (outlined below). The key issue for potential investors is around visibility of infrastructure transactions.

A comprehensive marketing campaign presenting both the SME and Infrastructure Fund will be undertaken targeting both domestic and international funds in 2013.

### **SME Funds**

The National Pensions Reserve Fund (NPRF) has announced investment commitments to a suite of three new long-term funds which will provide equity, credit and restructuring/recovery investment for Irish SMEs and mid-sized corporates. These funds were referenced by the Minister for Finance in his Budget 2013 speech.

The NPRF has played a significant role in the development of the three funds and will be a cornerstone investor in each alongside additional investment from third-party investors. The three funds combined will involve a commitment by the NPRF of up to €500 million.

The details of the funds announced are as follows:

- The **SME Equity Fund** (total fund size €300 million - €350 million/ NPRF commitment €125 million) will focus on investing in healthy businesses seeking to grow, including those with overleveraged balance sheets. The fund, which has received commitments from other-third party investors, is operational and is managed by Carlyle Cardinal Ireland in Dublin.
- The **SME Turnaround Fund** (total effective fund size €100 million/ NPRF commitment €50 million) will invest in underperforming businesses which are at or close to the point of insolvency but have the potential for financial and operational restructuring. Typically 40% of the capital invested by the fund will be used to buy the business and 60% will be used to finance the turnaround in order to place it on a sustainable long-term footing.

The fund is operational immediately and is managed by Better Capital. The London Stock Exchange-listed investment fund, BECAP12 Fund, which is managed by Better Capital, will co-invest not less than 51% of the investment into each transaction with the NPRF providing the remainder. Better Capital will establish a Dublin office from which to source deal flow.

- The **SME Credit Fund** (initial fund size €450 million/ NPRF commitment €175 million - €325 million depending on the amount of third-party investment raised) will lend to larger SMEs and mid-size corporates and will be managed by BlueBay Asset Management.

The SME Credit Fund may also acquire and refinance loans close to maturity where existing lenders are not willing to provide new lines of credit. Lending by the fund will be at competitive market rates with loan sizes ranging from €5 million to €50 million with an estimated average size of €15 million. Returns to investors in the fund will vary according to their position in the fund's capital structure. The NPRF has agreed a Letter of Intent with BlueBay regarding the NPRF's investment in the SME Credit Fund and the objective is for the fund to be operational by early in the second quarter of 2013.

The NPRF is also currently reviewing additional SME fund opportunities that would complement those announced today, with the objective that the eventual suite of funds would have the capacity to invest across the full spectrum of SME financing needs.

The SME funds represent a further step in the redeployment of the NPRF towards commercial investment in the Irish economy. By committing its resources as a cornerstone minority investor, the NPRF's assets can act as catalyst for attracting additional investment from third-party investors into funds targeted at areas of strategic importance to the economy. The commitments to the SME funds have been made under the existing NPRF mandate which is due to be amended by legislation to facilitate further investment in Ireland.



**Action 3.33:** Work with the banking sector both on one-to-one firm issues and to assist them in a cultural shift in lending practices towards sectors that are critical to economic growth. Develop better protocols with banks to enhance sectoral expertise within the banks and the range of lending products to meet exporter needs and tourism providers.

**Ongoing Measure:** As per headline action. (DoF/ Credit Review Office/ DJEI/ EI)

**Update:** Complete for 2012

The pillar banks maintain a strong relationship with Enterprise Ireland and, in addition to regular bilateral meetings; staff have been seconded from Enterprise Ireland into the banks in order to educate bank staff to assess credit applications from firms in the export sector. Both parties regularly combine resources at domestic and international trade shows.

**Action 3.34:** Monitor closely the lending targets for pillar banks and ensure these targets are met, and develop a sharper focus on the “new money” element.

**Ongoing Measures:**

1. Pillar banks to provide the Department of Finance and CRO with a lending plan outlining in detail how they will achieve the €3.5 billion lending target for SMEs. (DoF/ Credit Review Office)
2. The data contained in these reports to be reviewed and analysed by the Department of Finance and the CRO, with a sharper focus on the “new money” element, to ensure that the pillar banks are compliant with the terms of the Government recapitalisation as it relates to the provision of credit for SMEs. (DoF/ Credit Review Office/ DJEI)
3. The Economic Management Council to meet on with the pillar banks to discuss a range of issues in relation to SME business including the availability of credit to this important sector. (Economic Management Council)

**Update:**

**1 and 2.** Complete for 2012

The pillar banks submitted annual lending plans to the Department of Finance in early 2012. In addition, quarterly meetings were held to discuss progress in this area. Both banks achieved their 2012 lending targets, which meant an aggregate increase of €1 billion over the 2011 figures.

In addition, the monthly reports submitted by the pillar banks were analysed by the Department of Finance and Credit Review Office to ensure that “new money” was entering the economy and that the pillar banks were compliant with the terms of the Government recapitalisation.

### 3. Complete for 2012

The members of the Economic Management Council met with representatives of the pillar banks in February and June 2012.

**Action 3.37:** Work with banks and small business representative organisations to help SMEs improve the quality of loan application.

**Ongoing Measure:** As per headline action. (Central Bank/ Credit Review Office)

**Update:** Complete for 2012

The Credit Review Office (CRO) has undertaken work with the Irish Banking Federation, a number of the banks (including the pillar banks) and the Consultative Committee of Accountancy Bodies to standardise and improve loan application documents and processes.

Working with the CRO, AIB and Bank of Ireland have developed a standard application form which requires the same basic information. Ulster Bank and KBC Bank have also agreed to adopt the same application form.

On 4<sup>th</sup> September 2012 the Irish Banking Federation and the accountancy bodies launched a business plan template to back up common application form developed by pillar banks and CRO, standardising and simplifying application process for SMEs. In addition, as part of the package of measures announced in Budget 2013 to assist the SME sector, the CRO published *Guidance to SMEs Applying for Credit from Banks*.

**Action 3.38:** Arrange that banks formally notify clients who have been refused loans of the right to an internal review by the bank and an appeal to the Credit Review Office.

**Ongoing Measure:** As per headline action. (Central Bank)

**Update:** Complete for 2012

In February 2009, the Central Bank issued a *Code of Conduct for Business Lending to Small and Medium Enterprises* (SME Code), outlining rules to be followed by lenders in respect of how they deal with SME customers. The Central Bank undertook a partial review of the SME Code last year (in consultation with the Troika) with the revised SME Code introduced from January 2012. The review focused mainly on SMEs in financial difficulty. A full review of the SME Code is planned to commence in late 2013.

The SME Code requires lenders to clearly explain why a credit facility has been declined. As part of the partial review undertaken in 2011, additional rules have been included to provide that:

- Where a regulated entity is not willing to offer a borrower in financial difficulties an alternative repayment arrangement, the regulated entity must advise the borrower of:
  - The reasons for not offering an alternative repayment arrangement; and
  - The borrower's right to make an appeal to the regulated entity and refer the borrower to the appeals information in the information booklet that the regulated entity must provide.
- If a borrower is not willing to enter into an alternative repayment arrangement offered by the regulated entity, the regulated entity must advise the borrower of the borrower's right to make an appeal to the regulated entity and refer the borrower to the appeals information in their information booklet.

A regulated entity must have in place a written procedure for the proper handling of appeals by borrowers on the decision of a regulated entity on an alternative repayment arrangement. At a minimum, this procedure must provide that:

- The regulated entity must consider and adjudicate on an appeal and provide the borrower with a written response on the appeal within 15 business days of receiving the appeal.
- Where applicable, the regulated entity must inform the borrower of their right to refer the matter to the Credit Review Office and provide the borrower with the contact details of the office.

**Action 3.39:** Work with the banks to ensure that sufficient training and development procedures are in place to enable staff to make more informed lending decisions, in addition to monitoring refusal rates, internal appeals and appeals.

**Ongoing Measure:** Work closely on an ongoing basis with the pillar banks, in particular in the context of quarterly meetings, to ensure that expertise in the bank is developed in line with the terms of the Government recapitalisation as it relates to the provision of credit for SMEs, as well as ensuring robust internal review systems are in place. (DoF/ Credit Review Office/ DJEI)

**Update:** Complete for 2012

As part of their quarterly reports to the Department of Finance under the recapitalisation agreement, the pillar banks provide the Department with details of their training schemes for staff. Both banks are committed to upskilling their staff in terms of assessing credit applications and have introduced training schemes to meet these requirements.

The banks also provide the Department with figures on their refusal rates as well as their

figures for internal appeals on a monthly basis. Separately, the Institute of Bankers has devised a specialist training programme for bank staff specifically aimed at credit officers assessing credit applications from SMEs.

**Action 3.40:** Assess the Credit Review Office to ensure SMEs are getting the support on bank lending they require.

**Ongoing Measure:** As per headline action. (DoF/ DJEI)

**Update:** Complete for 2012

On 31<sup>st</sup> August 2012 the Department of Finance placed a request for tender on the eTenders website inviting consultancy firms to tender in order to undertake an assessment of the Credit Review Office.

The successful bidder, Grant Thornton, submitted a report to the Department in November 2012. The report was then placed on the Department's website and stakeholders were invited to submit their own views on the Credit Review Office. The Department of Finance will be examining these recommendations closely in 2013 with a view to implementation, where appropriate.

**Action 3.43:** Promote the Employment and Investment Incentive Scheme for business expansion and ensure the objectives of the Scheme are being achieved and assess if any amendments are required.

**Ongoing Measure:** As per headline action. (DoF/ DJEI)

**Update:** Complete for 2012

The Employment and Investment Incentive commenced on 25<sup>th</sup> November 2011, following receipt of State Aid approval from the European Commission. The Employment and Investment Incentive has been actively promoted in a number of ways:

- The Revenue Commissioners provides detailed information on the Employment and Investment Incentive Scheme on their website. They are also engaging with business representative bodies and relevant Departments in relation to promoting the take-up of employment and investment related supports.
- The Revenue Commissioners are also engaged in an exercise to update their communications material on tax reliefs and incentives for enterprise, including the Employment and Investment Incentive Scheme.
- The Department of Jobs, Enterprise and Innovation has produced a detailed leaflet with

information on financial supports for business, including the Employment and Investment Incentive Scheme, and is engaging with the business representative associations to ensure wide communication of the information. The leaflet is available on the Department's website [www.enterprise.gov.ie](http://www.enterprise.gov.ie).

The implementation and impact of the Employment and Investment Incentive Scheme will be reviewed to ensure the objectives of the Scheme are being achieved and to assess if any amendments are required. Early indications are that uptake of the new incentive has been low. However, the peak period for raising investments under the incentive is November/December. Therefore it is too early to say whether the incentive is working as intended. Any change to the incentive would have to be approved by the European Commission.

**Action 3.49:** Facilitate more SMEs in competing for procurement opportunities by ensuring that pre-qualification criteria (e.g. turnover, insurance thresholds, experience) for public procurement contracts are proportionate.

**Ongoing Measure:** Provide ongoing training for Procurement Officers to ensure that they are clear on the need for a proportionate approach in implementing procurement guidelines. (NPS)

**Update:** Complete for 2012

The National Procurement Service (NPS) continually emphasises the need for buyers to only use criteria and requirements that are proportionate to the subject matter of the procurement process. The NPS emphasises this issue in a number of ways including:

- Published guidance to accompany the standard suite of procurement documents in which buyers are advised of the need for proportionality when conducting procurement exercises;
- Expert speakers at NPS conferences held twice annually where current procurement topics are discussed. The issue of proportionality has been raised at all 5 conferences held to date; and
- Specific advice on the issue of proportionality (among other issues) has recently been issued to all buyers and suppliers registered on [www.etenders.gov.ie](http://www.etenders.gov.ie). Minister Hayes has also followed this issue up through the issuing of a press release to the national media.

When providing assistance to public service buyers, the NPS frequently emphasises the requirement for proportionality and will specifically advise buyers against using any criteria that could be deemed disproportionate.

**Action 3.51:** Assign advisers, mentors, and Business Accelerators with specific public sector knowledge to advise and helps firms win more sales from procurement. Local Authorities will also assist and communicate with local businesses to maximise their participation in the procurement process and will improve the Local Authority procurement database (LA Quotes) to make it more user-friendly for SMEs. In parallel, through Enterprise Ireland and Local Authorities, highlight to major contracting authorities the supply opportunities from indigenous businesses, and particularly SMEs.

**Ongoing Measure:** As per headline action. (EI/ Local Authorities)

**Update:** Complete for 2012

A panel of 18 advisors have been identified with specific public sector knowledge. On the basis of client needs, companies are being assigned assistance and advice to support their efforts to gain additional traction through the procurement process. This support is in addition to the one-to-one engagement undertaken by Enterprise Ireland's Public Procurement team.

Leveraging the knowledge gained and contacts made with individual contracting authorities, the team now advise on individual public sector value propositions and undertake focused introductory meetings for clients. Approximately 120 such client/buyer introductory meetings have been held. Additionally, in the last twelve months, 697 clients have participated in 19 knowledge and capability events organised by the Public Procurement team.

**Action 3.53:** Develop a Procuring Innovation initiative to increase the purchasing of innovative solutions from SMEs by encouraging a more flexible approach to tendering that focuses on procuring solutions to specific needs, rather than specific products or services.

**Ongoing Measure:** Identify with Departments/Agencies practical projects where the approach can be applied and assist them in preparing tendering documentation that encourages more innovative solutions. (EI/ NPS/ DJEI)

**Update:** Complete for 2012

A number of Departments and agencies have been identified as willing to participate in the Procuring Innovation Initiative:

- Railway Procurement Agency (RPA)
- ESB
- Department of Defence

- HSE
- Department of Justice and Equality
- Irish Prison Service
- An Garda Síochána
- An Post

Each of the Contracting Authorities above has identified potential projects that are suitable for the Procuring Innovation Initiative. Enterprise Ireland has been engaging with them to help them develop an approach to tendering for these projects that will promote innovative solutions. Enterprise Ireland has also been working with the interim Irish Water utility to identify suitable projects for inclusion in the initiative.

Each project is unique and will require a customised call for tenders. Similarly, the development of each project is progressing at different pace and is actively monitored by Enterprise Ireland. Good progress is being made, in particular, with the RPA, ESB and Bord Gáis/Irish Water projects.

It is intended that the initial batch of projects will act as exemplars for an expansion of the Procuring Innovation Initiative in 2013. Case studies have been prepared with a view to some of the projects making presentations to the Minister for Jobs, Enterprise and Innovation in early 2013.

**Action 3.54:** Identify a number of key projects across Government that will provide sub-contracting and supply chain opportunities for SMEs through pre-qualification panels.

**Ongoing Measure:** Invite companies to pre-register for particular projects. (NPS/ EI/ relevant contracting authorities)

**Update:** Complete for 2012

The National Procurement Service (NPS) is working with Enterprise Ireland and the Department of Jobs, Enterprise and Innovation on ways to ensure that SMEs and contractors can get more ready access to upcoming procurement and job opportunities arising through public contracts. Key initiatives in this regard include:

- The pre-advertising, through *www.procurement.ie*, of all forthcoming competitions before they appear on the eTenders website. SMEs have continuously pointed out that early notification of forthcoming opportunities is important for them as it allows time for them to prepare submissions and organise collaborative arrangements.

Specific examples of this are the advance notice given to SMEs and other interested parties of the forthcoming business opportunities arising out of Ireland's 2013 EU Presidency and the publication of notices by Bord Gáis/Irish Water in November 2012 seeking expressions of interest in the supply of water meters (Bord Gáis/Irish Water is likely to take on more than one supplier).

- Ongoing work to promote the use of sub-contractors and partnering on tenders to provide greater opportunities for SMEs to engage in public projects:
  - In anticipation of the ramp-up of major capital infrastructure projects, Enterprise Ireland's Public Procurement Unit and the Department of Jobs, Enterprise and Innovation have been working with Departments and agencies to encourage the use of panels of sub-contractors to provide opportunities for SMEs to engage in the projects.
  - Enterprise Ireland has also been working with the National Development Finance Agency (NDFA) in relation to the use of sub-contracting panels on the schools building programme and other suitable projects as part of the Government's €2.25 billion Infrastructural Stimulus programme.
  - In this context, the NPS and Enterprise Ireland are also working to determine the feasibility of developing an electronic panel of "interested contractors" that could be created on [www.etenders.gov.ie](http://www.etenders.gov.ie) and made available to successful tenderers who may be seeking subcontractors or specialist partners.



## 4. Attracting Inward Entrepreneurial Start-Ups

**Action 4.2:** Promote availability of a €10 million fund and target support of overseas entrepreneurs. Investor-ready projects will typically seek between €100,000 and €500,000 investment, or greater depending on the nature of the project.

**Ongoing Measure:** As per headline action. (DJEI/ EI)

**Update:** Complete for 2012

At the end of 2011, Enterprise Ireland launched a dedicated €10 million International Start-Up Fund to target investor-ready overseas entrepreneurs to start their business in Ireland. Administered by Enterprise Ireland, the fund is open to company promoters anywhere in the world, but is targeted particularly at the Irish Diaspora, international expatriates, the “New Diaspora” (people from overseas who have previously worked or studied in Ireland), as well as serial and mobile entrepreneurs.

In addition to the new Start-up Entrepreneur Programme visa initiative announced recently by the Minister for Justice and Equality, Alan Shatter T.D., this Fund makes Ireland a highly attractive location to start and grow an international business.

Enterprise Ireland actively promotes the €10 million fund through a variety of approaches including:

- **Events:** In September for example, Enterprise Ireland and IDA Ireland jointly hosted leading players in the IT world during Tech Crunch Disrupt, a major IT/start up conference in San Francisco.
- **Use of high profile Irish individuals as Start-up Ambassadors:** There are currently five such ambassadors in the United Kingdom, the Middle East, China and the United States.
- **Ongoing leveraging of selected day-to-day opportunities by Enterprise Ireland staff,** such as referencing it in appropriate media interviews, high profile speeches and events.
- **Collaboration with Start-up Accelerators:** In September, HealthXL, a new start-up accelerator which is backed by high profile companies such as IBM and Glaxo Smith Kline, announced their intention to locate in Dublin.
- **Ongoing use of social media and the various Irish business networks.**

Enterprise Ireland conducted a pilot direct marketing campaign in Quarter 2 and the early part of Quarter 3 to encourage alumni of start-up accelerators across the world to consider Ireland as a location.

**Action 4.3:** Appoint new International Start Up Ambassadors and consider new ways to involve the private sector, including Diaspora, in developing champions to extend knowledge of Ireland's unique offering in this area.

**Ongoing Measure:** As per headline action. (DJEI/ EI)

**Update:** Complete for 2012

As part of its strategy to promote Ireland and to encourage overseas entrepreneurs to locate their start-up businesses in Ireland, in December 2012, Enterprise Ireland announced the appointment of George Moore, a US-based specialist in the field of data and precision analytics, as its technology Start-up Ambassador for the US. This follows on from earlier appointments of Start-Up Ambassadors for key markets in the United Kingdom, China and Middle East, and for the life sciences sector in the US.

Mr. Moore is a pioneer in the development of real time analytics and information technology for business applications, with many years experience in the region. He has particular expertise in the area of consumer scoring technologies for real time applications in the telecoms, media, and retail industries. He will now bring this vast experience to working closely with Enterprise Ireland to highlight Ireland and what it has to offer for technology start-ups.

This announcement marks the fifth international Start-up Ambassador appointed by Enterprise Ireland over the past year. It follows on the appointment of Dylan Collins for the UK market, Paul Kenny for the Middle East, Liam Casey for the Greater China Region, and Dr. Art Rosenthal as Life Sciences Start-up Ambassador for the US.

Stimulating the flow of new start-ups and supporting their growth are fundamental building blocks in Enterprise Ireland's strategy to support economic growth and job creation. Availability of venture capital and seed funding as well as an excellent ecosystem for start-ups, which includes mentoring, start-up incubators, export support, training and networking are some of the key benefits that will be highlighted to potential entrepreneurs.

**Action 4.4:** Work collectively to communicate Ireland's strength as a location for starting a business, and support the development of a campaign by the Irish Diaspora to encourage entrepreneurial start-ups in Ireland.

**Ongoing Measure:** Work collectively to communicate Ireland's strength as a location for starting a business. (DJEI/ EI/ IDA/ DFAT/ Global Irish Economic Forum)

**Update:** Complete for 2012

An objective of the Action Plan for Jobs is to continue the development of mechanisms to

promote and deliver early stage investment in new indigenous start-ups from international sources, including the Irish Diaspora. The following initiatives are being progressed by Government to enable the achievement of this objective in relation to the Irish Diaspora:

- A €10 million International Start-Up Fund administered by Enterprise Ireland, aimed at encouraging overseas entrepreneurs to locate start-up businesses in Ireland, was launched in October 2011.

The Fund is open to company promoters anywhere in the world, but is being targeted particularly at the Irish Diaspora, international expatriates, the “New Diaspora” (people from overseas who have previously worked or studied in Ireland), as well as serial and mobile entrepreneurs.

- The second call for expressions of interest under the Innovation Fund Ireland was launched on 15<sup>th</sup> March 2012 with a closing date of 14<sup>th</sup> June 2012. As part of the announcement, the Government through Enterprise Ireland will invest a total of more than €60 million in venture capital funds that establish a presence in Ireland. Further investments under this Fund will be announced in the near-term.
- On 8<sup>th</sup> March 2012, the Government launched the “Succeed in Ireland” initiative, administered by IDA Ireland, which aims to create 5,000 jobs within five years by targeting international companies and business people, who would otherwise not be reached by the State enterprise agencies, for employment opportunities to Ireland. This initiative can be accessed via the Connect Ireland website [www.connectireland.com](http://www.connectireland.com).

The “Succeed in Ireland” initiative provides direct financial incentives to people around the world to create employment in Ireland by making payments to people responsible for bringing sustainable jobs to Ireland. Small and medium sized companies around the world considering expansion, but who would not be large enough to be reached by the State enterprise agencies, will be targeted in particular by the new initiative. The Irish community around the world is a major focus of the programme. One project has already been announced – Intergeo Services is to establish its European, Middle East and African (EMEA) Headquarters in Carlow, with the potential for 30 skilled jobs.

- Enterprise Ireland and IDA Ireland’s Senior Management team are focusing on the roll-out of a number of joint pilot initiatives, including marketing and events aimed at attracting entrepreneurs and start-ups to Ireland.
- Both organisations are co-ordinated in their use of marketing collateral, and are involved in the organisation and participation in joint events overseas. For example, joint events aimed at attracting entrepreneurs and start-ups to Ireland were held at “Disrupt San Francisco” (a TechCrunch event), from September 8<sup>th</sup> – 12<sup>th</sup> and the “Le Web” event which took place in Paris, in December.

The joint Enterprise Ireland and IDA Ireland's Senior Management team will continue to work on identifying further areas of engagement during 2013 as well as refining current approaches.

Other initiatives to promote investment in Ireland included: the development and launch of the Immigrant Investor Programme in April 2012; an International Investor Forum in London on 21<sup>st</sup> November hosted by Enterprise Ireland; and the sharing of information through the Global Irish Network, which is operated by the Department of Foreign Affairs and Trade in conjunction with Enterprise Ireland.

This Network provides information on relevant events focussed on investment in indigenous start-up companies and the Business Angels Network. Discussions are underway on ways to enhance and facilitate awareness and engagement by members of the Global Irish Network.

**Action 4.5:** Roll out targeted marketing campaigns in North America, UK, Europe and Australia.

**Ongoing Measure:** Quarterly updates on progress against target. (EI)

**Update:** Complete for 2012

Enterprise Ireland is working collectively with IDA Ireland to communicate Ireland's strength as a location for starting a business. Both organisations are co-ordinated in their use of marketing collateral, and are involved in the organisation and participation in joint events overseas.

Enterprise Ireland continues to very actively target its marketing campaigns overseas, with a variety of approaches including:

- Events: In September for example, Enterprise Ireland and IDA Ireland jointly hosted leading players in the IT world during Tech Crunch Disrupt, a major IT/start up conference in San Francisco.
- Use of high profile Irish individuals as Start-up Ambassadors; there are currently five such ambassadors in the United Kingdom, the Middle East, China and the United States.
- Ongoing leveraging of selected day to day opportunities by Enterprise Ireland staff, such as messaging in appropriate media interviews, high profile speeches and events.
- Ongoing use of social media and the various Irish networks.
- The use of targeted competitions including an Australian market focused start-up prize, involving support from Enterprise Ireland, the National Digital Research Centre, the Guinness Enterprise Centre and the Dublin Business Innovation Centre.

Enterprise Ireland conducted a pilot direct marketing campaign in Quarter 2 and the early part of Quarter 3 to encourage alumni of start-up accelerators across the world to consider Ireland as a location.

No specific targets were set for 2012, as this is an ongoing activity for both Enterprise Ireland and IDA Ireland. However, considerable progress has been made throughout the year.

In addition to the activities outlined above, in order to maximise the impact of both agencies in this space - and as reported elsewhere in this Progress Report - joint participation in events overseas was progressed during 2012. For example, joint events aimed at attracting of entrepreneurs and start-ups to Ireland were held at Disrupt San Francisco (a TechCrunch event), from September 8<sup>th</sup> – 12<sup>th</sup> and the “Le Web” event which took place in Paris, in December.

## 5. Developing and Deepening the Impact of FDI

**Action 5.3:** Achieve €500 million in R&D investment approvals to have a total annual R&D spend by multinationals here of €1.7 billion by 2014.

**Ongoing Measure:** As per headline action. (IDA)

**Update:** Complete for 2012

€517 million\* in research and development investments were won in 2012. Research, development and innovation remains significantly important to Ireland's FDI landscape, embedding existing employment and putting in place the framework for future employment creation.

\*provisional figure

## 6. Developing Employment Initiatives within the Community

**Action 6.1:** The organisation of workshops and initiatives at regional/local level to identify ways to stimulate domestic demand and galvanise community action, building on successful models (e.g. Buy local, Buy Irish, Local Heroes, Getting Irish Business Online). The Government will assist in implementing ideas generated, where appropriate.

**Ongoing Measure:** Organise and host workshops. (Chambers/ Retail representatives / Local Authorities/ Industry champions

**Update:** Complete for 2012

Throughout 2012, business groups and local retailers organised and ran a series of initiatives to encourage demand in local communities and retain employment in their areas, such as:

- “Shop Local” campaigns were organised in many towns across the country. Examples of towns where campaigns of this nature were organised include Ashbourne, Ballinasloe, Bray, Castleisland, Cobh, Drogheda and Trim, to name but a few.
- The Love Irish Food campaign, which aims to help shoppers make informed choices about buying Irish manufactured food and drinks, announced the addition of 22 new members over the course of 2012 and now has 100 members.
- The Guaranteed Irish Company also continued to increase awareness of, and demand for, Irish products and services in 2012.
- The Dublin City Business Improvement District, a not-for-profit organisation representing 2,500 businesses in the city centre, works with its partners to enhance the appeal of the city centre as a place for shopping, recreation and business development by increasing footfall and improving overall trading performance. Examples of some of the initiatives they supported/undertook in 2012 to promote local business include the Dublin Fashion Festival and “Christmas in Dublin.”

Most of these initiatives have been successful under their own resources and do not require intervention from the public sector. However, Local Authorities around the country have undertaken a series of actions to promote and support businesses in their locality. In particular, working with relevant stakeholders such as Chambers of Commerce and the Departments of the Environment, Transport, Tourism and Sport, and Arts, Heritage and the Gaeltacht, they have supported and facilitated a range of market, arts and sporting events/festivals which support local artisan and craft producers as well as local retailers and restaurants.

These events attract significant attendance from the local community and further afield, as exemplified by the St. Patrick’s Day festivals, Waterford Winterval Festival, the Volvo Ocean Race and the Tall Ships Festival, etc.

In addition, Local Authorities and other State agencies actively support enterprises at local level through a range of business supports. Illustrative examples of these practical supports are contained in the *Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise: Supporting Economic Recovery and Jobs – Locally*, which was published in September 2012.

**Action 6.2:** The organisation of Jobs Fairs around the country, to bring together local businesses and jobseekers to highlight available jobs and match them with jobseekers.

**Ongoing Measure:** Organise and host first series of Jobs Fairs. (Chambers/ local employers/ local enterprise supports/ DSP/ HEIs/ Enterprise Agencies)

**Update:** Complete for 2012

Various jobs and careers fairs organised by the enterprise sector were held throughout the country in 2012. These included major events such as Jobs Expo, Career Zoo and GradIreland Graduates Career fair.

Dubstarts, a new series of jobs fairs designed to connect students and graduates with the best start-up companies, was piloted in May in response to a huge demand among start-ups for young developers, graphic designers, marketing professionals and sales personnel.

Where appropriate, Government agencies were represented at events to provide advice to attendees.

In addition to supporting events organised by the enterprise sector, Government Ministers engaged with businesses and jobseekers at a series of events throughout the year. The Minister for Social Protection, Joan Burton, T.D., hosted a series of employer workshops in October and November 2012 to provide practical assistance and advice to employers regarding the range of employment focused supports available to enterprise.

The Minister for Jobs, Enterprise and Innovation, Richard Bruton, T.D., hosted a series of events with enterprise in the first half of the year on the Action Plan for Jobs and welcomed inputs from participants on the formulation of the 2013 Action Plan.

The Minister For Small Business, John Perry, T.D., also held a series of consultations with business people on access to finance for SMEs in the first half of the year.



**Action 6.3:** Initiatives by companies committed to Corporate Social Responsibility, particularly in the provision of employment opportunities to more marginalised groups in the community.

**Ongoing Measure:** As per headline action. (Business in the Community Ireland, Chambers Ireland)

**Update:** Complete for 2012

Business in the Community Ireland (BITCI) has two key programmes that engage with marginalised groups in society:

- The EPIC Programme supports migrants legally entitled to work in Ireland to find work, training, education or work experience and supports them in integration and becoming economically viable in Ireland. In 2012, a total of 201 clients were placed in education and in employment settings under this programme. The EPIC programme is supported by the Department of Justice and Equality.
- The Ready for Work Programme (RFW) helps people who are moving on from homelessness, addiction, mental ill-health and the care system, and through business, supports their inclusion and integration in the workplace. In 2012, 171 participants were referred to the RFW programme and 24\* clients were placed in education and employment settings (\*some of these participants commenced prior to 2012). Ready for Work is supported by the Department of Social Protection.

BITCI has developed the Business Working Responsibly Mark, which is Ireland's only certification for responsible and sustainable business practices.

Chambers Ireland operates the Corporate Social Responsibility Awards which recognise the work being carried out by Irish and multinational companies to improve the lives of their employees and to enhance the civic environment in which they operate. The awards are presented in 10 categories, covering all areas of corporate social responsibility (CSR) such as partnership with charity, volunteering, and environment. This competition offers the business community a chance to promote their efforts in CSR and gain recognition for best practice. A range of businesses across sectors and size including multinationals, large indigenous and SMEs participate in these awards. In 2012 there were 84 applications, and 57 were shortlisted across the 10 award categories.

The Department of Jobs, Enterprise and Innovation actively engaged with Business in the Community Ireland during 2012 to explore ways in which Government can further support the work being carried out by the enterprise sector in promoting Corporate Social Responsibility in Ireland. The Department participated with BITCI in a major EU summit on CSR in Brussels in November.

The Department will continue to work with BITCI and other stakeholders in 2013 with a view to developing a national plan on CSR.

**Action 6.6:** Align community-based endeavour with local government with a view to improving delivery of services to citizens at local level, achieving greater efficiency and effectiveness and enhancing the role of Local Authorities in the delivery of local and community development programmes and functions. The supports for business from both the Local and Community Development sector and local government will be re-configured to bring about maximum coherence at local level.

**Ongoing Measure:** Implement the key recommendations of the report of the Department's Alignment Steering Group through ongoing engagement with Local Government, Local Development Companies and other stakeholders, and through monitoring and evaluating the relevant Programmes. (DoECLG/ Local Authorities)

**Update:** Complete for 2012

The *Final Report of the Local Government/Local Development Alignment Steering Group* was published along with the broader proposals for Local Government reform and development on the 16<sup>th</sup> October, 2012.

Local government/local development alignment will be rolled-out over the period 2012-2014, with a target deadline of Quarter 4 2014 for implementation of the Steering Group's recommendations. An implementation plan detailing all actions to be taken and associated delivery milestones is currently being prepared.

**Action 6.9:** Continue to support job creation in rural communities through the Rural Development Programme concentrating primarily on the provision of direct support for the generation and development of enterprise ideas and initiatives and the provision of support for initiatives that facilitate the development of sustainable rural communities.

**Ongoing Measure:** Ensure that the Programme continues to focus on enterprise generation and development in rural communities. (DoECLG/ Local Action Groups)

**Update:** Complete for 2012

The rate of aid for private promoters was increased early in 2012 from 50% to 75% and early indications are that this increased level of support is encouraging more applications for funding under the enterprise support measures.

Approximately 3,200 projects focused on enterprise generation and development in rural areas have been funded between 2009 and 2012 under this programme supporting over 3,000 enterprises and facilitating the creation of 1,245 full term positions across a range of sectors including enterprises in the baked goods, furniture manufacturing and IT services and products sectors.

## 7. Exploiting Sectoral Opportunities

### *Manufacturing*

**Action 7.1.2:** Establish a Manufacturing Development Forum (MDF) to assist the Government in identifying the needs of manufacturing enterprises and to progress a transformation agenda in this area.

**Ongoing Measure:** As per headline action. (DJEI/ Forfás with EI/ IDA/ SFI)

**Update:** Complete for 2012

The Manufacturing Development Forum was established in June 2012, under the chairmanship of Patrick Miskelly, Cadbury Ireland. Its membership includes representatives from a broad range of manufacturing industry and relevant Agency officials. Since then, the Forum has assessed the challenges facing the sector and has identified key factors to unlock the potential for a sustainable manufacturing sector in the long term. Key issues identified relate to costs, investment, regulatory issues and skills.

Members of the Forum participated in various workshops organised by Forfás, as part of that Agency's work on developing their new strategy for the manufacturing sector. These workshops provided a valuable forum to discuss and analyse issues of relevance and concern. In addition, the Forum was fully engaged on other aspects of the development of that strategy and it contributed a range of ideas and suggested priorities for the Forfás research.

While a key phase of the Forum's work has now been completed, it is envisaged that the Forum will continue to provide advice and guidance on an ongoing basis to help continue to build a new future for the manufacturing sector in Ireland and to provide the Department with insights on policy issues impacting on that sector, especially as the recommendations in the Forfás report are implemented.

### *Health/ LifeSciences*

**Action 7.2.3:** Support the development of Ireland as a Global Centre of Excellence for the Medical Device industry by providing a local high-quality, wide-scope, responsive CE mark certification service.

**Ongoing Measure:** Support the enterprise development agencies and the medical profession in developing a full service support infrastructure in Ireland for medical device manufacturers and designers. (NSAI)

**Update:** Complete for 2012

Through its Medical Device certification activity, the National Standards Authority of Ireland provides an infrastructure for companies to access international markets.

Wide scope device CE mark certification is being provided to both indigenous and international Medical Device businesses. Construction has started on a Galway sub-office to service better the medical device industry cluster in the West of Ireland.

### *The Green Economy*

**Action 7.3.3:** Support the development of new products in the Green Economy and identify markets for these products. (in the context of the green economy Action Plan)

**Ongoing Measure:** As per headline action. (EI / IDA)

**Update:** Complete for 2012

A range of initiatives have taken place during 2012 to support the development of new products in the Green Economy. Enterprise Ireland's client offer includes a range of supports to assist companies in carrying out research, development and innovation activities in relation to the development of new products for the Green Economy such as participation in research collaboration through technology centres and innovation partnerships. Enterprise Ireland also works with client companies in identifying and preparing for entry into a new market and provides in-market support through its network of 28 international offices.

A range of specific events have been held, including a seminar promoting awareness of clean technology opportunities in China (May 2012), an *Energy Efficient Buildings: Europe* event (October 2012) which was designed to bring the Green Building Cluster together in order to deliver key market information on opportunities in Europe, and participation by relevant companies on a range of overseas trade missions and events.

IDA Ireland is supporting the development of new green products and services through the research and development support process in its interaction with its clients. A good example is the development of new products and services from companies such as IBM via its Smarter Cities Technology Centre and UTC's new Energy and Security Research Centre in Cork.

**Action 7.3.4:** Target FDI opportunities in the green economy including the manufacturing, assembly and testing of products/solutions in renewable energy, smart grids, water management and wastewater treatment and electric vehicles. (in the context of the green economy Action Plan)

**Ongoing Measure:** As per headline action. (IDA)

**Update:** Complete for 2012

Ireland has a strong value proposition in specific clean technology sectors, by virtue of its resources such as wind energy (both on and offshore) and existing strengths in areas such as ICT, software, sensors etc. Examples would be smart grid and smarter city/smarter building related technologies. The best prospects for winning FDI are in the manufacture, assembly and test in the wind sector and in smart grid/smart city related sectors.

A key determinant of FDI success in the Green Economy will be the speed and scale of deployment of wind energy in Ireland, both to achieve the 2020 renewable energy targets and to become a major energy exporter. Large scale deployment projects would significantly increase the rationale for multinational companies to locate manufacturing, assembly, research and development and international services activities in Ireland.

IDA Ireland continues to explore opportunities for attracting FDI to Ireland across the Green Economy.

**Action 7.3.6:** Seek to attract a new range of “green” related financial products and services to Ireland. (in the context of the green economy Action Plan)

**Ongoing Measure:** As per headline action. (IDA)

**Update:** Complete for 2012

An IDA Ireland executive has joined the Green IFSC Steering Committee, which is operating under the auspices of the Clearing House Group, chaired by the Department of the Taoiseach. This executive is undertaking an audit of Ireland’s green finance capabilities to develop a specific value proposition for green financial services. The proposition will be developed in partnership with industry and relevant subject matter experts as appropriate. IDA Ireland will market this proposition internationally if the proposition is credible and sufficiently robust as to generate interest in the investor community.

IDA Ireland met with members of the Green IFSC Steering Group in October and has agreed next steps. IDA Ireland is developing its green finance agenda to encourage the attraction of green financial services and the development of green finance skills, consistent with the recommendations of the Cross Departmental Global Green Interchange Review Group.

IDA Ireland had its first green finance investment approved by the Board in October 2012 and a representative of the IDA attended a Green IFSC Seminar in New York in early December 2012.

**Action 7.3.7:** Support clustering and other industry-led initiatives to increase collaboration between and among Irish companies and multinationals, including sub-supply to the offshore energy industry, support for research agendas in aspects of the green economy and support for convergence opportunities in niche areas such as water and wastewater treatment and energy management. (in the context of the green economy Action Plan)

**Ongoing Measure:** As per headline action. (EI/ IDA/ SEAI)

**Update:** Complete for 2012

The Department of Jobs, Enterprise and Innovation and its agencies provide support and encouragement to a number of existing green clusters through involvement, advice and/or input into projects (e.g. the Green Way, SmartBay, Smart Cities).

IDA Ireland is actively leveraging the capabilities of indigenous clean technology companies, as well as Irish research bodies and educational institutions to attract high quality foreign direct investment from the leading global Clean Tech multinationals. IDA Ireland will work specifically in the areas of technology with stronger current commercial opportunity, using research and development supports to win investments.

During October, Enterprise Ireland hosted an *Energy Efficient Buildings: Europe* event which was designed to bring the Green Building Cluster together in order to deliver key market information on opportunities in Europe. This included key market information regarding opportunities in Energy Efficient retro-fits and new builds in Europe. Client companies were asked to participate in a workshop to define how to target the key contacts in the marketplace during the *Better Building Conference* in Croke Park, April 2013.

The 4<sup>th</sup> *International Conference on Ocean Energy* took place at the Convention Centre in Dublin from 17<sup>th</sup>–19<sup>th</sup> October 2012. Enterprise Ireland in partnership with IDA Ireland and Science Foundation Ireland hosted an Ireland Pavilion at the event, with eight client exhibition spaces available on the stand. The exhibition and conference provided companies with the opportunity to engage with international experts and world leading companies in ocean energy.

Enterprise Ireland has also launched a new pilot clustering programme which companies in these sectors can seek support through for clustering activity.

**Action 7.3.10:** Develop niche markets in Green tourism and food, by developing and promoting standards such as the Green Hospitality Award and other initiatives. (in the context of the green economy Action Plan)

**Ongoing Measure:** As per headline action. (DAFM/ DTTS/ Fáilte Ireland/ EI)

**Update:** Complete for 2012

**Green Tourism:** Several agencies offer assistance on good environmental practice and “green tourism” to tourism businesses. Fáilte Ireland has developed an environmental guide for tourism businesses outlining all the supports currently available, from tips and advice, assessment and training, eco-label certification and marketing and communications. Many businesses have already taken steps towards improving environmental performance, ranging from simple steps such as reducing energy consumption to becoming fully accredited eco-tourism businesses.

There are various eco-labels/accreditation/certification programmes available to sustainable and eco-tourism businesses that wish to attain formal recognition and associated marketing benefits. There are five main labels operating in Ireland and these are:

- Green Hospitality Award and Eco-label run by Environmental Protection Agency (EPA);
- EU Flower label administered here by the National Standards Authority of Ireland (NSAI);
- Green Tourism Business Scheme, run by Green Business UK;
- Sustainable Tourism Environment Programme, run by Sustainable Travel International;
- Ecotourism Ireland label, run by Ecotourism Ireland Ltd.

With regard to promoting green tourism, the *DiscoverIreland.ie* website has a section dedicated to “Green Holidays in Ireland” where providers listed have a recognised third party eco-certification and have taken steps towards a greener future, including reducing their energy and water consumption, improving their waste management and ensuring they source fresh seasonal produce from local suppliers. It includes information on environmentally friendly accommodation (“Stay Green”), activities and attractions (“Play Green”), food and drink (“Taste Green”) and travel (“Go Green”), as well as a “Green TV” section, with videos showcasing some of our eco-friendly offerings, and an interactive “Green Map” of green tourism businesses. The website’s search facility also includes “green” filters to help users to identify eco-certified tourism businesses.

**Food Tourism:** Fáilte Ireland, in consultation with other relevant agencies and bodies, has developed a *National Food Tourism Implementation Framework*, which fully integrates into and supports the broader national and regional tourism development objectives.

As part of this *Framework*, emerging food champions have been selected from across Ireland’s food sector to help build Ireland’s food tourism reputation and encourage visitors to stop, spend and stay longer in Ireland.

2012 was the first of a three year commitment whereby Fáilte Ireland will work with EuroTorque to develop their Young Chef competition. Each year, the five finalists will work

with Fáilte Ireland as food ambassadors for Ireland's culinary revolution which will inspire other young professionals in the industry and raise the profile of Irish cuisine in the marketplace.

**Action 7.3.11:** Facilitate the development by Dublin City University of the vacant former Enterprise Ireland site in Glasnevin into an internationally-recognised "Innovation Campus", involving a partnership of education and research institutions, enterprise and the semi-state sector. Its focus will be on research-active clean technology firms.

**Ongoing Measure:** Monitor implementation of milestones and targets. (DJEI)

**Update:** Complete for 2012

A schedule of implementation milestones and targets forms part of the agreed lease for the former Enterprise Ireland site. This schedule will be reviewed at appropriate junctures to assess the achievement of milestones.

#### *Agri-food Production*

**Action 7.4.2:** Ensure completion of industry projects awarded aid under the Dairy, Beef and Sheepmeat Funds and ensure the implementation of a range of additional major company expansion projects approved over the last 24 months.

**Ongoing Measures:**

1. Work with meat sector to progress 13 projects during 2012 and 2013. (EI)
2. Implement range of major company expansion projects already approved. (EI)

**Update:**

1. Complete for 2012

Good progress has been made towards the completion of the Beef and Sheepmeat Fund projects during 2012 with 11 projects already underway. This will continue in 2013, with the Enterprise Ireland Food Division working closely with meat sector clients to ensure maximum progress is made against approved projects. It is planned that a review of investment projects will take place in 2013.

2. Complete for 2012

Enterprise Ireland is working with client companies on a range of major company expansions. Examples of projects officially announced during 2012 include:



Kerry Group announced in October the establishment of an industry-leading global technology and innovation centre in Ireland. The €100 million investment, which will create 800 jobs, as well as 400 immediate construction jobs, will be part-funded by the Department of Jobs, Enterprise and Innovation through Enterprise Ireland. The new flagship global technology and customer innovation centre will serve as a key focal point for Kerry's customer engagement activities providing clients with access to the Group's complete breadth and depth of technologies, scientific research, innovation and applications expertise across food, beverage and pharmaceutical markets.

Dawn Meats officially opened its new purpose-built, state of the art, beef processing facility in Carroll's Cross, Co. Waterford in May 2012. Dawn Meats invested €14.5 million in the facility, which was also supported by the Department of Jobs, Enterprise and Innovation, through Enterprise Ireland. 65 new jobs have been created by the investment in the new beef processing facility, as well as over 100 construction jobs which were created during the construction phase. The new jobs mean that Dawn Meats now employs over 1,400 people in Ireland.

Danone Baby Nutrition, the manufacturer and distributor of specialised infant and toddler milks, announced in June 2012 that it is investing €20 million in its Wexford manufacturing facility to meet growing demand for its products across the European market. This investment will create approximately 45 new jobs at the Wexford plant and builds on the €50 million that has been invested in the company's other Irish based manufacturing facility in Macroom, Co. Cork since December 2010. As with the Macroom investment the €20 million investment in Wexford is supported by the Irish Government through Enterprise Ireland.

**Action 7.4.11:** Research, map and add to the food incubation space potentially available in industry and State agencies for use by existing and new food entrepreneurs

**Ongoing Measure:** Teagasc to construct three Customer Units linked to Moorepark facility by 2014. (Teagasc)

**Update:** Complete for 2012

Planning permission for the three units was granted in November 2011. An agreement has been reached with a major company to proceed with the first of the three units.

**Action 7.4.16:** Ensure continued industry participation in the implementation and review of the strategic research agendas (SRA) for food and primary agriculture - Food Research Ireland and Stimulating Sustainable Agricultural Production through Research and Innovation (SSAPRI)

**Ongoing Measure:** Continued operation of DAFMs research groups. (DAFM)

**Update:** Complete for 2012

The Prioritisation Action Group (PAG) Working Group, led by the Department of Agriculture, Food and the Marine has developed Action Plans for the 2 food related Priority Areas identified under the National Research Prioritisation Exercise; Sustainable Food Production & Processing and Food for Health.

These Action Plans will be, among others, incorporated into the reviewed/updated versions of the strategic research agendas (SRA) for food and primary agriculture. Industry has been consulted by both the Department and Forfás in developing these Action Plans.

Industry is also represented on the AREA, Food Research Expert Advisory and Competitive Forest Research for Development Programme Working Groups.

### *ICT Hardware and Software*

**Action 7.5.1:** Implement the Action Plan on ICT Skills to address the skills needs of ICT and related sectors.

#### **Ongoing Measures:**

1. Pursue upskilling and conversion actions to increase the domestic supply of high-level skills over the period 2012-2014 including maximising the uptake of Springboard ICT programmes, Job-bridge National Internship Programme, and introducing a Higher Diploma Level 8 Conversion Programme. (DES)
2. Pursue actions to improve retention rates on undergraduate ICT programmes. This includes the promotion of alternative ICT related progression pathways for students. (DES)
3. Pursue actions to increase the mathematical proficiency of students at secondary level including further roll-out of Project Maths, professional development opportunities for teachers and the implementation of a new National Numeracy and Literacy Strategy. (DES)
4. Pursue actions to ensure that higher education programmes in ICT are aligned to changing needs including the establishment of a high level ICT Foresight Group to strengthen further the dialogue between key industry and HEI decision makers. (DES)
5. Pursue actions to increase the number of students with good maths skills into ICT undergraduate programmes through a range of awareness initiatives that will complement the introduction of bonus points for maths from Sept 2012. (DES)

**Update:** Complete for 2012

The ICT Action Plan is being implemented. More than 800 places were made available on intensive Level 8 ICT skills conversion programmes rolled out from March 2012. Graduates of the programmes will be available from early 2013. A roll-out of a second phase of the conversion courses is scheduled for early 2013. The precise number of places to be made available in this second phase will not be known until the completion of the competitive tendering and selection process.

1,800 people enrolled on higher education ICT programmes as part of Springboard 2011 from which over 700 people have already graduated – over 50% with qualifications at honours degree level or above. A further 2,200 places have been made available on ICT programmes under the second phase of Springboard 2012.

The high level Academic Industry Foresight Group, chaired by John Hennessy (Chair of the Higher Education Authority) and with strong high level industry membership, has been established with a specific remit to ensure higher education ICT programme development is aligned to emerging skills needs.

As part of the measures in the ICT Action Plan, a report on improving participation, retention and performance among students of ICT programmes has been prepared for the ICT Foresight Group and the Higher Education Authority is currently updating its dataset to monitor retention developments.

There are strong indications that the numbers of students applying to and taking up ICT programmes has increased considerably over the past year. There was an increase of 20% in first preference applications for level 8 computing programmes in 2012 and first preference applications for level 8 technology courses increased to 19.8% of all level 8 applications in 2012. There has been a corresponding increase in acceptances on to courses. Acceptances on to level 8 computing programmes increased by more than 10% this year and, in the five year period since 2008, acceptances on to level 8 Computing programmes have increased by 127%.

The Project Maths syllabuses issued to schools at the start of this academic year contain the five strands that make up the new syllabus. The “old” syllabus is now completely replaced for students currently in first year and fifth year. These students will be examined in 2014 (at Leaving Certificate) and 2015 (at Junior Certificate). Implementation of Project Maths is supported by the national roll-out of continuing professional development for teachers.

To address the issue of “out-of-field” teachers of mathematics a tailored postgraduate course for “out-of-field” teachers began in Autumn 2012 with an intake of 390 spread across the 6 Education Centre Regions and with a separate allocation for the Irish version of the course. There were some 700 applications for this programme and this enthusiasm is very welcome. It is expected that the course will be available for at least 3 years, dependent on funding and demand.

The design of literacy and numeracy workshop modules is ongoing and regional continuing professional development (CPD) workshops are currently being provided across all Professional Development Service for Teacher (PDST) regions. CPD is currently provided across the spectrum of literacy and for numeracy where they include areas such as problem solving, teaching maths effectively and maths at junior level.

**Action 7.5.2:** Invest in 100mbps broadband connectivity for second level schools as an enabler for eLearning and enhancing digital skills for school leavers

**Ongoing Commitment (to end 2014):** Roll out programme to connect all schools by end 2014. (DCENR/ DES/ HEAnet)

**Update:** Complete for 2012

Contracts were signed in June 2012 for the delivery of services to 202 schools in 2012. To date 195 of the 202 schools have been connected. The remaining 7 schools that have not yet been connected are currently undergoing renovation work which means connectivity cannot be completed at this time. As this work is completed in each school, the connectivity will be put in place.

Currently, a total 280 schools have been connected or are scheduled for connection with plans in place to connect a further 216 schools in 2013. The remaining 245 schools will be completed in 2014 in line with the agreed implementation plan.

**Action 7.5.6:** Support industry-led clustering initiatives around existing key sectors notably Finance, Telecommunications and e-Learning as well as emerging clusters in Security and Games and support companies in implementation of “new software economy” business models focussed on Cloud Computing, Software as a Service (SaaS), Internet and Social Media Applications including Games.

**Ongoing Measure:** As per headline action. (EI/ IDA/ SFI/ DHDA)

**Update:** Complete for 2012

A pilot industry-led clustering programme is operational. The closing date for applications under this first pilot was 18<sup>th</sup> September. In the order of 30 applications have been received from a wide variety of potential clusterings around key sectors. These applications were assessed and formal approval for successful projects was made in Quarter 4 of 2012. A formal announcement of the successful projects is expected to be made early in 2013.

The plan during 2013 is to review the progress against this pilot and seek further interested clusterings for participation. Additionally, the support of a number of innovation partnerships and technology centres is serving to support industry-led clustering in these sectors.

Science Foundation Ireland's (SFI) support of companies in these areas includes the Irish Centre for High End Computing (ICHEC – see Annex 3 of the *Report of the Research Prioritisation Steering Group*) which carries out work for companies in the games sector, ICHEC has been designated as a Compute Unified Device Architecture (CUDA) Research Centre, one of a small number worldwide, which carries out training and industrial-strength software engineering on General Purpose Graphical Processor Unit (GPGPU) hardware from NVIDIA Inc.

Key ongoing contributions by SFI-supported groups include: future internet – new models and technologies; cybersecurity; high performance computing, including for distributed games; and financial mathematics. All these areas are tracked on a continuing basis in regard to key performance indicators.

### *Digital Games*

**Action 7.7.1:** Establish a Clustering Development Team to support the implementation of actions called for in the Forfás Games Strategy including those below.

**Ongoing Measure:** Prepare implementation agenda with specific actions and performance metrics. (Forfás with Enterprise Agencies and industry)

**Update:** Complete

The establishment of the Digital Games Clustering Development Team (CDT) was announced by Minister Bruton on 25<sup>th</sup> July 2012 and met on three occasions in 2012 (July, November and December). A key focus of the Team has been the identification of actions it can take to support the implementation of the recommendations called for in the 2011 Forfás report, *The Games Sector in Ireland: An Action Plan for Growth*.

Particular attention is being given to identifying the training and educational needs of the companies operating in the games sector and exploring how the State agencies represented on the CDT can meet these. With regard to enterprise supports, following on from the half day workshop for enterprise on the R&D Tax Credit Scheme, which was organised by IDA Ireland in October in accordance with Action 7.7.2, IDA Ireland provided a comprehensive briefing on the R&D Tax Credit Scheme to the November meeting of the CDT. This resulted in agreement that the CDT members would organise a workshop, specifically for the Games sector, in early 2013 to heighten awareness of the R&D Tax Credit and that representatives from the Revenue Commissioners and companies who have availed of the credit and are prepared to share their experiences in this regard, would be invited to participate.

A further priority for the Team is to advance the Digital Games “Hothouse” initiative (see update on Action 7.7.3).

## Tourism

**Action 7.8.4:** Maintain the offer to abolish the remaining Air Travel Tax of €3 subject to acceptable commitments from the carriers to additional inbound flights.

**Ongoing Measure:** As per headline action. (DoF/ DTTS)

**Update:** Complete for 2012

The Programme for Government includes a commitment to abolish the air travel tax as part of a deal with airlines to restore lost routes.

The Minister for Transport, Tourism and Sport has engaged with the airlines in relation to the re-opening of closed routes. In July 2011, following such discussions, the Minister advised the Government that the response from the airlines was disappointing and that the air travel tax should be retained. The Minister indicated, however, that the offer to abolish the tax would remain on the table and that his Department would continue to monitor the capacity being made available by the airlines.

There has been some progress on additional access for the summer season, the Government continues to closely monitor the capacity being made available by the airlines, and is keeping the matter of the suspension of the air travel tax under review.

**Action 7.8.6:** Advance promotion and preparations for “The Gathering 2013” - a year long programme of events, festivals and gatherings driven by arts, sports, business and community groups and supported by the Tourism Agencies.

**Ongoing Measure:** Promote Gathering 2013 internationally. (Tourism Ireland)

**Update:** Complete for 2012

Tourism Ireland has rolled out an extensive programme of promotions for “The Gathering Ireland 2013”. There have been two key elements in Tourism Ireland’s strategy to promote “The Gathering” in key markets overseas:

1. Tourism Ireland has been working in recent months to identify and engage with key “enablers” overseas such as business networks, clans, cultural and sporting associations, Irish Clubs and societies to encourage them to promote “The Gathering” to their networks and to mobilise their members to organise their own gathering events in Ireland during 2013. Other target groups include tour operators, universities, schools etc.
2. The second stage of Tourism Ireland’s strategy to promote “The Gathering” overseas was the roll-out in the autumn/winter of 2012 of a major consumer campaign across key markets including Great Britain, the US, Canada and Australia.

Campaigns were also undertaken in Mainland Europe (Germany, France, Italy and Spain) which, among other things, promoted cultural events and Christian heritage. The campaign includes television, radio, print and online advertising, promotions – for example, collaborations with strong Irish brands like Kerrygold, Aer Lingus and others – as well as publicity.

A number of “The Gathering 2013” overseas promotions were attended by Government Ministers and the Taoiseach/Tánaiste during 2012. The Taoiseach attended an event in Germany to highlight the event while Minister for Transport, Tourism and Sport, Leo Varadkar T.D. hosted a “Gathering” road show in the US and Canada (25<sup>th</sup> September - 2<sup>nd</sup> October) targeting ‘enablers’ and members of the Diaspora in New York, Chicago, Boston and Toronto. Minister Varadkar also visited Australia in November to promote “The Gathering” in Sydney and Melbourne. Minister Michael Ring T.D. attended a number of events in Britain during the year including “Gathering” promotions in Birmingham and Leeds (October 2012) and also promoted it to the global travel trade at one of the world’s largest travel events, World Travel Market in London (November 2012). President Michael D Higgins helped to promote “The Gathering” while on a visit to Chile, Brazil and Argentina in October.

### *International Financial Services*

**Action 7.9.1:** Support the implementation of the Strategy for the International Financial Services in Ireland as adopted by the Government.

**Ongoing Measure:** As per headline action. (Cross Department/ Cross Agency)

**Update:** Complete for 2012

The *Government's Strategy for the development of Ireland's International Financial Services Centre (IFSC) 2011 – 2016* was launched in July 2011. The IFSC Clearing House Group actively monitors progress on implementation of the strategy. Since its launch both the public and private sectors have been actively involved in executing the strategy across a broad front and considerable progress has been made, including

- A Technology Centre in Financial Services has been launched with initial research projects approved.
- Joint overseas marketing programmes have been completed by IDA Ireland in New York, Boston and Frankfurt.
- A further programme was completed in London on 5<sup>th</sup>-7<sup>th</sup> November 2012 with former Taoiseach, John Bruton, including an address to more than 50 representatives of the financial services industry in the Irish embassy in London. This followed by bilaterals with selected IDA Ireland clients and media engagements including the Financial Times, Sky and Bloomberg.

- Amongst a range of related initiatives, Enterprise Ireland is promoting the *Payments Ireland* initiative to brand Ireland as a centre of competence for payments companies.

**Action 7.9.6:** IDA will work with stakeholders (both public and private) across the system on a number of strategic initiatives that can create new employment opportunities in the medium term. These are as follows:

- Clearing and Settlement / Post Trade Services; Green Finance; Islamic Finance;
- Progress the recent joint venture announced between IDA Ireland and the Irish Funds Industry Association (IFIA) whereby IDA's overseas office network and staff will be used more proactively to market Ireland as a funds domicile and servicing centre with IFIA providing training and a network of subject matter experts to support IDA's marketing work;
- Further develop the relationship with IFSC Ireland in terms of marketing and promotion of Ireland as a jurisdiction for high quality international financial services activities.

**Ongoing Measure:** As per headline action. (IDA)

**Update:** Complete for 2012

**Clearing and Settlement/Post-Trade Services; Green Finance; Islamic Finance:**

Preliminary research is being undertaken to identify investment opportunities in the area of clearing and settlement and post-trade services. In November 2012, IDA Ireland announced that Clearstream, a leading provider of post-trade services in the financial services sector, is establishing an operational centre to support investment processing into hedge funds in Dublin with the potential to create 100 new jobs.

An IDA Ireland executive has joined the "Green IFSC" Steering Committee, which is operating under the auspices of the Clearing House, chaired by the Department of the Taoiseach. This executive is undertaking an audit of Ireland's green finance capabilities to develop a specific value proposition for green financial services. The proposition will be developed in partnership with industry and relevant subject matter experts as appropriate. IDA Ireland will market this proposition internationally if the proposition is credible and sufficiently robust to generate interest in the investor community.

IDA Ireland met with members of the Green IFSC Steering Group in October 2012 and has agreed next steps. IDA Ireland is developing its green finance agenda to encourage the attraction of green financial services and the development of green finance skills, consistent with the recommendations of the Cross Departmental Global Green Interchange Review Group. IDA Ireland had its first green finance investment approved by the Board in October



and a representative of IDA Ireland attended a Green IFSC Seminar in New York in early December.

An executive has been assigned responsibility for Islamic finance. IDA Ireland has prepared a draft value proposition and has marketed this during a dedicated Islamic finance programme in Singapore and Kuala Lumpur which was completed in September 2012. A major financial institution was met with during the Global Irish Economic Forum GIEF (CIMB Islamic of Malaysia) and has since site visited Ireland in November 2012.

**Progress the recent joint venture announced between IDA Ireland and the Irish Funds Industry Association (IFIA)**

The joint venture with the Irish funds industry is in place and operational. A training seminar has been completed between the Irish Funds Industry Association (IFIA) and IDA Ireland executives. IDA Ireland has had its first bilateral meeting with the new CEO of IFIA to discuss the joint venture and other issues of mutual interest. An overseas marketing programme targeting fund managers was undertaken in New York in December 2012.

**Further develop the relationship with IFSC Ireland**

The partnership with IFSC Ireland is working effectively and joint overseas marketing programmes have been completed in New York, Boston and Frankfurt. A further programme has recently been completed in London.

**Action 7.9.7:** Promote Ireland as International Centre of Excellence in Payments, and continue development of the Financial Services Technology Centre focusing on Governance, Risk and Compliance

**Ongoing Measure:** As per headline action. (EI/ IDA)

**Update:** Complete for 2012

Enterprise Ireland is promoting the *Payments Ireland* initiative to brand Ireland as a centre of competence for payments companies and will support further penetration of emerging markets by participating in key sector specific trade missions. IDA Ireland has appointed an executive to focus on the banking and payments area and a new value proposition and list of target companies has been circulated to relevant overseas offices and marketing executives.

Technology Centres are collaborative entities established and led by industry. They are focused on research with a direct impact on industry. A Technology Centre in Financial Services has been established. See update for Action 1.4.

IDA Ireland attended a specific event on Governance, Risk and Compliance along with IDA Ireland target companies in Farmleigh in November 2012. A major new investment by

payments company, Yapstone (Drogheda, 100 jobs), was announced by the Minister for Jobs, Enterprise and Innovation in November 2012.

**Action 7.9.8:** Promote Ireland as an intellectual property jurisdiction in relation to the International Financial Services sector.

**Ongoing Measure:** As per headline action. (IDA)

**Update:** Complete for 2012

More than 250 Global financial institutions have established operations in Ireland, with many located in Dublin's International Financial Services Centre (IFSC).

The IFSC now houses many of the world's leading financial institutions along with a sophisticated support network including accountancy, legal actuarial, taxation, regulatory, telecommunications and other services providers.

IDA Ireland executives draw attention to the benefits that Ireland offers for Financial Services in Intellectual Property (IP) to both existing IDA Ireland client companies and for prospective future clients. This is especially the case in relation to the development and commercialisation of IP through research and development activity. An increasing number of financial services companies are undertaking R&D and technology development work in Ireland, which can generate IP.

**Action 7.9.9:** Provide support to Irish HEIs to commercialise research projects in International Financial Services.

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

The aim of the Commercialisation Fund Programme is to improve the competitiveness of the Irish economy through the creation of technology based start-up companies and the transfer of innovative technologies developed in higher education institutes and research performing organisations to industry in Ireland.

In 2012, the programme funded the development of innovative technologies at all stages of the commercial pipeline to the point where the technologies can be commercialised as new products, services and companies.

Commercialisation Fund Support is available for projects that address a gap or need in the market by developing innovative technologies that will ideally be ready for licensing to Irish industry or may form the basis of a new start-up in 2-5 years. This support is open for

researchers seeking to commercialise projects in the international financial services space, and 2 projects progressed during the year.

Additionally the establishment of the major technology centre (see update 1.4) will have a significant impact on this agenda.

**Action 7.9.10:** Increase the number of High Potential Start-Up projects including projects from overseas entrepreneurs.

**Ongoing Measure:** As per headline action. (EI)

**Update:** Complete for 2012

In 2011, 6 financial services companies were approved for High Potential Start Up supports while in 2012, 10 were supported, of which 2 were overseas entrepreneur financial services projects.

These projects were in a combination of funds and specialised investment, e-commerce and financial business services sectors. In recent years, the profile of start ups has changed from (almost exclusively) funds management companies to a more diverse range of start ups including insurance intermediaries, leasing exchanges, payments and funds platforms.

#### *Business Process Outsourcing/ Shared Services*

**Action 7.10.5:** In line with the Programme for Government, identify further potential non-core activities suitable for external service delivery which could in turn offer opportunities for Irish based BPOs.

**Ongoing Measure:** As per headline action. (All Government Departments) (PER)

**Update:** Complete for 2012

The Department of Public Expenditure and Reform has investigated numerous non-core activities to determine their suitability for external service delivery and to prioritise action.

As a result of this, a thorough analysis of debt collection across the entire public service is currently underway and a business case on alternative delivery methods is due in Quarter 2 2013. If the recommendation includes an external delivery element this will provide opportunities for Irish based businesses to tender for.

**Action 7.10.6:** Work with networks and associations (e.g. Shared Services Forum, CCMA) to support the development of the sector to ensure leading edge best practice is disseminated and that new emerging trends are identified to maximise and sustain employment.

**Ongoing Measure:** As per headline action. (IDA/ EI)

**Update:** Complete for 2012

The business process outsourcing (BPO) sector continues to be an important target for Enterprise Ireland and IDA Ireland. The scale and growth of companies such as Eishtec, Abtran, OSG, Rigney Dolphin and more, demonstrate the importance of BPO, not only as an employment intensive sector, but also as a critical part of the ecosystem that makes Ireland attractive as a business location.

Acknowledging the potential for opportunities in the BPO sector and in emerging areas such as cloud services support, the next wave of digital services, health services/support to the elderly, etc., Enterprise Ireland is working with relevant networks and associations to support the development of the sector. Enterprise Ireland has also run joint events with bodies, including the Contact Centre Management Association (CCMA), to highlight opportunities to client companies and potential procurers.

IDA Ireland's Content Consumer and Global Business Services Division is deeply engaged with the industry networks which influence its current and future client base. In the past year, this has resulted in engagement with the following bodies:

- **IDA Shared Services Forum:** This group's members typically comprise IDA Ireland's leading client companies. The most recent meeting of the Forum was attended by more than 80 members of the Forum, who participated in a day of workshops on best practice in shared services;
- **Contact Centre Management Association (CCMA):** Ongoing engagement has taken place with the CCMA to understand their members' concerns and industry requirements, in particular in relation to multilingual needs and cost concerns Ireland. IDA Ireland has provided speakers at two CCMA shared services seminars in 2012;
- **Association of Chartered Certified Accountants (ACCA):** Involves working closely with the ACCA Shared Services leadership forum to understand leadership concern and future direction of the global business services model.

**Action 7.11.2:** Establish a Statutory Code of Practice & and Quality Mark (to be awarded to educational institutions that meet certain criteria) to provide the basis for quality assurance of education services provided to international students.

**Ongoing Measure:** Prepare for rollout of international education quality mark in 2013. (DES/ QQAAI)

**Update:** Complete for 2012

Quality and Qualifications Ireland (QQI) was established by the Minister for Education and Skills in November 2012. The new Authority assumes the functions of the National Qualifications Authority of Ireland, the Higher Education and Training Awards Council, and the Further Education and Training Awards Council.

Notwithstanding significant administrative preparations already completed, this amalgamation will require the reconfiguration of a range of existing services (such as the registration process for new providers, the validation and accreditation of programmes, the monitoring and review of providers and the development, review and certification of awards) as well as the development of new initiatives such as the Code of Practice and the International Education Mark. Now that it is formally established, QQI will begin to focus its attention on making progress in all of these areas.

In relation to the Code of Practice and the International Education Mark, it is intended that these new initiatives will be rolled out by QQI in 2013.

**Action 7.11.7:** Work with the relevant institutions/providers to increase their capability and potential to attract international students.

**Ongoing Measure:** As per headline action. (EI/ HEA/ Fáilte Ireland)

**Update:** Complete for 2012

Enterprise Ireland is tasked with the internationalisation of the higher education sector in non-EU markets. This incorporates in excess of 50 clients including universities, Institutes of Technology and private colleges. The strategy is targeting an increase in student numbers by over 50% to 2015. This is a priority sector for Enterprise Ireland and accounted for €276 million in exports in 2011.

A particular opportunity is focussing on priority markets, which currently include the US, China, India, Gulf States, Malaysia and Brazil, and to profile Ireland's unique educational offer under the brand of "Education in Ireland."

Enterprise Ireland will continue to work in partnership with the Department of Education and Skills and with key stakeholders such as the National Qualifications Authority of Ireland, Fáilte Ireland, the Higher Education Authority, and the Department of Justice on the Internationalisation Agenda.

Among the initiatives are:

- Implementing a one-to-one development agenda with higher education institutes who are committed to the Internationalisation agenda
- Appointment of education consultants to accelerate growth in priority markets
- Market based activities in priority markets such as trade visits/missions, education fairs in priority markets etc.
- Marketing and PR campaigns on and off-line to profile Ireland as a destination for international education
- Launching the new student centric website for Education in Ireland.

### *Construction*

**Action 7.12.1:** Bring down the cost of acquiring commercial property by reducing the Stamp Duty rate from 6% to 2% and the introduction of a Capital Gains Tax incentive for property purchased up to the end of 2013 and held for at least seven years.

**Ongoing Measure:** As per headline action. (DoF)

**Update:** Complete for 2012

Budget 2012 reduced the rate of stamp duty that applies to commercial property from a top rate of 6% (on transfers exceeding €80,000) to a flat rate of 2%.

Budget 2012 also introduced relief from Capital Gains Tax for both residential and non-residential property purchased between 7<sup>th</sup> December 2011 and 31<sup>st</sup> December 2013. If a property is purchased within this period and is held for at least seven years, any gain attributable to that seven year holding period will be exempt from Capital Gains Tax.

While the number of property transactions subject to Stamp Duty from 1<sup>st</sup> January to 31<sup>st</sup> August 2012 is 10% up on the same period last year, from 30,293 in 2011 to 33,895, a range of factors may be relevant and it is still too early to assess the impact of the Budget changes.

**Action 7.12.6:** Ensure that labour activation programmes continue to be aimed at enhancing the employability of the unemployed, reskilling, upskilling and keeping redundant workers/unemployed persons close to the labour market and are tailored specific to the needs of this cohort of unemployed.

**Ongoing Measure:** The “Pathways to Work” approach will ensure regular and ongoing engagement with everyone on the Live Register to provide opportunities for work, education and training. (DES/ DSP)

**Update:** Complete for 2012

The Department of Education and Skill continues to support the implementation of the “Pathways to Work” initiative.

The Labour Market Education and Training Fund was launched as MOMENTUM in December 2012 and is being managed by FÁS. FÁS are working with the Department of Social Protection on the recruitment of participants to specific education and training provision for up to 6,500 long-term unemployed people.

**Action 7.12.7:** Ensure that HEIs and other providers meet emerging and future skills needs of enterprise within the Green economy relevant to construction.

**Ongoing Measure:** To be undertaken in context of new system of strategic dialogue to align funding of higher education institutions to performance in the achievement of national objectives for system development and priorities in relation to skills development. (DES)

**Update:** Complete for 2012

The Green Economy was among the areas identified by Forfás in documentation that issued with a call for proposals for Springboard 2012 courses. Almost 700 Springboard 2012 places have been made available on courses relevant to the skills needs of the Green economy.

In the education and training system overall, a new system of strategic dialogue that will align funding of higher education institutions to performance in the achievement of national objectives for system development and priorities in relation to skills development commenced in 2012 and will be fully rolled out in the coming years.

**Action 7.12.8:** Continue to support 4,500 jobs in the green energy economy, through retrofit grants programmes and other energy efficiency initiatives.

**Ongoing Measure:** As per headline action. (DCENR)

**Update:** Complete for 2012

Just over €66 million was spent under the Better Energy programme in 2012, a demand led initiative which is administered by the Sustainable Energy Authority of Ireland (SEAI). The programme budget is constantly monitored to re-direct funding to those areas of continuing strong demand (e.g. Warmer Homes and Workplaces). This activity will help retain 3,800-4,000 jobs in the construction and retrofit sectors, while leveraging economic activity of at least €175 million.

### *Retail and Wholesale*

**Action 7.13.1:** Actions identified throughout the Action Plan will impact positively on the retail and wholesale sector, in particular our stated intention to:

**Ongoing Measures:**

1. Support initiatives at regional/local level to identify ways to stimulate domestic demand and follow-up on ideas generated (e.g. Buy Local, Farmers Markets). (DJEI)
2. Measures addressing access to finance e.g. assess the Credit Review Office to ensure SMEs are getting the support they need on bank lending. (DoF)
3. Support management development networks and mentors for SMEs through Skillnets. (DES/ Skillnets)
4. Actions to manage energy costs e.g. ensure that subsidies for energy generation are cost effective and that enterprises are encouraged and enabled to improve energy efficiency. (DCENR/ SEAI/ DJEI/ Enterprise Agencies)

**Update:**

1. Complete for 2012

Throughout 2012, business groups and local retailers organised and ran a series of initiatives to encourage demand in local communities and retain employment in their areas, such as:

- “Shop Local” campaigns were organised in many towns across the country. Examples of towns where campaigns of this nature were organised include Ashbourne, Ballinasloe, Bray, Castleisland, Cobh, Drogheda and Trim, to name but a few.



- The “Love Irish Food” campaign, which aims to help shoppers make informed choices about buying Irish manufactured food and drinks, announced the addition of 22 new members over the course of 2012 and now has 100 members.
- The Guaranteed Irish Company also continued to increase awareness of, and demand for, Irish products and services in 2012.
- The Dublin City Business Improvement District, a not-for-profit organisation representing 2,500 businesses in the city centre, works with its partners to enhance the appeal of the city centre as a place for shopping, recreation and business development by increasing footfall and improving overall trading performance. Examples of some of the initiatives they supported/undertaken in 2012 to promote local business include the Dublin Fashion Festival and Christmas in Dublin.

Most of these initiatives have been successful under their own resources and do not require intervention from the public sector.

However, Local Authorities around the country have undertaken a series of actions to promote and support businesses in their locality. In particular, working with relevant stakeholders such as Chambers of Commerce and the Departments of the Environment, Transport, Tourism and Sport, and Arts, Heritage and the Gaeltacht, they have supported and facilitated a range of markets, arts and sporting events/festivals which support local artisan and craft producers as well as local retailers and restaurants.

These events attract significant attendance from the local community and further afield, as exemplified by the St. Patrick’s Day festivals, Waterford Winterval Festival, the Volvo Ocean Race and the Tall Ships Festival, etc.

In addition, Local Authorities and other State agencies actively support enterprises at local level through a range of business supports. Illustrative examples of these practical supports are contained in the *Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise: Supporting Economic Recovery and Jobs – Locally*, which was published in September 2012.

## 2. Complete for 2012

A series of measures were implemented over 2012 to address issues regarding access to finance for enterprise. These include the launch of the Microfinance Fund (Action 2.3), the assessment of the Credit Review Office to ensure SMEs are getting the support they need on bank lending (Action 3.40), the establishment and rolling out of the Development Capital Scheme (Action 3.29), the launch of the Credit Guarantee Scheme (Action 3.30), the launch of the SME focused funds by the National Pension Reserve Fund (Action 3.32) and work with banks and small business representatives to help SMEs improve the quality of loan application and to increase the sectoral expertise of bank staff (Actions 3.33 and 3.37).

### 3. Complete for 2012

Skillnets has developed the pilot management development network, branded as *ManagementWorks*, which offers a suite of programmes designed to enhance the management capability of SMEs. A central element of the initiative is the inclusion of a mentoring approach to assist, support and challenge the owners and management teams of the participating firms to apply the learning to their own situations.

Activity in Quarter 4 focused on engaging with owner-managers of SME firms to encourage participation in *ManagementWorks* and programmes are underway in Dublin, Galway and Cork. Additional programmes in Sligo, Waterford and Kildare are planned in Quarter 1 2013.

Promotional activity has included a wide variety of speaking engagements where *ManagementWorks* has been promoted and exhibited to over 1,600 business owners. Promotional activity has also included targeted radio advertisements and social media marketing campaigns.

### 4. Complete for 2012

The Sustainable Energy Authority of Ireland provides a range of supports to SMEs, including the retail and wholesale sector, to reduce energy costs, implement energy management systems and procuring the most efficient equipment.

Better Energy Workplaces continues to support sustainable upgrades to existing buildings, services and facilities in the retail and wholesale sector.

**Action 7.13.4:** Promote greater adoption of ICTs to promote competitiveness, enhance productivity and increase innovation capacity across client companies in the retail sector, particularly in the context of accessing international markets.

**Ongoing Measure:** As per headline action. (Enterprise Agencies)

**Update:** Complete for 2012

Enterprise Ireland's Going Global Fund is a demand-led fund for applicants, including those in the retail sector, who have successfully established businesses in Ireland, and wish to explore opportunities to internationalise their business as a route to growth. Through this fund there are supports for eligible applicants to develop plans to expand their current service/product offers for overseas markets, and examine possibilities for web-enabling its service offer for export markets. However, as in Action 7.13.5, there have been no applications to date for funding from the retail sector.

The Department of Jobs, Enterprise and Innovation has been in discussion with representatives from the retail sector to establish how the use of ICT can be increased, in particular to increase the number of businesses trading online.

**Action 7.13.5:** Support retail firms seeking to internationalise through Enterprise Ireland's Going Global and First Flight programmes.

**Ongoing Measure:** Continue to support internationalising, eligible firms under Going Global. (EI)

**Update:** Complete for 2012

Enterprise Ireland holds Going Global Fund calls throughout the year. It is not anticipated that there will be a very significant flow of projects in the retail area; however certain aspects of a retail operation's business may be eligible should companies wish to pursue the option. There were no applications for funding from companies in the retail sector in 2012.

Enterprise Ireland's Potential Exporters Division, which was launched during 2012, provides an easy to access website outlining the key issues faced by companies in exploring internationalisation – this is available to all companies operating in any sector.

**Action 7.13.8:** Provide funding from the Workplace Basic Education Fund for up-skilling workers in these sectors.

**Ongoing Measure:** As per headline action. (DES / SOLAS)

**Update:** Complete for 2012

Funding of €2.8 million was provided from the National Training Fund for this programme in 2012. The Workplace Basic Education Fund continues to provide tuition to workers from the Retail and Wholesale sectors. The number of workers from the retail sector availing of tuition through the programme increased to over 720 in 2012.

### *Arts, Culture and Creative Enterprise*

**Action 7.14.2:** Through Culture Ireland, maximise the business opportunities abroad for cultural and artistic businesses and enterprises by promoting Irish artists world-wide and showcasing our strengths in culture and creativity.

**Ongoing Measure:** As per headline action. (DAHG/ IDA)

**Update:** Complete for 2012

Throughout 2012, Culture Ireland provided support to Irish artists and to present work at strategic international festivals, venues and showcases, building touring networks and contacts for presenting Irish artists and companies' events.

Culture Ireland managed a range of Irish art form showcases at key arts markets including the Venice Biennale (at which Grafton Architects won the Silver Lion in August 2012) and the Edinburgh Festivals (where Irish artist Camille O'Sullivan won the Herald Angel award in August 2012). Such events have attracted significant positive international media coverage and in a number of cases bookings for future international events for Irish artists have been secured enhancing international careers of Irish artists with resulting impacts on cultural tourism, trade and investment.

Culture Ireland hosted over 60 key international bookers and promoters at showcases of Irish work in the Dublin Fringe Festival, the Dublin Theatre Festival and the Hard Working Class Heroes music festival. Culture Ireland will host key music industry professionals at the Choice Music Prize, Ireland's Mercury Prize for emerging artists

Significant business opportunities were generated for the Irish publishing sector at the Frankfurt Book Fair at the Ireland at Frankfurt stand, an initiative of Culture Ireland and Ireland Literature Exchange, and for Irish music artists at the Culture Ireland stand for at WOMEX World Music Expo held in Greece.

**Action 7.14.3:** Through Culture Ireland, undertake joint marketing activities with the enterprise development agencies to build 'brand Ireland' in this sector.

**Ongoing Measure:** As per headline action. (DAHG/ Enterprise Agencies)

**Update:** Complete for 2012

Culture Ireland worked with a number of key State agencies to deliver an Irish arts programme as part of the Cultural Olympiad during London 2012. Working with F.ounders 2012 and State agencies including Enterprise Ireland, IDA Ireland and Bord Bia, Culture Ireland contributed heavily to the development of arts and culture programme for the Dublin Web Summit in October 2012.

Culture Ireland worked closely with the Irish Consulate General in Scotland in relation to a visit by Minister Jimmy Deenihan T.D., to Edinburgh to attend the annual Culture Ireland showcase at the Edinburgh Festival and the inaugural Edinburgh International Culture Summit. Culture Ireland also worked with the Embassy in Berlin to showcase Irish dance and build contacts at the Tanzmesse biennial dance platform in Dusseldorf.

Work has commenced with tourism interests on cross promotion of "The Gathering" with Culture Ireland requiring that all Irish artists being supported encourage participation in this initiative in 2013.

Music From Ireland, Culture Ireland's partnership project for showcasing Irish bands at key international festivals, will co-locate with Enterprise Ireland and the Irish Film Board at South

by South West in March 2013 and will jointly promote film, music and digital industries from a shared platform.

**Action 7.14.4:** Leverage the potential for language and roots tourism, working with Tourism Ireland, the National Archives of Ireland, Foras na Gaeilge and relevant partners.

**Ongoing Measure:** As per headline action. (DAHG/ Tourism Ireland/ National Archives of Ireland/ Foras na Gaeilge and relevant partners)

**Update:** Complete for 2012

Foras na Gaeilge recognises the potential for increased employment that arises from their support for the Irish language sector, particularly in areas such as the arts, publishing, creative writing and a wide range of community and youth support schemes.

In addition to the work being carried out by Foras na Gaeilge, Údarás na Gaeltachta continues to promote language-based cultural tourism in Gaeltacht areas through the provision of supports for festivals and other community-based initiatives aimed at bringing more visitors to the Gaeltacht.

The assistance provided directly by the Department of Arts, Heritage and the Gaeltacht for Gaeltacht Summer Colleges and 3<sup>rd</sup> level Irish courses in various universities abroad also makes a positive contribution in this regard.