ACTION PLAN FOR JOBS

2016

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2.   Disruptive Reforms

2.1.   Step-Up in Enterprise Skills Supply

1	**Develop new apprenticeships to meet the skills demands in a range of sectors and update existing apprenticeships.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Complete the review of all existing apprenticeships in conjunction with employers and secure approval for revised apprenticeship occupational and award standards and awards	Q4	SOLAS
	Develop the 25 category 1 proposals, recommended by the Apprenticeship Council, into new apprenticeships in response to proposals from key sectors of the economy	Ongoing	Apprenticeship Council, SOLAS, HEA, DES, employers and education bodies
	Engage with Category 2 and 3 proposers to consider the advancement of their proposals	Ongoing	Apprenticeship Council, SOLAS, HEA, DES, employers and education bodies

2	**Establish a network of Regional Skills Fora to foster greater engagement between the education and training system, employers and other local stakeholders in building the skills needs of their regions.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DES, HEIs, ETBs, Skillnets, employers, EI, IDA, SOLAS, HEA, LEOs

3	**Launch the single ICT website portal through industry and agencies working together to attract international technical talent.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI, DJEI, IDA, DFAT

2.2.   Stimulating Regional Growth

4	Progress the implementation and monitoring of the Regional Action Plans for Jobs, including the identification of examples of best practice of cross-agency collaboration and promotion of peer learning.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DJEI, relevant public bodies

5	Establish Regional Implementation Committees to review progress and monitor the impact of the Plans.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	DJEI, relevant public bodies

6	Develop and agree regional indicators to monitor the impact of the plans in terms of, for example, jobs created, new business start-ups, FDI projects won etc.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DJEI, relevant public bodies

7	Publish six-monthly progress reports on the implementation of the Regional Action Plans.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	DJEI, relevant public bodies

8	Deliver on the target of achieving a minimum 30 per cent to 40 per cent increase in the number of investments for each region outside Dublin over the lifetime of the IDA strategy *Winning: Foreign Direct Investment 2015-2019*.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	IDA

9	Following on from the identification of regional locations requiring property solutions:		
	▪ Construct three advance technology buildings in Sligo, Castlebar and Tralee for marketing to clients; and		
	▪ Commence the process of providing three new advance buildings in Limerick, Dundalk and Galway.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	IDA

10	Expand the campus incubation programme to increase campus incubation capacity and address unmet regional start-up company needs.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI

11	Implement the Community Enterprise Initiative Scheme which was launched in May 2015 and which aims to provide continued support to regional enterprise and to maintain and grow jobs in micro and small business throughout the country.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

12	Support the creation of 500 new jobs and continue to support existing jobs in Údarás na Gaeltachta client companies in the Gaeltacht, including through supports for 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.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoin	DAHG, ÚnaG

13	Develop advanced property solutions for innovative companies in the Gaeltacht seeking to move from the incubator phase to market.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DAHG, ÚnaG

14	**Roll out the Town and Village Regeneration Scheme to support the economic development of rural towns and villages.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Commence the Town and Village Regeneration Scheme	Q2	DECLG/WDC

15	**Commence the implementation of LEADER Local Development Strategies to support rural enterprise development in all 28 sub-regional areas.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	DECLG

16	**Continue to implement the Social Inclusion and Community Activation Programme, which as the primary social inclusion programme of Government, has a strong focus on community activation, social inclusion and community development, while also prioritising those hardest to reach.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Confirm the annual allocation for the programme and ensure LCDCs are notified of their Lot specific allocations	Q1	DECLG, Pobal
	Set SICAP targets	Q1	DECLG, LCDCs
	Address any issues that emerge from the six month and annual review process to ensure the Programme is targeting those most in need	Ongoing	DECLG, Pobal, LCDCs
	Consult with key Departments i.e. DES etc. to agree referral protocols	Ongoing	DECLG, Pobal, relevant Departments

17	**Ensure that support for social enterprises, which was a new element in the Social Inclusion and Community Activation Programme, is being delivered and that the specific targets set are achieved.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Meet specific targets set under Goal 3 aimed at promoting, developing and/or sustaining social enterprises.	Q4	DECLG, Pobal, LCDCs

18	**Develop the potential for job creation at regional and local levels through resource efficiency and sustainability initiatives including opportunities in reuse, recycling and recovery of waste as well as waste prevention and cost-saving initiatives for SMEs, farmers, communities and the public sector.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Negotiate the proposed EU Circular Economy package to ensure opportunities for the development of indigenous waste sector are maximised and develop policy proposals to support job creation in the Irish waste sector following public consultation on the circular economy measures	Q2	DECLG
	Implement national waste management policy actions in the areas of resource efficiency, green public procurement, the National Waste Prevention Programme, Producer Responsibility Initiative schemes for tyres and End of Life Vehicles, pay-by-weight for household waste collections, the rollout of Waste Electrical and Electronic Equipment re-use criteria; and new local re-use and recovery start-up enterprises	Q4	DECLG

2.3. All Government Transactions with Business Online by 2017- Reducing Red Tape

19	Examine the licensing, authorisation, certification, permit application, and payment-taking procedures most relevant to business users, especially SMEs, which it and all offices, agencies, local authorities and other licensing bodies under its aegis provide, and present a detailed plan for the full e-delivery by November 2017 of such procedures.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	All Departments

20	Provide updates each quarter on progress achieved towards the Government's commitment to make all licensing, authorisation, certification, permit application, and payment-taking procedures for business fully available online on a progressive basis by November 2017.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1-Q4	All Departments
	Provide regular updates through the appropriate Cabinet Committee structures on progress by all Departments to achieving compliance with the requirement of making all licensing and authorisation procedures available online by November 2017	Ongoing	DJEI

21	Continue the rollout of Licences.ie with a particular focus on the retail sector in the first instance.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJEI, LGMA

2.4. National Clustering Initiative

22	Launch the regional enterprise competitive call to support the development of regional sectors.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI

23	Develop and roll out a demonstrator 'grand challenge' clustering approach that will invite industry, research institutions and other relevant stakeholders to collaboratively engage in identifying challenges and developing solutions to key national and international societal and/or economic challenges.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Design a cluster strengthening initiative to promote the development of self-sustaining clusters of scale, international visibility and longevity targeted for rollout on a demonstration basis in 2017. Set out the methodologies and approach to develop metrics, baseline data, data collection, control group etc., to facilitate effective evaluation of the regional enterprise initiatives competitive fund.	Q4	DJEI

24	Publish the first statutory National Mitigation Plan which will set out the policy measures required to manage greenhouse gas emissions at an appropriate level to further the achievement of the National Transition Objective set out in the Climate Action and Low Carbon Development Act 2015.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DECLG, other relevant Departments

25	Develop the first statutory National Climate Change Adaptation Framework to provide a strategic policy focus to ensure adaptation measures are taken across different levels of Government to reduce Ireland's vulnerability to the negative effects of climate change and avail of any positive opportunities that may arise.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DECLG

26	**Develop Sectoral Adaptation Plans, which will specify the sector specific adaptation policy measures required to enable adaptation to the effects of climate change and the achievement of the National Transition Objective set out in the Climate Action and Low Carbon Development Act 2015.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DECLG, other relevant Departments

27	**Support the development of local adaptation strategies to advance adaptation at the local scale, local authority level.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish guidelines	Q1	EPA
	Complete a web based resource, "Climate Ireland"	Q4	EPA

28	**The Sustainable Energy Authority of Ireland will work with enterprise, the development agencies and the Department of Jobs, Enterprise and Innovation to realise the potential for enterprise and jobs growth identified in its report *Ireland's Sustainable Energy Supply Chain Opportunity*, by addressing barriers to supply chain growth in the sector, fostering growth by developing local capacity to capture export opportunities and assisting a favourable environment for FDI.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing through 2016	SEAI, EI, IDA, SFI, DJEI

29	**Following on from work completed in 2015 the Inter-Departmental Committee will agree a programme of activity to promote Ireland's value proposition as an Energy Innovation Hub to entrepreneurs, investors, businesses and research organisations both at home and abroad.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	IDC, DCENR, DJEI, relevant Departments and agencies

30	Building on the Report of the Inter-Departmental Group on Smart Ageing, map out and implement a programme of actions and proposed timelines.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Map out a programme of actions and proposed timelines	Q1	D/Taoiseach, DJEI, DoH, other relevant Departments and agencies
	Report periodically on progress on implementation to the relevant Cabinet Committee.	Ongoing	D/Taoiseach, DJEI, DoH, other relevant Departments and agencies

2.5.   Driving Intellectual Property in Enterprise

31	Support the Knowledge Development Box by amending the Patents Act, 1992 to allow for the reintroduction of substantive patent examination in Ireland to ensure qualification for all Irish granted patents under the Knowledge Development Box.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Secure Government approval for necessary legislative changes to the Patents Act, 1992 and, with the office of Parliamentary Counsel, draft the legislative amendments	Q2	DJEI
	Progress the legislative amendments to patent law in the Houses of the Oireachtas through to enactment	Q4	DJEI

32	Develop a new certification scheme, underpinned by legislation, to enable the Controller of Patents to consider applications for inventions that claim to be novel, non-obvious and useful in line with the OECD nexus approach and that qualify for the Knowledge Development Box in line with the Finance Bill 2016.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise the outline certification scheme, and seek Government approval for the scheme as well as approval for priority drafting of the heads of a Bill to underpin it	Q1	DJEI/Patents office
	Progress drafting of the Bill through to publication and, subject to time availability in the Houses of the Oireachtas, progress the Bill through all stages in the Houses to enactment	Q4	DJEI

33	Introduce the new Knowledge Development Box and special provisions for SMEs to support their IP generation and exploitation.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DoF, DJEI

34	**Establish an overarching inter-agency group to scope out and develop a roadmap leading to the development and building of IP capacity at enterprise level including awareness building around IP management in enterprise.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Establish the inter-agency group	Q2	DJEI, EI, IDA, SFI and other relevant bodies
	Develop a roadmap to build IP performance in the Irish enterprise base including establishment of benchmarks against which performance levels can be assessed post adoption of the roadmap and implementation of actions arising	Q4	DJEI, EI, IDA, SFI and other relevant bodies

35	**Work towards completion of the implementation of the new European Patent system and the Unified Patent Court to provide an alternative patenting option for industry.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continued active participation in negotiations to complete the "patents package" comprising the Unitary patent and the Unified Patent Court with a view to having the system operational during 2016	Ongoing	DJEI/Patents office

36	**Progress legislative reform in the copyright area to provide a more progressive IP environment fit for the digital age and responding to the work of the Copyright Review Committee.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Submit copyright legislative reform proposals for Government approval together with the draft heads of a Bill	Q1	DJEI with relevant Departments
	If approved by Government and subject to available resources in the office of Parliamentary Counsel, progress formal drafting of the Bill	Q3	DJEI
	Progress the Bill through as many stages as possible in the Houses of the Oireachtas before year end	Q4	DJEI

3   Increasing Labour Market Participation

37	Continue the development and reform of the State's public employment services to help ensure that the number of people on the Live Register is reduced as the economy recovers and the labour market responds flexibly and efficiently to employment growth.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DSP

38	Promote and support development of the "Skills to Work" brand to increase awareness of re-skilling options for jobseekers.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DES, DSP, D/Taoiseach, SOLAS, HEA, Skillnets

39	Lead and coordinate the actions of the Steering Group to ensure implementation of the Protocol between the Department of Social Protection and the Department of Jobs, Enterprise and Innovation, the aim of which is to maximise recruitment from the Live Register by enterprise development agency client companies.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline measure	Ongoing	DJEI, supported by DSP and the enterprise development agencies

40	Continue to invest in childcare to support labour market participation.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DCYA

41	Fund locally delivered courses for women which will comprise a series of training opportunities on self-development and work related skills to assist a return to the labour market and promoting entrepreneurship.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DJE

42	Implement the Government's Comprehensive Employment Strategy for People with Disabilities.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DJE

43	Establish a pilot three-year Employer Helpline and Disability Support Service, to provide peer information and advice to employers and to share good practice on the employment of people with disabilities, with the aim of increasing disability competence and confidence among employers and promoting increased employment of people with disabilities.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJE

44	Roll out the Youth Employability Initiative to enhance the employability of young people aged 15 to 24 years who are most at risk of unemployment and who are not in education, employment or training.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Issue the first tranche of funding	Q1	DCYA
	Provide training workshops to projects	Q1, Q2	DCYA
	Evaluate the programme	Q4	DCYA/CES

45	Participate actively in the Department of Social Protection's Work Placement Programme and the National Internship Scheme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	D/Defence

46	Initiate a pilot Employment Support Scheme, in conjunction with the Department of Social Protection, to enhance the prospects of participants aged between 18 and 24 years obtaining employment to help develop a path to economic independence.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise the details of the scheme	Q1	D/Defence, DSP
	Implement a pilot scheme with up to 30 participants	Q2	D/Defence, DSP

4 Delivering Skills for a Growing Economy

47	Finalise and publish the new National Skills Strategy. The new strategy will set out the framework for the period to 2025 for how Ireland can continue to develop relevant skills and ensure that our supply of skills is activated and effectively used.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise and publish the new National Skills Strategy	Q1	DES, DJEI, DSP, SOLAS, HEA, education and training providers, employers
	Commence the implementation of actions and recommendations	Q2 and ongoing	DES, DJEI, DSP, SOLAS, HEA, education and training Providers, employers

48	Implement the *Strategy for Higher Education Enterprise Engagement*, including enhanced communications, comprehensive employer access to skills and research development opportunities in Higher Education and Training, and embed entrepreneurship as a core feature of Higher Education and Training.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DES, HEA, HEIs

49	Continue to progress the reconfiguration of the higher education system envisaged by the National Strategy for Higher Education, through the further development of regional clusters of higher education institutions and implementation of the revised higher education landscape.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	HEA, DES

50	Continue implementation of the Strategic Dialogue process for 2016 under the *Higher Education System Performance Framework 2014-2016*, including monitoring of performance metrics for the skills needs of the economy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Review of performance compacts agreed for 2014-16	Q3	HEA

51	**Develop a Workforce Development Strategy for employees, in alignment with the new National Skills Strategy, and in consultation with enterprise and education and training providers regionally and nationally.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Produce a new strategy for workforce development for employees, in consultation with enterprise and education and training providers regionally and nationally	Q3	SOLAS, DES

52	**Systematically monitor and evaluate the impact of Springboard+ to further strengthen the contribution of the programme to supporting learners and skills development, job creation, reducing unemployment and meeting the skills needs of emerging industries.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continue to gather the full range of quantitative and qualitative data on Springboard+ inputs, outputs and outcomes	Q1-3	HEA
	Analyse the findings and outcomes from Springboard+ 2016	Q3	HEA
	Publish the most up to date evaluation findings	Q4	HEA

53	**Roll out the 2016 call for proposals for Springboard Courses, with a particular focus on priority areas identified by industry through the Expert Group on Future Skills Needs including ICT, the medtech and biotech sectors; skills for enterprise to trade internationally; international financial services; entrepreneurship and business start-ups.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Issue competitive call to HEIs for Springboard+	Q1	HEIs, Employers
	Determine the outcome of the competitive process by an expert panel, in accordance with process and overseen by an independent process auditor	Q2	HEA
	Launch of Springboard+ 2016	Q2	HEA, HEIs, Employers
	Roll out Springboard+ places	Q3	HEIs, HEA

54	**Finalise and publish the Foreign Languages Strategy.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish the Foreign Languages Strategy	Q1	DES, HEA, HEIs, NCCA, schools
	Commence the implementation of actions	Q2	DES, HEA, HEIs, NCCA, schools

55	**Deliver the third Further Education and Training Services Plan incorporating improved alignment of provision to employment opportunities and identified skills needs.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	SOLAS

56	**Review the skills gaps identified by Enterprise Ireland's clients as an input into the Regional Skills Fora and the policy making process.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

57	**Embed the Graduates Business Growth (G4G) Initiative in 80 Enterprise Ireland client SMEs.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI

58	**Develop a new strategy for technology-enhanced learning for the further education and training sector.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	SOLAS

59	**Increase the number of research Masters awards under the Irish Research Council Employment Based Programme to address national skills requirements, particularly in the SME sector.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Promote Programme to enterprise community and in particular SMEs	Q1	IRC
	Closing date for the 2016 Employment Based Programme	Q2	IRC
	Complete review process and make funding awards	Q3	IRC

60	**Through the National Skills Bulletin report, the Expert Group on Future Skills Needs will identify key existing and emerging skills needs of the economy to inform education and training providers and other stakeholders and assist in the alignment of skills provision with the needs of enterprise.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish annual Skills Bulletin	Q3	EGFSN

61	**Conduct a review of the supply and demand of the skills required to meet the needs of the biopharma sector and identify gaps in provision, including a profiling of current provision.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EGFSN, DJEI

62	**Review the status of recommendations made in reports of the Expert Group on Future Skills Needs, including 2015 reports on the freight transport, distribution and logistics sector and the hospitality sector, with a view to progressing implementation of the recommendations and, in particular, those that require prioritisation.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Contact parties responsible for implementing recommendations and seek update on progress	Ongoing	DJEI
	Report progress to the Expert Group and consider any further action required.	Q2	DJEI, EGFSN

63	**Deliver a strengthened Communications Strategy for the Expert Group on Future Skills Needs, which will result in more effective dissemination of information on the skills needs of the economy through improved engagement with education and training providers and other key stakeholders.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Review the existing Communications Strategy of the EGFSN	Q1	DJEI
	Agree measures to be taken to strengthen the Communications Strategy of the Group	Q2	EGFSN, DJEI
	Implement actions arising from the review of the Communications Strategy	Ongoing	EGFSN, DJEI

64	**Drive increased collaboration between Government, industry and education under the Smart Futures programme.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	This programme will raise awareness of STEM career opportunities for post-primary students, in line with the 2014 – 2016 strategy. ■ Support the production of STEM programming during the peak schedule of a national broadcaster ■ Grow the diversity of career profiles featured on the new Smart Futures website, including a range of qualification paths ■ Grow Smart Futures activity in counties identified as receiving low intervention in 2015 ■ Grow the Smart Futures industry partners and volunteer base	Q4	SFI

65	**Implement the *National Plan for Equity of Access to Higher Education 2015-19*, including funding and actions targeting increased access and participation in higher education by mature and part-time students.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DES, HEA, HEIs, other stakeholders

4.1. Increasing ICT Skills

66	**Through strengthened collaboration between Government, the education system and industry and as part of the goal of making Ireland the most attractive location in the world for ICT skills and ability, implement the key actions from the *ICT Skills Action Plan 2014 – 2018*.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Issue a competitive call for a new round of ICT skills conversion programmes and ICT upskilling courses as part of Springboard+ 2016	Q1	HEA, HEIs, employers
	Determine the outcome of the competitive call determined by an expert panel, in accordance with process and overseen by an independent process auditor	Q2	HEA, HEIs
	Launch of Springboard+ 2016	Q2	HEA, HEIs, employers
	Roll out the new ICT places	Q3	HEIs, HEA

67	**To continue to increase the supply of ICT graduates, provide a higher incentive for 500 additional places on Level 8 ICT programmes in 2016. Review implementation of the *ICT Skills Action Plan 2014-2018* in 2016 and what additional measures can be taken.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Issue the call for additional 500 incentivised places	Q1	DES, HEA, HEIs
	Roll out of incentivised places	Q3	HEIs/HEA
	Undertake an audit of the ICT Skills Action Plan in 2016, including an audit of capacity in ICT discipline areas in higher education institutions	Q4	HEA/HEIs

68	Continue collaboration and engagement between enterprise and higher education providers to provide Level 8 ICT Conversion programmes as part of the Springboard+ 2016 programme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop proposals by HEIs and employers	Q1	HEIs, employers
	Determine the outcome of the competitive process by an expert panel, in accordance with process and overseen by an independent process auditor	Q2	HEA
	Approve and launch the new conversion places as part of Springboard+ 2016	Q2	HEA, HEIs, employers

69	Provide support to institutions in delivering in excess of 20 Summer Computing Camps to encourage second-level students, including those targeted by the access programmes of institutions, to consider ICT careers, through the Information Technology Investment Fund, and the higher education institutions will continue to support Coder Dojo in provision of space, administrative supports and mentoring strategies.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	HEA

70	Provide support to higher education institutions to continue to implement retention supports for ICT students through the Information Technology Investment Fund.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	HEA

71	Undertake an analysis of data on ICT capacity in the Higher Education Sector.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DES, HEA

72	**Enhance industry input to programme content, provision of work placements and promotion of ICT programmes as part of the implementation of Skillnets ICT conversion Programmes.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise programme design with ICT sector to train 220 trainees across four Skillnets Networks	Q1	Skillnets
	Commence delivery of ICT Conversion Programmes	Q1-Q2	Skillnets
	Finalise delivery of ICT Conversion Programmes	Q3-Q4	Skillnets

4.2. Attracting world class talent to Ireland

73	Deliver the online application system for employment permits.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Complete the system analysis and design	Q1	DJEI
	Develop and test the system	Q2	DJEI
	Deliver the live system	Q3	DJEI

74	Undertake the Remuneration Review to provide clearly defined criteria for use in an evidence based setting of salary thresholds for employment permits.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	DJEI

75	Undertake the Biannual Review of Highly Skilled and Ineligible Occupations Lists.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline	Q2 and Q4	DJEI

76	Utilise the Research Professorship Programme to attract leading research talent to Ireland in key areas of opportunity.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	▪ Process applications for the Research Professorship Programme and make funding decisions ▪ Target award of three Research Professorships in 2016	Q4	SFI

77	Explore, in the case of non-European Economic Area students obtaining Irish masters and doctoral degrees, the possibility of extending the current 12 month postgraduate permission.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJE

4.3.   Making Work Pay

78	**Undertake analysis and make a recommendation on the appropriate level of the national minimum wage.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	LPC

79	**Examine the appropriateness of the sub-minima rates which currently apply, with regard, in particular, to their impact on youth employment rates and participation in education.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	LPC

80	**Examine the issues surrounding the preponderance of women on the national minimum wage and report its views in relation to the underlying causes.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	LPC

81	**Reduce the income tax burden, as resources become available, to make Ireland more attractive for all workers, including for mobile foreign investment and skills and for our returning emigrants.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop options and associated costings for consideration by the Minister for Finance as part of his Budget deliberations	Q3-Q4	DoF
	Implement decisions as part of Budget 2017	Q4	DoF

5   Innovation

82	Within the current cycle of Research Prioritisation, stimulate public research on services and business processes and manufacturing competitiveness.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Increase capacity in the higher education sector by initiating recruitment of 'star' researchers with proven track records of solutions-driven research in services and business processes and manufacturing competitiveness, in collaboration with global leaders in enterprise.	Q4	SFI, HEIs
	Identify, as appropriate, an enterprise-relevant services and business processes challenge in the new challenge-based funding system.	Q4	SFI, IRC

83	Initiate a market-led horizon scanning exercise to prepare for the next cycle of Research Prioritisation, due in 2018.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Initiate a market-led horizon scanning exercise to identify strategic areas of commercial opportunity in global markets for Irish-based enterprises as the basis for the next cycle of RP, due in 2018. The exercise will take into consideration, inter alia, recent and likely future advances in science and technology, as well as the dynamics of international markets and global supply chains and policy developments	Q4	DJEI, research funders, enterprise development agencies, key stakeholders

84	Review all enterprise RDI supports to ensure that these supports meet the needs of small and early stage firms as well as the needs of larger, established firms.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Review the full range of state financial aid for RDI, both direct and indirect (tax credits, Knowledge Development Box), in terms of the level of support available and eligibility rules, to ensure that the needs of small and young firms are being catered for as well as those of larger, established firms. The review will also assess the incentives available internationally to ensure that Ireland's offering remains competitive.	Q4	DJEI, EI, IDA and other relevant funders

85	**Increase awareness of supports and ensure maximum use of publicly-funded research, by the promotion and showcasing of available research, development and innovation supports to enterprise through the Knowledge Transfer Ireland website and other opportunities at a regional and national level.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	KTI/EI with all funders, IDA, SFI and other relevant stakeholders

86	**Publish a revised IP Protocol to ensure that the Irish protocol remains best in class and knowledge transfer capabilities between academia and industry are increased.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish a revised IP protocol incorporating feedback from industry and other stakeholders on issues identified in operating the current protocol	Q1	DJEI/KTI/EI

87	**Further drive industry-academic collaboration and exploitation of Intellectual Property from the public research system through active promotion of the resources and know-how available to facilitate this, through Knowledge Transfer Ireland.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Further support enterprise to engage with the publicly funded research base and to access IP including model agreements, practical guidelines and improved information on expertise within the public research system.	Ongoing	KTI/EI

88	**Develop standardised key performance indicators and associated targets for maximising the impact of the technology gateways, technology centres and research centres, including *inter alia*, enterprise co-funding and movement of researchers into enterprise.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJEI, EI, IDA, SFI

89	Ensure that all relevant research funding programmes incentivise collaboration between research performing institutions and centres in order to maximise impact.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Research funders will review their programmes to assess the extent to which they incentivise and reward collaboration between researchers, institutions and centres	Q4	Innovation 2020 Implementation Group
	Clusters of research and technology centres with complementary research agendas will be identified and incentivised to collaborate for greater overall impact	Ongoing	SFI, EI

90	Achieve €600 million in R&D investment annually to have a cumulative €3 billion in new R&D investments by 2019.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA

91	Increase collaboration between firms and the public research system.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Expand the SFI Strategic Partnership and SFI Centres Spokes programme for adjoining new industrial and academic partners to the SFI Research Centres	Q4	SFI
	Increase the use of the Enterprise Innovation Partnership scheme to drive market led collaboration between firms and the public research system	Q4	EI
	Support over 830 industry-led research collaborations through Enterprise Ireland programmes	Q4	EI

92	**Examine barriers to pension portability that can restrict researcher mobility.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Explore the possibility of the Irish higher education institutions and other Research Performing Organisation participation in the EU RESAVER pension scheme	Q4	DES, HEA, HEIs, RPOs

93	**Ensure a strategic approach to the development of existing and new research infrastructure programmes.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Scope out and develop a successor to the PRTLI to support investment in new infrastructure	Q4	DJEI, DES, SFI, HEA with other departments and funders, HEIs, enterprise agencies and other stakeholders
	Review and optimise the rollout of access policies to maximise enterprise use of, and partnerships in, research infrastructure	Ongoing	HEA, HEIs, Research Funders

94	**Support collaboration between the health system and enterprise leading to development and commercialisation of new healthcare technologies and to facilitate the health system to find efficiencies and improvements.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Launch Health Innovation Hub Ireland	Q2	EI, DJEI, DoH
	Appoint a Director of Health Innovation Hub Ireland	Q2	HIHI
	Issue the first call for proposals	Q3	HIHI
	Report to the relevant Cabinet Committee on the progress of HIHI	Q4	DJEI, DoH

95	**Deliver on targets for the transfer of economically valuable research outputs to enterprise, from all publicly-funded research, through the knowledge transfer infrastructure supported by Knowledge Transfer Ireland.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	All funders of public research will increase the commercialisation of the research that they support, using the available commercialisation and technology transfer programmes, to ensure the efficient transfer of economically valuable research outputs to enterprise and to meet the following targets: a. Commercially relevant technologies (licences, options, assignments): over 155 b. Spin outs: over 30 c. High Potential Start-Ups from spin outs: over 10	Q4	EI/KTI in collaboration with all research funders

96	**Drive the national Horizon 2020 European engagement agenda to secure €1.25 billion by 2020 in research funding for Irish companies and academics.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Win €150 million in research funding for Ireland under EU Horizon 2020 in 2016	Q4	EI, Horizon 2020 National Support Network, Research Performers
	Catalyse the creation of and participation in consortia to bid for a large scale Horizon 2020 project	Q4	Strategic Research Proposals Group reporting to High Level Group, Horizon 2020 National Support Network, SFI
	Support Horizon 2020 engagement through the investigators programme, infrastructure call, workshops, ERAnet and business development approach to catalyse collaborative applications	Q4	SFI
	Cooperate with European entities also providing individual student/early stage career researcher programmes which partner with employers to leverage opportunities in Horizon 2020	Q3	IRC
	Embed initiatives to support researcher careers and enhance applications to Horizon 2020	Q4	IRC

97	Expand the Technology Gateway network to ensure better regional geographic and technological coverage.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI

98	Identify a pipeline of potential Small Business Innovation Research projects.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

99	Develop and operate the Regional Innovation Process to foster peer-to-peer interactions and SME-HEI linkages (people, resources, training and research).		
	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Ongoing	EI

100	Drive market led innovation which addresses real patient needs through continued support of the Fellowship aspect of the Bio Innovate Ireland Programme for High Potential Start-Ups.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

101	Run an Innovation for Growth programme (I4G) to 30 Enterprise Ireland client companies in 2016.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI

102	Secure €12 million in contracts from the European Space Agency.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

103	Increase the early career stage human capital in Ireland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Launch the 2016 Future Research Leaders Programme	Q1	SFI
	Complete the review process for the 2015 Starting Investigator Research Grant and make funding decisions	Q4	SFI
	Complete the review process for the 2015 Career Development Award Programme and make funding decisions	Q4	SFI

104	Expand Science Foundation Ireland industry facing programmes to seed the establishment of long term collaborations of academic researchers with SMEs and MNCs in areas of economic importance.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	▪ Grow the number of existing public-private partnerships and Research Centre Spokes to a total of 20 ▪ Target public-private partnerships with information and communications technology companies	Q4	SFI

105	Grow and develop the 12 existing Science Foundation Ireland-supported research centres.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Support the 12 existing SFI Research Centres to increase their: ▪ Signed legal collaborative research agreements with industry (to 260) Of which approximately 140 are with SMEs Of which approximately 120 are with MNCs ▪ Committed industry funding (to €63m) ▪ Success in Horizon 2020/European Commission funding awards (to 70-80 awards valued at €30m-€35m)	Q4	SFI

106	**Fund new world-leading, large-scale research centres that will provide major economic impact for Ireland.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Launch a new call for Science Foundation Ireland Research Centre applications	Q1	SFI
	Review initial applications to create a shortlist of world class teams	Q3	SFI
	Invite these world class teams to submit full Research Centre proposals including minimum industry contributions of 30 per cent	Q4	SFI

107	**Grow the total number of Industry Fellows to 80 thereby increasing the pool of researchers strongly positioned to take up employment in industry in Ireland.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	- Complete the review process for the 2015 Industry Fellowship Programme and funding decisions made - Launch the 2016 Industry Fellowship Programme - Grow the total number of Industry Fellowships to 80 - Evaluate the outcome of the first 50 Industry Fellowships in order to evolve the Programme - Promote the Industry Fellowship Programmes to the SME and MNC community	Q3	SFI, EI, IDA

108	**Cultivate individual enterprise focused early stage career researchers, and building on a decade of partnering with 300 employers, increase the number of Enterprise Partnership Scheme Post doctorate awards.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Launch the 2016 Enterprise Partner Scheme	Q2	IRC

109	Partner on research with Government entities and civic society to address national societal challenges.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Following from an assessment of the pilot 'Research for Policy and Society' initiative in partnership with a number of government departments and agencies, launch a full call	Q4	IRC

110	Promote the new innovation standard among the third-level education sector and research community in Ireland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop a number of case studies for application of the Innovation Standard in conjunction with relevant state agencies	Q2	NSAI
	With the third level education sector and research community, plan and agree to deliver four appearances/presentations at relevant events	Q2	NSAI
	Deliver the agreed programme of appearances/presentations	Q3/Q4	NSAI

111	Take steps to establish a national biobanking system and support infrastructure.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	HRB

112	Following investment to establish Clinical Research Facilities in Dublin, Cork and Galway and the establishment of Clinical Research Coordination Ireland, take steps to improve the accessibility and usage of the connected infrastructure for clinical studies and/or clinical trials.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	HRB, CRCI

5.1 Design for Innovation

113	Consider what follow up actions are necessary in response to the Department of Jobs, Enterprise and Innovation research study on *Economic Impact of Design Across All Sectors of the Economy.*		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Consider what follow up actions are necessary to strengthen linkages between the key actors involved in national and regional design activities to optimise their contribution to business development	Q2	DJEI, EI, DCCOI
	Examine specific options to respond to enterprise needs in relation to design and to increase the economic impact of design-intensive and non-intensive sectors	Q2	EI, DCCOI

114	Evaluate the delivery and outcomes of the 2015 Design 4 Growth pilot scheme led by LEO Dublin City which was aimed at assisting participating companies to use good design in a strategic way to enhance their product or service.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI/4 Dublin LEOs, DCCOI

115	Investigate the opportunity for Irish participation in design based projects under Horizon 2020.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI, DCCOI

116	Continue to promote Ireland as a source of internationally competitive design and creative, innovation-led companies.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI

117	Promote product design and design thinking as part of management capability in client companies via existing supports.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI

118	Conduct a scoping exercise on the nature of the design skills required across the economy to meet the future needs of enterprises in both design-intensive and non-intensive sectors. This will include a profiling of the current provision of design skills.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EGFSN, DJEI

119	The Embassy Network, including through the Global Irish Network, will continue to promote Irish design internationally.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DFAT

6   Competitiveness

6.1   Institutionalising the Drive for Competitiveness

120	The National Competitiveness Council's priority issues for sustainable competitiveness over the short and medium term will be brought to Government. Individual Government Departments will respond and bring forward proposals as appropriate to enhance competitiveness. This work will be overseen by the relevant Cabinet Committees.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Lead on a response from relevant Departments and agencies to the NCC recommendations to address data deficits in the insurance sector (in particular costs and award levels) through the Cabinet Committee structures	Q1-Q2	DoF, DJEI, DTTAS, DJE, CBI, CSO, PIAB
	Respond and bring forward appropriate proposals to address priority issues identified by the NCC to enhance competitiveness	Ongoing	D/Taoiseach, all Departments

6.2   Reducing the Cost of Doing Business

121	Assess the factors impacting upon housing supply in Ireland from a competitiveness perspective.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline measure	Q3	NCC

122	Implement the National Waste Prevention Programme delivering resource efficiency initiatives for businesses, farms, communities and the public sector to enhance competitiveness and reinforce Ireland's green reputation.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DECLG

123	Encourage local authorities to exercise restraint in adopting the Annual Rates on Valuation and, where appropriate, the Base Year Adjustments for 2016. Encourage local authorities to provide to the greatest extent possible certainty for commercial ratepayers in terms of the impact harmonisation may have on their rates bills in future years.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Report on the extent to which restraint was exercised in setting Annual Rates on Valuation and, where appropriate, Base Year Adjustments by Local Authorities and progress with achieving harmonisation of Annual Rates on Valuations in 2016	Q1	DECLG, LAs

124	Ensure that the commitments and targets set out in the National Energy Efficiency Action Plan are adhered to.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DCENR and relevant Departments

125	Publish and implement the Public Sector Energy Action Plan.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish the action plan	Q1	DCENR
	Implement the action plan	Ongoing	DCENR and relevant Departments

126	**Plan for the implementation of phase two of the Energy Efficiency Obligation Scheme, requiring all participants in the energy sector to work with their customers to deliver energy efficiency gains.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DCENR

127	**Review the National Energy Services Framework to ensure adequate expertise and best practice models are available to organisations wishing to pursue energy efficiency projects.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing throughout 2016	DCENR, SEAI

128	**Provide €55 million in Exchequer supports to further stimulate energy saving activity in the residential and community sectors.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DCENR, SEAI

129	**Pilot a range of affordable financing options to support domestic households in improving the energy efficiency of their home.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DCENR

130	**Ensure the implementation of _Regulating for a Better Future_ across Departments, building upon recent progress and completing outstanding actions. Actions will focus on enhancing national competitiveness and securing Ireland's ongoing economic recovery.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise Memoranda of Understanding between regulatory organisations to share their front and back office administrative functions	Q1	DCENR
	Finalise Memoranda of Understanding between regulatory organisations to share their front and back office administrative functions	Q4	DTTAS
	Engage with the EU-wide full regulatory framework review of communications policy	Throughout 2016	DCENR
	Initiate a review of the legal and institutional framework for the regulation of electricity and natural gas markets, including the Commission for Energy Regulation's mandate, as set out in the Energy White Paper	Q3	DCENR
	Undertake a public consultation, finalise and publish a policy on airport charges regulation and make preparations for any necessary changes to legislation	Q4	DTTAS
	Review legislation arising from the adoption of the Fourth Railway Package ahead of making any necessary legislative changes	Q4	DTTAS
	Review the operation of the commercial bus licensing regime ahead of making any necessary legislative changes	Q4	NTA/DTTAS
	Continuing on from the implementation of the 2012 Taxi Regulation Review report, review legislation ahead of making any further necessary legislative changes	Q4	NTA/DTTAS
	Amend the charging legislation of the commercial waste market to provide for the introduction of pay by weight for commercial waste, following on from actions implemented in previous APJs (in relation to the application of pay by weight to household waste collection market) and taking into account the Government policy on economic regulation	Q3	DECLG

	Conclude the initial reporting and public consultation process on the combined Corporate Offences and Regulatory Enforcement project, as outlined in the Fourth Programme of Law Reform	Q1	LRC
	Complete the Corporate Offences and Regulatory Enforcement project's work	Q4	LRC
	Report progress on the implementation of sectoral actions	Q2 and Q4	DTTAS/ DCENR/ DECLG/ LRC/D/Taoiseach
	Initiate a formal review of the implementation of the Government Policy Statement on Economic Regulation at the sectoral levels	Q3	D/Taoiseach

6.3   Investing in Economic Infrastructure

131	Progress project priorities in the Greater Dublin Area to address congestion in 2016.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continue to implement the rolling bus replacement programme through acquisition of PSO buses for Dublin Bus and Bus Éireann to maintain steady state	Q4	NTA
	Invest in fleet enlargement	Q4	NTA
	Re-open the Phoenix Park Tunnel	Q3	NTA
	Continue the rollout of the Luas Cross City infrastructure track laying works	Ongoing	NTA

132	Establish and implement a framework for the provision by port companies of port services that are efficient, effective and adequate for the needs of our trading economy, positioning the sector so that it is capable of providing the type of port facilities the market requires.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Commence construction on the Alexandra basin redevelopment project which will inter alia deepen the navigable channel, reconfigure and/or rebuild quay walls and develop associated port infrastructure	Q4	Dublin Port Company
	Commence construction on the Ringaskiddy project which will inter alia facilitate the transfer of port activities from the Upper to Lower Harbour area	Q4	Port of Cork Company
	Continue construction on Phase 1 of Quayside Infrastructure Development Programme (overall programme costed at €50m over seven years) which will inter alia improve international connectivity through the construction of new quays walls and associated port infrastructure	Q4	Shannon Foynes Port Company

133	**Continue to enhance Ireland's connectivity and grow our aviation sector, by supporting the development of the necessary infrastructure to facilitate new services and passenger growth at the three State airports, and to expand and develop international aviation services at Shannon. Connectivity to the regions will also be supported through Exchequer assistance for the Regional airports at Knock, Donegal, Kerry and Waterford.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continue to invest in improvements at Dublin and Cork Airports aimed at meeting the needs of projected traffic growth	Q4	daa
	Continue regeneration by Shannon Group of the airport and Shannon Commercial Enterprise (formerly Shannon Development) properties, as an enabler to attract new aviation and ancillary service enterprises	Q4	Shannon Group, DTTAS
	Implement the new Regional Airports Programme 2015-2019 under the various support schemes and in accordance with State Aid Rules, as appropriate at Ireland West Airport Knock, Donegal, Waterford and Kerry airports	Q4 (then ongoing to 2019)	DTTAS

6.4   Easier to do Business

134	**Develop a Client Relationship Management system in the Irish National Accreditation Board which will make it easier for business to apply for accreditation.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Agree system design	Q1	HSA/INAB
	System test	Q2	HSA/INAB
	Implement Client Relationship Management system	Q3	HSA

135	**Develop and introduce a smartphone GeoSMART Inspection application to assist the interaction between inspectors and employers and allow for real time data sharing.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop the inspection app	Q2	HSA
	Test the app in the field and roll out to inspectors	Q3	HSA
	Roll out the app to inspectors	Q4	HSA

136	**Further promote and expand the small business, construction and agribusiness sections of BeSMART.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Present/ demonstrate BeSMART at 30+ relevant Nationwide events (Feb – Nov)	Develops throughout year	HSA
	Construction canteen poster campaign (Q1 and Q2)	Q1 – Q2	HSA
	Social Media campaigns targeting sectors or specific Business Types through BeSMART to increase usage	Q2 – Q4	HSA
	Engagement with Insurance industry including CPD talks to the Insurance Institute of Ireland on BeSMART	Q2 – Q4	HSA

137	Develop a strategy for the replacement of the outdated Dangerous Substances legislation with a streamlined, lower cost and enterprise friendly system for the licensing of petroleum storage and dispensing facilities.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Conclude work of interdepartmental/agency working group	Q2	DJEI, DECLG, LGMA, LAs, HSA
	Report with recommendations to inform future regulatory regime presented to Minister	Q3	DJEI, DECLG, LGMA, LAs, HSA
	Initiate process to introduce legislative changes to revoke existing legislation and implement new regime	Q4	DJEI, DECLG, LGMA, LAs, HSA

138	Undertake an assessment of the impact of the EU Chemicals Policy (REACH) on the Irish economy and the experience of companies of the registration /authorisation processes and, following consultation with industry stakeholders and the relevant national authorities, identify the steps to be taken to enhance Ireland's capacity to engage and influence the REACH process at EU level.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Establish steering group to prepare and oversee assessment exercise	Q1	DJEI, HSA, IDA, EI, DAFM, DECLG, EPA
	Review domestic and EU developments and conduct stakeholder consultation	Q2/3	DJEI, HSA, IDA, EI, DAFM, DECLG, EPA
	Present report to Minister	Q4	DJEI, HSA, IDA, EI, DAFM, DECLG, EPA

139	Increase the level of online applications and computerised applications and payment systems to reduce compliance burden for farmers from 70 per cent to 75 per cent for 2015 Basic Payment Scheme applications.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Per headline action	Q2	DAFM

140	**Through the Corporate Social Responsibility Stakeholder Forum, progress the objectives of the National Plan on Corporate Social Responsibility.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continue to increase awareness of Corporate Social Responsibility and its value to business and to society	Q4	DJEI, CSR Stakeholder Forum
	Commence development of a new Corporate Social Responsibility plan, in consultation with the CSR Stakeholder Forum, the Directorate General for Internal Market, Industry, Entrepreneurship and SMEs, and relevant EU bodies	Q2	DJEI

6.5   Planning for Medium Term Growth

141	Prepare a National Planning Framework to set a long-term national framework to ensure proper planning and sustainable development and the optimal economic and social development of the country as a whole.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish the arrangements for the preparation of the National Planning Framework, including consultation and Strategic Environmental Assessment aspects	Q1	DECLG
	Publish the Draft National Planning Framework and Strategic Environmental Assessment and Appropriate Assessment Reports	Q3	DECLG

142	Prepare the Regional Spatial and Economic Strategies to set a long-term regional framework to ensure the optimal economic and social development of our regions.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish draft Regional Spatial and Economic Strategies in line with the proposed National Planning Framework	Q4	Regional Assemblies

143	Facilitate local authorities in the deployment of low-carbon and climate change adaptation strategies as a means of availing of the employment opportunities presented by the transition to a low carbon, climate resilient and environmentally sustainable economy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Convene workshops for local authorities on their greenhouse gas mitigation and climate change adaptation responsibilities	Q3	DECLG

7   Finance for Growth

7.1.   Ensure viable SMEs can access appropriate finance

144	Detailed data from AIB, Bank of Ireland and ptsb will be collated and examined, on a monthly basis, ensuring a more informed understanding of the SME bank lending environment.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1-Q4	DoF, CRO

145	Survey the demand for SME credit.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	In addition to work carried out by the Central Statistics Office in this area, undertake two further SME Credit Demand surveys	Q2 and Q4	DoF

146	Collate and monitor data on lending to SMEs from both bank and non-bank sources and report on this issue to the relevant Cabinet Committee.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Report to relevant Cabinet Committee on SME lending	Q1 and Q3	DoF, SME State Bodies Group

147	In line with the Strategic Banking Corporation of Ireland Business Plan, deliver the balance of the original €800 million of funding in the SBCI to the SME market by end of 2016, subject to demand.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continue to put in place loan facilities with new and existing on-lender providers of finance to Irish SMEs in order to provide better SME financing options and greater competition	Ongoing	SBCI

148	Source additional funding to support the lending activities of the Strategic Banking Corporation of Ireland into the future.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Establish additional funding supports or expand existing funding facilities provided by multilateral institutions, the State and European Commission backed programmes	Q2 and Q4	DoF, SBCI

149	Continue work on the development of an export finance strategy with the objective of delivering a product to market.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DoF, DJEI, EI, SBCI, ISIF

150	As part of the ongoing implementation and deployment of capital in line with the Ireland Strategic Investment Fund Investment Strategy, the fund will continue to examine ways to support non-bank alternative providers of finance to SMEs in the Irish market both directly as part of its SME strategy, and also indirectly via other strategies including food and agri, real estate and venture capital.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	ISIF

151	Implement Enterprise Ireland's Venture Capital and Development Capital Strategy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop an improved system of reporting and evaluating the impact of seed and venture activity	Q4	EI
	Implement Enterprise Ireland's Venture Capital and Development Capital Strategy	Ongoing	EI

152	Fully establish the European Investment Fund's European Angels Fund in the Irish market.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI

7.2. Roll out, monitor and evaluate State supports for SMEs

153 | **Develop an awareness campaign to promote and advocate membership of the Prompt Payments Code across business in Ireland.**

Steps Necessary for Delivery	Timeline	Responsible body
As per headline action	Q2	DJEI, IICM, Business Representative Bodies

154 | **Develop and introduce improved reporting requirements for public authorities in relation to payment performance.**

Steps Necessary for Delivery	Timeline	Responsible body
As per headline action	Q2	DJEI

155 | **The Prompt Payments Forum will examine further initiatives to drive a change in the payment culture in Ireland – for example promoting the relationship between responsible payment practices and the corporate social responsibility agenda.**

Steps Necessary for Delivery	Timeline	Responsible body
As per headline action	Ongoing	DJEI

156 | **Having regard to emerging international best practice, and in the context of the EU Commission *Action Plan on Building a Capital Markets Union*, examine the impact of crowdfunding in an international context with a particular focus on State supports and regulatory regimes.**

Steps Necessary for Delivery	Timeline	Responsible body
As per headline action	Ongoing	SME State Bodies Group

157 | **Ensure that financial management capability training is available in all Local Enterprise areas.**

Steps Necessary for Delivery	Timeline	Responsible body
As per headline action	Q3	EI/LEOs, other providers

7.3.   Enhance awareness of State business supports

158	Continue to implement the integrated communications strategy to increase awareness.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Improve SME knowledge of the range of State supports for their businesses by engaging through their representative bodies and by participating at key events nationwide	Ongoing	SME State Bodies Group
	The Advisory Group on Small Business will work to promote the Supporting SMEs on-line tool, which contains information on over 80 State supports for SMEs	Ongoing	SME State Bodies Group
	Continue to upgrade the Supporting SMEs Online Tool	Ongoing	SME State Bodies Group
	Deliver new marketing and communications materials to ensure ongoing engagement with the Supporting SMEs Campaign	Ongoing	SME State Bodies Group
	Have a presence at key events across the Country to engage with SMEs and increase their knowledge of the range of supports available	Ongoing	SME State Bodies Group

7.4.   Engage with International Funding Institutions

159	**Ensure closer cooperation with other National Promotional Banks in developing initiatives to promote the financing of growth in Ireland.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Participate in various National Promotional Banks or Institutions' network forums and develop and maintain strong bilateral relationships with key NPB/I relationships	Ongoing	SBCI, DoF

160	**Continue work on the potential for use of the European Fund for Strategic Investments through the Strategic Banking Corporation of Ireland.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Work closely with the European Investment Bank and the European Commission to develop Irish capability, projects and access to EFSI	Ongoing	DJEI, DoF, SBCI

161	**Continue our engagement with the European Investment Bank, European Investment Fund and Council of Europe Development Bank in developing and implementing mechanisms designed to maximise the provision of enhanced financing to SMEs.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Maintain strong relationships with the European Investment Bank, European Investment Fund and Council of Europe Development Bank to maximise knowledge and access to capability and experience in implementation of SME access to finance enhancements	Ongoing	DoF, DJEI, SBCI, ISIF, EI

162	**Maximise our engagement with the relevant elements of the Multiannual Financial Framework.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Maximise our engagement with the relevant elements of the Multiannual Financial Framework- e.g. Horizon 2020, COSME- so as to ensure there are no untapped or underutilised sources of framework or other funding available to the SME sector	Ongoing	DJEI, DoF, SBCI, EI

7.5. Continue to research/learn in the area of Finance for Growth

163	**Engage with the OECD to leverage their expertise around monitoring and evaluating policy initiatives.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DoF, SME State Bodies Group

164	**Host policy conferences on finance for growth, at least one of which is to be held outside Dublin.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2 and Q4	DoF, SME State Bodies Group

8   Entrepreneurship

165	Implement all the actions and report on progress under the *National Policy Statement on Entrepreneurship* so as to deliver on its objectives.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DJEI

166	Establish and monitor a range of nationally and internationally available indicators to assess national performance across the entrepreneurship ecosystem in order to inform entrepreneurship policy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJEI, DES, NCC

167	Carry out a mapping exercise to identify the range of supports available to entrepreneurs.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJEI

168	Review the competitiveness of Ireland's mix of direct and indirect supports for entrepreneurs, as an input to the Department of Jobs, Enterprise and Innovation and enterprise agencies' pre-Budget submission.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DJEI

169	Support 130 new entrepreneurs via Enterprise Ireland's New Frontiers Development Programme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

170	Provide business development and financial supports to 185 high potential and early stage start-ups.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI

171	Provide support directly to High Potential Start-Ups with early access to development programmes through the rollout of the pre-investment Sprint programme and the post-investment Accelerate programme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI

172	Host the High Potential Start-Up Class of 2015 Event and Annual Showcase.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	EI

173	Ensure vacancies that occur at Head of Local Enterprise Office are filled in a timely fashion in accordance with the agreed recruitment protocol.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DECLG/LAs/EI/PAS

174	Initiate a detailed assessment of Local Enterprise Office performance potential and available resources in association with the Local Authorities.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1 and ongoing	EI/LEOs

175	**Implement the Local Enterprise Office Communications Strategy to ensure the services provided by the Local Enterprise Offices are communicated to all entrepreneurs and micro businesses.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop best practice case studies	Q4	EI/LEOs
	Develop Local Enterprise Office Communications Toolkits	Q4	EI/LEOs
	Media Interview training for Local Enterprise Office staff	Q4	EI/LEOs

176	**Strengthen the levels of customer service through the Local Enterprise Offices.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Best Practice Customer Service Delivery Training	Q2	EI/LEOs
	Repeat Local Enterprise Office Client Survey	Q4	EI/LEOs
	Develop a bi-monthly voice of the customer feedback system	Q3	EI/LEOs
	Research and source a new Customer Relationship Management System for use by Local Enterprise Offices	Q4	EI/LEOs

177	**Carry out a review of the feasibility element of the Local Enterprise Office Financial Instruments.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI/LEOs

178	**Begin rollout of funding for the delivery of successful projects under the Local Enterprise Office Competitive Fund.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1 Onwards	EI/LEOs

179	As resources allow, continue the process of narrowing the gap between the tax position of the self-employed vis-à-vis that of employees to encourage entrepreneurship and micro and small businesses.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop options and associated costings for consideration by the Minister for Finance as part of Budget deliberations	Q3-Q4	DoF
	Implement any decisions as part of Budget 2017	Q4	DoF

180	Organise an Innovation Area at the National Ploughing Championships, targeting 50 companies, dedicated to new and innovative products, technologies and services aimed at the agri business sector.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

181	Promote Ireland internationally as a start-up location and attract 15 new overseas start-ups to establish their business here.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI

182	Launch 10 Competitive Start Funds to support 100 entrepreneurs, including two targeted at attracting overseas start-ups to establish business in Ireland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

183	Consider, with a view to progressing, actions emerging from the recent review of the Enterprise Ireland campus incubator programme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

184	Build on the success achieved to date with the Competitive Feasibility Funds by launching four targeted funds in 2016		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

185	Carry out a review of the Women in Business Network.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI/LEOs

186	Continue to implement the Accelerator Development Strategy to increase the number of accelerators operating in the Irish market.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI

187	Identify best practice in the creation of spin-out companies from Higher Education Institutions.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI, HEIs

188	Building on the successful third Level Student Enterprise Award Programme, target a greater number and more diverse group of student participants (Target 500) and enhance the quality of the applications contributing to a greater Entrepreneurial spirit in this student cohort.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI

189	Carry out a detailed evaluation of Ireland's Best Young Entrepreneur Competition 2015.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI

190	Support the International Women in Business Conference held as part of the Rose of Tralee Festival.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI

191	Assess the feasibility of moving to a nationally coordinated Local Enterprise Week.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI/LEOs

192	Take forward the learnings from the Forum on Entrepreneurship in Schools.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DES

193	Implement the enterprise engagement strategy for higher education to include entrepreneurial education as an important part of the national framework for enterprise engagement.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Complete and disseminate HEInnovate final report	Q2	DES, HEA
	Implement the recommendations from the HEInnovate report	Q2-Q4, ongoing	DES, HEA, HEIs

194	Undertake 16 workshops and one to one mentoring support under the Enterprise START programmes aimed at encouraging entrepreneurs with the potential to develop innovative export orientated projects.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI

9 Driving Export Led Growth

9.1 Growing Irish Companies

195	Implement the Enterprise Ireland Strategy to target the creation of over 13,000 new full-time permanent jobs and to support clients to achieve €22 billion in exports in 2016.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

196	Establish a national approach to Lean involving micro businesses, SMEs and MNCs.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Implement the Lean Business three tiered offer, Start, Plus and Transform to drive the competiveness of Enterprise Ireland client companies	Q4	EI
	Work closely with IDA and LEOs to provide their respective clients with a Lean offering	Q4	EI, IDA, LEOs
	Develop and maintain a directory of Lean Service Providers, at all levels of capability, to support company development	Q4	EI
	Support the Benchmarking Diagnostic offer, broader adoption nationally by sister development agencies, to develop fact based, international comparative sectoral competitiveness analysis. Expand the trained and accredited bench marker cohort to support this activity	Q4	EI

197	Implement tailored mentoring programmes for the benefit of more than 300 Enterprise Ireland clients.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

198	**Support 800 participants on short course Management Development Programmes and 200 on long course Management Development Programmes.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

199	**Develop a process for a new strategy 2017-2019 for Enterprise Ireland and the Local Enterprise Offices that will lead to a new medium term strategy aligned with *Enterprise 2025*.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI/LEOs

200	**Roll out Enterprise Ireland's new Platform for Growth blended learning management development programme.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	The programme blends both online activities with face to face learning and focusses on building strong networks within the group. The programme makes significant use of technology to help build networks within the group of participating companies as well as using technology to bring additional learnings to the companies and to help bring the learnings to more people within the companies. In this way, the knowledge and learnings are cascaded out to a wider group of participants and strong linkages are made between participating companies.	Q2	EI

201	**As part of Enterprise Ireland's drive to address the needs of family owned business, run two workshops under short Management Development Programmes specific to family owned businesses to share learning and best practice.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

202	**Hold eight Potential Exporter Awareness Events and eight Workshops.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

203	Host a national showcase of research and spin-out investor opportunities.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

204	Embed graduates in international markets for 30 Enterprise Ireland client companies to help them to internationalise and grow their business in new or existing markets through the Graduates 4 International Growth Programme (G4IG).		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	EI

205	Publish and roll out the National Standards Authority of Ireland Strategy 2016 to 2020 to address the technical quality infrastructure needs of industry and societal stakeholders and to support the regulatory function of Government Departments, bodies and agencies.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	NSAI

206	Promote new business management standards (ISO) to maximise their uptake.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Plan and confirm programme of engagements/events for 2016	Q1	NSAI
	Roll out programme by Q4	Q4	NSAI

207	Analyse the scope and scale of a Technical Knowledge Service to industry.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Conduct a feasibility study to estimate the need and demand for a technical knowledge service to support industry, especially SMEs	Q3	NSAI

208	Support 25 new large scale food investments.		
	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q4	EI

209	Provide advice and support to Enterprise Ireland supported companies and research institutions in the defence and security sector in the area of research and innovation.		
	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q1	D/Defence

210	Apply the lessons and recommendations emerging from the evaluations of the enterprise development agency programmes across all programmes.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Assess progress on the adaption of programmes and implementation of the changes required	Q1	DJEI, development agencies
	Progress the changes required with the agencies	Q3	DJEI, development agencies
	Complete implementation of the required changes	Q4	DJEI, development agencies

9.2 Supporting Foreign Direct Investment

211	Target 16,000 new gross jobs yielding 7,000 net new jobs in 2016.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA

212	Work to win another 175 new FDI projects in 2016.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA

213	Continue to win investment from high growth and emerging markets together with new forms of FDI.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA

214	Attract 28 FDI projects from emerging overseas businesses to Ireland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA

215	Target five new FDI food investments.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	EI

9.3   Manufacturing

216	Progress the identified enterprise need for Research Technology Organisation support in the area of Advanced Manufacturing to include the delivery of manufacturing RDI in addition to the provision of training and services for the benefit of both indigenous and multinational companies.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	IDA, EI, SFI, DJEI

217	Continue to invest in infrastructural and research projects supports (innovation partnerships, spokes etc) to encourage commercially relevant research, development and training in pilot scale (Technology Readiness Level 5-9) manufacturing and quality testing of next generation therapeutics (e.g. antibody drug conjugates).		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA, SFI, EI

218	Explore the potential for research support in the area of drug device combinations by establishing a representative group which will agree priorities for action and present proposals to Government.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	IDA, EI, SFI, IMDA, PCI

219	Explore the potential for IDA to work with the Ireland Strategic Investment Fund to support the establishment of a biotech Contract Manufacturing Organisation manufacturing facility in Ireland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q3	IDA, ISIF

9.4   Supporting Trade

220	**Recognising the importance of cross-border economic links on the island of Ireland and the supporting work of InterTradeIreland in this area, maintain focus on economic growth and job delivery through the North South Ministerial Council and continue outreach activities, including at a Ministerial level, to the Northern Ireland business community.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Armagh North South Ministerial Council Secretariat to continue to work with Departments to explore priorities at their NSMC sectoral meetings, especially as they affect economic development, job creation and the best use of public funds This also includes the development of synergies on increasing joint draw-down of innovation funding under Horizon 2020, Interreg VA and the US-Ireland R&D Partnership and jointly examining the potential to develop cross-border sectoral ecosystems	Ongoing	DFAT, DJEI, ITI with relevant Departments and agencies
	Economic outreach activity and Ministerial engagement with the Northern Ireland business community will also continue to be a priority activity	Ongoing	DFAT, relevant Departments and agencies

221	**Continue to develop the coordinated approach to international messaging across Government, including through the regular updating of key messages and their communication by Ireland's Embassy network.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Update, on a quarterly basis, key messages for international audiences on Ireland's economic progress and our trade, tourism and investment strengths	Q1, Q2, Q3, Q4	DFAT with relevant Departments and agencies
	Develop and communicate messages aimed at attracting talent to Ireland	Ongoing	DFAT with relevant Departments and agencies

222	Develop and implement a programme of trade missions and other trade, tourism, investment and education events focused on key target markets, including exploratory and high potential markets as defined under the *Review of the Government Trade, Tourism and Investment Strategy*. A substantial number of these trade missions and related events will be led at Ministerial level.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Agree programme of Enterprise Ireland Ministerial-led Trade Missions and Events	Q1	DJEI/EI/DFAT with relevant Departments and agencies
	Coordinate programme of trade and promotional Ministerial-led visits over the St. Patrick's Day period	Q1	DFAT with relevant Departments and agencies
	Implementation of trade mission programme and trade, tourism, investment and education events supported by the Embassy network	Ongoing	DFAT, EI, other relevant Departments and State agencies

223	Advance the Africa Strategy which provides a comprehensive framework for the development and management of Ireland's official engagement with Africa, through a clearly targeted engagement on trade and economic relations with Africa, including: a renewed Africa Ireland Economic Forum; the strengthening of our embassies' trade promotion tools and capacities, in co-operation with the State agencies; and ongoing support to Irish business representative bodies and companies focused on doing business in Africa.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Consult with relevant stakeholders and deliver a revised Africa Ireland Economic Forum; including events to engage Irish business representative bodies and relevant companies	Q1-Q4	DFAT with relevant Departments and agencies and the private sector
	Consult with our embassies and state agencies and develop and deliver supports for trade promotion activities	Ongoing	DFAT with relevant Departments and agencies

224	In light of the expiry of the *Government Trade, Tourism and Investment Strategy 2010-2015*, carry out a scoping exercise, in cooperation with all relevant Department and State agencies, to examine the possible format, structure and opportunities relating to a new strategy. The implementation of same will be a priority in 2016 and subsequent years.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Strategy orientation discussion among the Export Trade Council membership	Q1	DFAT, DJEI, DAFM, DTTAS, DES, State agencies
	Finalise successor Strategy to the *Government Trade, Tourism and Investment Strategy, 2010-2015*	End Q4	DFAT, DJEI, DAFM, DTTAS, DES, State agencies

225	In line with previous Global Irish Economic Fora, Government Departments and state agencies will have a key role to ensure implementation of relevant recommendations and outcomes from the 2015 Global Irish Economic Forum.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish the report of the 2015 Global Irish Economic Forum	Q1	DFAT
	Identify specific recommendations to be implemented in 2016 and prepare a delivery plan	Q1	DFAT, DJEI with relevant Departments and agencies
	Implement Global Irish Economic Forum recommendations in line with 2016 delivery plan as agreed by Government	Ongoing	DFAT, DJEI with relevant Departments and agencies and the private sector

9.5 Enhancing Collaboration between Irish and Foreign Owned Enterprises

226	Progress implementation of the agreed Global Sourcing Strategy across Enterprise Ireland and IDA Ireland to increase global sourcing sales by Enterprise Ireland client companies by €100 million over three years.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI, IDA

227	Continue to identify opportunities to support investment and job creation in the Green Economy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	EI, IDA

9.6   Procurement Opportunities

228	Transpose new EU Procurement Directives.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DPER/OGP

229	Raise awareness of the new Procurement Directives to bring about a more consistent approach to procurement throughout the State making it easier for SMEs to deal with procurers.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1 and Q2	DPER/OGP

230	Issue updated General Guidelines on Public Procurement, which will be an active guidance document that will constantly be updated to reflect current procedures and policy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DPER/OGP

231	Participate at "Meet the Buyer" events in conjunction with InterTradeIreland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2 and Q4	DPER/OGP

232	Engage with SME representative bodies, the Department of Jobs, Enterprise and Innovation, Enterprise Ireland and Inter-tradeIreland through the SME working group to identify further measures to assist public sector procurement.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DPER/OGP

233	Issue social clauses guidance material to procuring authorities.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	DPER/OGP

234	**Revise standard template documents so that all contracting authorities can issue tenders in a similar fashion which will facilitate SME participation through the reduction of administrative burden.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	DPER/OGP

235	**Publish the Public Service Spend and Tendering Analysis for 2014, which will act as a benchmark for the Office of Government Procurement to measure its performance in assisting business.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	DPER/OGP

236	**Increase registration by SMEs on e-tenders.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DPER/OGP

237	**Publish pipelines of procurement activities on http://www.procurement.ie to inform SMEs of opportunities that will arise during the year.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DPER/OGP

238	**Review the operation of the Tender Advisory Service pilot.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	DPER/OGP

10 Stimulating the Domestic Economy

10.1 Agri-food

239	Secure access to new third country markets for Irish meat and dairy products while maintaining access to existing markets.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Per headline action.	Q1-Q4	DAFM

240	Roll out a schedule of outward and inward trade visits at Ministerial level to promote agri-food exports in key markets.		
	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q1-Q4	DAFM, EI, Bord Bia

241	Support the expansion of the alcohol beverages and prepared consumer foods industry.		
	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q1-Q4	DAFM, EI, Bord Bia

242	Establish a Centre for Consumer Insights to support market prioritisation strategies and market decision making through provision of consumer insights in specific regional and country markets.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Secure premises to fit out	Q1	Bord Bia
	Opening and launch the Centre for Consumer Insights	Q2	Bord Bia

243	Support a further cohort of new food entrepreneurs under Food Works and promote market outlets for food start-up companies.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Agree framework for delivery of reworked Food Works supports with the programme partners Enterprise Ireland, Teagasc following the independent review of the pilot phase of Food Works 2012-15	Q1	Bord Bia/Teagasc/EI
	Develop and launch information and promotional campaign (PR and website) for Food Works 4	Q1	Bord Bia/Teagasc/EI
	Recruitment of potential Food Works participants to 1:1 'open sessions' with the Food Works team	Q1	Bord Bia/Teagasc/EI
	Launch Food Works Plus, an activity stream aimed at previous Food Works graduates and focused on collaborative working towards new growth goals post launch	Q1	Bord Bia/Teagasc/EI
	Hold recruitment 'boot-camp' for Food Works 4 programme participants to screen for suitability (scalable, export potential, technologically innovative business based on consumer and market insights)	Q2	Bord Bia/Teagasc/EI
	First workshop of Food Works 4- target 10-12 participants	Q2	Bord Bia/Teagasc/EI
	Continued workshops and start of 1:1 business mentoring Food Works 4	Q3	Bord Bia/Teagasc/EI
	Conclusion of workshops and mentoring and submission of investor ready business plans	Q4	Bord Bia/Teagasc/EI

244	Attract graduate talent into the sector through the Bord Bia Marketing Fellowship and Food Marketing Graduates to improve export sales.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Allocate 25 graduates to 15 companies under the Food Marketing Graduate Programme	Q1	Bord Bia
	Recruit 20 Marketing Fellows for 8th Programme	Q2	Bord Bia

245	**Continue the successful Food Academy initiative (which is run in conjunction with retail outlets) to nurture start-up food businesses through workshop style training and assistance with routes to market.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Organise/host 12 x trading manager one-to one-familiarisation meetings	Q2	Bord Bia, EI/LEOs
	Organise/host 12 x trading manager one-to-one pitch meetings	Q3	Bord Bia, EI/LEOs
	Provide a central listing for selected participants for their products at regional or national level	Q4	Bord Bia, EI/LEOs

246	**Placement of Origin Green Ambassadors with key international food companies and international organisations.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Secure 10 placements overseas with leading food and drink multinationals and organisations for Origin Green Ambassadors	Q1	Bord Bia

247	**Implement the undergraduate Language Bursary Programme to improve the language proficiency of agri-food sector graduates from key degree programmes.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise programme structure and promotional materials for UCD Agri-Business Programme	Q2	Bord Bia

248	**Continue to improve analytical and innovation capacity in the sector through the recruitment and development under the Walsh Fellowship Programme.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Increase number of Walsh Fellows in line with increased staffing resources and work with university partners to ensure that training provided continues to focus on the analytical and innovation needs of the industry	Q4	Teagasc

249	**Develop additional commercial project proposals, with the relevant Government agencies, to deliver knowledge transfer on Ireland's sustainable food production systems to international customers.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1-Q4	SFSI

250	**Further develop proposals for a Food Innovation Hub at Teagasc Moorepark campus to promote greater collaboration between industry and public research and deliver a step change in innovation activity in the food industry.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Outline plans for potential dimensions and calculate rental charges	Q2	Teagasc
	Complete the feasibility study detailing the concept, proposed mode of operation and interest from the dairy processing, nutritional beverage and wider food and beverage sectors	Q3	Teagasc
	Finalise the hub design	Q3	Teagasc
	Complete the intellectual property, contractual documentation and rental options	Q3	Teagasc

251	**Lead research, in collaboration with other research institutions and industry, to derive applications from the significant State investment in foods for health.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Align competencies in food processing and biosciences to provide a platform for development of foods for health	Q3	Teagasc
	Deliver technology for incorporation of bio-actives into food	Q3	Teagasc
	Transfer laboratory processes for generation of food bio-actives to commercial scale	Q4	Teagasc

252	**Launch the Meat Technology Centre following the 2015 evaluation on the business case for its establishment.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	EI

253	**Drive the implementation with client food and drink companies of: approved projects and new investments; the innovation and research development agenda; and the management capability and competitiveness agenda.**

	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q1-Q4	EI

10.2   Marine

254	**Launch an array of new supports for the fishing, aquaculture and seafood processing sectors under the €241 million European Maritime and Fisheries Fund Seafood Development Programme.**		
	Steps Necessary for Delivery	Timeline	Responsible body
	Official launch	Q1	DAFM

255	**Implement the 24 actions identified in the National Strategic Plan for Sustainable Aquaculture Development.**		
	Steps Necessary for Delivery	Timeline	Responsible body
	Per headline action.	Q1-Q4	DAFM

256	**Strengthen support for the enterprise dimension of the Irish Marine and Energy Resource Cluster, to add to the training, research, industry and naval capabilities currently in place.**		
	Steps Necessary for Delivery	Timeline	Responsible body
	Per headline action.	Q1-Q4	DAFM

257	**Progress the implementation of *Harnessing our Ocean Wealth- an Integrated Marine Plan for Ireland*.**		
	Steps Necessary for Delivery	Timeline	Responsible body
	Per headline action.	Q3	DAFM

10.3   Tourism

258	Implement 2016 relevant actions arising from the new Tourism Action Plan.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline measure.	Q4	DTTAS, State Tourism Agencies, other relevant Departments

259	Dublin, as the capital city, is the key driver of Ireland's tourism industry. Fáilte Ireland will work with industry and agency partners to grow the city's international appeal.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Implement relevant actions as per *Destination Dublin* strategy and *Grow Dublin Tourism Alliance Progress and Action Plan*. The focus will be on: brand activation; enhancing the visitor experience; cross-promotion; and growing the accommodation base.	Q4	Fáilte Ireland, Tourism Ireland with others
	Activate a suite of festivals to drive tourism business in the off-peak season, e.g., St Patrick's Festival in March, Bram Stoker in October, and New Year's.	Q4	Fáilte Ireland
	Develop an engaging and distinct food story for Dublin to enhance the visitor experience.	Q4	Fáilte Ireland

260	Help Ireland's South, East and Midlands achieve international "stand-out" via the Ireland's Ancient East brand and build on the region's comparative advantage in built and cultural heritage.		
	Steps Necessary for Delivery	Timeline	Responsible body
	Roll-out a comprehensive Ireland's Ancient East brand strategy, with international activation	Q3	Fáilte Ireland, Tourism Ireland
	Work with the domestic tourism trade and other stakeholders to ensure that they understand the key facets of the Ireland's Ancient East brand and can leverage it to grow their businesses	Q2	Fáilte Ireland

	Activate a programme of capital investment in the tourism stock of Ireland's Ancient East to improve public tourism infrastructure and support the development of heritage attractions, including partnering with the Office of Public Works to enhance the visitor experience at main Office of Public Works sites and also develop facilities at less visited sites to offer visitors a wider choice and grow visitor numbers in dispersed locations (thereby aiding regional dispersion)	Q4	Fáilte Ireland, OPW
	Activate a suite of festivals that complement the destinations or experience brand proposition, e.g., Kilkenny Arts and Wexford Festival Opera	Q4	Fáilte Ireland

261	**Through the Wild Atlantic Way, deliver balanced and sustainable revenue and jobs growth with greater geographical and season spread and benefits to local communities in the West of Ireland.**		
	Steps Necessary for Delivery	Timeline	Responsible body
	Establish an insights and innovation supports programme for experience providers along the Wild Atlantic Way	Q4	Fáilte Ireland
	Identify new opportunities to create new and improved Wild Atlantic Way experiences for visitors	Q2	Fáilte Ireland
	Engage local communities in interpretation projects in association with the Heritage Council, Local Authorities, Údaras na Gaeltacht, the Office of Public Works and the National Parks and Wildlife Service, which will highlight the distinctive Irish Culture all along the Wild Atlantic Way	Q2	Fáilte Ireland with others
	Activate a suite of festivals that complement the Wild Atlantic Way, e.g., Galway International Arts Festivals, Fleadh Cheoil and Rory Gallagher Festival	Q3	Fáilte Ireland
	Work with private operators to encourage new quality accommodation to come on stream	Q4	Fáilte Ireland

262	Deliver a new suite of business supports in 2016 to enable our industry to maximise their potential in growing their revenue from overseas visitors. The key objective of these supports will be to continue to see growth in export earnings and employment from the tourism industry.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Develop strategies to increase the seasonal spread of tourism demand	Q1	Fáilte Ireland
	Work with clusters of circa 150 tourism businesses, mostly in the accommodation sector, to improve their ability to generate international sales	Q3	Fáilte Ireland
	Target 70 new leads in key source markets to increase programming of Ireland by travel agents, tour operators and others who package and sell overseas holidays	Q4	Fáilte Ireland, Tourism Ireland
	Develop 28 partnerships for regional dispersal to drive additional sales to areas where there is under-utilised capacity	Q4	Fáilte Ireland

263	Events Ireland, which is part of Fáilte Ireland and is tasked with growing overseas arrivals through sports, business and other events tourism, will increase sports tourism overseas arrivals by rolling-out an Event Ambassador programme and, in partnership with key stakeholders, identifying, bidding and ultimately hosting suitable internationally mobile events.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Identify and build a pipeline of relevant and appropriate bid-worthy events for Ireland through collaboration with strategic partners	Q1-Q4	Fáilte Ireland
	Support ten leads in making strong, competitive bids for new sports tourism events	Q4	Fáilte Ireland
	Secure a minimum of four new events for Ireland (generating an estimated €30m in revenue)	Q4	Fáilte Ireland

264	**Promote Irish art and artists worldwide. Develop the impact of Culture Ireland investment in the Irish arts sector globally, identify new markets for Irish work, and build awareness of the range and quality of work produced by Irish artists and companies in strategic international territories, working with Tourism Ireland and other State bodies.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DAHG, Culture Ireland

265	**Support up to 300 individuals and over 500 organisations across a wide range of arts venues, festivals, arts organisations and touring initiatives around Ireland in 2016.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DAHG, Arts Council

266	**Continue to develop cultural digitisation initiatives in order to enhance Ireland's roots tourism offering.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DAHG, GRO, National Library and National Archives

267	**Develop further heritage tourism initiatives, including a programme of trailway development in National Parks and Nature Reserves, in partnership with key stakeholders. Collaborate with the relevant Departments and Agencies to ensure that National Parks, Nature Reserves, National Monuments and historic buildings contribute as signature experiences along the Wild Atlantic Way, in particular through the development of a national park trails network, so as to add to the attractiveness of these areas for tourists.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DAHG, Fáilte Ireland and National Trails Office

268	**Support a range of projects that apply good heritage practice to the management of places, collections or objects (including buildings) through the Heritage Management Grant Scheme 2016.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Complete draw down of grants to a range of private projects	Q4	DAHG, Heritage Council

269	Roll out a further built heritage jobs leverage scheme with €2 million funding which encourages the investment of private capital through the provision of matching public funds in a large number of small-scale, labour-intensive projects across Ireland.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Timely assessment of applications by local authorities and Department of Arts, Heritage and the Gaeltacht	Q1	DAHG, LAs
	Complete the draw down of grants to a range of projects	Q4	DAHG, LAs

270	Support the major refurbishment programme for the National Gallery of Ireland and the development of a permanent exhibition space and interpretative centre at the GPO, the development of visitor facilities at Teach an Phiarsaigh, Ros Muc, the restoration of the Moore Street national monument as a 1916 Commemorative Centre and other investments as part of the Ireland 2016 Programme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continuation of work on Projects	Ongoing	DAHG , OPW, ÚnaG and NGI

271	Invest in construction/refurbishment works at the National Library, the National Archives, Cork Event Centre and in regional arts and cultural centres nationwide.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Procurement processes	Q1	DAHG, National Cultural Institutions, LAs, OPW
	Start construction phases	Q3	DAHG, National Cultural Institutions, LAs, OPW

10.4   Retail

272	Progress the implementation of recommendations from the Joint Oireachtas Committee report on *Policy Options to Support Business Growth and Job Creation and Retention in Town and Village Centres* identified by the Retail Consultation Forum, in particular through the setting up of the following working groups:
	▪ a working group on reducing energy costs to examine and propose solutions aimed at assisting retailers to reduce their energy costs;
	▪ a working group on retail and the digital economy to examine how the retail sector can maximise the opportunities presented by the digital economy;
	▪ a working group on the revival of the town centre to examine and identify practical ways to give effect to some of the recommendations of the JOC report.

	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q3	Retail Consultation Forum, relevant Departments and public bodies

273	Establish a Working Group within the Retail Consultation Forum to identify how training programmes which are particularly relevant to the retail sector can be expanded or newly introduced to enhance the skills profile of the sector.

	Steps Necessary for Delivery	Timeline	Responsible body
	As per headline action	Q2	Retail Consultation Forum

10.5 Construction and Housing

274	Implement the Government's Housing Package, including rollout of the targeted Development Contribution Rebate scheme announced in November 2015.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Launch the Development Contribution Rebate scheme	Q1	DECLG

275	Implement the relevant measures set out in the *Social Housing Strategy 2020* to support the delivery of social housing.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DECLG and relevant Departments

276	Fund the delivery of 20,000 residential units on a commercial basis by end 2020.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	NAMA

277	Enact the Planning and Development (No. 2) Bill 2015 to implement the planning provisions of the Mahon Tribunal, including the establishment of an independent Planning Regulator and e-planning related measures identified in *Construction 2020*.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Progression of Planning and Development (Amendment No.2) Bill 2015 through Houses of the Oireachtas	Q3	DECLG

278	Support the delivery of housing-related enabling infrastructure in large scale priority development areas, and roll out the Activate fund.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	ISIF

279	**Place Construction Industry Register Ireland on a statutory footing.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Prepare the Regulatory Impact Analysis	Q1	DECLG
	Bring Memorandum for Government seeking approval for draft Heads of Bill and referral to Environment Select Committee	Q2	DECLG
	Facilitate, in conjunction with Construction Industry Federation and industry stakeholders and statutory agencies, the transition from the existing voluntary Construction Industry Register Ireland to a statutory register within a reasonable timeframe and publication of a report on progress by the end of 2016	Q4	DECLG

280	**Implement the Construction Contracts Act.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish the Code of Practice for the conduct of adjudications	Q1	DJEI
	Sign Appointed Day Order (S.I.)	Q1	DJEI
	Commence public information campaign	Q1	DJEI
	Construction Contracts Act, 2013 comes into force	Q2	DJEI

281	**Publish the 2016 National Statement of Projected Supply and Demand.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q2	Housing Agency, DECLG

282	**Maintain the Home Renovation Incentive Scheme to support homeowners and legitimate businesses.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DoF

283	Implement and monitor the Living City Initiative.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DoF

284	Complete a review and report to Government on the steps necessary to deliver a system of e-Conveyancing in Ireland, including the resource implications, the timescales for delivery and the potential benefits to consumers and practitioners.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DJE

285	Facilitate emerging and developing construction sector businesses to adopt best practice and build in quality and safety aspects of their products and services to comply with building regulations and gain market share.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Establish a Construction Standards Committee to provide high level advice to the National Standards Authority of Ireland from key industry, regulatory and societal stakeholders regarding needs and priorities for standardisation work in the construction sector	Q3	NSAI
	To further disseminate standards to the engineering profession and construction sector generally, the National Standards Authority of Ireland will configure a range of packages of 25, 50, 75, 100 or more standards, all with flexible choice, to be made available at advantageous rates	Q2	NSAI
	Conduct an information campaign aimed at emerging and developing construction sector businesses on the benefits of standardisation and certification of construction products and services including CE marking	Ongoing	NSAI

11   New Sources of Growth

11.1   Digital Economy

286	Bring forward proposals as to how best to capture the digital economy opportunities for enterprise.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Bring forward proposals as to how best to capture the digital economy opportunities for enterprise	Q4	DJEI, relevant Departments
	Bring to the relevant Cabinet Committee	Q4	DJEI

287	Select the preferred bidder(s) to roll out the National Broadband Plan intervention.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Select the preferred bidder(s)	Q4	DCENR
	Commence rollout	Q4	DCENR

288	In line with the eHealth Strategy and the Knowledge and Information Plan, assess how to increase the capability of and access to health care Open Data.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	DoH/HSE

289	To ensure that Ireland's approach to data protection in the digital economy is best in class globally, and provide regular reports to the relevant Cabinet Committee on progress being made towards that goal.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	D/Taoiseach

290	Carry out a detailed evaluation of the operational aspects and enterprise impacts of the Trading Online Voucher Scheme.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Complete the evaluation of the operational aspects of the programme and identify recommendations	Q2	DCENR, DJEI, EI/LEOs
	Complete the evaluation of the enterprise impacts and publish a report	Q2	DCENR

291	Roll out a further 1,000 Trading Online Vouchers through the Local Enterprise Office Network.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Continue the rollout of vouchers nationwide through the LEO network, subject to the findings of the evaluation of the operational aspects of the programme	Q4	DCENR, EI/LEOs

11.2   International Financial Services Strategy

292	**Publish a revised set of actions for 2016, to be implemented under the *IFS2020* implementation framework.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	IFS2020 Public Sector High Level Implementation Committee

293	**Implement the 2016 actions under *IFS2020*, including:**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Report quarterly to Government on progress with implementing *IFS2020*, and subsequently publish quarterly progress report	Q1-Q4	IFS 2020 Public Sector High Level Implementation Committee
	Launch and deploy a new banner brand for promoting Ireland's International Financial Services sector	Q1	IDA, EI, DFAT, industry stakeholders
	Host a major international conference on International Financial Services	Q1	IDA, EI

294	**Building on investment wins in the international Banking and Asset Management sectors, IDA will develop a new value proposition for "front office" financial services activities.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	IDA, industry

295	**Islamic Finance continues to grow. IDA will review and further develop Ireland's value proposition for this important sub-sector.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	IDA, industry

296	Support the implementation of *IFS2020*, by driving International Financial Services skills development through the delivery of actions contained within the Finuas Networks Programme Strategy.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Finalise programme scope and design with Finuas Networks to train over 1400 trainees within the International Financial Services sector across three Finuas Networks	Q1	Skillnets, DES, D/Taoiseach
	Commence delivery of International Financial Services Training Programmes through Finuas Networks Programme	Q2	Skillnets, DES, D/Taoiseach
	Finalise delivery of International Financial Services Training Programmes through Finuas Networks Programme	Q4	Skillnets, DES, D/Taoiseach

11.3   Aviation

297	**Establish a framework for implementation of the relevant actions in the National Aviation Policy.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Establish a Steering Group within DTTAS to oversee implementation of the National Aviation Policy and report on progress	Q1	DTTAS
	Establish a National Aviation Development Forum to coordinate the promotion of the aviation industry in Ireland	Q2	DTTAS

298	**Maintain and build on Ireland's attractiveness as a base for aircraft leasing, finance and maintenance, repair and overhaul in order to create the conditions to grow employment in these industries.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Fully adopt the Cape Town 'Alternative A' insolvency arrangements and promote this benefit for aviation finance	Q1	DTTAS

299	**Commence the process for increasing and expanding Ireland's bilateral air transport agreements.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Review Ireland's existing bilateral air transport agreements with other States with a view to removing limits on air cargo capacity, to making any necessary updates and to identifying any necessary updates and to identifying any States which may have potential for future bilateral agreements	Q1	DTTAS

11.4   Audio-Visual

300	Work with the Irish Film Board and other agencies to explore the capacity to expand the industry. Increase full-time employment equivalents in the film and audio-visual sector up to 1,000 jobs by supporting the Irish Film Board to fund at least 15-20 Irish feature films and develop creative co-production feature film opportunities for 5-10 creative co-productions. Overall, up to 32 projects will be supported, including feature documentaries, animation, TV Drama and short films.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Ongoing	DAHG, IFB

301	Commission an economic analysis of the current value of the audio visual industry in Ireland, to assess the scale, strengths and contribution of the sector in terms of economic activity and employment levels and its potential to expand further.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Commission economic analysis report	Q2	DAHG/DCENR and others
	Stakeholder consultation process	Q3	DAHG/DCENR and others
	Publish report	Q4	DAHG/DCENR and others

302	Publish and implement the joint Irish Film Board/Broadcasting Authority of Ireland national strategy on skills shortages and talent development.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	Publish strategy	Q2	DAHG, IFB/BAI
	Commence implementation of strategy	Q3	DAHG, IFB/BAI

303	Deliver the 2016 Showcase- *Ireland's International Creative Expo*.		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q1	DCCOI

11.5 Bio-economy

304	**Initiate an examination of the scope, feasibility and conditions necessary for the development of a national bio-economy strategy; and produce an interim report on the matter by year end.**		
	Steps Necessary for Delivery	**Timeline**	**Responsible body**
	As per headline action	Q4	D/Taoiseach with other relevant Departments and agencies

Glossary of Terms

AIB	Allied Irish Bank
APJ	Action Plan for Jobs
BAI	Broadcasting Authority of Ireland
BPFI	Banking and Payments Federation Ireland
CBI	Central Bank of Ireland
COSME	EU programme for the Competitiveness of Enterprises and SMEs
CRCI	Clinical Research Coordination Ireland
CRO	Credit Review Office
CSO	Central Statistics Office
CSR	Corporate Social Responsibility
daa	Dublin Airport Authority
DAFM	Department of Agriculture, Food and the Marine
DAHG	Department of Arts, Heritage and the Gaeltacht
DCCoI	Design and Craft Council of Ireland
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
DG GROW	Directorate General for Internal Market, Industry, Entrepreneurship and SMEs
DoF	Department of Finance
DoH	Department of Health
DJEI	Department of Jobs, Enterprise and Innovation
DJE	Department of Justice and Equality
DPER	Department of Public Expenditure and Reform
DSP	Department of Social Protection
D/Taoiseach	Department of Taoiseach
DTTAS	Department of Transport, Tourism and Sport
ECB	European Central Bank
EGFSN	Expert Group on Future Skills Needs
EI	Enterprise Ireland
EIB	European Investment Bank

EIF	European Investment Fund
EFSI	European Fund for Strategic Investments
EPA	Environmental Protection Agency
ESB	Electricity Supply Board
ESRI	Economic and Social Research Institute
ETB	Education and Training Board
FDI	Foreign Direct Investment
FET	Further Education and Training
GEDI	Global Entrepreneurship Development Index
GDP	Gross Domestic Product
GNP	Gross National Product
GPO	General Post Office
GRO	General Register Office
HEA	Higher Education Authority
HEI	Higher Education Institutions
HIHI	Health Innovation Hub Ireland
HPSU	High Potential Start-ups
HRB	Health Research Board
HSA	Health and Safety Authority
HSE	Health Service Executive
IBEC	Irish Business and Employers' Confederation
ICT	Information and Communications Technology
IDA	Industrial Development Agency
IDC	Inter-Departmental Committee
IFB	Irish Film Board
IFS	International Financial Services
IICM	Irish Institute of Credit Management
IMDA	Irish Medical Devices Association
INAB	Irish National Accreditation Board
IoT	Institute of Technology
IP	Intellectual Property
IRC	Irish Research Council
ISIF	Ireland Strategic Investment Fund
ISO	International Organisation for Standardisation
ITI	InterTradeIreland

JOC	Joint Oireachtas Committee
KTI	Knowledge Transfer Ireland
LA	Local Authorities
LCDC	Local Community Development Committee
LEADER	Liaisons entre actions de developpement de l'économie rurale
LEO/s	Local Enterprise Office/s
LGMA	Local Government Management Agency
LPC	Low Pay Commission
LRC	Law Reform Commission
MNCs	Multinational Corporations
NAMA	National Asset Management Agency
NCC	National Competitiveness Council
NCCA	National Council for Curriculum and Assessment
NGI	National Gallery of Ireland
NPB	National Promotional Bank
NSAI	National Standards Authority of Ireland
NTA	National Transport Authority
OECD	Organisation for Economic Co-operation and Development
OGP	Office of Government Procurement
OPW	Office of Public Works
PAS	Public Appointments Service
PCI	Pharmachemical Ireland
PIAB	Personal Injuries Assessment Board
PSO	Public Service Obligation
ptsb	Permanent TSB
QQI	Quality and Qualifications Ireland
RDI	Research, development and innovation
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
RP	Research Prioritisation
RPO	Research Performing Organisations
SBCI	Strategic Banking Corporation of Ireland
SEAI	Sustainable Energy Authority of Ireland
SFI	SFI
SFSI	Sustainable Food Systems Ireland
SME	Small and Medium Enterprise
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna

SPV	Special Purpose Vehicle
STEM	Science, Technology, Engineering, Mathematics
SVCS	Seed and Venture Capital Scheme
UCD	University College Dublin
ÚnaG	Údarás na Gaeltachta
VAT	Value Added Tax
WDC	Western Development Commission
WEF	World Economic Forum

APJ Notes