

# ACTION PLAN FOR JOBS

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## 2014



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## 2. Disruptive Reforms in 2014

### 2.1 Entrepreneurship

<b>1</b>	<b>Publish the National Entrepreneurship Policy Statement.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Conduct a cross-Governmental consultation on items to be included in the Statement.	Q2	DJEI
	Publish Statement	Q2	DJEI

<b>2</b>	<b>Review and consider further amendments to the Start Your Own Business (SYOB) initiative during 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance, Revenue

<b>3</b>	<b>Review and consider further amendments to the Employment Investment Incentive (EII) during 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance, Revenue

<b>4</b>	<b>Review and consider further amendments to the Seed Capital Scheme (SCS) during 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance, Revenue

<b>5</b>	<b>Support the establishment of volunteer peer-mentoring network initiatives, organised and facilitated by individuals, entrepreneurs and industry representative groups.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DJEI and Enterprise Agencies

<b>6</b>	<b>Increase volunteerism for one-to-one mentoring. Seek volunteer entrepreneurs through industry representative body networks to act as ‘buddy mentors’ to startups.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DJEI and Enterprise Agencies

<b>7</b>	<b>Formally establish the Local Enterprise Offices (LEOs), a world class enterprise support facility to provide a ‘first stop shop’ service for local start-ups and small businesses.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Legislation passed all stages and signed into law	Q1	DJEI
	Commencement Order signed, CEBs legally dissolved and LEOs established	Q2	DJEI

<b>8</b>	<b>Launch a Customer Charter to ensure a consistent standard of service available to all clients to respond to all business ideas.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise consultation process on draft Customer Charter	Q1	EI, CEBs, DJEI
	Publish Customer Charter to coincide with establishment of LEOs	Q2	EI, CEBs, DJEI

<b>9</b>	<b>Launch a new website providing information on all national and local enterprise supports as well as guidance and advice on various aspects of starting a business.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise training and content migration	Q1	EI, CEBs, DJEI
	“Go-live” to coincide with establishment and launch of LEOs	Q2	EI, CEBs, DJEI

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<b>10</b>	<b>Using additional funding secured, develop a range of new initiatives in 2014 to support Youth Entrepreneurship and young people with a business idea to start their own business, to be delivered through the LEOs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise the development of a suite of initiatives, to include competitive start and competitive feasibility funds; bootcamps; focused mentoring; peer learning; ring-fenced Microfinance funds, etc.	Q2	EI, LEOs, Microfinance Ireland, DJEI
	Rollout of initiatives, to include national and local advertising; local and national competitive selection processes; delivery of focused workshops and bootcamps, etc.	Ongoing from Q2	EI, LEOs, Microfinance Ireland, DJEI

<b>11</b>	<b>Develop and implement a strategy for commercially managed accelerators to support the quality of start-ups and increase the number of innovative start-ups.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Develop a strategy to support and develop commercial accelerators in the entrepreneurial ecosystem.	Q2	EI
	Implement the strategy to support and develop commercial accelerators in the entrepreneurial ecosystem.	Q4	EI

<b>12</b>	<b>Provide support for 155 high potential and early stage start-ups.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>13</b>	<b>Launch three Competitive Start Funds (one of which will incorporate a manufacturing focus) to support thirty start-ups.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>14</b>	<b>Build on the success of the Competitive Feasibility Funds and launch regionally targeted Funds in 2014 (Cork region, South East, North East and Mid West regions) and roll out Competitive Regional Feasibility funds to companies that produce products and services directed for sale to the wider Agricultural Sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Roll out Competitive Regional Feasibility funds to the Cork region	Q1	EI
	Roll out Competitive Regional Feasibility funds to the South East	Q2	EI
	Roll out Competitive Regional Feasibility to the North East	Q3	EI
	Roll out Competitive Regional Feasibility to the Mid West	Q4	EI
	Roll out Competitive Regional Feasibility funds to the Agricultural Sector	Q4	EI

<b>15</b>	<b>Develop and implement a pilot ‘execution focused’ programme for HPSUs post their seed investment round to support and accelerate their development and growth.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	EI

<b>16</b>	<b>Launch a pilot entrepreneurship internship programme whereby a young person interested in starting their own business can shadow an entrepreneur.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DJEI and Dublin Business Innovation Centre



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<b>17</b>	<b>Establish a competitive Youth/Graduate Entrepreneurship Fund to complement the new LEOS/Microfinance Youth Programme as a next step in a progressive support structure to promote and support start-ups by young entrepreneurs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	EI

<b>18</b>	<b>Roll out an enhanced Student Enterprise Awards initiative targeting a greater number of students from the third level sector and increasing the quality of applications.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	EI

<b>19</b>	<b>Develop an Entrepreneurial PhD programme with a view to training more scientists in SFI supported research teams to launch their own businesses.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	SFI, other relevant stakeholders

<b>20</b>	<b>Support the voluntary youth work sector in accessing the proposed new Youth Programme and the Youth Entrepreneurship Fund by facilitating links between local youth services and the LEOs/Microfinance Ireland so that young people, especially those who are furthest from the labour market, can be supported and mentored in entrepreneurial initiatives.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DCYA

<b>21</b>	<b>Promote female entrepreneurship through adoption of female role models, targeted events and awards, support for female entrepreneur networks and a dedicated area on the LEO and EI corporate websites.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	LEOs, EI

<b>22</b>	<b>Launch and co-fund five Development Programmes focused on optimising the business capabilities for women-led businesses.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	EI

<b>23</b>	<b>Attract overseas entrepreneurs including Irish emigrants to set up businesses in Ireland. Target support for 15 overseas entrepreneurs to establish their business in Ireland during 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>24</b>	<b>Develop and implement a strategy targeted at increasing the number of mobile medical device opportunities relocating to Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	EI, IDA

<b>25</b>	<b>Enhance the marketing and promotion of the Immigrant Investor Programme and Start Up Entrepreneur Programme.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	D/Justice, DFAT, DJEI, DES, Other relevant Departments and agencies

<b>26</b>	<b>Review the existing approach of the agencies to attracting overseas entrepreneurs to Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA

## 2.2 Winning Abroad

27	Appoint a new Enterprise Ireland marketing resource, following the approval of twenty posts by Government, in international priority markets including China, South Korea, United Arab Emirates and South Africa.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	EI

28	Critically analyse the Foreign Earnings Deduction (FED) with a view to adapting it if necessary to encourage SMEs to expand into new foreign markets.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q3	D/Finance, Revenue

29	Target the creation of an additional 10,000 new jobs (6000 direct and 4000 indirect) over 5 years through an investment programme which will see the provision of additional resources to IDA Ireland to be deployed overseas including in emerging markets, intensifying FDI employment growth.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Ongoing	IDA

30	Provide International Selling Programme to 55 participants in 2014.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	EI

31	Roll-out Enterprise Ireland's Market Access Grant throughout 2014 to 35 companies.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	EI

32	Enterprise Ireland will work with 55 first time exporters in 2014.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	EI

<b>33</b>	<b>Deliver the Access to Silicon Valley Programme to 40 participants in 2014 to fast track early stage Irish tech companies targeting Silicon Valley.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>34</b>	<b>Hold eight potential exporters awareness events and eight potential exporters workshops across the regions (two of each per quarter) and target over 650 companies to have significant engagement with the EI Potential Exporters Division.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>35</b>	<b>Issue a new call under the Graduate for International Growth (G4IG) Programme (25 companies).</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	EI

<b>36</b>	<b>Build awareness of existing in-market resources which are available to Irish companies such as the EU SME Centre and the European External Action Economic Service.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>37</b>	<b>Develop and publish a languages education strategy, including foreign language education.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DES

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<b>38</b>	<b>Continue to develop the coordinated approach to international reputation-building efforts across Government, including through the regular updating of key messages on Ireland's economic recovery and their communication by Ireland's Embassy Network.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DFAT, D/Taoiseach with relevant Departments and agencies
<b>39</b>	<b>Finalise and publish the review of the Government's Trade, Tourism and Investment Strategy, to encourage a more flexible and focussed approach in Ireland's efforts to promote trade, tourism and investment overseas.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DFAT, DJEI with relevant Departments and agencies
<b>40</b>	<b>Roll out a schedule of Trade Missions and other trade, tourism, investment and education events focussed on key target markets. At least 18 of these Missions and related events will be led at Ministerial level.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DJEI, DFAT with relevant Departments and agencies
<b>41</b>	<b>Further develop and implement country-specific annual Local Market Plans (LMPs) by Local Market Teams (LMTs) in priority markets, chaired by the Ambassador and bringing together representatives from the Embassy and state agencies in a fully coordinated approach.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DFAT, DJEI with relevant Departments and agencies

<b>42</b>	<b>Develop and implement a work programme to deliver the Year of Irish Design 2015.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Agree outline work programme and funding requirements.	Q1	DJEI, DFAT, DCCoI, EI
	Put Project Team in place	Q2	DCCoI, EI
	Agree draft International Programme of events	Q3	DCCoI, EI, DJEI, DFAT
	Agree draft National Programme of events	Q3	DCCoI, EI, DJEI
	Launch Year of Irish Design	Q4	DJEI, DFAT, DCCoI, EI

<b>43</b>	<b>Support other recommendations arising from the 2013 Global Irish Economic Forum to establish metrics to measure the full impact of investment in the arts in Ireland and to develop a global Irish cultural broker network.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Put in place a system to measure impact and outcomes which can be used to promote and enhance engagement with the Irish creative sector and increase the focus on Ireland as a destination for job creation.	Ongoing	DAHG, Culture Ireland
	Work with the Global Irish Economic Forum and other partners to develop a network of volunteers to become advocates in promoting business and exchange opportunities for the creative community.	Ongoing	DAHG, Culture Ireland
	Continue, through the Culture Ireland Programme, to build new opportunities for emerging and established Irish companies and artists internationally by presenting their work at strategically important global arts markets.	Ongoing	DAHG, Culture Ireland

<b>44</b>	<b>Implement the policies and actions outlined in the Review of the International Education Strategy.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing, following publication in Q1 2014	DES, EI, HEA, Fáilte Ireland and education institutions

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45	<b>Commission a survey of overseas Government scholarship opportunities, to identify potential for highly targeted actions in emerging markets for international education services.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DES, EI

46	<b>Support the Irish private sector to secure contracts for infrastructure, engineering and services projects, funded by international financial institutions, including in the context of fourth annual Africa-Ireland Economic Forum.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DFAT, DJEI, with relevant departments and agencies

## 2.3 Manufacturing: National Step Change

47	Enterprise Ireland will support an overall total of 130 firms across all levels and activities, and aim to increase the up-take by medium-sized firms through its LeanStart, LeanPlus and LeanTransform Programmes. Within this overarching target, Enterprise Ireland will support an additional 15 companies through its LeanTransform Programme in 2014. This will include engaging with the strategic client cohort to stimulate continuous improvement toward international award recognition.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI
48	IDA will support 70 companies in manufacturing and services in 2014 through its Client Transformation Programme. The Programme involves a range of instruments such as: employment, training, capital, R&D, environment and process improvement incentives to achieve technology uplifts, skills enhancement, energy improvements, productivity uplift and investments in new facilities and equipment.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA
49	Building on existing work with client companies Enterprise Ireland will identify and work with a group of mid-sized manufacturing firms (initially 12) to secure their commitment to achieve significant growth over the next five years based on agreed action plans. Management development, benchmarking and strategic reviews and lean business programmes will form the basis of this suite of supports.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI
50	EI/ LEOs will build upon and roll out a LEAN Start Initiative to micro manufacturing firms, providing guidance on Lean, facilitating self-assessment and signposting to other relevant services/training (e.g. Skillnets).		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	EI, LEOs



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<b>51</b>	<b>Build on the release of the “SWiFT 11-2013 - Driving Competitiveness using Lean” guide by working with EI/IDA/LEOs to increase company awareness and use of the national Lean guide.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Engage during Q1 and Q2 with EI/IDA/LEOs to agree actions to increase awareness & use of national LEAN guide	Q2	NSAI
	Report on delivery of awareness actions over the year.	Q4	NSAI

<b>52</b>	<b>Engage with EI/IDA/LEOs, industry representative organisations, academia, consultants and industry to determine the feasibility of developing a standard for Lean.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	NSAI

<b>53</b>	<b>Promote take up of business management systems through establishment of a national award scheme for best-in-class businesses.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Evaluate which business management systems would be suitable for scoring and confirm award title.	Q1	NSAI
	Compile scoring criteria, publicise award and invite applicants for assessment through Q3.	Q2	NSAI
	Organise and hold award presentation event.	Q4	NSAI

<b>54</b>	<b>Expand and enhance the existing panels of Lean/productivity experts to strengthen the international and sector specific expertise, informed by the needs of foreign owned and larger scale firms.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA

55	Leveraging the LEO web portal, facilitate access to a self-assessment on-line diagnostic tool(s) appropriate for those LEO clients starting on the Lean journey, together with easily digestible 'how to' guides and signposting to the supports available and appropriate contact point(s).		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, LEOs

56	Facilitate peer-to-peer and cross sectoral site visits to share learnings and to build Ireland's national capabilities in LEAN principles, diagnostics, and international award criteria and processes.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA, IMDA, PCI, FDII

57	Develop, and make readily available on relevant agency websites, a number of case study examples that demonstrate the business benefits (and imperative) for adopting Lean principles.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, DJEI, MDF

58	Deepen engagement at European levels through (for example) the European Benchmarking Forum, and with key Mittelstand companies through the Kostwein Circle, ensuring that Ireland remains to the forefront of international best practice, and raises the profile of Ireland's manufacturing operational excellence.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

59	Adapt funding model to maximise potential funding opportunities for relevant Manufacturing Technology Centres in order to capitalise on existing synergies and to ensure more efficient and effective delivery of research supports to industry partners.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	EI, IDA

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<b>60</b>	<b>Stimulate increased engagement and reduce barriers to engagement by SMEs in collaborating in State funded Technology Centres and other research and related Higher Education Institution expertise.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, Technology Centres, cTTO

<b>61</b>	<b>Introduce a targeted call for Innovation Vouchers for the manufacturing sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>62</b>	<b>Launch a scheme to attract key researchers with manufacturing research expertise and continue to develop manufacturing research skills through relevant schemes (SFI Research Professor, President of Ireland Young Researcher Award, and European Research Council Support and Development programmes).</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Launch of themed high-level recruitment scheme.	Q2	SFI
	Develop manufacturing research skills through relevant schemes (SFI Research Professor, PIYRA, and ERC Support and Development programmes).	Ongoing	SFI

<b>63</b>	<b>Engage with manufacturing firms to assess the business case for further public and/or private investment in applied research infrastructure and core operational funding to support high value manufacturing sectors with the greatest potential for economic impact. Assess the business case for large scale public and/or private investment in quasi-industrial, pilot-scale demonstrator production capabilities.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action.	Q3	IDA, EI

64	<p>Based on the recent and projected growth in bioprocess manufacturing and the potential to win future FDI from this sector, assess the business case for prioritising public (including EU) and/or private funding to the funding of research centres in this area and identify possible operational /funding models. Further examine the business case for State-funded bioprocessing training, including the net benefit to the skills base in Ireland, and the optimum arrangements for provision of such training. Ensure full leverage of prior infrastructural investment in NIBRT, an existing large scale quasi-industrial facility offering training and pilot-scale bioprocess research capability.</p>		
	<p><b>Steps Necessary For Delivery</b></p>	<p><b>Timeline</b></p>	<p><b>Responsible Body</b></p>
	<p>Obtain MNC and indigenous Industry perspective on the economic impact of investment in bioprocess research</p>	<p>Q2</p>	<p>IDA</p>
	<p>Obtain MNC and indigenous industry’s detailed description of needs and budget estimates for additional investment in bioprocess research , outline of funding options from public and private sector sources.</p>	<p>Q2</p>	<p>IDA</p>
	<p>Examine the current rational and benefits derived by the current state funding of bioprocessing training in Ireland and the contribution it makes to the national skills base.</p>	<p>Q2</p>	<p>IDA</p>
	<p>Evaluate the current use of the prior NIBRT infrastructure investment with a view to ensuring that optional plans are put in place in the delivery of training and pilot scale bioprocessing research at this large scale quasi-industrial facility.</p>	<p>Q4</p>	<p>IDA</p>

### 3. Progressing the Disruptive Reforms from Action Plan for Jobs 2013

#### 3.1 Big Data and Data Analytics

65	<b>Support the further scaling-up of the INSIGHT Research Centre in 2014. INSIGHT will sign collaborative research agreements with over 30 companies, secure at least €6 million investment from non-Exchequer sources and employ over 300 people by end-2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Make funding decisions on INSIGHT applications to SFI Spokes programme aimed at growing collaborations with industry partners	Q2	SFI
	INSIGHT to sign collaborative research agreements with over 30 companies, a combination of Multinationals and SMEs in the ICT and Health sectors.	Q4	SFI
	INSIGHT to secure €6M in research funding from non-exchequer sources, primarily, Horizon 2020, before the end of 2014	Q4	SFI
	INSIGHT to employ over 300 people before the end of 2014	Q4	SFI
66	<b>Support the further scaling-up of the CeADAR Technology Centre including the appointment of an industry-experienced Director to the Centre.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	EI, IDA
67	<b>Issue a targeted call for Innovation Vouchers in the area of data analytics.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	EI

68	<b>In the context of Research Prioritisation, all relevant research funders will continue to fund R&amp;D, in partnership with the enterprise sector, in “Data Analytics, Management, Security and Privacy” and will report on progress in implementing the action plan for this priority area.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	EI, SFI, IDA and other relevant research funders

69	<b>Consider and progress the recommendations of the Expert Group on Future Skills Needs Study on skills requirements in Big Data and Data Analytics which will be published in early 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DES, DJEI, EGFSN with relevant Departments and agencies

70	<b>Launch an Open Data initiative, which will include the establishment of an Open Data portal to act as the primary source of public sector datasets, in the context of Ireland’s membership of the Open Government Partnership.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Develop a National Action Plan in consultation with civil society and Departments in respect of Ireland’s membership of the Open Government Partnership, focusing in particular on the progression of Open Data initiatives	Q1	DPER
	Establish Open Data Ireland governance Board	Q2	DPER
	Establish an Implementation Group on Open Data	Q2	DPER
	Adopt the G8 Open Data Charter	Q2	DPER, Departments and agencies
	Audit of existing datasets across Departments and relevant public bodies	Q2	Departments and relevant public bodies
	Build, launch and populate an Open Data portal as the primary source of public sector datasets	Q3	DPER, Implementation Group on Open Data, Departments and Agencies

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<b>71</b>	<b>Further strengthen the mechanisms for data sharing and the use of data analytics across Government by enacting the required legislation, setting up a platform to facilitate data analytics within Government and taking steps to strengthen further Ireland’s National Data Infrastructure.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Enact the Health Identifier Bill which will provide a legal framework for the introduction of an individual identifier for use in the health system	Q2	D/Health
	Prepare Heads of a new Data Sharing and Governance Bill designed to deliver improved digital transactional services	Q3	DPER
	Progress the introduction of a National Postcode System in 2014, with a view to rolling out the system in the first half of 2015.	Q4	DCENR

<b>72</b>	<b>Monitor implementation of pilot initiatives identified by the Taskforce on Big Data and Data Analytics whereby data analytics can be applied to address specific actions delivering economic impact and/or improved public services.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DJEI/ Forfás, EI, IDA, SFI, other relevant Departments and agencies

<b>73</b>	<b>Assess Ireland’s progress in developing a leadership position in Europe in this area and set out further requirements to build/maintain this position.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Appoint expert on Big Data and Data Analytics to undertake review	Q2	DJEI/Forfás, Taskforce on Big Data and Data Analytics
	Consider recommendations arising from the review as input to the preparation of 2015 Action Plan for Jobs	Q4	DJEI/Forfás, Taskforce on Big Data and Data Analytics

## 3.2 ICT Skills

74	Publish a revised ICT Skills Action Plan informed by the recent Forfás/ EGFSN study forecasting high levels of ICT skills needs to 2018, that would further progress increases made in the domestic supply of ICT graduate output and move from 63 per cent of demand in 2014 to 74 per cent of demand in 2018.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DES, DJEI

## 3.3 Integrated Licencing Application Service

75	Deliver the Integrated Licensing Application Service for the retail sector.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Deliver the Integrated Licensing Application Service for the retail sector.	Q3	DJEI/ Forfás, LGMA, Steering Group, Relevant Licensing Authorities.

## 3.4 Trading Online

76	Complete the second trial of Trading Online initiative in Dublin.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DCENR, DCEB

77	Develop an industry led awareness and promotion campaign to increase demand from small business.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Develop a campaign in which the technology sector, banks and other businesses would join with Government to encourage small businesses to get on the online trading ladder.	Q2	DCENR, Digital Industry



<b>78</b>	<b>Launch National Scheme targeting the distribution of 1,000 vouchers in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DCENR, DJEI, LEOs

### 3.5 Energy Efficiency

<b>79</b>	<b>Provide €57 million in Exchequer supports to further stimulate energy saving activity in the residential sector and implement a publicity campaign so that those who can avail of this are aware of the supports.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DCENR

<b>80</b>	<b>Publish report on public sector energy usage.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	SEAI

<b>81</b>	<b>Establish the Energy Efficiency Fund.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DCENR

<b>82</b>	<b>Continue to support the Exemplar Projects.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DCENR

<b>83</b>	<b>Review the National Energy Services Framework and update as required.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DCENR

### 3.6 National Health Innovation Hub

84	<b>Assess and select participants for the next round of projects for the Cork Demonstrator based on call for proposals.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	Cork Demonstrator Steering Group

85	<b>Report to the Cabinet Committee on Health on progress of the Demonstrator Project and on National Project Team deliberations with regard to the National Health Innovation Hub.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	Chair of National Project Team

86	<b>Manage external evaluation of the Cork Demonstrator Project.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	EI (on behalf of the National Project Team)

87	<b>Agree optimum arrangements for the establishment of a National Health Innovation Hub based on the learnings from the Cork Demonstrator Project and its evaluation.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	National Project Team

88	<b>Prepare proposals for Government consideration outlining next steps required for the establishment of a National Health Innovation Hub.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DJEI, D/Health

## 4. Competitiveness

### 4.1 Institutionalising the Drive for Competitiveness

89	<p>The Cabinet Committee on Economic Recovery and Jobs, and other Cabinet Committees as appropriate, will monitor progress on competitiveness issues identified by the National Competitiveness Council and others and consider further actions to improve Ireland’s international competitiveness and consider initiatives to make it easier to do business in Ireland. The Cabinet Committee(s) will be supported by the relevant Senior Officials Group and the APJ Monitoring Committee in this work.</p>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	The Cabinet Committee on Economic Recovery and Jobs, and other Cabinet Committees as appropriate, will monitor progress on competitiveness issues.	Ongoing/Quarterly basis	Department of Taoiseach, DJEI/Forfás, All Departments.
	Government Departments will review the key competitiveness issues for business and will report to the Cabinet Committee on actions to address key challenges identified.	Commence Q2	All Departments
	Government Departments will review key challenges in terms of the ‘ease of doing business’ and will report to the Cabinet Committee on actions to address key challenges identified.	Commence Q2	All Departments
	Key reports from the National Competitiveness Council and others will be considered by the Cabinet Committee. In this regard, the Chairman of the NCC will present key findings and recommendations to the Cabinet Committee on an annual basis.	Ongoing	National Competitiveness Council
90	<p>Government will, on a quarterly basis, consider a report on competitiveness prepared via the Cabinet Committee on Economic Recovery and Jobs.</p>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing/Quarterly basis	DJEI, Cabinet Committee, Government

91	<b>Undertake a competitiveness benchmarking exercise to determine how Ireland performs in terms of international competitiveness across a range of indicators compared to key competitors including in particular within the Eurozone.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete <i>Ireland's Competitiveness Scorecard 2014</i> , submit to the Minister for Jobs, Enterprise and Innovation and subsequently publish the final report.	Q2	NCC

92	<b>Prioritise the competitiveness challenges facing the business sector in Ireland over the medium term, and identify potential policy options as to how these priority policy challenges can be addressed.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Submit a Competitiveness Challenge 2014 to the Minister for Jobs, Enterprise and Innovation and subsequently publish the final report.	Q4	NCC

## 4.2 Improving Cost Competitiveness

93	<b>Identify any sheltered areas of the economy where competition is restricted and undertake analyses or studies in such areas where appropriate.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Identify sheltered areas of the economy where competition is restricted.	Q2	DJEI/ Competition Authority
	Consider whether analyses or studies of such areas are important and identify which to prioritise.	Q3	Minister for Jobs, Enterprise and Innovation
	Commence analysis or study of top priority area.	Q4	Competition Authority
	Publish analysis or study.	Q4 2015	Competition Authority

94	<b>Benchmark key business costs and publish a report highlighting areas where Irish enterprise costs are out of line with key competitors</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	NCC

95	<b>Encourage local authorities to continue to exercise restraint in setting commercial rates in 2014 (a reserved function of elected members) and, where possible, reduce rates in advance of a harmonised approach to the setting of commercial rates on a county-wide basis as a result of the new local authority structural arrangements becoming effective post the local elections in 2014</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Report on the extent to which restraint was exercised in setting commercial rates for 2014 by Local Authorities.	Q1	DECLG, Local Authorities

96	<b>Provide a range of supports to businesses to help them reduce costs through energy and resource efficiency.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	SEAI, EPA

<b>97</b>	<b>Establish a data collection facility sufficient to facilitate analysis of the effectiveness of the waste management policy and/or competition in the waste sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Assessment of data in relation to waste collection currently available through official channels (e.g., EPA and/or other agencies database)	Q2	Competition Authority
	Competition Authority to work with DECLG and other relevant agencies to determine full set of data required to facilitate comprehensive analysis of waste collection markets	Q4	Competition Authority, DECLG and/or other relevant agencies
	Establish data collection facility or facilities accessible on a cross-agency basis	Q4	Competition Authority, DECLG and/or other relevant agency
	Competition Authority, EPA and/or other agencies to commence data collection (including dataset for 2014) as appropriate	Q1 2015	Competition Authority, EPA and/or other agencies
	Conduct scoping exercise to determine whether competition is restricted and a study or analysis of competition in waste collection is appropriate based on data collected	Q3 2015	Competition Authority

<b>98</b>	<b>Enact the Legal Services Bill to deliver a more efficient, transparent and competitive legal services in Ireland and reduce costs for the enterprise sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Progress completion of Committee stage of the Legal Services Regulation Bill	Q1	D/Justice and Equality
	Enact the Legal Services Regulation Bill	Q2	D/Justice and Equality
	Establish the Legal Services Regulator	Q4	D/Justice and Equality

### 4.3 Infrastructure Investment to Underpin Employment Growth

<b>99</b>	<b>Conclude national mapping exercise which will determine where the State intervention is required. Progress State Aids application in respect of proposed intervention and the requisite procurement.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish outcome of mapping process for public consultation on target areas and implementation strategy.	Q3	DCENR
	Progress all pre-requisite work in advance of launching an appropriate procurement process	Q4	DCENR
<b>100</b>	<b>Enact legislation to allow ESB to enter the telecommunications market</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Enact ESB legislation	Q1	DCENR
<b>101</b>	<b>Continue to work with industry and public sector stakeholders to remove barriers and incentivise commercial investment in broadband.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Work with relevant public sector stakeholders and industry to accelerate investment.	Ongoing	DCENR
<b>102</b>	<b>Conclude final phase of 100Mbps schools broadband programme</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide 100Mbps connectivity to 272 second level schools	Q3	DCENR, DES
	Launch “switch-on workshops”	Q4	DCENR

<b>103</b>	<b>Ensure delivery of the PPP Infrastructure Stimulus Package</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Work with stakeholders to issue remaining OJEU Notices in the timeframes indicated above	Ongoing	DPER, NDFA
	Work with stakeholders to help ensure the delivery of projects in line with the timeframes indicated above.	Ongoing	DPER, NDFA, D/Finance

<b>104</b>	<b>Establish the ISIF and NewERA on a statutory basis</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish the NTMA Amendment Bill (2014) establishing the ISIF and NewERA on a statutory basis.	Q2	D/Finance
	Enact NTMA Amendment Bill (2014)	Q2	D/Finance

<b>105</b>	<b>Prioritise the delivery of a single national IT-based road management and utility licencing system</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Map Road Roadworks and Licencing system phased development and rollout to all Local Authorities.	Q4	DTTAS/LGMA/Local Authorities
	Map Road Licencing system enhancement to support other licences and permits to commence in Q3 for implementation Q1 2015	Q3	DTTAS/LGMA/Local Authorities
	Publish revised guidelines to support road management and utility licencing	Q3	DTTAS/LGMA/Local Authorities
	Road Management (Pavement Management) current phase 3 and 4 development and rollout	Q4	DTTAS/LGMA/Local Authorities
	Implement a local authority shared services implementation solution	Q3	DTTAS/LGMA/Local Authorities
	Speed Limits IT Rollout (phased)	Q3	DTTAS/LGMA/NRA/Local Authorities



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<b>106</b>	<b>Develop a National Intelligent Transport Systems Strategy</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Prepare Scoping Paper and establish group and resources	Q1	DTTAS
	Consult with stakeholders	Q2	DTTAS
	First draft with a view to a final draft Q1 2015	Q4	DTTAS

## 4.4 Reduced Costs through Smart Regulation

107	Implement Actions as outlined in the Government Policy Statement on Economic Regulation - published July 2013		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Progress project outlined in Fourth Programme of Law Reform – 1) Corporate offences and regulatory enforcement,.	Ongoing	LRC
	Publish Green Paper on Energy to include a regulatory mandate review	Q1	DCENR
	Following outcome of EU discussions on the proposed Single Telecommunications Market, initiate Communications Policy/Regulatory Mandate Review	Q4	DCENR
	Publish new Aviation Policy Statement	Q3	DTTAS
	<p>On foot of regulatory reviews, introduce legislative changes to:</p> <ol style="list-style-type: none"> <li>1. Provide for the setting of a hierarchy of policy objectives by the relevant Sectoral Minister with national level objectives prioritised in addition to any sectoral level policy objectives, as appropriate and in the context of the wider EU framework.</li> <li>2. Provide for regulatory mandate reviews by the relevant sectoral Minister on a statutory basis at least every seven years.</li> <li>3. Provide for a performance and accountability framework for regulators as set out in the Government Statement.</li> </ol>	Ongoing 2014 and 2015	DCENR DTTAS DECLG
	Develop and Implement Memoranda of Understanding for sharing of services	Q3	DCENR DTTAS DECLG
	Annual review of progress through Cabinet Committees and Memorandum for Government	Q3	Government

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<b>108</b>	<b>Implement Sectoral Regulation across modes of transport – Rail, Bus and Small Public Service Vehicles</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establish an Independent Economic Regulator for the Rail Market (assignment of additional functions to the Railway Safety Commission)	Q2	DTTAS, RSC
	Introduce a requirement for mandate and objectives review by the bodies concerned with regulation of rail, bus and SPSV services – Draft Heads of a Bill approved by Government.	Q4	DTTAS RSC (as Rail Market Regulator) NTA

<b>109</b>	<b>Review the regulatory framework for airport charges</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Engage consultants to undertake the review	Q4	DTTAS

<b>110</b>	<b>Rationalise existing services by establishing a single organisation (Workplace Relations Commission) to deal with first instance complaints and disputes and a single appeals body (the Labour Court)</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Enactment of Workplace Relations Bill	Q4	DJEI

<b>111</b>	<b>Enhance the effectiveness of the Early Resolution Service in resolving disputes/complaints without recourse to costly adjudication or inspection.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Examine the recommendations of the external evaluation of the Pilot Early Resolution Service and implement changes aimed at maximising its effectiveness.	Q3	DJEI

<b>112</b>	<b>Enhance user experience and reduce compliance costs by technology enhancements and maximising e-business opportunities in the delivery of workplace relations services.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Deploy Customer Relationship Management Solution	Q4	DJEI
	Provide e-business and online facilities on establishment of the Workplace Relations Commission and enhanced Labour Court	Q4	DJEI

<b>113</b>	<b>Investigate the potential for introducing a unified employment permit and visa applications system</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establish a Working Group to examine options for a unified system	Q1	D/Justice and Equality, DJEI
	Working Group to liaise with consultants appointed to conduct BPR on EP Section	Q3	D/Justice and Equality, DJEI
	Interim Report by Working Group	Q3	DJEI, D/Justice and Equality
	Final Report and recommendations	Q4	DJEI, D/Justice and Equality

## 4.5 Supporting Competitive Regions

114	<b>Embark on a programme of building in specific locations where the private sector is not currently providing property solutions. In 2014, IDA Ireland will commence building new advanced manufacturing facilities in Waterford and Athlone, and office space in Letterkenny.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	IDA
115	<b>Bring proposals to Government on the development of a successor to the National Spatial Strategy for the purposes of providing an updated national planning framework to inform the new Regional Spatial and Economic Strategies (RSEs) provided for under the Local Government Act, 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Commence preparation of a new National Spatial Strategy which will inform regional Spatial and Economic Strategies (RSEs)	Q1	DECLG
116	<b>Develop integrated local economic and community plans, to promote economic and community development in each local authority area.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Each local authority to establish a Local Community Development Committee (LCDC)	Q2	DECLG, Local Authorities
	Each local authority to establish a Strategic Policy Committee (SPC) for Economic Development and Enterprise Support	Q2	DECLG, Local Authorities
	Make Regulations and issue Guidance regarding the preparation of community elements of the Local Economic and Community Plan (LECP)	Q3	DECLG

	Make Regulations and issue Guidance regarding preparation of the economic elements of the LECP	Q3	DECLG
	Each LCDC to commence preparation of the community elements of a Local Economic and Community Plan (LECP)	Q3	DECLG, LCDCs
	Each local authority to commence preparation of the economic elements of a LECP	Q3	DECLG, Local Authorities
	Each LCDC to develop the community elements of a LECP which will be completed and adopted in 2015	Ongoing	DECLG, LCDCs
	Each SPC for Economic Development and Enterprise Support to develop the economic elements of a LECP which will be completed and adopted as an integrated LECP in 2015	Ongoing	DECLG, Local Authorities

<b>117</b>	<b>Develop a framework for a Regional Enterprise Strategy to better integrate the efforts of enterprise agencies and the other regional stakeholders in building enterprise based on sustainable competitive advantage of the region.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DJEI, EI, IDA

<b>118</b>	<b>Publish final report of Commission for the Economic Development of Rural Areas (CEDRA) on the medium-term economic development of rural areas for the period to 2025.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DECLG

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<b>119</b>	<b>Develop LEADER elements of the 2014-2020 Rural Development Programme to address Priority 6 of the Union priorities for rural development i.e. promoting social inclusion, poverty reduction and economic development in rural areas.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Hold stakeholder and public consultation sessions on the priorities of the LEADER elements of the 2014-2020 Programme referencing the research and findings of the CEDRA report.	Q1	DECLG
	Draft eligible actions for inclusion in the 2014-2020 Programme including economic development	Q1	DECLG
	Agree funding allocation for the Programme	Q1	DECLG, DPER
	Submit draft priorities for the LEADER elements of the 2014-2020 Programme to DAFM for approval by the European Commission	Q2	DECLG
	Advertise the selection of Local Development Strategies (LDS) under the 2014-2020 Programme	Q3	DECLG
	Hold information sessions for interested parties re qualifying criteria, mandatory elements, purpose, structure, content, selection process of LDS's	Q4	DECLG
	Develop detailed operating procedures to cover all aspects of programme delivery including - eligibility criteria, operating rules, sanctions for non-compliance, responsibilities etc.	Q4	DECLG
<b>120</b>	<b>Ministers will examine priorities at their sectoral meetings, especially as they affect economic development, job creation and the best use of public funds. This also includes developing synergies on increasing joint draw-down of innovation funding under Horizon 2020 and jointly examining the potential to develop cross border clusters of activity.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	D/Taoiseach, DFAT, other relevant departments/agencies

## 4.6 Research and Innovation to Drive Job Creation

<b>121</b>	<b>Continue to drive implementation of research prioritisation through the Government's Prioritisation Action Group.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish a report on progress on the targets and metrics in the Framework for Monitoring Public Investment in Science, Technology and Innovation	Q2	DJEl/Forfás, Prioritisation Action Group
	Publish first progress report on Action Plans for the 14 Priority Areas	Q2	DJEl/Forfás, Prioritisation Action Group
	Initiate an Independent Assessment of Progress in the Implementation of Research Prioritisation	Q3	DJEl/Forfás, Prioritisation Action Group
	Progress implementation of the systemic recommendations in the Report of the Steering Group to improve the efficiency and effectiveness of the STI system	Ongoing	DJEl/Forfás, Prioritisation Action Group
	Monitor implementation of Action Plans for the 14 Priority Areas	Ongoing	DJEl/Forfás, Prioritisation Action Group

<b>122</b>	<b>Take steps to progress the vision for the Innovation in Services and Business Processes research priority area through the introduction of suitable public research, development and innovation supports.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Adopt the findings, recommendations and roadmap contained in the assessment of RDI supports for Innovation in Services and Business Processes report	Q1	DJEl/ Forfás, Prioritisation Action Group
	Establish the Innovation in Services and Business Processes Advisory Group	Q2	DJEl/ Forfás, Prioritisation Action Group



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<b>123</b>	<b>Address gaps in research capacity identified through the National Prioritisation Exercise Report and build capacity in areas of economic importance to Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Review process complete for the 2013 SFI Investigators programme and funding decisions made	Q2	SFI
	Launch of the 2014 SFI Investigators Programme as a thematic call	Q1	SFI
<b>124</b>	<b>Launch the cTTO industry portal incorporating searchable licensing opportunities from Ireland’s HEIs in order to increase the visibility of research opportunities to industry.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	cTTO/EI
<b>125</b>	<b>Provide a suite of model agreements and supporting guidance notes for business in order to ease the interaction between industry and HEIs, for inclusion in IP Protocol.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	cTTO/EI
<b>126</b>	<b>Introduce a broader range of knowledge transfer key performance indicators for Ireland’s HEI sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	cTTO/EI
<b>127</b>	<b>Issue first annual report on knowledge transfer in Ireland as a vehicle to promote research collaboration to industry.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	cTTO/EI

128	<b>Approve support for 90 in-company R&amp;D projects.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

129	<b>Support 825 collaborative research projects between industry and academia.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

130	<b>Devise an implementation plan following recommendations from the technology centre review.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	EI

131	<b>Drive the establishment of 15 spin-out companies that are of Enterprise Ireland High Potential Start-up (HPSU) quality.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

132	<b>Develop a new applied disruptive scheme in line with the Danish INNO+ programme to address issues that are important to Irish society.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	SFI

133	<b>Bring together researchers, innovative companies, technology transfer professionals and investors as part of the “Big Ideas” Showcase, the primary technology commercialisation event in Ireland.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	EI

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<b>134</b>	<b>Commence pilot initiative to source international technologies which can serve as the basis of new start-up companies in Ireland.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q3	EI

<b>135</b>	<b>Fund at least 2 world-leading, large-scale Research Centres in collaboration with industry (minimum 30% co-fund) that will support the creation of employment in areas of economic importance to Ireland.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Review process complete and funding decisions made	Q4	SFI

<b>136</b>	<b>Launch SFI's Spokes Call and make funding decisions to enable the addition of new industrial and academic partners and projects to SFI Research Centres, so allowing the Centres to expand and develop in line with new priorities and opportunities.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Review process for 2013 Spokes call complete and funding decisions made	Q2	SFI
	Launch of the 2014 SFI Spokes programmes	Q4	SFI
	Review process complete and funding decisions made through the SFI Spokes Rolling call	Q4	SFI

<b>137</b>	<b>Agree and implement framework for branding and marketing of SFI, EI and IDA research centres to enhance coherence of centres' offering.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Agree framework for branding and marketing of SFI, EI and IDA research centres to enhance coherence of centres' offering	Q2	DJEI, SFI, EI, IDA through Technology Ireland
	Implement framework for branding and marketing of SFI, EI and IDA research centres to enhance coherence of centres' offering	Q4	DJEI, SFI, EI, IDA through Technology Ireland

138	<b>Redevelop the Innovation Partnership scheme in order to encourage additional smaller collaborative research projects in order to address identified industry needs.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q2	EI

139	<b>Host a research collaboration event with industry and academic researchers in order to increase the levels of research cooperation undertaken to industry's benefit.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	EI

140	<b>Continue working with Enterprise Ireland to identify opportunities for Defence Forces participation in, and support for, technological research in support of Irish companies and research Institutes.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	D/Defence

141	<b>Support enterprises and researchers to engage with the €79 billion EU Horizon 2020 research programme to ensure that the opportunities presented by the programme are maximised.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Launch new H2020 support network backed up by knowledgeable staff and financial supports in order to ensure that Irish industry and academics are best placed to secure H2020 funding.	Q1	EI and all research funders through National Support Structure for Horizon 2020
	Provide support to the SFI Research Centres to assist them in meeting the ambitious targets set	Q1	Science Foundation Ireland
	To enable enterprise, HEIs and national funding agencies engage with co fund opportunities, fund the National Marie Sklodowska-Curie Office in partnership with the IUA.	Q1	Irish Research Council
	Identify opportunities for significant co-fund applications through the Marie Sklodowska-Curie Actions	Q4	Science Foundation Ireland
	Secure €100m in funding in 2014 in the context of Ireland's overall national funding target of €1.25bn (2014-2020)	Q4	EI and all research funders through National Support Structure for Horizon 2020

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<b>142</b>	<b>Develop strategic partnerships with major stakeholders in Northern Ireland.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	SFI to develop a partnership with the Department for Employment and Learning Northern Ireland (DELNI)	Q1	SFI
	Launch the 2014 SFI Investigators programme in partnership with DELNI	Q2	SFI
<b>143</b>	<b>Strengthen current international strategic partnerships (China, Brazil, India and Japan) and enhance Ireland’s reputation as a location for world class research.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	2014 SFI ISCA call launched	Q2	SFI
	2014 ISCA call review process complete and funding decisions made	Q4	SFI
<b>144</b>	<b>Develop additional collaborations with international funding agencies and societies of repute to allow Irish scientists to advance their careers through internationally renowned programmes which will further demonstrate the high standard of science being funded in Ireland.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	SFI
<b>145</b>	<b>Expand the Irish Research Council’s Employment Based Programme to provide increased opportunities for MSc and PhD students to undertake a ‘co-educational’ experience in research and skills development while employed and embedded in a company or public organisation.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Launch the 2014 Employment Based Programme and expand collaboratively with strategic partners	Q2	IRC
	Review process complete and funding decisions made	Q4	IRC

146	<b>Enhance the participation of SMEs and micro-businesses in the IRC Enterprise Partnership Scheme (EPS) and thus cultivate enterprise focused researchers in the formative years of their research careers.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Launch the 2014 EPS and continue to support individual students and postdoctorate researchers	Q1	IRC
	Review process complete and funding decisions made	Q3	IRC

147	<p><b>Broaden career opportunities for young graduates and trainees in Ireland by:</b></p> <p><b>A) Expanding the SFI Industry Fellowship to ensure the broadening of the pool of researchers strongly positioned to take up employment in industry in Ireland.</b></p> <p><b>B) Supporting and developing early-career researchers with the greatest potential to become excellent, fully independent research leaders (Starting Investigator Research Grant, Career Development Award, President of Ireland Young Researcher Award) who can attract, retain and develop industry in Ireland.</b></p> <p><b>C) Launching the SFI Advance Fellowship Programme to address the representation and career progression of women in Science, Engineering and Technology (SET) thus stimulating economic growth by enabling a highly trained cohort of researchers to return to the workforce and providing them with opportunities to connect with future industry employers.</b></p>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Launch the 2014 SFI Industry Fellowship Programme	Q2	SFI
	Review process complete and funding decisions made	Q4	SFI
	Review process complete for the 2013 SIRG and CDA calls and funding decisions made	Q2	SFI
	Review process complete for the 2013 PIYRA calls and funding decisions made	Q4	SFI
	The 2014 SFI Advanced Fellowship Programme launched	Q1	SFI
	Review process complete and funding decisions made	Q4	SFI

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<b>148</b>	<b>Recruit key researchers in strategic areas through the SFI Research Professor, President of Ireland Young Researcher Award, and European Research Council Support and Development programmes to attract, retain and develop industry in key sectors in Ireland</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	In consultation with key stakeholders identify sectors of economic importance where Ireland needs to build capacity	Q2	SFI
	Strategic promotion of SFI Research Professor, PIYRA, and ERC Support and Development programmes	Q4	SFI

<b>149</b>	<b>Deliver Smart Futures as a national collaborative government, industry and education framework to raise the awareness of STEM career opportunities for post-primary students in line with the agreed strategy with support and input from the newly established advisory group comprising industrial, professional and academic partners</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	'Perceptions of STEM careers survey' to be carried out with post primary students at BT Young Scientist & Technology Exhibition	Q1	SFI
	Work with industry partners, SFI researchers and HEIs to develop a volunteer training programme using a 'train the trainer' approach, aimed at establishing a database of STEM volunteers to deliver a school visits programme	Ongoing	SFI
	Media campaign aimed at students, parents and teachers to raise awareness of STEM career opportunities at key dates in the education calendar, e.g. CAO deadlines	Ongoing	SFI
	Development and provision of a Smart Futures STEM careers roadshow for post-primary students at regional locations at events such as SciFest and Science Week, etc.	Q2, Q4	SFI

	To develop and provide high quality STEM careers content and online resources in consultation with industry partners for students, parents and careers guidance counsellors on <a href="http://www.SmartFutures.ie">www.SmartFutures.ie</a>	Ongoing	SFI
	To engage with post-primary schools and provide a coordinated booking system to request a visit from a STEM volunteer	Q2, Q4	SFI
	Carry out evaluation of programme activities in line with agreed strategy	Q4	SFI

<b>150</b>	<b>Take steps to progress towards the introduction of a Research Technology Organisation model to support research, development and innovation and to complement the existing eco-system of research centres in Ireland.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Undertake a study of RTOs internationally in order to identify best practise and make recommendations on an RTO model that would best fit within the landscape of research centres in Ireland	Q4	DJEI/Forfás

<b>151</b>	<b>Establish a European Space Agency incubator to house and support new (start-up) companies to further expand the space sector in Ireland</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	EI

<b>152</b>	<b>Review Enterprise Ireland's campus incubation strategy to ensure best practice and that industry needs are being met effectively</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q2	EI

<b>153</b>	<b>Advance legislation to, inter alia, streamline the ethics approval process for health research not governed by statutory regulation and EU Law.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Publish the Health Information Bill	Q4	D/ Health



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<b>154</b>	<b>Take steps to establish Clinical Research Facilities (CRFs) in Dublin, Cork and Galway and provide a collaborative framework to link all CRFs by 2016.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Complete the construction of the HRB Galway CRF in conjunction with NUI Galway and UCHG	Q4	HRB
	Monitor the work programme, funding, and governance for all CRFs	Ongoing	HRB
	Review a business plan for collaborative delivery of multi-site clinical trials between the HRB CRFs and other Clinical Research Centres nationally	Q4	HRB

<b>155</b>	<b>Take steps to establish a national biobanking system and support infrastructure by 2016</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Agreement from all relevant funders and issue call.	Q4	HRB

<b>156</b>	<b>Develop Irish participation in key global standardisation activities supporting innovation and research.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Identify which new and existing standardisation activities support innovation & research of national interest and engage with relevant support agencies to explore potential for creation of expert networks in identified areas.	Q2 and Q4	NSAI
	Co-host a telecoms standardisation seminar with the European Telecommunications Standardisation Institute (ETSI) to facilitate access to specialist standards bodies for emerging companies in the telecoms sector.	Q2	NSAI

157	<b>Support medical device innovation and research to reduce lead time to market for new and innovative products by assisting with the introduction of a regulatory quality management system in one innovation centre.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Through engagement in Q1 and Q2 develop knowledge of compliance with I.S. EN ISO 13485 quality management system standard by delivering education/training to one innovation centre carrying out work on medical devices.	Q3	NSAI
	Assess knowledge gained and ease of introduction of the quality management system standard in the pilot centre to explore the potential for expanding its introduction to similar relevant innovation centres.	Q4	NSAI/SFI

## 4.7 Aligning Skills with Enterprise Needs

158	Introduce a further iteration of the Momentum programme providing opportunities for approximately 6,000 unemployed persons, with at least 2,000 places ring-fenced for under-25s.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete evaluation of first programme – including outcomes	Q3	DES, SOLAS
	Introduce a further iteration of the programme based on evaluations to date.	Q2	DES, SOLAS

159	Roll out 2014 call for proposals for the ICT graduate skills conversion and Springboard programmes. The skills areas identified as priority within these calls will include: high level ICT skills; manufacturing sector; foreign languages and selling; International Financial Services and entrepreneurship		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DES, HEA

160	Promote the call for ICT graduate skills conversion and Springboard programmes to enterprise through Business Representative Groups and through enterprise agencies.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	HEA, enterprise agencies, industry groups

161	The Expert Group on Future Skills Needs will identify the areas of emerging skills needs so that the appropriate sectors and levels are included in the calls for proposals for targeted funding initiatives.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	EGFSN, SOLAS

162	<b>Launch an initiative to coordinate branding and improve awareness of the range of industry focused skills initiatives available to jobseekers. Brand will encompass Springboard, high level ICT skills conversion courses, Momentum, Skillnets programmes, JobBridge and JobsPlus.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DES, DSP, Enterprise Agencies

163	<b>Develop and commence delivery of a new national manufacturing supervisory development programme leading to a major award at Level 6 on the NFQ to meet manufacturers' requirements for upskilling operatives for those supervisory roles in the sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish a consultation document on the proposed "Supervisory Management for Manufacturing" award.	Q1	Skillnets
	Subject to the procedures of QQI, have the award approved and added to the directory of awards at Level 6 on the NFQ. Encourage and facilitate training providers to develop and accredit programmes suitable for the delivery of the new Award.	Q3	Skillnets
	Commence the delivery of the new programme.	Q4	Skillnets

164	<b>Promote the available supports and target low-skilled general operatives in the manufacturing sector through the Skills for Work (SFW) programme and wider ETB-delivered basic education programmes.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DES, NALA and the Skills for Work

165	<b>Skillnets will continue to pursue the development of sector specific training in areas identified as high priority by the EGFSN.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	Skillnets

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<b>166</b>	<b>Undertake preparatory work with a view to implementing the EU Recommendation on Recognition of Non-formal and Informal Learning in consultation with relevant Government Departments and youth sector so that young people’s skills development and learning through youth work is recognised in terms of its applicability and transferability to the labour market</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DCYA

<b>167</b>	<b>Consult with stakeholders and develop implementation arrangements for the recommendations of the Apprenticeship Review Group.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Consider the recommendations of the Apprenticeship Review Group and consult with relevant stakeholders on how particular recommendations could be implemented	Q2	DES

<b>168</b>	<b>Seek expressions of interest from sectors and industry groups that wish to support and have critical mass to participate early in the commencement of the new apprenticeship model.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	SOLAS, DES

<b>169</b>	<b>Complete the transfer of former FÁS training centres to new Education and Training Boards</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DES

<b>170</b>	<b>Develop for the first time in 2014 an overall annual Further Education and Training (FET) Plan, providing integrated information on a common basis of the full range of FET provision across the 16 ETB areas. Future annual service plans will be shaped in accordance with the objectives of the FET Strategy.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	FET strategy to be submitted to the Minister for Education and Skills by end March 2014	Q1	SOLAS, DES

<b>171</b>	<b>Prepare and undertake initial implementation of the Further Education and Training (FET) Strategy which will include initiatives to address the needs of those who wish to enter the labour force as well as the identified skills needs of businesses.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DES, SOLAS

<b>172</b>	<b>Engagement between HEIs and enterprise in the areas of skills and research will form part of the Strategic Dialogue process conducted by the HEA with HEIs to develop funding compacts for 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	HEA

<b>173</b>	<b>Publish the 2013 Higher Education System Performance Report.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As part of the development of the Higher Education System Performance Report 2013, the HEA will review higher education institution engagement with enterprise in areas of skills and research in consultation with DJEI and enterprise agencies	Q2	DES, HEA

<b>174</b>	<b>Implement a pilot Post Graduate Programme of Professional Practice to provide an opportunity for graduates to acquire cross disciplinary skills in STEM based sectors.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	HEA, DES, DJEI, DSP, enterprise agencies, with HEIs and industry,

<b>175</b>	<b>Progress Enactment of Technological University Bill.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish Heads of Bill	Q1	DES

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<b>176</b>	<b>Publish profile of graduate output from core higher education programmes across the spectrum of skills areas.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	HEA

<b>177</b>	<b>Finalise the integrated language curriculum for infants to second class.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DES, NCCA

<b>178</b>	<b>Finalise specifications for Junior Cycle Business Studies, Irish and Science.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DES, NCCA

<b>179</b>	<b>Roll out the new Junior Cycle English specification in schools.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DES

<b>180</b>	<b>Centrally develop short courses (including digital media literacy, programming and coding and Chinese) and make available for use in schools from 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DES, NCCA

<b>181</b>	<b>Undertake a full-scale national employer survey of Irish Higher Education outcomes and examine the feasibility of including employers' views on further education and training.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	HEA, SOLAS

182	<b>Develop and roll out a process of deeper engagement with higher education institutions on key areas of future skills needs of enterprise, as identified by the EGFSN with industry in its reports and recommendations. This will ensure enhanced collaboration in creating awareness of the skills and competencies required by enterprise with a view to further enhancing higher education graduate talent.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Develop programme	Q2	EGFSN
	Engage with HEIs	Q4	EGFSN, HEIs

183	<b>Develop and publish a strategy for enhanced engagement between HEIs and enterprise to include a framework of indicators for assessing HEI performance in this area. This strategy will include recommendations to ensure that priority skills needs can be responsively addressed within course provision.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Map the spread of engagement activity already underway in Irish higher education	Q2	HEA, DES, DJEI/ Forfás, HEIs, industry, Enterprise Agencies
	Benchmark internationally and define best practice in consultation with appropriate stakeholders	Q3	HEA, DES, DJEI/ Forfás, HEIs, industry, Enterprise Agencies
	Publish a national framework for higher education engagement with enterprise, identifying next steps, relevant stakeholders, responsibilities and timescales	Q4	HEA, DES

184	<b>Undertake a study with industry on the workforce skills and competency requirements for the Freight Transport/Distribution/Logistics Sector in Ireland up to 2020.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	The study will identify the current and planned skills and talent needs of the sector and how any gaps can be addressed including through the domestic education and training supply and continuing professional development.	Q4	EGFSN



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<b>185</b>	<b>Commence a detailed assessment of the workforce skills and competency requirements for the Hospitality sector in Ireland up to 2020 to ensure there will be the right skill base – quantity, quality and diversity of skills to help drive domestic hospitality sector business and employment growth.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Commence study with particular focus of the study will be on the development opportunities for those at lower skilled levels are addressed within progression pathway(s) to fill anticipated job openings. The study will be completed in early 2015.	Q4	EGFSN

<b>186</b>	<b>Identify the future skills needs and labour market supply and demand trends in the marine/maritime area in the context of Harnessing Our Ocean Wealth - An Integrated Marine Plan for Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EGFSN, DAFM

<b>187</b>	<b>Review how the ICT Action Plan model could be applied to addressing skills shortages in international languages and selling, manufacturing, hospitality and other sectors.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DES and DJEI/Forfás, EGFSN

## 4.8 Supporting Competitiveness through Corporate Social Responsibility

<b>188</b>	<b>Establish a CSR Stakeholder Forum to inform further development of the CSR policy framework in Ireland. The Forum will comprise representatives of the business sector, key Government Departments and agencies, and the community sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establish Forum	Q2	DJEI
	Convene first meeting of the Forum, agree Terms of Reference and schedule of meetings	Q2	DJEI and Forum members
	Hold subsequent meetings of the Forum according to agreed schedule	Ongoing	DJEI and Forum members

<b>189</b>	<b>Conduct a survey to establish an indicative baseline of CSR activity in Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Develop and agree survey questionnaire	Q1	NSAI/DJEI/Business in the Community Ireland/WIT
	Conduct survey on CSR activity and I.S. ISO 26000 CSR Standard across a range of business sectors	Q1	NSAI
	Analyse results of survey and determine findings	Q2	NSAI/DJEI/Business in the Community Ireland/WIT

<b>190</b>	<b>Collaborate with key stakeholders to raise awareness of CSR and disseminate best practice, particularly with a view to encouraging greater SME participation in CSR activities.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DJEI, Business representative bodies, NSAI

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191	Explore the role which the Government’s enterprise development agencies, such as Enterprise Ireland and IDA Ireland, can play in promoting CSR with client companies.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DJEI

192	Following on from the publication of Ireland’s National Plan on CSR - Good for Business, Good for the Community - prepare a Progress Report for Government on developments in relation to CSR in Ireland.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DJEI

## 5. Pathways to Work and Related Initiatives

193	<b>Continue to implement Pathways to Work with quarterly reporting of progress on its 50 action points</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Implement <i>Pathways to Work 2013</i> with quarterly reporting of progress on its 50 action points	Ongoing	DSP

194	<b>Commence implementation of the Youth Guarantee</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Commence implementation of national plan for a Youth Guarantee, the Plan will contain timelines for specific actions.	Q1 and ongoing	DSP

195	<b>Develop a new Youth Strategy in 2014 which will, inter alia, review youth funding schemes to ensure that the youth work and non-formal education sector contributes to youth employment and youth employability policy objectives, including skills development and experiential learning opportunities for young people and the provision of valuable volunteer opportunities</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DCYA

196	<b>Identify ways in which the youth sector can contribute to the Government's objectives regarding young people and employment and explore the potential to secure EU Funding to support youth work initiatives that increase young people's employability, enhance their acquisition of transversal skills and aid their preparedness and progression to employment and prevent them from becoming registered unemployed</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DCYA

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197	<b>Facilitate the increased participation in volunteering opportunities by unemployed people in supporting the provision of youth services throughout the country. Such volunteering provides young people and adults with opportunities to develop and derive job relevant skills and competencies</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DCYA

198	<b>Promote mobility and learning opportunities in the youth work sector and take up of EU funding mechanisms available such as the new Erasmus+ Programme which aims to boost skills and employability via study, training, work experience and volunteering opportunities abroad.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DCYA

199	<b>Undertake a programme of structured engagement with the enterprise sector to maximise recruitment from the live register</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Deliver a series of large scale employer briefing events to promote employment/recruitment supports available to employers.	Q1-Q2	DSP
	Participate, with EI and others, in national and local events to promote employment/recruitment supports available to employers.	Ongoing	DSP
	Develop an awareness, information and promotional campaign to stimulate interest in and knowledge of supports and services provided by the Department	Q2	DSP
	Develop/Procure a new employer services website and vacancy matching service	Q4	DSP

200	<b>Implement the detailed actions contained in the new protocol to maximise the recruitment of appropriately qualified persons from the Live Register by enterprise agency client companies and report regularly through the dedicated Steering Group established under the protocol.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DSP, DJEI, IDA, EI, LEOs

201	<b>Advance the introduction of a new Housing Assistance Payment which will allow recipients to remain in the scheme in the early stages of returning to employment.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publication of legislation to underpin HAP	Q2	DECLG, DSP
	Initial HAP pilot to begin in Limerick Local Authorities (lead test authority)	Q1	Limerick Local Authorities (lead test authority), DECLG, DSP
	HAP Service Delivery Business Case Finalisation	Q1	Limerick Local Authorities (lead test authority), DECLG, DSP
	Enactment of Legislation	Q2	DECLG, DSP
	HAP Wave 1 roll out in in 6 local authorities (in addition to Limerick)	Q2	Limerick Local Authorities (lead test authority) 6 additional local authorities with assistance from DECLG/DSP
	The development and implementation of HAP communication plan	Ongoing	DECLG, Limerick Local Authorities, DSP
	The development and specification of a new IT system for HAP.	Ongoing	DECLG, Limerick Local Authorities, DSP

202	<b>Through the Local and Community Development Programme (LCDP), continue to work towards increasing access to formal and informal educational, recreational and cultural activities and resources; increasing people's work readiness and employment prospects; and supporting enterprise start-ups.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Confirm the LCDP funding allocations and planning logistics to the Local Development Companies.	Q1	DECLG, Pobal
	Confirm the transitional arrangements for programme delivery in 2014.	Q1	DECLG

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	Commence distribution of draft framework of new programme for stakeholder consultation	Q2	DECLG, Pobal
	Completion of final framework and issuing of update reports to stakeholders	Q2	DECLG
	Final agreement on Framework and Programme content	Q3	DECLG, Pobal
	National and regional events held to explain the new programme, processes and delivery approaches	Q3	DECLG, Pobal
	County-based communications on local programme focus/priorities with key stakeholders	Q4	DECLG, Pobal
	Monitor Programme Beneficiary Participation Rates against the targets set for the Programme in 2014.	Q4	DECLG, Pobal, Local Development Companies

<b>203</b>	<b>Publish a comprehensive employment strategy for people with disabilities.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Draft comprehensive employment strategy, in collaboration with the Departments of Social Protection, Health, Jobs, Enterprise and Innovation, and Education and Skills and in consultation with relevant stakeholders	Ongoing	National Disability Authority
	Approval of comprehensive employment strategy by National Disability Strategy Implementation Group	Q4	D/Justice and Equality
	Publication of approved comprehensive employment strategy	Q4	D/Justice and Equality

204	Run a programme of activities to promote the employability of groups that have experienced labour market disadvantage related to discriminatory grounds (e.g. age, race, family status, disability etc.). This will include specific streams for developing the equality capacity of employers, vocational education and training providers and labour market providers.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide technical support on equality mainstreaming for providers of further education and training and labour market programme providers.	Ongoing	Equality Authority
	Implement a programme of sectoral projects with employers and trade union networks to enhance equality competency.	Ongoing	Equality Authority
	Provide a programme of equality supports to providers of further education and training.	Ongoing	Equality Authority



## 6. Access to Finance for Micro, Small and Medium Enterprises

### 6.1 Increase New Lending from Banks to SMEs

205	Detailed data from the pillar banks will be collated and examined, on a monthly basis, ensuring a more informed understanding of the SME bank lending environment, with a particular focus on new lending.		
	Steps Necessary For Delivery	Timeline	Steps Necessary For Delivery
	Report on data received from the pillar banks	Quarterly	D/Finance, Credit Review Office
206	Survey the demand for SME credit.		
	Steps Necessary For Delivery	Timeline	Steps Necessary For Delivery
	Undertake survey of demand for SME credit	Q2 & Q4	D/Finance
207	Expand the activities and reach of the Credit Review Office in supporting SMEs to access finance, including an enhanced role in supporting the delivery of state sponsored schemes.		
	Steps Necessary For Delivery	Timeline	Steps Necessary For Delivery
	As per headline item	Q2	Credit Review Office, D/Finance, DJEI

## 6.2 Increase Participation in Access to Finance Initiatives for SMEs

208	<b>Enhance the take-up and impact of the Credit Guarantee Scheme on foot of the 2013 review of the Scheme by implementing the appropriate recommendations.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Steps Necessary For Delivery</b>
	Seek Government approval for revision of legislation.	Q1	DJEI
	Process revised legislation to enactment.	Q3	DJEI, OPC

209	<b>Improve the take-up and impact of the Microenterprise Loan Fund through closer engagement with the SME lending banks and business representatives and implementing appropriate recommendations from the review of the scheme.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Steps Necessary For Delivery</b>
	Commence review of the operation of the Microenterprise Loan Fund Act 2012	Q2	DJEI
	Develop a pilot bank referral programme for MFI	Q2	DJEI, MFI, Credit Review Office and the main SME lending banks

210	<b>Enterprise Ireland will issue a consultation exercise to inform the sectoral and development stage focus of future calls for expressions of interest under the Seed and Venture Capital Scheme 2013-2018.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Steps Necessary For Delivery</b>
	As per headline action	Q1	EI

211	<b>Monitor and review the progress of the NPRF SME Funds in providing finance to SMEs. Furthermore in the context of the ISIF's investment strategy additional commercial opportunities within the SME sector will continue to be developed as appropriate.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Steps Necessary For Delivery</b>
	Publish Bi-annual Strategic Investment Portfolio Reports	Q2 and Q4	NPRF

### 6.3 Develop New Sources of Finance for SMEs

212	<b>Work with KfW and the German Ministry of Finance to develop an initiative that will improve funding mechanisms for SMEs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Steps Necessary For Delivery</b>
	Establish project Group to progress this initiative	Q1	D/Finance, NPRF
	Conclude an agreement with KfW and the German Ministry of Finance	Q2	D/Finance, NPRF
213	<b>Increase our engagement with the EIB and EIF in developing and implementing mechanisms designed to maximise the provision of financing to SMEs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline item	Ongoing	D/Finance, DJEI, Enterprise Ireland
214	<b>Develop an initiative that will provide a suite of working capital products for exporters</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline item.	Q2	D/Finance, DJEI, Enterprise Ireland, NPRF
215	<b>Continue to engage at the EU level to ensure that the European Long Term Investment Funds are designed in law so that they can have the greatest potential benefit in terms of channelling productive investment to Irish enterprises.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline item	Q3	D/Finance
216	<b>Implement the Government's strategy for the EU's Horizon 2020 programme in a manner that maximises the potential of the Access to Risk Finance element of this EU Programme, as a vehicle for providing finance to SMEs</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline item	Ongoing	EI, DJEI, D/Finance

<b>217</b>	<b>Develop proposals to support the development of alternatives to bank financing within Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Develop recommendations in relation to policy supports for alternatives to bank financing	Q2	D/Finance, DJEI, EI, NPRF

<b>218</b>	<b>Explore the feasibility of developing a framework for a private placement market for Ireland</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establish stakeholder group and produce report on private placement market in Ireland	Q3	D/Finance

<b>219</b>	<b>Work with the Irish Stock Exchange to establish a retail mini bonds market for Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance, DJEI, EI, NPRF

<b>220</b>	<b>Advance solutions to improve cash-flow to SMEs, using appropriate supply-chain finance initiatives.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing from Q2	D/Finance, NPRF, SME State Bodies Group

## 6.4 Raising awareness amongst SMEs and entrepreneurs of supports

<b>221</b>	<b>Implement the Communications Strategy developed by the SME State Bodies Group.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Deliver a cross-governmental campaign to launch the SME Access to Finance online tool	Q1	D/Finance, DJEI, D/Taoiseach, EI
	Deliver a regional roadshow of presence at key sectoral events and own events.	Ongoing	D/Finance, DJEI, D/Taoiseach
	Working with other key agencies, develop audience-focused information material on SME supports for general use, notably by the new LEO offices and other Government outreach services.	Q2	D/Finance, DJEI, D/Taoiseach
	Establish and participate in training opportunities regarding Access to Finance.	Ongoing	D/Finance, DJEI, D/Taoiseach

## 6.5 Enhance the Financial Capacity of SMEs

<b>222</b>	<b>Deliver the Building Financial Capability in SMEs programme by Skillnets and undertake an evaluation of this initiative.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise provider procurement in January 2014 and commence delivery of the programme in February 2014 with a target of 1,000 participants.	Q1	D/Education and Skills, DJEI
	On-going delivery of the programme	Ongoing from Q2	D/Education and Skills, DJEI, D/Finance
	Evaluate the programme and make recommendations	Q4	D/Educations and Skills, DJEI, D/Finance

<b>223</b>	<b>Develop a financial capability programme for micro and small businesses through the LEOS network</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Scope a new financial capability programme to be delivered by the LEOS considering the use of the voucher system.	Q4	DJEI, EI, LEOS, IBF, accountancy bodies

## 6.6 Enhance Research on SME Access to Finance

<b>224</b>	<b>Oversee a focused research programme on SME access to finance issues that will inform the on-going deliberations and policy actions of the Group during 2014</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Undertake a policy focused research programme on SME access to finance issues	Ongoing	D/Finance, DJEI/Forfás, EI, NPRF, SME State Bodies Group
	The SME State Bodies Group in conjunction with the ESRI to host two research and policy seminars on the topic of Financing for Growth	Q2 and Q3	D/Finance, DJEI/Forfás, EI, NPRF, SME State Bodies Group
	Ireland to contribute a chapter to the OECD's Scorecard on SME and Entrepreneurship Report 2014	Q4	D/Finance, DJEI/Forfás, SME State Bodies Group

## 7. Growing Irish Enterprise

### 7.1 Capability Building in Irish Enterprise

225	Target the creation of 13,000 new fulltime permanent jobs.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

226	Support clients to achieve €17.5bn in exports in 2014 <sup>1</sup> .		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

227	Convene a working group to drive coordinated execution of the 2013 review of Business Mentoring Services.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establish Working Group. This group will be led by DJEI (or its nominated Chair) and made up of representatives from EI, CEBs, Skillnets, DJEI/ Forfás and other stakeholders as appropriate. Experts and other stakeholders will be invited to participate in focused working project groups as appropriate, to deliver on a number of the recommendations including raising professionalism, expanding the mentor panel, innovative approaches and monitoring framework.	Q2	DJEI

<sup>1</sup> Target of €17.5bn may be revised subject to Annual Business Review results. 2012 baseline is €16.2bn. 2013 figures will be available in Q2.

<b>228</b>	<b>Implement Mentoring Programmes for the benefit of more than 300 EI clients</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Implement tailored mentoring programmes for range of client groups (e.g. Public procurement Mentors, Mentors for Research Clients, Mentors for Potential Export Division Clients).	Q4	EI

<b>229</b>	<b>Roll out client management development offerings to a larger cohort of companies including the use of new delivery mechanisms (e.g. online platforms and peer learning).</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Investigate the potential for delivery of client management development programmes through a variety of delivery mechanisms.	Q1	EI

<b>230</b>	<b>Support 800 participants on short course Management Development Programmes and 230 on long course Management Development Programmes</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI

<b>231</b>	<b>Build on Phase One of the Pilot Industry-led clustering Initiative involving fifty companies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Financially support a number of clusters initiated under the pilot phase to execute their clustering strategies	Q3	EI
	Evaluate the progress of the clustering initiative to date	Q4	EI



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<b>232</b>	<b>Include the needs of family owned businesses more clearly in the Enterprise Ireland Client Management Development offering</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Engage with Family Business Networks (DCU, Family Business Network, Family Business Ireland) to engage, share knowledge and coordinate activities	Ongoing	EI
	Establish a family business cohort within the Management 4 Growth 2014 programme to share best practice	Q2	EI
	Ensure content and coaching capability of Leadership 4 Growth and Management 4 Growth address the needs of family owned businesses	Q4	EI
<b>233</b>	<b>Include the need to support and encourage companies to look at the potential of evaluating an Initial Public Offering (IPO) across relevant Client Management Development offerings</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Ensure the knowledge and skills base of Chief Financial Officers is developed through the content and coaching elements of the Strategic Leadership 4 CFO Programme	Q3	EI
<b>234</b>	<b>Complete the programme of evaluations of agency programmes to determine their appropriateness, efficiency and effectiveness, and draw out lessons for tailoring interventions.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	The focus for 2014 will be on identifying the overarching policy implications from evaluations across start-up, RDI and business development programmes.	Q4	DJEI/ Forfás, EI, IDA,

<b>235</b>	<b>Progress implementation of the agreed Global Sourcing Strategy across Enterprise Ireland and IDA Ireland to increase global sourcing sales by EI client companies by €100m over 3 years and €30m in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	EI and IDA to work together to identify and progress 5 new MNC sourcing partnerships involving an initial 25 Enterprise Ireland clients	Q4	EI, IDA
	Overseas procurement introductions for Irish companies (14 in 2014)	Q4	EI, IDA
	MNC introductions (additional 50 companies)	Q4	EI, IDA
	Enterprise Ireland client introductions on IDA itineraries	Q4	EI, IDA

<b>236</b>	<b>Develop a joint EI/IDA initiative to support the leadership needs of multinational and Irish companies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA

<b>237</b>	<b>Progress the implementation of the IDA/EI strategy for growth in the Irish Business Process Outsourcing including promoting consortia building and assisting capability building.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Promote consortia building to win large public and private sector contracts in Ireland and abroad by facilitating networking among Irish owned and multinational companies throughout 2014	Ongoing	EI, IDA
	Assist Irish owned companies to improve their capabilities in key technical areas such as analytics	Q4	EI

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238	Progress the implementation of the Medical Technology Strategy agreed between IDA and EI in 2013.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA

239	Develop further joint agency strategies during 2014 in key sectors of opportunity, including a joint agency strategy for the Renewable Energy/Wind Energy sector.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise agreed list of joint agency strategies to be progressed during 2014.	Q1	EI, IDA
	Finalise joint agency strategies for implementation.	Q4	EI, IDA

## 7.2 Maximising Procurement Opportunities

240	In consultation with the Chief State Solicitors Office, maintain and update the standard suite of tender and contract documentation for goods and services and encourage their wider use across the public service. This will bring about a more consistent approach to procurement which will assist SMEs in accessing procurement opportunities by reducing legal and administrative costs.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Analyse current processes and engage with the Chief State Solicitor's Office	Q1	OGP
	Issue Revised Suite of tender documentation	Q3	OGP

241	Establish a working group comprised of SME stakeholders that will examine ways to improve SME access to public procurement opportunities.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	OGP
	Hold regular meetings of the group	Ongoing	OGP

<b>242</b>	<b>Commence work on the transposition of the new EU Procurement Directives to take advantage of the revised procedures designed to encourage SME access (transposition will be completed in 2015).</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Assess policy options for SME access in the new EU Public Procurement Directives in consultation with SME stakeholders, AG's Office and EU Commission and other Member States.	Q1	OGP
	Develop policy choices on SME access.	Q2	OGP
	Incorporate revised policy on SME access into draft Statutory Instrument, as appropriate.	Q4	OGP

<b>243</b>	<b>Following consultation with SME stakeholders, and in the context of the transposition of the new EU Procurement Directives, revise procurement Circular 10/10 in line with the on-going transposition of the Directives, to encourage greater SME access to procurement.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Consult with SME Working Group (see separate Action)	Ongoing	OGP
	Revise Circular 10/10 as necessary and issue new guidance to Contracting Authorities	Q3	OGP

<b>244</b>	<b>Pilot informal procedures for engagement between tenderers and Contracting Authorities to provide clarity and advice in relation to criteria included in tendering notices.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	OGP

<b>245</b>	<b>As part of the OGP's programme to improve general statistical information, establish a Business Intelligence Unit that will, as part of its remit, gather strategic data on the businesses that are participating in public procurement processes.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	OGP

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<b>246</b>	<b>Continue to encourage SMEs to register on, and use, the State's eProcurement web portal <a href="http://www.etenders.gov.ie">www.etenders.gov.ie</a>.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Assess how the registration process can be enhanced to encourage registration by SMEs	Ongoing	OGP
	In consultation with stakeholders, assess options to encourage registration on E-Tenders	Ongoing	OGP
	Promote the e-procurement web portal to companies at 6 public sector procurement events in 2014	Ongoing	EI

<b>247</b>	<b>Work to increase SME awareness of public procurement opportunities through the OGP, Enterprise Ireland and InterTradeIreland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Hold Meet the Buyer events.	Ongoing	OGP, InterTradeIreland
	Deliver Go-2-Tender and Advanced Go-2-Tender SME tender training programme on an all-island basis.	Ongoing	InterTradeIreland
	Deliver workshops on Green Procurement and impact of EU Directives for SMEs	Q3	InterTradeIreland
	Maximum usage of Procurement.ie and E-Tenders websites	Ongoing	OGP
	Highlight key public procurement opportunities to SMEs, in particular regional NDFA PPP projects. Facilitate 4 networking events between framework contractors and SMEs during the year.	Ongoing	EI, NDFA

<b>248</b>	<b>Provide information to SMEs on approaches to multiparty tendering from a competition and procurement law perspective.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Produce guidance on consortium bidding in compliance with competition and procurement law	Q4	Competition Authority, OGP

<b>249</b>	<b>Develop regional consortia building programmes to encourage collaboration between SMEs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide Consortia Facilitator service to support SMEs in collaborative tendering.	Ongoing	InterTradeIreland
	Organise two regional events on consortia building for SMEs during the year	Ongoing	EI

<b>250</b>	<b>Support Irish companies seeking to participate in procurement overseas through engagements for SMEs with International Financial Institutions</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Organise two engagements for SMEs with the International Financial Institutions, including the UN & World Bank	Ongoing	EI

<b>251</b>	<b>Examine practical ways to highlight the merits of purchasing innovative products and services, where appropriate, as a means of achieving cost savings in public procurement.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	OGP
	Organise two seminars for public sector procurement agencies with the focus on the benefits of procuring innovative products and services	Ongoing	EI, DJEI

<b>252</b>	<b>Introduce, on a pilot basis, a Small Business Innovation Research (SBIR) programme which will provide opportunities for innovative solutions to be developed to meet the needs of public bodies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Identify a suitable project in the public sector	Q1	EI
	Commence a pilot SBIR project	Q2	EI

## 8. Developing and Deepening the Impact of Foreign Direct Investment

253	Target 13,000 new gross jobs yielding approximately 6,000 net new jobs in 2014.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA

254	Work to win another 155 new FDI investment projects in 2014 with 20 per cent from growth markets.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA

255	Achieve €500 million in R&D investment to have a total annual R&D spend by multinationals in Ireland of €1.7 billion by end-2014.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA

256	Attract 30 FDI projects from emerging overseas businesses to Ireland.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA

257	Complete and publish FDI Policy Statement to set out the strategic FDI policy direction to 2020.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DJEI/ Forfás

258	Undertake a critical analysis of the Special Assignee Relief Programme in 2014 with a view to adapting it if necessary.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance, Revenue

<b>259</b>	<b>Explore the potential of the “Internet of Things” by establishing a representative group which will agree priorities for action and present proposals to Government.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Form a representative group drawn from industry and research communities with a common interest in the emerging area of the “Internet of Things”.	Q1	IDA
	Agree a number of priorities for action by the working group.	Q2	IDA
	Present proposals to Government on the agreed priorities.	Q4	IDA

<b>235</b> (also in Section 7)	<b>Progress implementation of the agreed Global Sourcing Strategy across Enterprise Ireland and IDA Ireland to increase global sourcing sales by EI client companies by €100m over 3 years and €30m in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	EI and IDA to work together to identify and progress 5 new MNC sourcing partnerships involving an initial 25 Enterprise Ireland clients	Q4	EI, IDA
	Overseas procurement introductions for Irish companies (14 in 2014)	Q4	EI, IDA
	MNC introductions (additional 50 companies)	Q4	EI, IDA
	Enterprise Ireland client introductions on IDA itineraries	Q4	EI, IDA

<b>236</b> (also in Section 7)	<b>Develop a joint EI/IDA initiative to support the leadership needs of multinational and Irish companies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA



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<b>237</b> (also in Section 7)	<b>Progress the implementation of the IDA/EI strategy for growth in the Irish Business Process Outsourcing including promoting consortia building and assisting capability building.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Promote consortia building to win large public and private sector contracts in Ireland and abroad by facilitating networking among Irish owned and multinational companies throughout 2014	Ongoing	EI, IDA
	Assist Irish owned companies to improve their capabilities in key technical areas such as analytics	Q4	EI

<b>238</b> (also in Section 7)	<b>Progress the implementation of the Medical Technology Strategy agreed between IDA and EI in 2013.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI, IDA

<b>239</b> (also in Section 7)	<b>Develop further joint agency strategies during 2014 in key sectors of opportunity, including a joint agency strategy for the Renewable Energy/Wind Energy sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise agreed list of joint agency strategies to be progressed during 2014.	Q1	EI, IDA
	Finalise joint agency strategies for implementation.	Q4	EI, IDA

## 9. Sectoral Opportunities

### 9.1 Agriculture, Food and Marine

260	Select and support a new cohort of HPSU food entrepreneurs under Food Works 2		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Complete Stage 5 of Food Works 2 Programme with target of 6 programme participants	Q2	Bord Bia, EI, Teagasc
	Recruit participants for Food Works 3 targeting 50 applications	Q4	Bord Bia, EI, Teagasc

261	Create over 100 new jobs in the seafood processing sector by end 2014		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Put investment in place in 24 companies	Q1- Q3	BIM
	Work with these companies on business planning & value adding activity	Q3	BIM
	Develop route to market structures through collaborative working arrangement supported under BIM's Category management scheme	Q3	BIM
	Projects completed and jobs delivered	Q4	BIM

262	Run a Food Academy to nurture start up food businesses through workshop style training and assistance with routes to market.		
	Steps Necessary For Delivery	Timeline	Responsible Body
	Roll out of Food Academy Start Programme across all 35 LEOs	Q2	Bord Bia, LEOs
	Launch Food Academy Advance with target of 8 participants	Q3	Bord Bia, LEOs

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<b>263</b>	<b>The Irish Maritime and Energy Resource Cluster (IMERC), a partnership of the Naval Service, University College Cork, Cork Institute of Technology and National Maritime College Ireland, will facilitate development or host upwards of 180 new jobs in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide up to 165 construction jobs on site of Beaufort Laboratory and IMERC Campus services	Q4	IMERC Partners
	Provide 10 start-up or enterprise expansion jobs at IMERC Innovation hub	Q4	IMERC Partners
	Provide 20 research positions at Marine Renewable Energy Ireland (MAREI)	Q4	IMERC Partners

<b>264</b>	<b>Include in new 2014 -2020 Rural Development Programme enterprise support measures for farms and SMEs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Draft RDP submitted to EU Commission with appropriate enterprise measures	Q2	DAFM

<b>265</b>	<b>Maintain the number of farmers participating in DAFM’s farm technology adoption programmes and increase by 150 the number of those using collaborative farming initiatives.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Host a collaborative farming conference	Q1	Teagasc
	Host seminars for farmers and the agri-food industry	Q2	Teagasc
	Support new drystock partnership farming & produce a template agreement	Q2	Teagasc
	Develop a new dairy share farming model	Q4	Teagasc

<b>266</b>	<b>Use the Bord Bia Food Graduate development programmes to attract graduate talent into the sector while improving sales and developing commercial marketing skills.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	20 Marketing Fellows to present findings of 75 commercial assignments to 50 companies	Q2	Bord Bia

	Recruit 20 Marketing Fellows for next cohort	Q2	Bord Bia
	20 Marketing Fellows commence 60 commercial assignments in 12 overseas markets.	Q3	Bord Bia
	Complete 4 <sup>th</sup> (revised) Strategic Growth Programme with 27 participants	Q3	Bord Bia
	3 <sup>rd</sup> Food Marketing Graduate Programme commences with a target of 15-20 graduate placements with 10+ food and drink companies in overseas markets.	Q3	Bord Bia

<b>267</b>	<b>Achieve by end 2014 a cumulative total (since commencement of FH 2020) of 175 food companies supported by the Lean Manufacturing programme and 100 food clients in the Leadership 4 Growth programme, including International Selling programmes.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Promote and drive takeup of lean and leadership offers to achieve objective	Q4	EI

<b>268</b>	<b>Support over 100 food SMEs through Teagasc Food SME Technology Support Programme and BIM Seafood Centre.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Teagasc to provide - 4 four technical training courses - 2 product development courses - 2 regulatory compliance courses - 2 food innovation and technology transfer events	Ongoing	Teagasc
	Teagasc to provide access to expertise, product development facilities and in-company assistance on R&D to 100 agri-food companies	Ongoing	Teagasc
	BIM to deliver to market a new composite blue whiting product	Q3	BIM
	BIM to undertake pilot marketing of new Boarfish product, undertake a commercial test of fish product in conjunction with Bord Bia and a fish processor and examine other potential product options from boarfish including marine proteins	Q4	BIM

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	Develop filleted products from blue whiting for the Asian and African markets	Q4	BIM
	Work with a new seafood company to develop a line of convenience products based on whitefish for the UK retail market.	Q1	BIM

<b>269</b>	<b>Enterprise Ireland to support 25 significant food and drink industry investments, five of which will be FDI projects in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Convert existing project pipeline and engage with priority clients to develop & implement significant new investments.	Ongoing	EI

<b>270</b>	<b>Roll out a schedule of food related Ministerial Trade and Investment Missions and continue with technical and diplomatic efforts to improve trade and access for agri-food products.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Achieve high level official contact in China and Korea to deliver targeted new markets.	Q2	DAFM
	Enable Irish export plants access the U.S.A. beef market	Q2	DAFM
	Organise trade mission in second half of 2014	Q4	DAFM
	Continue diplomatic efforts and facilitate external market access delegations to promote exports	Ongoing	DAFM

<b>271</b>	<b>Launch and implement a project to market, on a commercial basis, Ireland's expertise in the provision of public agri-food support services.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establishment of Project Steering Committee.	Q1	DAFM
	Recruitment of Project Director and other Project team members.	Q2	DAFM
	Development of project brand and marketing/communication material including website.	Q2	DAFM

	Identification of projects opportunities and development of project proposals with relevant Agri-food government and near-to-government agencies.	Ongoing	DAFM
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<b>272</b>	<b>Support the launch of 3 new cheese products through Teagasc and the Irish Dairy Board by end 2014.</b>		
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	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide scientific support for commercialisation of new technology for production of fresh white cheese for Middle East markets .	Q4	Teagasc, Irish Dairy Board
	Commercial optimisation of a continental-type cheese for launch	Q4	Teagasc, Irish Dairy Board

<b>273</b>	<b>Implement Phase 2 of Food for Health Ireland which will focus on commercialisation of compounds developed in Phase 1.</b>		
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	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Arrange 8 industry specific visits and achieve 3 global food projects	Q4	EI
	Offer 3 FHI results to industry to achieve 2 evaluation licences and 1 commercial licence	Q4	EI

<b>274</b>	<b>Collaborate to identify priority strategic research opportunities in support of the Dairy processing centre.</b>		
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	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	EI and Teagasc

<b>275</b>	<b>With industrial clients, progress commercialisation of new dairy ingredient/processes.</b>		
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	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	New collaborative project established with multinational client . Initiate project with client for development of high protein powder.	Q2	Teagasc

## 2014 ACTION PLAN FOR JOBS – TABLE OF ACTIONS

	<p>Complete trials on development of a new thermal process with client.</p> <p>Complete trial work with dairy processor on a novel milk powder.</p>	Q4	Teagasc
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<b>276</b>	<b>Work with partners to implement a Beef Genomic scheme and roll out new sexed semen technology on dairy and beef farms.</b>
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	Steps Necessary For Delivery	Timeline	Responsible Body
	<p>Initiate the Beef Genomic scheme by:</p> <p>(i) achieving delivery of specialist micro chips at competitive rate</p> <p>(ii) selecting targeted animals (120k cows &amp; 30k sires)</p> <p>(iii) undertaking required research into genomic values</p>	Q2	DAFM
	<p>(i) Develop sexed semen project proposal</p> <p>(ii) Achieve agreement with partners, including AI companies and Sexing Technologies,</p> <p>(iii) roll-out of 2014 project deliverables</p>	Q3	DAFM

<b>277</b>	<b>Engage with Industry to evaluate the need for a Meat Technology Centre to support the needs of the Meat Sector.</b>
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	Steps Necessary For Delivery	Timeline	Responsible Body
	As per headline action	Q4	EI

<b>278</b>	<b>Launch and implement an industry developed whiskey strategy.</b>
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	Steps Necessary For Delivery		Steps Necessary For Delivery
	Present draft whiskey strategy to FH 2020 Implementation Committee.	Q1	IBEC, DAFM, EI
	Engage with industry partners and commence strategy implementation.	Q4	IBEC , DAFM, EI

<b>279</b>	<b>Launch and implement a strategy for the Prepared Consumer Foods Sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Present draft industry strategy to FH 2020 Implementation Committee	Q2	IBEC, DAFM
	Engage with industry partners and commence strategy implementation	Q4	IBEC , DAFM

<b>280</b>	<b>Progress the development/licensing of large scale Deep Sea finfish aquaculture sites in line with the road map set out in Food Harvest 2020 Milestones report.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Expedite the completion of the application process	Q4	DAFM

<b>281</b>	<b>Increase the number of aquaculture licence determinations to 200-250.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DAFM

<b>282</b>	<b>Launch the 2014 -2020 Rural Development Programme with measures supporting farm sustainability.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete the public consultation process including stakeholder consultation meetings	Q1	DAFM
	Draft RDP submitted to EU Commission with farm agri-environment climate measures	Q2	DAFM
	Launch agreed RDP and commence implementation	Q4	DAFM

<b>283</b>	<b>By end-2014, achieve target of 75% of food and drinks exports being supplied by companies participating in the Origin Green Sustainability Programme .</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	75% of exports covered by companies that are verified members of the Origin Green programme.	Q4	Bord Bia



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<b>284</b>	<b>Launch a sustainability and quality programme for the dairy sector and incorporate into Origin Green.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Commence audits of dairy farms	Q1	Bord Bia
	All dairy co-ops to have indicated their intention to participate	Q3	Bord Bia

<b>285</b>	<b>Appoint 10 Origin Green Ambassadors and assign to global food and drinks companies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Achieve “Best Practice” Placements with ten global food and drink customers	Q1	Bord Bia
	Ten Ambassadors commence global placement and rollout of trade communications presentations	Q3	Bord Bia

<b>286</b>	<b>Track outcomes and new business development from the Bord Bia 2013 Global Sustainability Conference.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Reported increased sales by market and sector	Q4	Bord Bia
	Number of companies reporting increased business	Q4	Bord Bia

<b>287</b>	<b>Enhance reputation of Irish food on global markets, showing Irish leadership on sustainability and building on the success of Origin Green.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Building on the global sustainability Conference, roll out a trade directed publicity campaign.	Q2	Bord Bia

288	<b>Undertake an independent cost benefit analysis in the area of Agri-Taxation with a view to ensuring maximum benefit to the sector and to the wider economy and bringing forward recommendations for Budget 2015.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Jointly complete independent agri-taxation cost benefit analysis	Q3	D/Finance, DAFM, Revenue
	Submit recommendations for consideration for Budget 2015	Q4	D/Finance, DAFM

## 9.2 Green Economy

289	<b>Carry out Cleantech Trade Missions or include the Cleantech sector in multi sectoral trade missions to highlight the products and services available from Irish companies in the sector and to develop export opportunities for them</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	EI, DJEI

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

291	<b>Continue to work with UK authorities on the potential for an Inter-Governmental Agreement (IGA) which could facilitate the trade of energy from renewable sources between Ireland and the UK.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Continue to progress tasks to facilitate the signing of a potential IGA in 2014	Ongoing	DCENR

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<b>292</b>	<b>Publish the Offshore Energy Renewable Development Plan (OERDP) which will set out how Ireland can harness the opportunities presented by offshore renewable energy to contribute to economic recovery, growth and jobs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Bring Memorandum to Government on draft OERDP	Q1	DCENR
	Finalise and publish OERDP	Q1	DCENR
<b>293</b>	<b>Publish a National Bioenergy Strategy, setting out the Government's medium term plans in relation to this area.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DCENR
<b>294</b>	<b>Examine the potential for job creation through expansion of domestic supply chains linked to the investment required to meet Ireland's 2020 renewable energy and energy efficiency targets.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish detailed analysis of supply chain opportunities	Q1	SEAI, DJEI/Forfas, EI, IDA
	Consider appropriate responses by relevant agencies	Q2	SEAI, DJEI/Forfas, EI, IDA, DCENR
	Engage with industry to promote opportunities in the sustainable energy supply chain	Ongoing	SEAI
<b>295</b>	<b>Invest in energy efficiency retrofitting of Local Authority houses, with a target of completing some 12,500 homes and supporting 1,000 jobs in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DECLG

296	<b>Provide €13.5 million for the Better Energy Communities scheme, €20 million for the Better Energy Homes scheme and €20 million for the Better Energy Warmer Homes scheme in 2014, which collectively will sustain 3,500 jobs in energy efficiency installations.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	SEAI, DCENR

297	<b>Develop an Irish Standard on Energy Efficiency Design (EED) Methodology to support the development of the Green Economy and further improve industry energy consumption efficiencies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete and publish for public consultation an Irish Standard for Energy Efficient Design Methodology	Q1	NSAI
	Create awareness and promote benefits of the standard.	Q2	SEAI, NSAI

298	<b>Publish a new comprehensive Code of Practice for retrofitting of homes to drive growth in the sector by raising quality and standards.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete and publish a new Code of Practice for energy retrofit of homes.	Q1	NSAI
	Disseminate new code which can be used as a basis for development of skills and quality in the retrofit construction sector.	Q2	SEAI, NSAI

299	<b>Promote Ireland as a test bed in the areas of renewable energy and grid development and work with industry and researchers to develop opportunities for test-bedding Smart Grid technologies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Promotion of SFI Industry facing schemes with relevant agencies and industry	Q1	SFI
	Spokes programme in place to enable the funding of a test-bed facility in a Research Centre	Q2	SFI

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	Review process complete and funding decision made through the SFI Partnership programme	Q4	SFI
	The National Smart Grid Implementation Advisory Group will develop a structured access and contracting framework for a distributed national smart grid test bed and assist a number of companies in developing Smart Grid test bedding projects.	Q4	SEAI/EI/IDA/SFI

<b>300</b>	<b>Support the promotion of the Green Economy in Ireland by active participation in key events.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide keynote speakers for seminars and conferences and provide insights into Government policy	Ongoing	DJEI, EI, DCENR, EPA, SEAI
	Engage with key stakeholders in the context of relevant policy developments	Ongoing	DJEI, EI, DCENR, EPA, SEAI

<b>301</b>	<b>Publish a guidance document to assist the public sector to implement and maintain procedures for green public procurement practices, including a standard 'green clause' which could be used in relevant public sector tender documents.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Convene stakeholder workshops of suppliers and public buyers	Q1	EPA
	Prepare a guidance document to assist the public sector to implement and maintain procedures for green public procurement practices	Q2	EPA

<b>302</b>	<b>Develop an internet resource, signposting the range of supports available to Irish enterprises to help them reduce energy, materials usage, water and waste, and develop new and innovative green products and services.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Consult with relevant Departments/Agencies regarding requirements of signposting exercise	Q3	DJEI

	Compile the necessary data, information and links	Q4	DJEI
	Launch page on Department's website and publicise, including through social media	Q4	DJEI

<b>303</b>	<b>Review the potential for job creation through the greater use of waste as a resource in Ireland including through the preparing for reuse, recycling/reprocessing and recovery of waste and explore what additional actions are required to stimulate the further development of indigenous recycling and recovery infrastructure</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Consultation with waste management industry regarding the development of recycling and recovery infrastructure.	Ongoing	DECLG
	Consultation on household waste collection which includes discussion on measures which will support the development of recycling and recovery infrastructure	Q1	DECLG
	Consideration of consultation responses and drafting of legislation to give effect to proposals to revise the regulation of household waste collection , including, where appropriate, proposals which support the development of recycling and recovery infrastructure.	Q2	DECLG
	Engagement with waste management industry with a view to industry to developing a communication strategy to support/inform householders with regard to new provisions of the revised legislation. The role of the Department will be overseeing the process to ensure common content in terms of key messages to householders.	Q3	DECLG
	Introduction of legislation to revise the regulation of household waste collection as set out in national waste policy, informed by the waste consultation undertaken.	Q4	DECLG

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	Changes to the regulation of household waste collection to be communicated to stakeholders through the National Waste Forum.	Q4	DECLG
	Oversight of the roll-out by industry of a communications strategy on the new provisions of the revised legislation governing household waste collection to householders.	Q4	DECLG

<b>304</b>	<b>Continue to identify opportunities for developing the Green Economy through meetings of the Consultative Committee on Jobs in the Green Economy.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Convene meetings of the Consultative Committee over the course of the year focusing on thematic issues relevant to the Green Economy.	Ongoing	DJEI, Consultative Committee

### 9.3 Construction and Property

<b>305</b>	<b>Publish and implement Construction Sector Strategy.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Building on work already achieved through the Action Plan for Jobs 2013, the policy statement on construction the Government published in July 2013 and the targeted measures introduced in Budget 2014, publish a Construction Sector Strategy, to include an overall strategic approach to issues including housing supply, planning, and financing.	Q1	D/Taoiseach and relevant Government Departments
	Launch an implementation group to oversee delivery of the strategy.	Q1	D/Taoiseach

<b>306</b>	<b>Publish the general scheme of a planning bill to implement planning provisions of Mahon Tribunal and publish a policy statement on planning outlining an overarching planning policy.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Publish the general scheme of a planning bill to implement planning provisions of Mahon Tribunal.	Q2	DECLG
	Publish a policy statement on planning outlining an overarching planning policy.	Q2	DECLG

<b>307</b>	<b>Monitor and report on compliance of local authorities with the new Development Contribution Guidelines published in January 2013.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	DECLG

<b>308</b>	<b>Initiate public consultation on measures to improve and streamline the development management process to inform a review of the development management guidelines and regulatory frameworks.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DECLG

<b>309</b>	<b>Identify planning related measures, including updating the planning legislative framework through the upcoming Planning Bill and making necessary targeted revisions to the planning system, to support sustainable development and economic recovery.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1 and ongoing	DECLG

<b>310</b>	<b>Establish new Regional Assemblies which will have the responsibility for preparing new Regional Spatial and Economic Strategies, replacing the previous Regional Planning Guidelines.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DECLG



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<b>311</b>	<b>Continue to engage with Dublin Local Authorities in monitoring the housing supply situation in Dublin with a view to ensuring a co-ordinated and integrated approach in planning policies and investment in necessary infrastructure.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DECLG and relevant local authorities
<b>312</b>	<b>Implement the Government Action Programme on Unfinished Housing Developments and specifically the Budget 2014 Special Resolution Fund.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DECLG
<b>313</b>	<b>Develop metrics with banking and other interested funding providers to ensure the availability of sufficient finance to support a sustainable construction sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	D/Finance
<b>314</b>	<b>NAMA will advance up to €2 billion in development funding over the next three years, in addition to the €500 million that has been already advanced, to complete or commence new development on property held as security for its loans, subject to commercial viability and appropriate cost recovery arrangements. This funding will be advanced directly by NAMA or through appropriate commercial partnerships.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	NAMA
<b>315</b>	<b>NAMA will focus on projects that address particular supply shortages, e.g. it will facilitate the construction of 4,500 new houses or apartments in the Greater Dublin Area, office space in the Dublin Central Business District and projects in other key urban areas, subject to commercial viability and appropriate cost recovery arrangements. A core focus will be development in the Dublin Docklands, subject to the delivery of a commercially viable Strategic Development Zone..</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	NAMA, DECLG

<b>316</b>	<b>Work with mortgage providers to ensure a sustainable approach to mortgage provision including more transparency and information for applicants through the mortgage approval process.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	D/Finance

<b>317</b>	<b>Actively engage with the IDA to facilitate the property needs of companies seeking to create jobs in Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	NAMA

<b>318</b>	<b>Continue to implement the Public Capital Programme and outline public investment plans for 2015-2019.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Continue to implement the Public Capital Programme	Ongoing	DPER and relevant Departments
	Complete a review of planned capital spending for 2015-2019.	Q3	DPER

<b>319</b>	<b>Explore mechanisms for private financing and greater use of Public Private Partnerships.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DPER

<b>320</b>	<b>Complete and implement the review of the public works contract.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete review of public works contract	Q2	DPER
	Arising from the review bring proposals to Government and implement any agreed changes	Q3	DPER

## 2014 ACTION PLAN FOR JOBS – TABLE OF ACTIONS

<b>321</b>	<b>Extend the use of social clauses in public works contracts where appropriate, drawing on the experience of the pilot programme.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DPER, NDFA, NRA

<b>322</b>	<b>Facilitate the development of a robust voluntary register of Builders, Contractors and Construction Trades to be available to registrants from 1 March 2014 and further developed in consultation with relevant statutory agencies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Facilitate the development of a robust voluntary register of Builders, Contractors and Construction Trades to be available to registrants from 1 March 2014 and further developed in consultation with relevant statutory agencies	Q1 and Ongoing	DECLG
	Publish heads of a bill to ensure a statutory register is in place by 2015	Q4	DECLG

<b>323</b>	<b>Continue to support the expansion of construction firms into international markets, in particular through measures supporting capacity building in management and training and through the overseas support of Embassies and Enterprise Ireland offices.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DJEl and Agencies

<b>324</b>	<b>Implement a new Building Control Management System hosted by the Local Government Management Agency to provide a common nationwide platform for the administration of building control activity in line with SI No. 9 of 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	DECLG

325	In conjunction with the County and City Managers' Association work towards regional groupings of Building Control Authorities working to a common set of protocols adding efficiency, clarity and consistency to building control administration across the local government sector. This will also facilitate a risk-based approach by local authorities to their own independent inspection arrangements ensuring that resources are targeted and deployed effectively providing real and meaningful oversight of building activity. The move to regional/shared services approaches and the adoption of common IT and administrative procedures are necessary first steps towards the development of a unified national building inspectorate.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DECLG, Local Authorities

326	In collaboration with key stakeholders (public and private sector) we will consider and report on the potential for latent defects insurance as an ultimate form of redress for consumers and homeowners.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DECLG

327	Ensure effective implementation of Building Control (Amendment) Regulations 2013 from 1 March 2014, and introduce a wider package of building control reforms to accompany the new regulations to ensure stronger consumer protection.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1 and Ongoing	DECLG

328	Finalise work and commence Construction Contracts Act legislation.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Code of practice agreed	Q1	DPER
	Ministerial approval and signing of the Commencement Order	Q2	DPER

## 2014 ACTION PLAN FOR JOBS – TABLE OF ACTIONS

<b>329</b>	<b>Publicise the Home Renovation Incentive (HRI) Scheme, to assist with encouraging take up of the scheme, providing stimulus for the construction sector.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1 and Ongoing	D/Finance, Revenue

<b>330</b>	<b>Submit an application seeking EU State Aid approval for the Living City Initiative for residential properties constructed prior to 1915 in Ireland’s six cities namely Limerick, Waterford, Cork, Galway, Kilkenny and Dublin, to facilitate a Commencement Order being made by the end of the year.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	D/Finance

<b>331</b>	<b>Oversee implementation by Local Authorities of a programme of works to improve the quality and enhance the energy efficiency of the existing Local Authorities housing stock.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Issue documentation (procurement package for e- tender and specifications) to LAs to facilitate the establishment of dedicated energy retrofitting Framework Agreements in each LA.	Q1	DECLG
	Develop proposals with the European Commission (ERDF) and the European Investment Bank for funding in respect of €100m energy retrofitting intervention, involving 2,000 apartments and flats in Dublin, Cork and Limerick	Ongoing	DECLG, S&E Regional Assembly (SERA), EIB, Dublin City Council, Cork City Council, Limerick Local Authorities
	Publication by NSAI of a new national code of practice for energy efficiency retrofitting of existing dwellings	Q1	DECLG, NSAI, SEAI, DCENR
	Issue Circular on Phase 2 of the DECLG Energy efficiency Fabric Upgrade Programme.	Q1	DECLG, SEAI

	<p>Evaluate the Pilot Programme in the 4 Dublin Local Authorities on the IHER BER Database Tool (from the EU-funded EPISCOPE project) which collects and uses the data stored in the BER xml files to provide a suite of reports, tables, query functions and data analysis specifically focussed on the Local Authority Energy Retrofitting Programme.</p>	<p>Q1 &amp; Q3</p>	<p>DECLG, Dublin City Council, Fingal County Council, South Dublin County Council, Dun Laoghaire Rathdown County Council, IHER Energy Services Ltd.</p>
	<p>Evaluate the “LASHUMS” Pilot Programme in Cork City (Local Authority Social Housing Upgrade Management System) which was designed to be used by local authorities as a tool to make the upgrade of housing stock an efficient process, while maximising quality and numbers of houses completed under the Fabric Upgrade Programme.</p>	<p>Q1</p>	<p>DECLG, Cork City Council, Tipperary Energy Agency</p>
	<p>Up-skill LA Energy Efficiency Liaison Officers on Procurement, IHER Database Tool and new Retrofitting Code of Practice.</p>	<p>Q2</p>	<p>DECLG, SEAI, National Procurement Agency, IHER Energy Services Ltd., Tipperary Energy Agency</p>
	<p>Issue Circular on Phase 3 of the DECLG Energy Efficiency Fabric Upgrade Programme.</p>	<p>Q4</p>	<p>DECLG, SEAI</p>

## 9.4 Tourism

<b>332</b>	<b>Deliver a programme of supports to businesses in the tourism sector, including developing visitor experiences, growing digital presence and international sales, to help them grow earnings and jobs.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Work with tourism businesses to develop compelling new visitor experiences that attract more overseas holidaymakers and grow export earnings.	Q4	Fáilte Ireland, DTTAS
	Work with tourism businesses to improve their digital presence in terms of online marketing/sales to enable them to perform more effectively in a growing distribution channel and improve their capacity to sell internationally (and growing overseas sales revenue).	Q4	Fáilte Ireland, DTTAS
	Provide a suite of specific up-skilling interventions designed to meet the needs of the tourism industry workforce (particularly in the area of Food & Beverage operations).	Q4	Fáilte Ireland, DTTAS

<b>333</b>	<b>Progress the introduction of Common Travel Area visa arrangements between Ireland and the UK for tourist and business visas.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Commence Common Travel Area visa arrangements between Ireland and the UK	Q3	D/Justice
	Integrate promotion of the Common Travel Area visa arrangements in tourism and trade promotion programmes and activities	Q3	D/Justice, DFAT, DJEI, other relevant Departments and agencies

<b>334</b>	<b>Establish if there is a suitable project and partner available to develop a National Diaspora Centre.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Prepare and submit Memorandum for the Information of the Government	Q1	DTTAS
	Issue Call for Expressions of Interest to establish if there is a suitable project and partner available to develop a Diaspora centre	Q1	DTTAS, Fáilte Ireland

<b>335</b>	<b>As announced in Budget 2014, continue the 9% VAT rate on tourism related services and goods to support the tourism sector.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q1	D/Finance

<b>336</b>	<b>Work with local communities to translate the Gathering's legacy into sustainable employment opportunities.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q2	Fáilte Ireland

<b>337</b>	<b>Develop greater collaboration between Fáilte Ireland and Enterprise Ireland in a number of areas, including the fast growing English language training sector.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q3	Fáilte Ireland, Enterprise Ireland

<b>338</b>	<b>Review the accommodation registration and classification framework to lower the regulatory burden on business and encourage innovation.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	Fáilte Ireland DTTAS



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339	<b>Improve the Tourism Offering through capital investment of €24.2 million in 2014, in particular through the development of international scale attractions such as the Wild Atlantic Way.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete the funding process for ten projects approved under the Tourism Capital Investment Programme	Q4	DTTAS / Fáilte Ireland
	Implement funding of Wild Atlantic Way Project supported by €8m allocation in Budget 2014	Q4	DTTAS / Fáilte Ireland

340	<b>Complete a review of tourism policy leading to a detailed tourism strategy and action plan to assist the industry to realise its growth potential.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Finalise the review of Tourism Policy	Q2	DTTAS
	Finalise a new detailed tourism strategy and action plan	Q4	DTTAS Key Tourism Industry stakeholders

### 9.5 Retail Sector

341	<b>Establish a Retail Consultation Forum to provide a structured on-going engagement between Government and the Retail sector. This Forum will include representatives from the sector and from key Government Departments/agencies to consider on-going and emerging issues facing the sector.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Agree composition of Forum and invite nominations from sectoral representatives and relevant Departments/agencies	Q2	DJEI
	Convene first meeting of the Forum; agree schedule of dates for subsequent meetings.	Q2	DJEI
	Identify issues which can be addressed to help support job growth in the Retail sector	Ongoing from Q2	DJEI, Forum members, Relevant Departments/agencies

342	<p>Through the Retail Consultation Forum, assess the impact on the Retail sector and consumer confidence of measures being taken under the Action Plan, including:</p> <ul style="list-style-type: none"> <li>• retention of the 9% VAT rate on certain services and products</li> <li>• the introduction of the Home Renovation tax incentive scheme</li> <li>• the JobsPlus scheme</li> </ul>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	DJEI, Forum members, Relevant Departments/agencies

343	<p>Implement measures announced in Budget 2014 to tackle the Shadow Economy in the areas of VAT fraud, illegal tobacco selling, unlicensed trading in alcohol products, and fuel laundering.</p>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Ongoing	Revenue

344	<p>Increase the annual cash receipts basis threshold for payment of VAT by businesses from €1.25 million to €2 million. This will assist retail suppliers in the areas of cash flow and reduced administration.</p>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q2	D/Finance

345	<p>Highlight, through the retail representative bodies, the NAMA rent review guidelines and seek to ensure that they are widely understood and utilised, where appropriate, including in cases where public sector bodies are the owners of premises.</p>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Work with retail representative bodies to ensure that they are fully aware of the NAMA guidelines, which are aimed at supporting businesses who are having difficulty paying rents which are above the market price on premises where NAMA, or other public bodies, are the landlord	Q2	DJEI

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346	<b>Remind Local Authorities of the necessity to include, in their development contribution schemes, reduced rates of development contributions or waivers for development in town centres to support town centre development, in line with the statutory guidelines for planning authorities on Development Contributions which were issued in January 2013.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Revised Development Contribution Guidelines issued in January 2013 but reminder will issue on reduced contributions or waivers for certain town centre developments.	Q1	DECLG, Local Authorities
347	<b>Widely promote the greater flexibility that has been introduced into the social welfare system to enable unemployed people to move more easily between the welfare system and paid employment when opportunities arise for short periods of employment. We will also examine the potential to extend the period for which these flexible arrangements apply.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DSP
348	<b>Progress the introduction of a National Postcode System in 2014, with a view to rolling out the system in the first half of 2015. The National Postcode System will improve logistics efficiencies for retailers, particularly facilitating on-line trading and reducing the risk of purchasing fraud.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Sign contract for the Postcode Management Licence Holder	Q1	DCENR
	Complete design of Postcode system	Q2	DCENR
	Finalise Implementation Plan	Q3	DCENR
	Establish website to provide information around Postcode design, the uses and benefits of the national postcode, and to help businesses to plan for the new system.	Q3	Postcode Management Licence Holder, DCENR

349	Extend the 'Living Cities' initiative to Cork, Galway, Kilkenny and Dublin to assist the regeneration of retail and commercial districts. Retailers will be entitled to relief on certain works undertaken to upgrade or refit their shops over a period of seven years at a rate of 15% for the first 6 years and 10% for the final year. The scheme will also attract more families to live in previously run-down areas which will in turn provide benefits to local traders. This Initiative is subject to EU State Aid approval and a commencement order.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	D/Finance

350	Consider future specific proposals from retail representative groups for planning permission exemptions for certain types of minor works to town centre retail operations		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Retail representative bodies to make specific proposals for planning exemptions to DECLG.	Ongoing, as proposals received.	Retail Representative Groups/ DECLG

351	Examine further the potential for measures that could be taken by Local Authorities to address disincentives to town-centre shopping.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Explore with Local Authority representatives the potential to replicate measures which have been taken by Local Government bodies that are supportive of town centre shopping	Q3	DJEI, CCMA, DECLG

352	Make available to the retail sector a new two day training programme to enhance the financial capacity of SMEs.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing from Q2	DJEI, Skillnets

353	Examine the potential for increased support for training specific to the Retail sector through programmes such as Momentum and the Skillnets Training Networks Programme.		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	DES

## 9.6 Creative Services

354	<b>Support a new initiative between the Arts Council, DAHG, Local Authorities and the Department of Social Protection to provide more than 100 new places on the Jobbridge programme specifically for arts practitioners through placements with Local Authorities.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Allocation of supports by Arts Council under existing programme	Ongoing	Arts Council, DAHG, Local Authorities, DSP
355	<b>The Arts Council will support some 450 individuals and over 870 organisations across a wide range of arts venues, festivals, arts organisations and touring initiatives around Ireland in 2014..</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Allocation of supports by Arts Council under existing programmes and activities	Ongoing	Arts Council, DAHG
356	<b>Create up to 300 direct/indirect jobs arising from the major refurbishment programme for the National Gallery of Ireland, a 3-year project on which work is commencing in Q1 2014 following the award of the contract.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Ongoing	National Gallery of Ireland, DAHG
357	<b>Roll-out further cultural digitisation initiatives by adding new digitised genealogy and family records to the <a href="http://www.irishgenealogy.ie">www.irishgenealogy.ie</a> portal, in order to enhance Ireland's roots tourism offering.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	DAHG

358	<b>Advance the 1916 Commemoration and Decade of Centenaries programmes, including capital projects at the GPO, which will directly and indirectly support job creation, as well as cultural tourism. The national programme marking Brian Ború and the Battle of Clontarf will also be supported.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Progress pre-planning and regulatory considerations	Q1	DAHG, An Post, other relevant bodies
	Acquire sites (where appropriate), complete design specification and initiate interpretation works	Q2	DAHG, An Post, other relevant bodies
	Planning permission, tendering and commencement of projects	Q4	DAHG, An Post, other relevant bodies

359	<b>Continue to implement actions set out in the Creative Capital Report to double employment in the film and audiovisual sector by 2016, supporting in the region of 40 significant projects and creating up to 800 jobs in the audiovisual production sector in Ireland in 2014.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Roll out by IFB of supports to deliver the number of projects planned for 2014.	Ongoing	DAHG, Irish Film Board

360	<b>Roll out a new €5 million Built Heritage Jobs Leverage Scheme to encourage investment of private capital through matching public funds in a large number of small-scale, labour-intensive projects to repair and conserve historic structures, while supporting the employment of skilled and experienced conservation professionals, craft workers and trades people. This initiative will be linked to a targeted training scheme in traditional building skills.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Allocate funding to specific private projects	Q4	DAHG, Local Authorities

361	<b>Support the Historic Towns Regeneration Initiative, which is being run on a pilot basis in three towns - Youghal, Westport and Listowel - to support both tourism-related and conservation-related employment.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete works under oversight by local authorities	Q3	DAHG, Fáilte Ireland, Heritage Council, Local Authorities

## 2014 ACTION PLAN FOR JOBS – TABLE OF ACTIONS

362	<b>Promote an initiative to drive heritage tourism initiatives across DAHG, including a programme of trailway development in National Parks and Nature Reserves, in partnership with key stakeholders.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Appoint designated officers to drive the initiative	Q1	DAHG, NPWS, National Trails Office, Fáilte Ireland
	Development of a focussed plan	Q2	DAHG, NPWS, National Trails Office, Fáilte Ireland
	Dialogue with key stakeholders to identify potential initiatives	Q4	DAHG, NPWS, National Trails Office, Fáilte Ireland
363	<b>Support a range of projects through the Heritage Management Grant Scheme 2014 that apply good heritage practice to the management of places, collections or objects (including buildings).</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Complete draw down of grants to a range of private projects	Q4	Heritage Council
364	<b>Create 520 new jobs and retain 7,000 existing jobs in the Gaeltacht through Údarás na Gaeltachta support in post-research/pre-commercialisation units in the Life Sciences, Food and Business Support Services and Creative Enterprises sectors and ongoing support for community development initiatives.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	Údarás na Gaeltachta
365	<b>Support the development of <a href="http://www.duchas.ie">www.duchas.ie</a>, a project to digitise the National Folklore Collection of Ireland. The initial phase of the project will advance the digitisation of a significant part of the Schools' Collection in time for the centenary of the 1916 Rising.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Recruitment and contract placement	Ongoing	DAHG, UCD & DCU

<b>366</b>	<b>Support a range of Irish language arts, publishing, creative writing, training and other schemes, as well as festivals and drama companies.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Provide funding for existing programmes and activities	Ongoing	Foras na Gaeilge

## 9.7 Aviation Services

<b>367</b>	<b>Publish a new Aviation Policy Statement.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	DTTAS

<b>368</b>	<b>Facilitate the expansion and development of an aviation services centre at Shannon</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	On enactment of the Shannon Group Bill, introduction of commencement orders as necessary.	Q2	DTTAS, DJEI
	Establishment of Shannon Group	Q2	DTTAS, DJEI

<b>369</b>	<b>Launch a Competitive Start Fund targeted at the Aviation and Engineering Sectors</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q2	Enterprise Ireland



## 9.8 International Financial Services

<b>370</b>	<b>Examine Ireland’s current approach to the branding, marketing and communications of its International Financial Services proposition, make proposals for change as appropriate and develop a suitable implementation strategy.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA, CHG, D/Finance, EI

<b>371</b>	<b>Assess opportunities for Ireland as an international hub for global insurance operations, including those opportunities arising from the Solvency II Directive.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	D/Finance, CHG

<b>372</b>	<b>Assess Technology and Innovation opportunities in the sector including skills availability and educational requirements.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	CHG, D/Finance, DJEI , IDA, EI

<b>373</b>	<b>Assess the opportunities for Ireland as a global hub for Compliance and Risk Management.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Assess opportunities for Ireland to lead on Compliance and Risk Management	Q2	CHG, D/Finance, EI, IDA

<b>374</b>	<b>Undertake a benchmarking exercise on the legislative and regulatory environment in Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	D/Finance, Public Sector CHG Members

375	<b>Connect international financial services companies with the expanding network of industry relevant technology and research centres e.g. Governance, Risk and Compliance (GRC), INSIGHT and CeADAR in data &amp; analytics, IC4 in cloud computing and FMC2 in financial mathematics.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Organise a comprehensive briefing for clients on the work and service offering of the Centres and input this briefing to the work of the Clearing House Group (CHG) on financial technology and innovation and compliance and risk management.	Q4	IDA
376	<b>Refine and execute a promotion and marketing plan for Ireland's international financial services offering in emerging markets.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	IDA
377	<b>Introduce Irish Collective Asset-management Vehicle (iCAV) legislation.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance
378	<b>Investigate ways to further develop the <i>Real Estate Investment Trust (REIT)</i> model as appropriate.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	D/Finance, Revenue

## 9.9 eHealth

<b>379</b>	<b>Establish eHealth Ireland and appoint a Chief Information Officer (CIO) for Irish healthcare system to drive implementation of eHealth Strategy</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Establish a Board and governance framework for eHealth Ireland	Q1	D/Health
	Establish (initially within HSE) an entity called eHealth Ireland in line with strategy	Q2	D/Health, HSE
	Appoint a CIO for the Irish health care system to lead eHealth Ireland	Q2	D/Health, HSE
	Establish an eHealth stakeholder forum including key representatives of the enterprise sector and relevant Government Departments and agencies to work with the board and management of eHealth Ireland	Q4	D/Health, HSE (eHealth Ireland)
	Establish first eHealth ecosystem meeting and requisite longer term supporting structures	Q2	D/Health, HSE (eHealth Ireland)
<b>380</b>	<b>Advance legislation to provide a legal framework for the introduction of an individual identifier for use in the health system.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	Enact the Health Identifier Bill	Q2	D/ Health
<b>381</b>	<b>Publish a plan with timelines for delivery of priority projects in the context of the overall ehealth strategy including roll-out of the national patient identifier infrastructure.</b>		
	<b>Steps Necessary for Delivery</b>	<b>Timeline</b>	<b>Responsible body</b>
	As per headline action	Q4	HSE (eHealth Ireland)

## 9.10 Smart Ageing

<b>382</b>	<b>Establish an inter-departmental Steering Group to agree the approach to be taken in relation to Smart Ageing in Ireland.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q1	Department of the Taoiseach, relevant Government Departments and agencies

<b>383</b>	<b>Carry out a mapping exercise of the activity in Ireland , both in the economic and social spheres, to provide a baseline of the activity and to identify Ireland’s strengths in Smart Ageing</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q3	Department of the Taoiseach, DJEI/ Forfás, relevant Government Departments and Agencies.

<b>384</b>	<b>Assess the opportunities that may arise from this mapping exercise and agree next steps as appropriate.</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	As per headline action	Q4	Department of the Taoiseach, relevant Government Departments and Agencies.

## 9.11 Social Enterprise

385	<b>Develop the Social Enterprise sector by undertaking a programme of actions on foot of the Forfás Report on Social Enterprise in Ireland</b>		
	<b>Steps Necessary For Delivery</b>	<b>Timeline</b>	<b>Responsible Body</b>
	Interdepartmental Group on Social Enterprise to engage with the Social Enterprise and Entrepreneurship Task Force on approaches to developing the Sector.	Q1	DECLG, DSP, DAFM, DOH, DAHG, DJEI, other relevant Departments and Agencies
	Establish a line of communication between the Interdepartmental Group and Social Enterprise and Entrepreneurship Task Force.	Q1	DECLG, DSP, DAFM, DOH, DAHG, DJEI, other relevant Departments and Agencies
	Establish a set of short, medium and long-term goals for developing the Sector.	Q4	DECLG, DSP, DAFM, DOH, DAHG, DJEI, other relevant Departments and Agencies

## Glossary of Terms

BIM	Bord Iascaigh Mhara
BITCI	Business in the Community Ireland
CBOs	Community Based Organisations
CCMA	County and City Managers Association
CEBs	County Enterprise Boards
CER	Commission for Energy Regulation
CHG IFSC	Clearing House Group
cTTO	Central Technology Transfer Office
CRFs	Clinical Research Facilities
DAFM	Department of Agriculture, Food and the Marine
DAHG	Department of Arts, Heritage and the Gaeltacht
DCCoI	Design and Craft Council of Ireland
DCEB	Dublin City Enterprise Board
DCENR	Department of Communications, Energy and Natural Resources
DCYA	Department of Children and Youth Affairs
D/Defence	Department of Defence
DECLG	Department of Environment, Community and Local Government
DES	Department of Education and Skills
DFAT	Department of Foreign Affairs and Trade
D/Finance	Department of Finance
D/Health	Department of Health
DJEI	Department of Jobs, Enterprise and Innovation
D/Justice and Equality	Department of Justice and Equality
DPER	Department of Public Expenditure and Reform
DSP	Department of Social Protection
D/Taoiseach	Department of Taoiseach
DTTAS	Department of Transport, Tourism and Sport
EGFSN	Expert Group on Future Skills Needs
EI	Enterprise Ireland
EIB	European Investment Bank
EIF	European Investment Fund
EIIS	Employment and Investment Incentive Scheme

EPA	Environmental Protection Agency
ERC	European Research Council
ETB	Education and Training Board
FDI	Foreign Direct Investment
FET	Further Education and Training
FH2020	Food Harvest 2020
FP7	7th Framework Programme for EU Research
GDP	Gross Domestic Product
GVA	Gross Value Added
HAP	Housing Assistance Payment
HEA	Higher Education Authority
HEI	Higher Education Institutions
HIQA	Health Information and Quality Authority
HRB	Health Research Board
HPSU	High Potential Start-ups
IBF	Irish Banking Federation
IBEC	Irish Business and Employers' Confederation
IDA Ireland	Industrial Development Agency
IDB	Irish Dairy Board
IFS	International Financial Services
IMDA	Irish Medical Devices Association
IMERC	Irish Maritime and Energy Research Cluster
INIS	Irish Naturalisation and Immigration Service
IP	Intellectual Property
IPSO	Irish Payment Services Organisation
IRC	Irish Research Council
ISIF	Irish Strategic Investment Fund
ISME	Irish Small and Medium Enterprises Association
ITI	InterTradeIreland
LA	Local Authorities
LCDC	Local Community Development Committee
LCDP	Local Community Development Programme
LEOs	Local Enterprise Offices
LGMA	Local Government Management Agency

MAREI	Marine Renewable Energy Ireland
MDF	Manufacturing Development Forum
MNCs	Multinational Corporations
MTES	Medium Term Economic Strategy
NALA	National Adult Literacy Agency
NCC	National Competitiveness Council
NCCA	National Council for Curriculum Assessment
NDFA	National Development Finance Agency
NGO	Non-Governmental Organisation
NIBRT	National Institute for Bioprocessing Research and Training
NPRF	National Pensions Reserve Fund
NPT	National Project Team
NPS	National Procurement Service
NSAI	National Standards Authority of Ireland
PAG	Prioritisation Action Group
PIYRA	President of Ireland Young Researcher Award
ODCE	Office of the Director of Corporate Enforcement
ODPC	Office of the Data Protection Commissioner
OGP	Office of Government Procurement
QNHS	Quarter National Household Survey
QQI	Quality and Qualifications Ireland
RDP	Rural Development Programme
RSC	Railway Safety Commission
RDI	Research, development and innovation
SAA	Shannon Airport Authority
SBG	State Bodies Group
SCS	Seed Capital Scheme
SEAI	Sustainable Energy Authority of Ireland
SFA	Small Firms Association
SFI	Science Foundation Ireland
SME	Small and Medium Enterprise
STEM	Science, Technology, Engineering, Mathematics
SYOB	Start Your Own Business
TI	Technology Ireland



VEC	Vocational Education Committees
WEEE	Waste Electrical and Electronic Equipment



