



**Grangegorman
Development Agency**
Gníomhaireacht Forbartha
Ghráinseach Ghormáin



Grangegorman Campus Development Policy Framework

Glossary of Abbreviations

BES	Business Expansion Scheme	HSE	Health Service Executive
BITES	Business Investment Targeting Employment Scheme	IDA	Industrial Development Authority
CCMA	Contact Centre Management Association	IMF	International Monetary Fund
CDVEC	City of Dublin Vocational Educational Committee	IUQ	Irish Universities Quality Board
CEB	Council of Europe Development Bank	JIG	Joint Implementation Group
CoPIE	Community of Practice on Inclusive Entrepreneurship	LEO	Local Enterprise Office
CSO	Central Statistics Office	LLF	Labour and Learning Forum
DIT	Dublin Institute of Technology	LLP	Local Labour Partnership
DSP	Department of Social Protection	MNC	Multi-National Corporation
ED	Electoral Division	NEES	National Employment & Entitlements Service (being replaced by Intreo)
EEA	European Economic Area	NFQ	National Framework of Qualifications
EFQ	European Framework of Qualifications	NHSE	National Strategy for Higher Education to 2030
EGFSN	Expert Group on Future Skills Needs (Forfás)	NPRF	National Pension Reserve Fund
EI	Enterprise Ireland	NQAI	National Qualifications Authority of Ireland
EIB	European Investment Bank	NRP	National Recovery Plan
ERO	Employment Regulation Orders	NWICN	North West Inner City Network
ESF	European Social Fund	OECD	Organisation for Economic Co-operation & Development
ETB	Education and Training Board	PLC	Post Leaving Certificate
EU	European Union	PPP	Public Private Partnership
FÁS	Foras Áiseanna Saothair	QQAI	Qualifications and Quality Assurance Ireland
FDI	Foreign Direct Investment	R&D	Research and Development
FET	Further Education and Training	REA	Registered Employment Agreements
FETAC	Further Education and Training Awards Council	SDZ	Special Development Zone
FSD	Framework for a Sustainable Dublin	SLA	Service Level Agreement
GDA	Grangegorman Development Agency	SME	Small and Medium-sized Enterprise
GDA	Greater Dublin Area	SOLAS	Seirbhísí Oideachais Leanúnaigh agus Scileanna
GDAA	Grangegorman Development Agency Act (2005)	SSAPRI	Stimulating Sustainable Agricultural Production through Research & Innovation
GDP	Gross Domestic Product	TENs	Trans-European Networks
GNP	Gross National Product	VEC	Vocational Education Committee
HEI	Higher Education Institution	VET	Vocational Education and Training
HETAC	Higher Education and Training Awards Council	VTOS	Vocational Training Opportunities Scheme
HPSU	High Potential Start Up		

Contents

<i>Glossary of Abbreviations</i>	3	6.1.5 <i>Expenditure Measures</i>	48
Preface	6	6.1.6 <i>Taxation Measures</i>	49
1 Executive Summary Policies	9	6.2 Education Policy	50
Framework for Educational Engagement and Economic Development	13	6.2.1 <i>National Strategy for Higher Education to 2030</i>	51
Policy Roadmap	14	6.3 Training Policy	52
Matrix Synergies	15	6.3.1 <i>ETBs41</i>	52
2 Introduction	17	6.3.2 <i>Establishment of SOLAS</i>	53
2.1 Background to the Study	18	6.3.3 <i>NEES</i>	53
2.2 About the Area	18	6.3.4 <i>Intreo</i>	54
2.3 Proposed Development	19	6.3.5 <i>QQAI</i>	55
2.4 Policy Review Approach	19	6.3.6 <i>Pathways to Work</i>	55
3 Support Vehicle	21	6.3.7 <i>Springboard Initiative</i>	56
3.1 2012 Stimulus Package	22	6.4 Employment Policy	56
3.2 National Pension Reserve Fund	23	6.4.1 <i>2012 Action Plan for Jobs</i>	57
3.2.1 Allocation to Irish Assets	23	6.5 Legacy Policy Documents	61
3.3 European Investment Bank	23	6.5.1 <i>National Development Plan 2007-2013</i>	61
3.3.1 <i>Operational Plan 2012-2014</i>	23	6.5.2 <i>National Spatial Strategy 2002-2020</i>	61
3.3.2 <i>Support for SMEs</i>	24	6.5.3 <i>Making Ireland's Development Sustainable</i>	62
3.3.3 <i>Economic and Social Cohesion and Convergence</i>	24	6.5.4 <i>Delivering Homes, Sustaining Communities</i>	62
3.3.4 <i>Promoting Environmental Sustainability</i>	25	6.5.5 <i>National Action Plan for Social Inclusion 2007 – 2016</i>	62
3.3.5 <i>Support for the Knowledge Economy</i>	26	7 Regional Level	65
3.3.6 <i>Trans-European Networks</i>	26	7.1 Dublin Regional Authority	66
3.4 Council of Europe Development Bank	27	7.2 Regional Planning Guidelines	66
3.4.1 <i>Sectoral Actions</i>	28	7.2.1 <i>Vision</i>	66
3.4.2 <i>Borrowing from the CEB</i>	28	7.2.2 <i>Regional Economic Strategy</i>	66
3.4.3 <i>Methods of Project Financing and Monitoring</i>	28	7.3 Economic Development Action Plan	67
3.5 Commercial Banks	29	7.3.1 <i>Strategic Framework</i>	67
3.6 Private Investment Sources	29	8 Dublin City Level	69
4 International Level	31	8.1 Grangegorman SDZ Planning Scheme	70
4.1 OECD	32	8.1.1 <i>Statutory Context</i>	70
4.2 Policy-Related Statements	32	8.2 Dublin City Development Plan 2011-2017	71
4.2.1 <i>Education and Training</i>	32	8.2.1 <i>Key Developing Areas</i>	71
4.2.2 <i>Employment</i>	34	8.2.2 <i>Innovation Network</i>	71
5 European Union Level	35	8.2.3 <i>Key Urban Spaces</i>	71
5.1 Strategy for Growth	36	Appendices	73
5.1.1 <i>Targets</i>	36	A1 GDA Strategic Plan 2011	74
5.1.2 <i>EU 2020 Programme</i>	37	A2 Joining Up The Dots	75
5.2 Education and Training	37	A2.1 <i>Priorities and Recommendations</i>	75
5.2.1 <i>Education and Training 2020</i>	37	A3 Joining Up The Dots Implementation Plan	77
5.3 Employment	38	A3.1 <i>Activities</i>	77
5.3.1 <i>Increasing Labour Market Participation</i>	39	A4 Live Register	79
5.3.2 <i>Developing a Skilled Workforce</i>	39	A5 Skills Needs	80
5.3.3 <i>Improving Education and Training Systems</i>	39	A6 Action Plan for Jobs 2012	87
5.3.4 <i>Combating Social Exclusion</i>	40	A6.1 <i>Manufacturing</i>	87
5.3.5 <i>Agenda for New Skills and Jobs</i>	40	A6.2 <i>Health/Life Sciences</i>	88
5.3.6 <i>Supporting Entrepreneurs and the Self-Employed</i>	41	A6.3 <i>The Green Economy</i>	88
5.4 Enterprise	42	A6.4 <i>Agri Food Production</i>	89
5.4.1 <i>Competitiveness</i>	42	A6.5 <i>ICT Hardware and Software</i>	90
5.4.2 <i>Technology</i>	42	A6.6 <i>Cloud Computing</i>	92
5.4.3 <i>Small Businesses</i>	43	A6.7 <i>Digital Games</i>	92
6 National Level	45	A6.8 <i>Tourism</i>	93
6.1 National Recovery Plan 2011-2014	46	A6.9 <i>International Financial Services</i>	93
6.1.1 <i>Scale of Adjustment</i>	46	A6.10 <i>Business Process Outsourcing/Shared Services</i>	94
6.1.2 <i>Fundamental Strengths</i>	47	A6.11 <i>Education Services</i>	95
6.1.3 <i>Overall Budget Strategy 2011-14</i>	47	A6.12 <i>Construction</i>	96
6.1.4 <i>Competitiveness, Growth and Employment</i>	47	A6.13 <i>Retail/Wholesale</i>	96
		A6.14 <i>Arts, Culture and Creative Enterprise</i>	97

Preface

The Grangegorman Development Project seeks to support and advance the Governments National and Regional Strategies for economic recovery and growth through its strategies, policies and activities. The Grangegorman Development Agency (GDA) vision for the project is of a vibrant new city quarter and at the heart of this will be the Dublin Institute of Technology (DIT) Campus. The Dublin Institute of Technology (DIT) nurtures innovation and creativity and the DIT nurturers when located on the Grangegorman site will play a significant role in the economic, social and cultural development of the Region.

This Policy Framework Report focuses on the educational, training and employment contribution that the DIT campus will deliver for the local community, the City and the Region. We seek to enhance and develop the DIT's strategic role in the Region. As demonstrated in our Policy Matrix Synergy (page 11-12), our policies on Education, Training/up-skilling, Research, Employment, Enterprise, Innovation Technology, and Social Inclusion and Cohesion are consistent with International, European Union and National and Regional policies.

The OECD in its reviews of the impact of Higher Education in Regional and City Development argues that "Higher Education and Universities can play a key role in Human Capital development and innovation systems in their cities and regions". There is substantial international evidence demonstrating the impact of higher educational institutions on their cities, and how they contribute to the physical, social and economic development of their communities.

The National Strategy for Higher Education to 2030 (NSHE) notes that demand to invest in education to support job creation and innovation, and to help people back into employment, is increasing. It argues that higher education will play a central role in making Ireland a country recognised for innovation, competitive enterprise and continuing academic excellence, and an attractive place to live and work with a high quality of life, cultural vibrancy, and inclusive social structures.

The NSHE notes that "Higher Education Institutions will have a strong engagement with individual students, communities, society and enterprise, will give students a sense of Irish place and identity, and will equip them with the skills to play a strong part on the world stage. It will also be the engine for new ideas through research, and many of these ideas will translate into the sustaining innovative enterprises of the future".

In Ireland there is already evidence that Higher Education Institutions impact positively on the local and regional economy by generating relevant knowledge, skills and innovation amongst the community. The Government's focus on developing Ireland as a 'Knowledge Economy' places increased responsibility on Higher Education Institutions to play a role in developing and generating relevant skills, knowledge and innovation that can help the local and national economies develop and grow.

The DIT's strategic objectives in developing educational opportunities for the surrounding and wider community is influenced by its own experience and expertise, and draws on examples of best practice from the OECD Higher

Education in Regional and City Development programmes. The DIT wants to develop a cohesive, coordinated approach and to link its strategic objectives for contributing to socio-economic development firmly within Government national and regional priorities.

In its new location the DIT will be ideally placed to foster relations and to engage with stakeholders in building capacity for regional co-operation. This approach will have a positive, sustainable socio-economic impact on the local and wider community, and will contribute to the Government's national policy for business innovation and social and cultural development.

This document forms the initial element of a larger exercise to update the Study of the Employment Opportunities Arising from the Grangegorman Development in Dublin's North Inner City 'Joining Up the Dots' Report (February 2009).

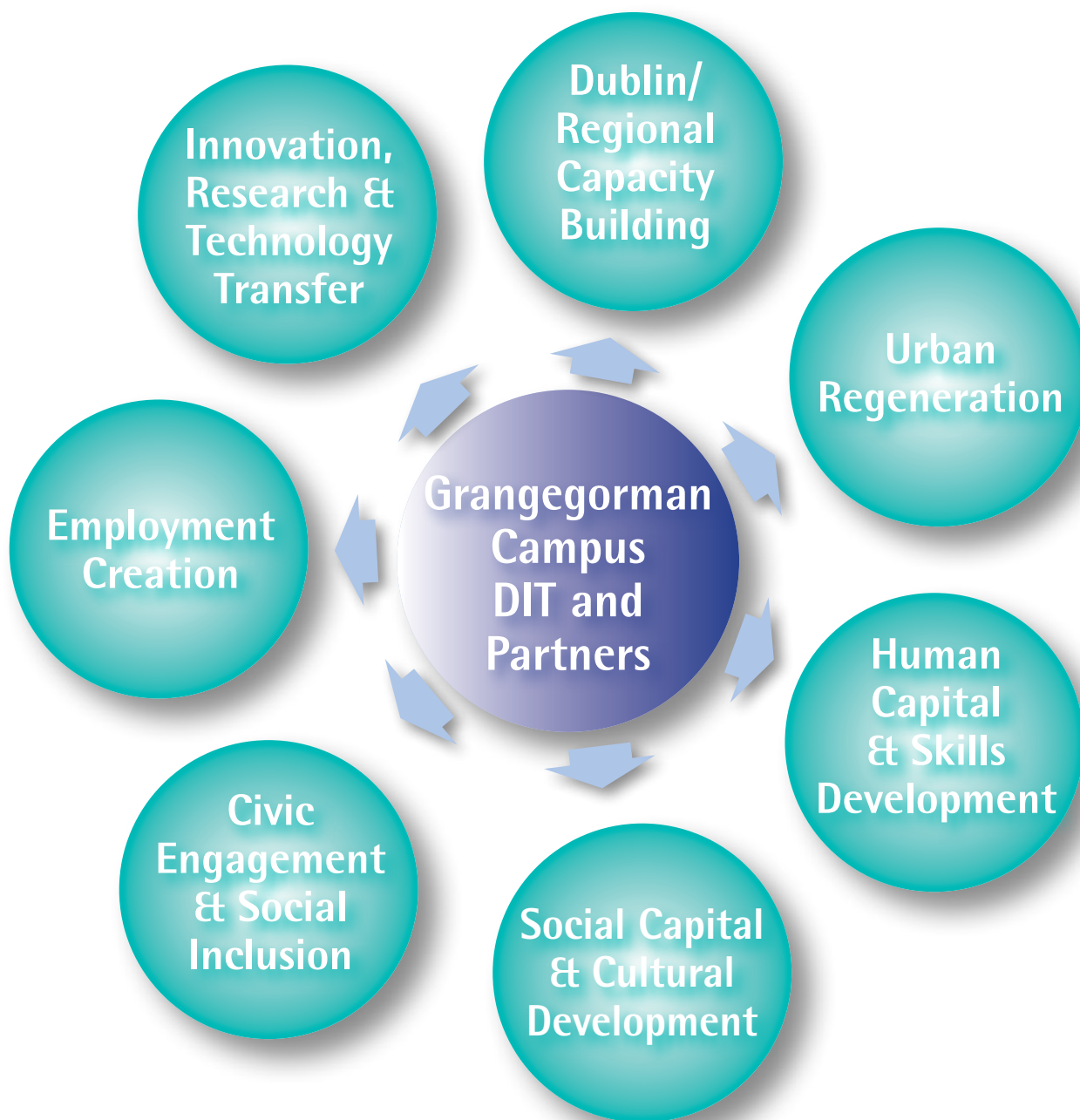
Figure 1 – The Site (Source: GDA)



Figure 2 – Grangegorman Artists View

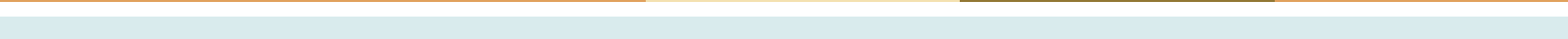
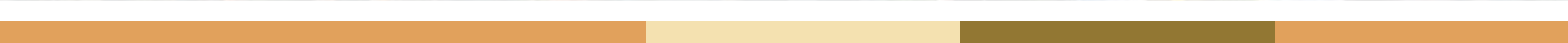


Figure 3. – Grangeegorman Campus Development Regional and National Impact





Executive Summary



As outlined in the Preface this Policy Framework Report was undertaking to inform, enhance and develop the DIT's strategic role in the Region. The Policy Matrix Synergy (page 11-12), demonstrates clearly, how the DIT are acutely aware of the role of higher education institutions in developing the Local, Regional and National economy. The DIT is committed to responding positively to the challenges that are emerging in higher education and the economic and social challenges facing the community.

The Grangegorman project contributes both directly and indirectly to all of the National and Regional, European and International policies contained in the report.

This Policy Framework Report identifies key elements of existing and evolving policy at Regional, National, and European level, this will assist us in identifying key stakeholders and to explore how we can work effectively to:

- Address demands by national and regional Government in developing the 'knowledge economy'.
- Acquire partners in fostering business innovation
- Develop a strategic integrated business programme to support enterprise development and entrepreneurship
- Foster public private partnership initiatives
- Contribute to human capital and skills development Promote Service learning through educational programmes
- Create and enhance human capital by expanding participation in higher education

A significant amount of work has already taken place in relation to the Grangegorman strategic objectives, this includes:

- A comprehensive published report of the socio-economic and demographic profile of the area.
- A Grangegorman Labour and Learning Forum established with all of the key stakeholders participating.
- A Grangegorman Employment Charter is in place, ensuring that the local community will benefit from employment opportunities
- An adult and continuing education group has been set up to establish clear linkages between education, training and employment.
- Synergies to co-locating EHSI and FOCAS under discussion

There is also significant progress on the implementation programmes for DIT Facilities at Grangegorman. *These include:*

- Government committed to funding the project through the National Stimulus Programme
- The Strategic Plan 2011
- Land Transfer (registration & transfer)
- Full Strategic Development Zone (SDZ) Planning scheme approved through all stages
- Funding in place for Research building
- Briefs completed for 4 major Quads/Hubs
- Replacement Mental Health facility nearing completion
- Infrastructure planning application approved by Dublin City Council

Policies

The policies considered in this report are both National and Regional policies and International and European Union policies. These policies impact on key dimensions of the future environment for the Grangegorman Development, either from the perspective of framing the outcomes for the development, or in providing the potential for future resources. The areas are:

International Level – The OECD offers a particularly relevant focus on the future role of education and training in Ireland, and also provides an external view on a Higher Education Strategy. With respect to its views on the reforms that may be beneficial in the VET system, it can be seen that aspects of these have been incorporated into the new ETB structures currently being implemented. Similarly, it can be seen that aspects of the OECD views on reducing persistent unemployment in Ireland are also informing reforms in the welfare and employment activation sectors.

European Union – Key elements of European policy are identified as having significant impact on the Grangegorman Development. The Strategy for Growth, EU 2020 Programme, and Education and Training 2020 all have the combined effect of intensifying the focus on stimulating employment and entrepreneurial activity in the face of the economic crisis. Dimensions of all of these are seen to offer particular visions that might underpin the future development direction for the Grangegorman Development, thereby ensuring that it aligns perfectly with the needs of Europe in addressing the particular social, skills, and economic challenges presented by the world economic situation.

National Policies – Consideration is given to the thrust of the National Recovery Plan 2011–2014, and its associated budget strategy. The strong interlinking of education, training and employment policies within a coherent framework is identified. The clear points of contact between the objectives of the Grangegorman Development and the national policy imperatives are noted.

The 2012 Stimulus Package has been identified as the enabling vehicle that will deliver the necessary capital investment for the development. Of the four components of the 2012 Stimulus Package, the impact of the stated policies of the European Investment Bank and the Council of Europe Development Bank are considered.

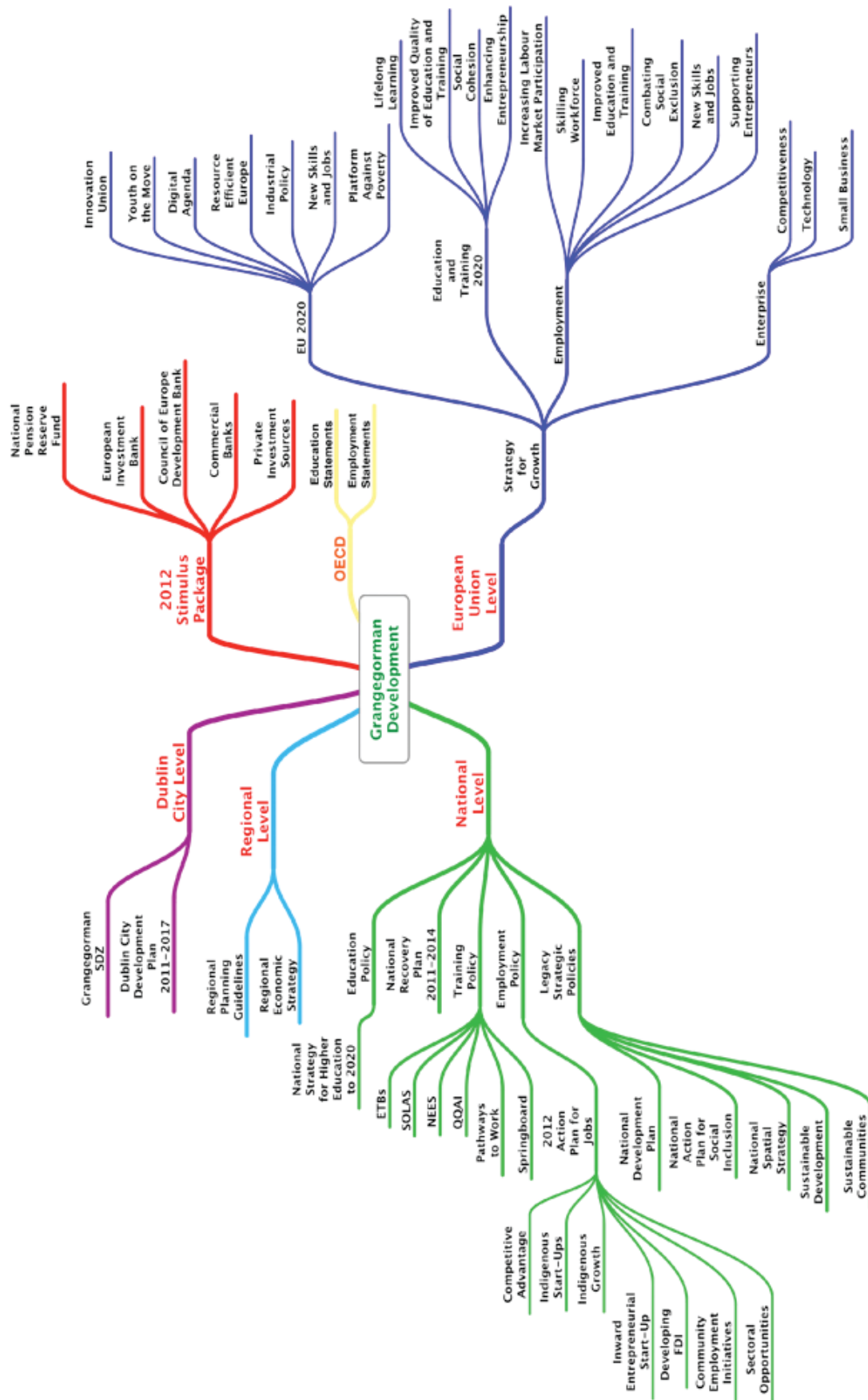
Regional Policy – The vision of the Regional Economic Strategy of the Dublin Regional Authority is identified in the particular context of the opportunities afforded by the Grangegorman Development.

The Dublin City Development Plan 2011–2017 provides the framework for the Grangegorman SDZ Planning Scheme. This has been designed specifically to enable the statutory planning process to deal efficiently with the large scale, integrated and multi-dimensional development that constitutes the Grangegorman Development.

Building a Dynamic Framework for Educational Engagement and Economic Development



Policy Roadmap



Policy Matrix Synergy

The following diagram summarises the various policies, and serves to illustrate potential alignments as they impact on the proposed Grangegorman Development.
Figure 1 – Policy Matrix

Policy Level	Policy	Finance	Education and Training/Up-skilling	Research	Employment	Enterprise, innovation, Technology	Social Inclusion and cohesion	Regional Development
National (Enabling)	2012 Stimulus Package financed by)	NPRF EIB/CEB Domestic Banks Private Investment	Identifying business needs Education and training Up-skilling	Knowledge Economy	Supporting people back into work	Strategic Business Hub	Focus on local community	Strategic approach
	European Investment Bank					SME Knowledge Economy	Economic activity	Economic activity
	Council of Europe Development Bank		Public Infrastructure with a Social Vocation		Job creation			
	OECD Education Strategy		Higher Education	Knowledge Economy	Unemployment Reduction	Promote innovation	Strengthen social inclusion and cohesion	Increased economic and social activity
	OECD Employment Strategy		Education and training linked to employment	Knowledge Economy	Labour market activation policies		Strengthen social inclusion and cohesion	Increased economic and social activity
European Union	Strategy for Growth		Knowledge and Innovation			Knowledge and Innovation	Strengthen social inclusion and cohesion	Increased economic and social activity
	EU 2020		Innovation Union / Youth on the Move / Digital Agenda Globalisation Era / New Skills and Jobs				Strengthen social inclusion and cohesion	Economic activity
	Education and Training 2020		Quality and Efficiency Improvements	Knowledge Economy		Creativity and Innovation	Strengthen social inclusion and cohesion	Economic activity
	Employment		Skilling Workforce Improve Education and Training Systems New Skills for New Jobs		Increase Labour Market Participation New Skills for New Jobs Self-Employment	Entrepreneur Support	Strengthen social inclusion and cohesion	Increased economic and social activity
	Enterprise				Competition Technology Small Business	Creativity and Innovation		
Policy Level	Policy	Finance	Education and Training/Up-skilling	Research	Employment	Enterprise, innovation, Technology	Social Inclusion and cohesion	Regional Development
National	National Recovery Plan 2011-2014		Competitiveness, Growth and Employment					Increased economic and social activity
	Higher Education		Student Experience Quality International Vision	Research and Innovation		Research and Innovation	Strengthen social inclusion and cohesion	Expanding Participation
	Training		ETBs NEES/Intreo QQAI Pathways to Work Springboard		Increase Labour Market Participation	Leadership Vibrant Economic Environment Encourage Creative People	Strengthen social inclusion and cohesion	Expanding Participation
	Employment			Action Plan for Jobs	Increase Labour Market Participation		Strengthen social inclusion and cohesion	Expanding Participation
	Regional Economic Strategy Dublin City Development Plan		Skilling Workforce Improve Education and Training Systems New Skills for New Jobs	Action Plan for Jobs	Increase Labour Market Participation	Leadership Vibrant Economic Environment Encourage Creative People	Community Engagement Strengthen social inclusion and cohesion	Expanding Participation Increased economic and social activity

2

Introduction



2.1 Background to the Study

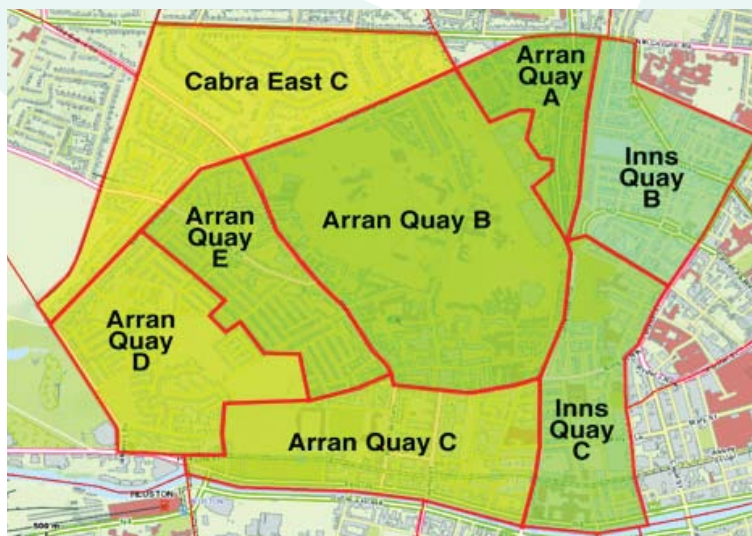
The former St. Brendan's Hospital grounds, located in Grangegorman in Dublin's North Inner City, will be redeveloped as a new campus for the Dublin Institute of Technology (DIT) and to provide community health facilities on behalf of the Health Service Executive (HSE). The 29-hectare site represents a major opportunity for regeneration of this inner city area and for significant employment creation.

The Study of the Employment Opportunities Arising from the Grangegorman Development in Dublin's North Inner City 'Joining Up the Dots' was commissioned to research the employment potential and the training and educational opportunities, relating to the new development. The study included a profile of the population and employment in the area as well as the then current education and training provision. Finally the research considered the potential employment from the development, and the identification of any existing gaps in services or provision. This led to a number of specific recommendations to optimise training and educational opportunities and maximise the employment opportunities presented by the Grangegorman development.

2.2 About the Area

The 29-hectare site at Grangegorman is located in close proximity to the City Centre, and represents a significant development opportunity. The site flanks both sides of Grangegorman Lower and Upper. The North Circular Road bounds the site to the north, Prussia Street and Stoneybatter to the west, with Brunswick Street to the south.

Figure 5 – Electoral Districts within the Grangegorman Area



The Grangegorman site area is defined by the eight Electoral Districts (EDs) of Cabra East C, Arran Quay A, Arran Quay B, Arran Quay C, Arran Quay D, Arran Quay E, Inns Quay B, and Inns Quay C.

The total population of the Grangegorman site area was 24,534 in 2006. The CSO Census of Population 2011 indicates that this had risen to 25,549 at the end of the intercensal period. This represents an increase of 4.14%, compared to an increase of 8.22% across the State, and 7.24% in Dublin.

2.3 Proposed Development

The multi-dimensional development proposals for the Grangegorman site envisage the following integrated developments: –

- New urban campus for DIT, bringing together 25,000 students, 2,000 staff and 39 existing locations into one campus;
- The creation of primary health and social care facilities for teams with responsibility for a population of 75,000+ people in neighbouring communities;
- Replacement of existing mental health facilities;
- New arts, cultural, sports recreational and high quality public spaces;
- Additional services that will be needed arising from this development;
- A high quality area with strong physical linkages to the HARP Area/Smithfield Phibsborough, Manor Street and the City Centre;
- Primary School; *and*
- Access to, and use of, facilities by local residents.

2.4 Policy Review Approach

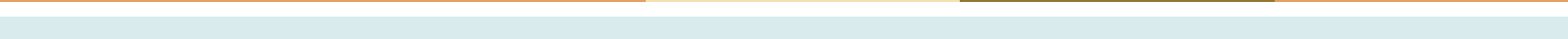
The approach taken to the review of policy impacting on the Grangegorman development site references the eight integrated components of the master plan, as noted above. These have been distilled into the following strategic policy themes: –

- Education and Training;
- Employment;
- Technology Transfer; *and*
- Competitiveness.

These four policy themes effectively extend the reach of the original Study of the Employment Opportunities Arising from the Grangegorman Development in Dublin's North Inner City: *'Joining Up The Dots'* (February 2009). This study was commissioned specifically to research the employment potential and the training and educational opportunities, relating to the proposed Grangegorman development. The research considers the potential employment from the development and any existing gaps in services or provision, and led to a number of specific recommendations to optimise training and educational opportunities and maximise employment opportunities presented by the Grangegorman development.



Support Vehicle



This section summarises the strategic policy arena, as broadly defined by the identified components of the development support vehicle operating under the Government Stimulus Package.

3.1 2012 Stimulus Package

On Tuesday, 17th July 2012, Brendan Howlin TD, Minister for Public Expenditure and Reform announced a €2.25 billion stimulus package, an element of which included the Grangegorman redevelopment. The package is additional to the revised €17 billion public capital programme for the period 2012–2016 announced in October 2011. The package will comprise two phases: –

- Phase 1 is a €1.4 billion Public Private Partnership (PPP) investment in projects in the transport, education, health and justice sectors.
- Phase 2 is an €850 million investment using the proceeds of the sale of State assets and the National Lottery licence, the principal element of which is the National Children's Hospital and which may also include school refurbishment, energy efficiency improvements to local authority housing and local transport projects.

Phase 1 of the stimulus package is being funded by National Pension Reserve Fund (NPRF), the future sale of State assets, and includes a public-private-partnership that will be funded from the European Investment Bank (EIB). Within this stimulus package the bulk of the funding will come from a combination of: –

- NPRF;
- European Investment Bank/Council of Europe Bank;
- Domestic Banks; *and*
- Other potential private investment sources

The support of the EIB is seen as a critical success factor and provides comfort to the commercial banks, although there is no reference to funding from private commercial banks outside Ireland. EIB participation, which is already agreed in principle, together with the involvement of the NPRF and the domestic banks should enable the smooth negotiation of these PPP contracts.

The rationale behind the announcement reflects the extent to which the Government perceives the redevelopment as being ready to proceed, and the propensity to create employment opportunities. It is also noted that the prospective development identifies the Grangegorman development as a *'job-rich public infrastructure project'* that will provide a stimulus to create much needed jobs. In this context the development is identified as part of the Government's commitment to getting people back to work, and securing real, domestic growth, where job creation is the stated top priority.

It is expected that enabling works will commence at Grangegorman during 2013, with construction of the Public Private Partnership (PPP) element of the facility beginning in late 2015 or early 2016.

The following section summarises the strategic policy positioning of each of the funders of the stimulus package.

3.2 National Pension Reserve Fund

Source: www.nprf.ie

The National Pensions Reserve Fund (NPRF) was established in April 2001 to meet as much as possible of the costs of Ireland's social welfare and public service pensions from 2025 onwards, when these costs are projected to increase dramatically due to the ageing of the population. The Fund is controlled and managed by the National Pensions Reserve Fund Commission. The Commission's functions include the determination and implementation of the Fund's investment strategy in accordance with its statutory investment policy. This policy requires that the Fund be invested so as to secure the optimal total financial return provided the level of risk is acceptable to the Commission.

The Commission performs its functions through the National Treasury Management Agency, which is the Manager of the Fund.

3.2.1 Allocation to Irish Assets

As noted in the National Recovery Plan 2011-2014, the Commission agreed to invest in Irish Infrastructure. In May 2010, the NPRF Commission agreed to allocate 5% of the NPRF Discretionary Portfolio to infrastructure investment, an increase from the initial strategic allocation of 2%.

The sector's typical investment characteristics of long duration assets with stable yield returns make it highly compatible with the cash flow requirements of a reserve fund such as the NPRF. Operating within the commercial mandate prescribed by its statutory remit, the preferred initial approach of the NPRF is to invest up to €500 million alongside third-party institutional investors in infrastructure assets in Ireland.

3.3 European Investment Bank

Source: www.eib.org

The EIB is the long-term financing institution of the European Union. Its mission is to help implement the EU's policy objectives by financing sound business projects. To finance these projects, the Bank borrows on the capital markets and operates on a 'not for profit maximising' basis. It works in the framework of a rolling three-year operational plan, approved by its Board of Directors and updated every year.

3.3.1 Operational Plan 2012-2014

The Operational Plan 2012-2014 responds to an environment in which Europe has the difficult task of addressing the impact of the economic crisis while accelerating its transition to a smarter, greener and sustainable economy. It has been defined by reference to the need to maintain appropriate lending volumes and optimise value-added whilst respecting the Bank's risk bearing capacity. It reconfirms the Bank's long-term financial sustainability and its continued strategy to strengthening key financial and risk ratios.

The focus for planned lending activities remains on the EU. In taking a long-term investment position in projects, the EIB has a catalytic impact in the EU in the short to medium-term. The priority objectives for the EIB's lending activities set out in the Bank's operational plan are: -

- Support for small and medium-sized enterprises (SMEs);
- Economic and Social Cohesion and Convergence i.e. supporting the economically less developed regions of Europe;
- Protecting and improving the environment and promoting sustainable communities;
- Implementation of the knowledge economy;
- Development of Trans-European Networks (TENs); *and*
- Supporting the establishment of a sustainable, competitive and secure energy supply.

3.3.2 Support for SMEs

Supporting the investments of small and medium-sized enterprises (SMEs), the engine of Europe's economy, is one of the EIB Group key priorities.

During 2011, the EIB Group provided €13billion of finance for SMEs and midcaps companies. Overall more than 120,000 SMEs received EIB Group support across Europe last year.

SMEs account for more than two thirds of private sector employment in Europe and grow more quickly than larger firms, making them an important source of new jobs. However, their size also makes them more vulnerable in times of crisis as they have more difficulty accessing finance in adverse economic circumstances.

The funding provided in 2011 reflects the exceptional level of SME loan contracts the EIB concluded with partner banks in 2009/10 and the efforts made by the EIB and the European Investment Fund to reach micro enterprises, another important mechanism for getting people out of unemployment.

EIB loans for SMEs are channelled through commercial banks.

Between 2009 and 2011 signatures of EIB loans for SMEs and midcaps with intermediary banks between have reached some €33 billion. More than 180,000 enterprises received finance from the EIB during this three-year period.

3.3.3 Economic and Social Cohesion and Convergence

In 2011, the EIB lent €20.2bn to support the convergence regions of the European Union hit hardest by the economic and financial crisis. Support for the convergence regions remained at a high level of 38% of total lending in the EU. During the year, exceptionally large structural programme loans (SPL) helped to ensure continued public sector investment in some Member States.

Structural programme loans help to finance part of the national budgets' contribution to investment in a wide range of priority projects that are supported by subsidies from the EU structural funds. In this way the EIB's pre-financing of the countries' contributions plays a key role in stabilising investment flows, securing growth

and employment. In 2011, structural programme loans amounted to some EUR 1.6bn, enabling key investments to go ahead in transport, healthcare, information and communication technologies, and water and waste infrastructure, as well as in rural development, energy efficiency and renewable energy, in countries such as Portugal, Hungary and Poland.

Overall, EIB framework loans totalling some €2.8bn helped to support important investments in nine convergence countries across the EU. In addition, the EIB and the Commission bolster convergence through advisory services, financial engineering and customised financial products, especially in the new Member States. There are four specially conceived Cohesion Policy Joint Initiatives originating from partnerships established between the European Commission, the EIB/EIF and other international financial institutions. These are: -

- JASPERS - Joint Assistance to Support Projects in European Regions (EIB, European Commission, European Bank for Reconstruction and Development and KfW Bankengruppe);
- JESSICA - Joint European Support for Sustainable Investment in City Areas (EIB, European Commission and Council of Europe Development Bank);
- JEREMIE - Joint European Resources for Micro-to-Medium Enterprises initiative (EIF, European Commission);
- JASMINE - Joint Action to Support Micro-Finance Institutions in Europe (EIF and European Commission).

3.3.4 Promoting Environmental Sustainability

The EIB promotes environmental sustainability – as well as closely related social well-being – in support of the EU policy on sustainable development. The EIB has three main objectives for defining its environmental and social responsibility: -

- Ensure that all the projects that it finances are compliant with EU environmental principles and standards
- Promote specific projects that protect and improve the natural and built environments and foster social well-being, in support of EU policy, as elaborated in the Sixth Environmental Action Programme (EAP) *'Environment 2010: our future, our choice'*.
- Manage its environmental footprint, not just in terms of *'housekeeping'* but also with regard to the projects that it finances.

Environmental lending: In 2011, the EIB signed loan agreements for a total amount of €28.4bn.

The bulk of environmental lending went to EU countries: in 2011, the EIB provided direct financing for a total of €25.6bn in the European Union. These figures do not include environmental components of projects where the overall objective is not directly related to the environment. This component is currently not recorded by the Bank. Within the EU, most of the funding went to climate change, environment and health and sustainable transport.

3.3.5 Support for the Knowledge Economy

In 2011, the EIB lent some €10bn for investment in the knowledge economy. That means for investment in education, research and development and innovation. These three are critical for Europe's competitiveness and long-term economic growth. But in addition, now that the European Union has been hit by an economic crisis and unemployment has increased rapidly, investment in the knowledge economy is also important for fighting poverty, social exclusion and inequality.

Knowledge Economy Objectives – Education, research and development and innovation together are known as the three sides of the '*knowledge triangle*' because education and Research and Development together make innovation possible.

- Learning as a way of life;
- Accelerating research and development; *and*
- Inventing the future

The European Investment Fund (EIF) supports innovative small and medium-sized enterprises and entrepreneurship notably through venture capital activities.

Financing Facilities – To stimulate investment in the knowledge economy, the EIB Group can offer: –

- Senior loans;
- Loans or guarantees for investment with a higher risk, higher reward profile through the Risk Sharing Finance Facility (RSFF); *and*
- EIF equity participations and counter-guarantees that stimulate the creation and development of innovative SMEs by providing equity in the form of venture capital and facilitating access to bank credit.

3.3.6 Trans-European Networks

The Trans-European Networks (TENs) are large infrastructure networks of transport, energy and telecommunications underpinning the developmental and integration goals of the European Union.

TENs facilitate: –

- The economic and social integration of the Union;
- Free movement of people and goods; *and*
- The development of less favoured EU areas.

The trans-European transport, energy and telecommunications networks cover the whole of the Union of 27 Member States.

In the context of the transport corridors in the countries of the wider European neighbourhood, there is also a focus on EU neighbours, specifically: –

- Accession Countries (Croatia and Turkey)
- The European Economic Area (Norway, Iceland and Liechtenstein)
- The Balkans
- The Mediterranean Partner Countries
- Russia, Ukraine, Moldova and Belarus

The EIB has decided to provide at least €75bn for trans-European transport projects in the period 2004–2013. In 2011, the EIB lent €9.8bn for transport TENs and major transport axes.

For TENs, the Bank can make large, long-maturity loans available with fixed and variable interest rates, eminently suited for financing large infrastructure investments. In addition, the EIB offers a number of special products: –

Public Private Partnerships (PPP) play an important role in investment in transport TENs. The Bank has built up wide experience and expertise in the field of PPP financing and has been entrusted by the European Commission and EU Member States with establishing the European PPP Expertise Centre, which aims to facilitate the effective sharing of experience and best practice in PPPs and to provide support for project preparation and advisory services to the public sector promoters.

The Structured Finance Facility aims to match the types of funding to the requirements of large-scale infrastructure projects.

The Loan Guarantee Instrument for Trans-European Transport Network Projects (LGTT) provides cover for lower than expected revenues that might occur because of lower than anticipated traffic volumes in the critical early phases of project operation. It is a tool specifically designed to allow greater private sector participation in TEN projects that are exposed to traffic risk.

The Marguerite Infrastructure Fund (together with other leading European financial institutions) is a fund specifically designed to provide direct equity for TEN projects.

3.4 Council of Europe Development Bank

Source: www.coebank.org

The Council of Europe Development Bank (CEB) is a multilateral development bank with a social vocation. Established on 16th April 1956 in order to bring solutions to the problems of refugees, its scope of action has progressively widened to other sectors of action directly contributing to strengthening social cohesion in Europe. Thus, the CEB represents a major instrument of the policy of solidarity in Europe, in order to help its 40 Member States achieve sustainable and equitable growth: it therefore participates in financing social projects, responds to emergency situations and, in so doing, contributes to improving the living conditions of the most disadvantaged population groups.

3.4.1 Sectoral Actions

The CEB contributes to the implementation of socially oriented investment projects through three sectoral actions, namely: –

- **Strengthening Social Integration** – to contribute to strengthening social integration and thus to attack the roots of exclusion means, at operational level, acting in favour of refugees, migrants and displaced persons, promoting social housing, job creation and preservation and improving living conditions in urban and rural areas.
- **Managing the Environment** – to contribute to managing the environment means not only systematically responding to emergency situations in the event of natural or ecological disasters, but also promoting protection of the environment and preservation of historic and cultural heritage.
- **Supporting Public Infrastructure with a Social Vocation** – supporting the development of public infrastructure with a social vocation in the key sectors of health, education, vocational training and administrative and judicial public services in the long-term facilitates more dynamic and more equitable economic and social growth promoting individual fulfilment and collective wellbeing.

The CEB carries out its mission within the strategic framework of a formal Development Plan that describes the logic underpinning its action and sets forth guidelines for the activity in the medium-term in relation to the operational context within which the Bank operates. The current Development Plan covers the period 2010-2014.

3.4.2 Borrowing from the CEB

The CEB can grant loans (but not subsidies) to its 40 Member States to finance projects corresponding to a certain number of sectoral, geographic, social and financial criteria defined in the Bank's Articles of Agreement and Policy for loan and project financing.

Potential borrowers (Governments, local or regional authorities as well as public or private financial institutions) prepare their loan requests in close collaboration with the Bank's services. Although the borrowers are generally the beneficiaries of the financings, they can also act as project promoters on behalf of one or several final beneficiaries. The CEB does not finance directly individual persons. The Bank evaluates the debt sustainability of the borrower and, where necessary, of the guarantor.

On the basis of the loan request formulated by the borrower, the Bank evaluates the project and its financing plan. To do this, a careful analysis is performed of the socio-economic impact, technical aspects, costs, institutional and management capacity of the project as well as of its effects on the environment.

The loan request is then submitted to the Administrative Council for approval.

3.4.3 Methods of Project Financing and Monitoring

Once the Administrative Council has approved the project, a framework loan agreement is signed with the borrower. The CEB pays particular attention to the quality of the projects it finances, with a view to optimising their social impact. Therefore assistance and monitoring throughout the whole project cycle constitute key factors in the effective implementation of these projects.

Once the project's financing has started, the Bank's services carry out regular monitoring and on-site visits in order to verify the physical progress of the works, compliance with costs, implementation of procurement procedures and achievement of the anticipated social objectives. A completion report is drawn up when the project is concluded.

3.5 Commercial Banks

The Irish domestic commercial banking sector will be providing debt financing within the PPP arrangements for the Grangegorman development. Recent similar projects have been delivered on time and to budget using well-proven PPP and project finance structures.

The domestic banks will work with bidders and the European Investment Bank to support the new PPPs announced under the stimulus package.

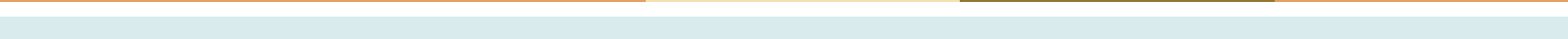
3.6 Private Investment Sources

The Government statements relating to the potential private investment sources of the stimulus package reference the developing stability in the economic landscape in the country.

In these circumstances it may not be unreasonable to anticipate that the private sector would be interested in investing in worthwhile projects, such as the Grangegorman development.



International Level



This section summarises the strategic policy influence of the Organisation for Economic Cooperation and Development (OECD). This internationally-based organisation provides a reference across a number of key policy dimensions, including Education and Training, Employment, Technology Transfer, and Competitiveness.

4.1 OECD

The Organisation for European Economic Cooperation was established in 1947 to run the US-financed Marshall Plan for reconstruction of Europe. By making individual governments recognise the interdependence of their economies, it paved the way for a new era of cooperation that was to change the face of Europe.

The Organisation for Economic Co-operation and Development (OECD) was officially inaugurated on 30th September 1961, when the Convention entered into force. Today, 34 OECD member countries worldwide are involved in the OECD, including Ireland.

The mission of the OECD is to promote policies that will improve the economic and social well-being of people around the world. To this end the OECD provides a forum in which governments can work together to share experiences and seek solutions to common economic, social and environmental problems. The organisation measures productivity and global flows of trade and investment, and sets international standards on a wide range of matters, from agriculture and tax, to the safety of chemicals.

4.2 Policy-Related Statements

The following statements have been extracted from a number of key OECD publications. They serve to illustrate the connection between the independent, international research and analysis carried out by the organisation, and the current policy thrust being developed and implemented by the Government.

4.2.1 Education and Training

The OECD's latest 'Education at a Glance (*September 2012*)' report reveals that men who graduate in Ireland will pay back in increased tax payments and other savings almost six times the amount of public money invested in their education. This compares to an average of a four-fold return across the OECD.

Women graduates in Ireland also represent greater value for money to the Exchequer than their counterparts elsewhere. On average, a woman who graduates will contribute two-and-a-half times the cost of her third level education. However, that figure rises to three-and-a-half times in Ireland.

The OECD notes that people with lower levels of educational attainment are more likely to become unemployed.

Irish Universities

The latest *'Education at a Glance'* report also identifies that the position of Irish universities on the world ranking scale has remained largely static in 2012, with Trinity College Dublin dropping two places from 65th to 67th internationally, and UCD increasing its standing slightly from 134th to 131st place. UCC has fallen nine places to 190th, and NUIG is in 287th place, slightly higher than in 2011. DCU is in 324th place.

Higher Education Strategy

In the OECD publication entitled *'Emerging higher education strategy in Ireland – Amalgamate or Perish (2012)'*, it is noted that policies destined to create a reconfigured binary higher education system are evolving; in the coming years institutes of technology may be re-designated as *"technological universities"* following a process of voluntary amalgamations and independent reviews against stringent criteria.

This overhaul of the sector would satisfy institutions' ambitions to have their status upgraded, and would underpin national policy to address fragmentation and sustainability issues.

Drawing on international literature on mergers in higher education, a distinction is made between push and pull factors as the drivers for exploration and decision-making. These two categories of drivers are reviewed in the context of Irish policy development and are applied to an example of a merger that was effected after the publication of the National Strategy for Higher Education (NSHE).

Higher Education

In its series of publications entitled: *'Reviews of National Policies for Education: Higher Education in Ireland 2006'*, the OECD notes that Ireland was one of the first European countries to grasp the economic importance of education. The report identifies that high levels of investment are needed for a major expansion of postgraduate studies and capacity for research, development and innovation.

To achieve this it is noted that mechanisms should be established to achieve the right balance between different components of the tertiary education system, which includes universities, institutes of technology and colleges that provide post-secondary level instruction. Further, there is a need to meet the demands of specialisation, competition and complementarities within the system.

Vocational Education and Training

In its publication entitled *'OECD Reviews of Vocational Education and Training: A Learning for Jobs Review of Ireland 2010'*, the organisation notes that Ireland has a wide range of Vocational Education and Training (VET) provision targeted at different client groups.

Whilst accepting that the national qualifications framework is comprehensive and includes a strong commitment to the avoidance of dead-ends and pathways of progression, the economic crisis is making intense demands on the Irish VET system, particularly on the apprenticeship system, which focuses on a narrow set of occupations.

The OECD observes that weak literacy and numeracy are serious problems for many learners, and many of those looking after VET students, in particular those in companies, lack pedagogical training.

4.2.2 Employment

Reducing Unemployment

In the OECD publication entitled '*Structural Reforms to Reduce Unemployment and Restore Competitiveness in Ireland (2011)*', it is observed that an export-led recovery is gaining traction in Ireland. The pace of recovery, however, varies sharply across sectors.

While export-oriented manufacturing and services, led by large multinationals, have reached record-high levels of output, inward-oriented sectors, where Irish-owned SMEs predominate, are by and large still struggling to emerge from the crisis. Reflecting the weakness of this traditional sector, which is labour intensive, unemployment rates remain very high, particularly among young men with low or intermediate qualifications, often formerly employed in the construction sector.

The OECD observes that to tackle high and persistent unemployment, and thus stave off social exclusion, Ireland needs to further pursue an integrated three-pillar strategy: –

- Welfare reform to ensure that work pays;
- Better activation policies to assist labour reallocation across sectors; *and*
- Sustained restraint in wages and other business costs to restore international competitiveness.

In particular, often building on recent policy initiatives or commitments, the OECD recommends reforms to further enhance product-market competition, improve innovation efforts, and ameliorate the quality of education, which are key to economic prosperity.



European Union Level

General Source: www.ec.europa.eu



This section summarises the strategic policy arena at European level, and serves to position the strategic policy themes of Education and Training, Employment, Technology Transfer and Competitiveness within this arena.

5.1 Strategy for Growth

The European Commission's overarching political strategy, **Europe 2020**, will support employment, productivity and social cohesion in Europe. The European Union (EU) currently faces a moment of transformation, resulting mainly from globalisation, climate change and demographic ageing. In addition, the 2008 financial crisis has challenged the social and economic progress made by EU countries.

The economic recovery, which started in 2010, must be accompanied by a series of reforms in order to guarantee the sustainable development of the EU in the coming decade.

The strategy should enable the EU to achieve growth that is: –

- Smart, through the development of knowledge and innovation;
- Sustainable, based on a greener, more resource efficient and more competitive economy; *and*
- Inclusive, aimed at strengthening employment, and social and territorial cohesion.

5.1.1 Targets

The strategy proposes a series of targets to be achieved by 2020: –

- Increasing the employment rate of the population aged 20-64 to 75%;
- Investing 3% of gross domestic product (GDP) in research and development;
- Reducing carbon emissions by 20% (and by 30% if conditions permit), increasing the share of renewable energies by 20% and increasing energy efficiency by 20%;
- Reducing the school drop-out rate to less than 10% and increasing the proportion of tertiary degrees to 40%; and
- Reducing the number of people threatened by poverty by 20 million.

5.1.2 EU 2020 Programme

The Commission presents seven flagship initiatives to be put in place at European level and in EU countries: –

- **The Innovation Union** – to support the production of innovative products and services, in particular concerning climate change, energy efficiency, health and the ageing population;
- **The Youth on the Move Initiative** – to enhance the performance of education systems, non-formal and informal learning, student and researcher mobility, but also young people's entry to the labour market;
- **The Digital Agenda for Europe Initiative** – to promote the creation of a digital single market, characterised by a high level of trust and a clear legal framework. Furthermore, fast and subsequently ultra-fast internet should be accessible to the population as a whole;
- **The Resource-Efficient Europe Initiative** – to support the sustainable management of resources and the reduction of carbon emissions, while maintaining the competitiveness of the European economy and its energy security;
- **The Industrial Policy for the Globalisation Era Initiative** – to help businesses to overcome the economic crisis, integrate into world trade and adopt more environmentally-friendly production methods;
- **The Agenda for New Skills and Jobs** – to improve employment and the sustainability of social models. The aim is to encourage the strategies of *flexicurity*, worker and student training, but also gender equality and the employment of older workers;
- **The European Platform against Poverty** – to increase cooperation between EU countries, and to follow the Open Method of Coordination in the areas of social exclusion and social protection. The objective of the Platform is to be the economic, social and territorial cohesion of the EU, and the social inclusion of people experiencing poverty.

5.2 Education and Training

EU education and training policies have gained impetus since the adoption of the Lisbon Strategy in 2000. The Lisbon Strategy is the EU's overarching programme focusing on growth and jobs. The strategy recognised that knowledge, and the innovation it sparks, are the EU's most valuable assets, particularly in light of increasing global competition.

5.2.1 Education and Training 2020

EU Member States and the European Commission strengthened co-operation in 2009 with strategic framework for European cooperation in education and training (ET 2020).

The approach recognises that high-quality pre-primary, primary, secondary, higher and vocational education and training are fundamental to Europe's success. However, in a rapidly changing world, lifelong learning needs to be a priority – it is the key to employment, economic success and allowing people to participate fully in society.

With each EU Member State responsible for its own education and training systems, Union- level policies are designed to support national actions and help address common challenges such as: ageing societies, skills deficits among the workforce, and global competition. These areas demand joint responses and countries can benefit from sharing experiences.

Aims

The long-term strategic objectives of EU education and training policies are: –

- **Making lifelong learning and mobility a reality** – progress is needed in the implementation of lifelong learning strategies, the development of national qualifications frameworks linked to the European Qualifications Framework and more flexible learning pathways. Mobility should be expanded and the European Quality Charter for Mobility should be applied;
- **Improving the quality and efficiency of education and training** – all citizens need to be able to acquire key competencies and all levels of education and training need to be made more attractive and efficient;
- **Promoting equity, social cohesion and active citizenship** – education and training should enable all citizens to acquire and develop skills and competencies needed for their employability and foster further learning, active citizenship and intercultural dialogue. Educational disadvantage should be addressed through high quality inclusive and early education; and
- **Enhancing creativity and innovation, including entrepreneurship, at all levels of education and training** – the acquisition of transversal competences by all citizens should be promoted and the functioning of the knowledge triangle (education-research-innovation) should be ensured. Partnerships between enterprises and educational institutions as well as broader learning communities with civil society and other stakeholders should be promoted.

ET 2020 Benchmarks

- At least 95% of children between the age of four and the age for starting compulsory primary education should participate in early childhood education;
- The share of 15-years olds with insufficient abilities in reading, mathematics and science should be less than 15%;
- The share of early leavers from education and training should be less than 10%;
- The share of 30-34 year olds with tertiary educational attainment should be at least 40%; *and*
- An average of at least 15% of adults (age group 25-64) should participate in lifelong Learning.

5.3 Employment

European employment, social affairs and equal opportunities policies contribute to improving people's living conditions with a view to sustainable growth and greater social cohesion. The European Union (EU) plays the role of a trigger in social change.

The Member States take the EU guidelines for employment policies into account when drafting their policies. They thus set their national targets on the basis of the present recommendations.

The guidelines for employment policies are associated with the broad guidelines for economic policies; together they form integrated guidelines for the Europe 2020 strategy.

5.3.1 Increasing Labour Market Participation

The EU has set itself the target of increasing the employment rate for women and men aged 20–64 to 75 % by 2020. In order to meet this objective, Member States are to promote the labour market participation of young people, older workers, low-skilled workers and legal migrants.

To this end, national policies must in particular promote the principles of *flexicurity*¹, worker mobility and work-life balance. Member States must establish forward-looking measures to integrate young people and vulnerable groups into the labour market. They must also make employment more attractive, particularly for the low-skilled, whilst ensuring that labour costs are consistent with price stability and productivity trends.

Lastly, Member States must promote self-employment and entrepreneurship. They must foster job creation, including in the areas of care and green employment.

5.3.2 Developing a Skilled Workforce

Developing new skills that correspond to labour market needs should enable productivity and employability of workers to be increased. Member States must extend the capacity of education and training systems and foster their adaptation to societal trends towards a low-carbon and resource-efficient economy.

In this perspective, measures taken must ensure quality of initial education and lifelong training opportunities. Training must be open to low-skilled or highly skilled workers, and be organised in cooperation with social partners and enterprises.

Member States should also encourage labour mobility, namely through systems for recognising acquired competencies.

5.3.3 Improving Education and Training Systems

By 2020, early school leaving is to be reduced to less than 10 % and at least 40 % of 30–34 year-olds are to have completed tertiary or equivalent education. This target means investing in the quality of education and training systems, by adapting teaching methods to societal trends and making employability a priority. Member States must also promote lifelong learning, including through non-formal methods.

They must also foster the international mobility of teachers and learners, the development of qualification frameworks enabling flexible learning pathways, and partnerships with enterprises.

¹ *Flexicurity is an integrated strategy for enhancing, at the same time, flexibility and security in the labour market. It attempts to reconcile employers' need for a flexible workforce with workers' need for security – confidence that they will not face long periods of unemployment.*

5.3.4 Combating Social Exclusion

The Europe 2020 strategy promotes social inclusion and combats poverty, in order that 20 million people will no longer be confronted with the risk of poverty and exclusion in the next 10 years. Thus, Member States should pay particular attention to the employment of those furthest away from the labour market. Measures taken must empower people, but must also combat in-work poverty.

National policies must provide guarantees of access to affordable, sustainable and high quality services, including in the social sector. Furthermore, they should aim to ensure that social protection and pension systems are modernised and viable.

Lastly, Member States shall support the social economy and social innovation, fostering equal opportunities and combating discrimination.

5.3.5 Agenda for New Skills and Jobs

The Agenda for New Skills and Jobs is the mechanism that the Commission will use to help the EU reach its employment target for 2020: 75% of the working-age population (20-64 years) in work.

The Agenda also contributes to achieve the EU's targets to get the early school-leaving rate below 10% and more young people in higher education or equivalent vocational education (at least 40%), as well as to have at least 20 million fewer people in or at risk of poverty and social exclusion by 2020.

- To achieve its objective the Agenda presents a set of concrete actions that will: -
- Step up reforms to improve flexibility and security in the labour market (*'flexicurity'*);
- Equip people with the right skills for the jobs of today and tomorrow;
- Improve the quality of jobs and ensure better working conditions; *and*
- Improve the conditions for job creation.

Rationale

The underpinning rationale for the Agenda for New Skills and Jobs includes the following: -

- 23 million people are currently unemployed across the EU – 10% of the active population;
- For the economy to grow and remain competitive, more jobs are required; *and*
- From 2012 onwards the working age population will start to shrink. To ensure the sustainability of the welfare systems, more people need to be employed.

New Skills for New Jobs

The 'New Skills for New Jobs' initiative launched in 2008 set out the Commission's agenda for better skills upgrading, anticipation and matching.

The initiative is on-going and will be continued in the future.

Despite the similarities in names, the flagship is much wider and includes flexicurity, job quality and working conditions and job creation. Skills development forms one of the four main areas of the flagship.

5.3.6 Supporting Entrepreneurs and the Self-Employed

The Commission recognises that entrepreneurship and self-employment help: –

- Create jobs;
- Develop skills; *and*
- Give unemployed and disadvantaged people an opportunity to fully participate in society and the economy.

The Europe 2020 strategy recognises entrepreneurship and self-employment as key for achieving smart, sustainable and inclusive growth, and several flagship initiatives address them: –

- Agenda for New Skills and Jobs;
- Youth on the Move – initiatives on education and employment; *and*
- European Platform Against Poverty and Social Exclusion.

In its support to entrepreneurship and self-employment, the European Commission focuses its efforts on: –

- Business start-ups by unemployed and people from disadvantaged groups;
- Sustainability and quality of work of self-employed businesses and micro-entrepreneurs; *and*
- Support for social entrepreneurs.

The European Commission seeks to: –

- Increase knowledge about entrepreneurship and self-employment;
- Raise awareness, facilitate mutual learning and build capacity in EU countries and regions;
- Promote voluntary standards and protective measures for entrepreneurship and self-employment;
- Support entrepreneurship financially.

The European Social Fund (ESF) promotes entrepreneurship through financial and business support services. Targeted support is provided to women entrepreneurs and disadvantaged and disabled people. Two ESF learning networks are involved:

- **Community of Practice on Inclusive Entrepreneurship (CoPIE)** opening up entrepreneurship to all parts of society
- **European Network on Youth Employment** exchanging best practices of youth entrepreneurship.

The **European Progress Microfinance Facility** helps stimulate self-employment and the creation of micro-enterprises.

The **European Regional Development Fund** supports entrepreneurship via INTERREG projects including Enspire EU, Senior Enterprise and YES.

5.4 Enterprise

The themes of technology transfer and competitiveness within the European Union are contained within the Enterprise Policy arena of the Commission.

5.4.1 Competitiveness

Whilst many are modern and often successful, the EU recognises that European businesses can't afford to stand still in the face of fast-moving technological change and ever-keener foreign competition.

EU enterprise policy aims to ensure we keep up with our rivals while also creating jobs. It pays particular attention to the needs of the manufacturing industry and small firms.

Despite the rapid growth of services in recent decades, manufacturing remains the bedrock of the European economy, accounting for 75% of all EU exports. The focus of EU enterprise policy is, therefore, on creating the right environment for investment: not just for strategically important sectors like aerospace and biotechnology, but also more traditional industries, such as textiles and cars.

5.4.2 Technology

The Commission notes that future growth in the EU will be driven by knowledge-based and innovating sectors that require a sound industrial fabric and the means to harness the technologies that emerge. This means bridging the gap between academia and business, so good ideas in the laboratory can be transformed into world-beating products.

The **European Institute of Innovation and Technology** achieves the aim by creating 'knowledge and innovation communities' – highly integrated public-private networks of universities, research bodies and businesses of all sizes.

5.4.3 Small Businesses

99% of companies in the EU are small firms employing less than 10 people. Such companies create two thirds of all jobs in the EU, and receive special attention in EU enterprise programmes and funding, such as: –

- **The Competitiveness and Innovation Programme** – investing €3.6bn in 2007-13 – especially in energy efficiency, renewables, and information and communication technology.
- **Seventh Framework Programme FP7²** – the EU's main funding programme for scientific research (academic and industrial) – worth over €7bn a year. The goals are to promote entrepreneurship and skills, improve small firms' access to markets and boost their capacity for Research and Development.

² To become Horizon 2020 in 2014



National Level



This section places the strategic policy themes of Education and Training, Employment, Technology Transfer and Competitiveness, as represented within the Grangegorman Development, within the broad national policy arena, as articulated by key Government policy statements.

The programme of assistance agreed with the EU/ECB/IMF Troika in November 2011 committed Ireland to a structural reform agenda (to maximise the potential for economic growth), a fiscal consolidation strategy (to return government debt to below 3% by 2015) and a reorganisation/recapitalisation of the banking sector.

6.1 National Recovery Plan 2011–2014

The National Recovery Plan 2011–2014 (NRP) was published by the Government on 24th November 2010. The Plan provides a blueprint for a return to sustainable growth in the Irish economy, and outlines the measures that will be taken to put the public finances in order, including the implementation of a €15 billion budgetary adjustment over the period 2011 to 2014.

The objective of the budgetary adjustment will be to achieve a deficit of below 3 per cent by 2014, and these adjustments must be viewed in the context of significant expenditure allocations over the period 2000 to 2008.

The NRP also specifies the reforms that the Government will implement to promote growth in output and employment in the coming years.

Budget 2011 represented the first phase of implementation of the Plan, and brought forward adjustments to the value of €6 billion or 40% of the €15 billion committed overall adjustment contained in the NRP.

The stated core objectives of the four-year NRP are to: –

- Remove barriers to growth;
- Boost competitiveness; *and*
- Restore order to the public finances.

6.1.1 Scale of Adjustment

The Irish economy experienced an extremely sharp downturn over the period 2008–2009. This reflected three main factors: –

- The most severe global recession since the Second World War;
- The correction in the domestic construction sector; *and*
- The resulting rapid deterioration in consumer and business confidence.

In overall terms, real Gross Domestic Product (GDP)³ fell by nearly 11% over this period, while the fall in real Gross National Product (GNP)⁴ was even larger at almost 14%. The former compares with a contraction of around 3% for the OECD as a whole.

6.1.2 Fundamental Strengths

Despite the sharp economic downturn, it is generally recognised that the country's fundamental strengths remain intact. These features include: -

- Young, well-educated workforce;
- Favourable demographics;
- High-quality physical infrastructure;
- Very open economy with strong high-technology exporting base;
- Pro-enterprise environment; and
- Very flexible economy.

6.1.3 Overall Budget Strategy 2011–14

The NRP is designed to correct national budgetary imbalances, as follows: -

- 15 billion budgetary correction over 4 years;
- 10 billion in public expenditure, €5 billion in tax and revenue raising;
- 40% or €6 billion was front-loaded in 2011;
- Deficit will be reduced to 9.1% of GDP in 2011 and to below 3% by 2014; and
- Debt to GDP ratio will peak at 102% in 2013 and will fall to 100% by 2014.

6.1.4 Competitiveness, Growth and Employment

The NRP recognises that Government policy must support the private sector by removing potential structural impediments to competitiveness and employment creation, and by pursuing appropriate sectoral policies to encourage export growth and a recovery of domestic demand.

In 2010 the level of the minimum wage is out of step with an economy where GNP has fallen by 19%. Other labour market regulations are preventing job creation – especially in sectors where unemployment among younger and less-skilled workers is most prevalent.

The NRP states that social welfare and labour market policies must reward work and provide a pathway to employment, education and training opportunities for those who have lost their jobs. Reforms in this area, along with measures to enhance competitiveness, are recognised as being pivotal to growth in the economy.

³ GDP - The total value of goods produced and services provided in Ireland during one year.

⁴ GNP - The value of all the goods and services produced in Ireland, plus the value of the goods and services imported, less the goods and services exported.

To address the challenges identified, the NRP commits the Government to: –

- Reduce the minimum wage by €1 to €7.65;
- Reform welfare system to incentivise work and eliminate unemployment traps;
- Complete a review to eliminate anomalies in Registered Employment Agreements (REAs) *and* Employment Regulation Orders (EROs) within three months; and
- Reinvigorate activation policies to ensure that unemployed people can make a swift return to work.

With respect to improving cost competitiveness in the economy, the NRP seeks to achieve the following: –

- Promote rigorous competition in the professions and measures to reduce legal costs;
- Take decisive actions to reduce waste and energy costs faced by businesses including the development of Smart Grids and renewable energy;
- Enhance availability of technological infrastructure, in particular next generation broadband networks;
- Lead efforts to reduce office rents in both the private and public sectors; *and*
- Increase efficiency in public administration to reduce the costs for the private sector.

The NRP also proposes strengthening sectoral policies, including: –

- Implementing sector-specific measures to assist an increase in exports as well as an increase in domestic demand; *and*
- Supporting innovation through the innovation fund, other enterprise supports and the tax system, and encouraging small business development.

6.1.5 Expenditure Measures

The NRP states that the job of Government is to create the conditions in which enterprise can flourish and jobs can be created. The most important of these conditions is sound public finances. Since 2007, the national income (GNP) has fallen by 15%, and tax revenues have reduced from over €47 billion to €31.5 billion. In these circumstances, the current level of public spending is unaffordable. It must be returned to a sustainable level relative to the size of the economy.

The NRP notes that capital spending must be reduced by €3 billion by 2014, and the Government has committed to: –

- Reduce current expenditure by €7 billion by 2014, bringing spending back to 2007 levels;
- Reduce the cost of the public sector pay and pensions bill, social welfare, and public service programmes;

Achieve savings in social welfare expenditure of €2.8 billion by 2014 through a combination of enhanced control measures, labour activation, structural reform measures, a fall in the Live Register, and, if necessary, further rate reductions;

Cut public service staff numbers by 24,750 over 2008 levels, back to levels last seen in 2005;

Reduce the public sector pay bill by about €1.2 billion between 2010 and 2014;

Make more effective use of staffing resources with redeployment of staff within and across sectors of the public service to meet priority needs;

- Reform work practices to provide more efficient public services with scarcer resources;
- Introduce a reformed pension scheme for new entrants to the public service and reduce their pay by 10%;
- Introduce a pension deduction for public service pensioners to yield €100 million in savings;
- Reduce non-pay and non-social welfare spending by €3 billion over the period;
- Increase the student contribution to the costs of third level education;
- Introduce water metering by 2014; *and*
- Reform and update the existing budget system beginning in Budget 2011.

6.1.6 Taxation Measures

The measures contained in the NRP will broaden the tax base by bringing more taxpayers into the tax net, abolishing or curtailing a range of tax exemptions and reliefs, and introducing a new site value tax. It is intended that the revenue measures will: –

- Maintain the 12½% corporation tax rate; this will not change;
- Raise €5 billion over the period of the Plan – 40% of measures will be front-loaded;
- Raise €1.9 billion through income tax changes;
- Implement pension-related tax changes to yield €700 million, with €240 million in tax savings on the public service pension-related deduction;
- Abolish/curtail a range of tax expenditures yielding €755 million;
- Increase the standard rate of VAT from 21% to 22% in 2013, with a further increase to 23% in 2014. These changes will yield €620 million;
- Introduce a Site Value Tax to fund essential locally-delivered services. This will yield €530 million;
- Increase the price of carbon gradually from €15 to €30 per tonne, yielding €330 million;
- Reform Capital Acquisitions Tax and Capital Gains Tax to yield an additional €145 million; *and*
- Transform the Business Expansion Scheme (BES) into a new Business Investment Targeting Employment Scheme (BITES).

6.2 Education Policy

The Department of Education and Skills is responsible for the implementation of Education and Training Policy under the following Ministers: –

- **Education and Skills**, Ruairí Quinn T.D.
- **Training and Skills**, Ciarán Cannon T.D.
- **Research and Innovation**, Seán Sherlock, T.D.

Education is compulsory for children in Ireland from the ages of six to sixteen, or until students have completed three years of second-level education.

The Irish education system is made up of the following elements: –

Early Childhood – the compulsory school age in Ireland is 6 and all forms of pre-primary education are optional. However, children from the age of 4 can be enrolled in infant classes in primary schools. Nearly 40% of 4-year-olds and virtually all 5-year-olds attend primary school, where early education is provided in infant classes.

- **Primary** – the general aims of primary education are: –
 - To enable the child to live a full life as a child and to realise his or her potential as a unique individual;
 - To enable the child to develop as a social being through living and co-operating with others and so contribute to the good of society; *and*
 - To prepare the child for a continuum of learning.
- **Post Primary** – the post-primary education sector comprises secondary, vocational, community and comprehensive schools. Secondary schools are privately owned and managed. Vocational schools are state-established and administered by Vocational Education Committees (VECs), while community and comprehensive schools are managed by Boards of Management of differing compositions.
- **Post-primary** education consists of a three-year Junior Cycle (lower secondary), followed by a two or three year Senior Cycle (upper secondary), depending on whether the optional Transition Year is taken.
- **Further Education and Training** – Further Education covers education and training which occurs after second level schooling but which is not part of the third level system. There are number of providers of Further and Adult Education and Training and a wide variety of schools, organisations and institutions, are involved in the delivery of continuing education and training for young school leavers and adults.

Adult Education includes a range of education and training that is provided by various organisations aimed at up-skilling and reskilling people who are unemployed. Providing skills for work is a priority.

Certification in the Further Education and Training sector is usually in alignment with the National Framework

of Qualifications (NFQ), an awards framework of 10 levels that is aligned to the European Framework of Qualifications (EFQ). The Further Education and Training Awards Council (FETAC) awards certification at levels 1 to 6 and the Higher Education and Training Awards Council (HETAC) awards certification at levels 6 to 10.

The two main providers in further and adult education and training are the VECs and FÁS, the State Training and Employment Authority⁵.

Table 1 – Programmes in Further Education

Full-Time Courses	Part-Time Courses
Post Leaving Certificate (PLC) Courses	Back To Education Initiative (BTEI)
Vocational Training Opportunities Scheme (VTOS)	Adult Literacy
Youthreach	Community Education

- Higher Education - is provided mainly by 7 Universities, 14 Institutes of Technology, including DIT, and 7 Colleges of Education. In addition, a number of other third level institutions provide specialist education in such fields as art and design, medicine, business studies, rural development, theology, music and law.

6.2.1 National Strategy for Higher Education to 2030

Published in January 2011, the National Strategy for Higher Education to 2030 (NSHE) recognises that the development of the higher education system in the years to 2030 will take place initially in an environment of severe constraints on public finances.

The NSHE notes that demand to invest in education to support job creation and innovation and to help people back into employment is increasing. In the wider world, globalisation, technological advancement and innovation are defining economic development, people are much more mobile internationally as they seek out career opportunities, and competition for foreign direct investment remains intense.

⁵To be superseded by SOLAS.

Vision

The NSHE sees that higher education will play a central role in making Ireland a country recognised for innovation, competitive enterprise and continuing academic excellence, and an attractive place to live and work with a high quality of life, cultural vibrancy and inclusive social structures. Higher education institutions will have a strong engagement with individual students, communities, society and enterprise, will give students a sense of Irish place and identity, and will equip them with the skills to play a strong part on the world stage. It will also be the engine for new ideas through research, and many of these ideas will translate into the sustaining innovative enterprises of the future.

- **Participation** - it is essential to create and enhance human capital by expanding participation in higher education.
- **Quality of the student experience** - a high-quality student experience should equip graduates with essential generic foundation skills as adaptive, creative, rounded thinkers and citizens, in addition to a comprehensive understanding of their relevant disciplines.
- **Quality of teaching, scholarship and external engagement** - academic staff must be continuously reviewed in all institutions as part of a robust performance management framework.
- **Research and innovation** - continued investment in research and innovation is essential to national development. Investment in research creates a range of benefits - improving the quality of education for all students, developing a cadre of highly trained PhD students, producing new knowledge to address national and international problems, enhancing international competitiveness, and informing public opinion.
- **Engagement** - higher education institutions should have open engagement with their community and wider society and this should infuse every aspect of their mission.
- **Internationalisation** - the higher education system is part of a global endeavour. While higher education in Ireland is already characterised by flows of students and staff to and from other countries, it is essential that this be broadened and deepened.

6.3 Training Policy

The restructuring of the VECs into 16 Education and Training Boards (ETBs) has been government policy for some time.

The structural reform agenda includes the establishment of a further Education and Training Sector as well as a Labour Market Activation strategy. The structural reform programme provides for the pending dissolution of FÁS and the establishment of a new Further Education and Training Authority (SOLAS), the establishment of 16 ETBs, the establishment of the National Employment and Entitlements Service (NEES), the establishment of Qualifications and Quality Assurance Ireland (QQAI), and the launch of the Pathways to Work Initiative.

6.3.1 ETBs

Draft Heads of Bill have been published by government to provide for the aggregation of the 33 VECs into 16 ETBs. The Heads of Bill were addressed by the Select Oireachtas Sub-committee on Education and Skills prior to Christmas 2011.

As legislation is enacted, phasing arrangements will emerge around the incorporation of the existing Training Division of FÁS into the ETB network.

6.3.2 Establishment of SOLAS

The impending SOLAS⁶ legislation will provide for the dissolution of FÁS and the establishment of SOLAS as a new statutory authority to oversee the Further Education and Training sector. As legislation is enacted, phasing arrangement will emerge around the incorporation of the 16 FÁS training centres and the 800 FÁS staff into the 16 ETBs. Ultimately SOLAS will be left with a staffing complement of about 10% of that of FÁS (circa 200).

SOLAS is to be responsible for the co-ordination and funding of training and further education programmes around the country, while ETBs will ultimately be responsible for the delivery of publicly-funded FET programmes. SOLAS will enter into annual Service Level Agreements (SLAs) with ETBs. These SLAs will align the strategies of ETBs with national priorities across education and training provision.

It has been indicated that there will be a clearer focus on the needs of learners and job seekers. There will be a greater focus on skills provision for occupations in growth areas like the services, ICT, medical devices, food, and bio-pharma sectors. With the support of other bodies, SOLAS will analyse demand for future Further Education and Training (FET) provision and respond to emergent skills needs. Online and blended provision of FET courses will be expanded in keeping with the current digital age.

6.3.3 NEES

All employment and benefits services will be integrated into a single delivery unit – the National Employment and Entitlements Service (NEES) – to be managed by the Department of Social Protection (DSP). Already the FÁS Employment Services have been transferred to the DSP (1st January 2012) as part of the establishment of NEES.

The NEES therefore is a signal delivery unit – or ‘one-stop-shop’ – which will support people to establish their benefits entitlements, advise them about their training options, and assist them in securing employment. The National Employment and Entitlement Service (NEES)⁷ with clear targets for rolling out a new approach, which includes: –

- Better targeting of services through profiling those entering the live register;
- Responsibility for delivering a more regular engagement with those on the Live Register at appropriate intervals, specifically targeting and tailoring the approach in so far as it is possible. Interventions will include referral to group engagement, education and/or training and placement/work experience opportunities at appropriate intervals;
- Provision of recruitment and job-matching services for employers and the unemployed;
- The provision of appropriate career guidance support as part of the engagement and referral system;
- Effective communication and marketing of NEES services to employers;
- More meaningful engagement between the Department of Social Protection and employers both nationally and at a local level;
- Improved service provision and monitoring of effectiveness through the roll out of a public services card; *and*
- The implementation of sanctions.

⁶ SOLAS – Seirbhís Oideachais Leanúnaigh agus Scileanna

⁷ To be rebranded as Intreo

The NEES is part of the Government's reform of labour market activation policies as set out in the Pathways to Work Initiative launched on 23rd February 2012. The NEES will offer users a higher level of individual employment and education and training advice, with more frequent face-to-face interviews. NEES will closely interact with ETBs and SOLAS in regard to the referral of individuals for Further Education and Training. This will require specific protocols and operational mechanisms to be agreed between SOLAS and ETBs, and DSP/NEES.

6.3.4 Intreo

NEES is currently being re-designated as Intreo, operating under the Department of Social Protection.

Intreo was formally launched in the Sligo Intreo Centre on the 15th October 2012, and is designed to provide a more streamlined approach to employment services and supports for jobseekers and employers.

Jobseekers Provision

- Employment services and income supports available in one location;
- Expert assistance and advice on employment, training and personal development opportunities;
- A focus on individual needs to assist (re-) entry to the workforce;
- Self-service facilities to provide information and guidance on employment and training opportunities;
- Access to information on job vacancies through www.jobsireland.ie; and
- Information on the full range of income supports provided by the Department of Social Protection, for example, jobseeker's payments, back-to-work and back-to-education payments, one-parent family payments, pensions and others. Also, jobseekers or one-parent family payment will continue to be dealt with by the Intreo office.

Employers Provision

Intreo provides a wide range of supports and services to assist with employment needs, designed to help employers access potential employees, including: –

- Employment support and advice on a National and European level, giving access to skilled, job ready candidates;
- JobBridge internships and work placement services;
- Financial supports to minimise employer cash flow demands when creating new jobs. The Employer Job (PRSI) Incentive Scheme exempts employers from liability to pay their share of PRSI for certain employees. The scheme is open to employers who create new and additional jobs;
- Workplace supports to assist employees with disabilities; and
- Advice and access to any employment initiatives of relevance to an employer.

6.3.5 QQAI

The Further Education and Training Awards Council (FETAC), the Higher Education and Training Awards Council (HETAC), The National Qualifications Authority of Ireland (NQAI) and the Irish Universities Quality Boards (IUQB) are being amalgamated into a new single agency – Qualifications and Quality Assurance Ireland (QQAI). It is clear that QQAI will also play a significant and key role in the development of an integrated FET sector.

6.3.6 Pathways to Work

The publication 'Pathways to Work' contains the Government Policy Statement on Labour Market Activation. In the Programme for Government a better approach to how the State engages with and supports the unemployed to get back into the workforce was called for.

'Pathways to Work' sets out how this is to be delivered, and flanks measures in the Government's Action Plan on Jobs to help create new employment opportunities. 'Pathways to Work' has five strands: –

- **More regular and on-going engagement with people who are unemployed** – every individual on the Live Register will have deeper and more regular engagement with the National Employment and Entitlements Service (NEES) according to their needs, and that they will be offered job search assistance with appropriate education, training or work experience opportunity to increase their employability and keep them close to the labour market;
- **Greater targeting of activation places and opportunities** – In the Jobs Initiative the Government provided an additional 20,900 training, education and work experience places in 2011. In 2012 the Government will invest in a high level of education, training, job placement and work experience places, with a large percentage of these focused on the unemployed. Also, the Department of Social Protection is committed to supporting over 85,000 beneficiaries of job placement, work experience and back to education schemes in 2012;
- **Incentivising the take-up of opportunities** – The Government will ensure that the social protection system incentivises rather than blocks the return to work for unemployed people, including those with families, through on-going reform of the system;
- **Incentivising employers to provide more jobs for people who are unemployed** – The Government has introduced a range of reforms and incentives to support, protect and create jobs, including through the Jobs Initiative in May 2011, which among other measures, reduced VAT rates for labour intensive sectors such as tourism. It also halved the lower rate of PRSI until end-2013 on jobs that pay up to €356 per week. In addition, on 13th February 2012 the Government published a comprehensive 'Action Plan for Jobs'. This will ensure a whole of Government focus on protecting and creating jobs; *and*
- **Reforming institutions to deliver better services to people who are unemployed** – The establishment of a single 'one stop shop' public employment and benefits service in the National Employment and Entitlement Service (NEES) with clear targets for rolling out a new approach.

6.3.7 Springboard Initiative

In May 2012 the Minister for Education and Skills launched the Springboard initiative to provide 6,000 new places on Irish higher education programmes for unemployed people. The initiative is targeted at those who were previously working but lost their jobs or were made redundant and who, with some up-skilling, could fill current or future job shortages.

Springboard is managed by the Higher Education Authority, will allow those who undertake the courses to retain their benefits and if they find a job, they will still be permitted and encouraged to finish their course. A total of 34 institutions in both the public and private sector will offer programmes ranging from Certificates in Digital Marketing and in Supply Chain Management to Masters in Energy Management.

The free, part-time courses at certificate, degree and masters level, lead to qualifications that are in demand among employers. The demand is assessed from the Forfás – Guidance for Higher Education Providers⁸.

The majority of courses are one-year or less in duration, and Springboard is open to jobseekers that have a previous history of employment and believe that a focused, high-quality qualification is the key to getting back to work. Courses are available (including provision by DIT) in the key areas of: –

- Bio-PharmaChem;
- Business/Management Skills;
- Food and Beverage;
- Green Economy;
- ICT;
- International Financial Services; *and*
- Medical Devices

6.4 Employment Policy

A Government priority is to address the unemployment issue in Ireland. It is recognised, however, that Governments don't create jobs, but successful businesses and entrepreneurs do. To this end the Government has set the following objectives: –

- To become the best small country in which to do business;
- To get back to a top 5 ranking in international competitiveness;
- To build world class clusters in key sectors of opportunity; *and*
- To build an indigenous engine of growth that drives up the export market share of Irish companies.

The annual Action Plan for Jobs is designed to help achieve that ambition, and sets targets of having 100,000 more people in work by 2016 and 2 million people in work by 2020.

⁸See Appendix A5 for current assessment.

6.4.1 2012 Action Plan for Jobs

In total there are over 270 distinct actions identified to be delivered in 2012 across all Departments of Government, and more than 36 agencies of the State.

The Action Plan for Jobs 2012 addresses seven principal areas: –

1. **Building competitive advantage** – Innovation, Costs, Skills and Infrastructure. This will include: –

- Research and Innovation to Drive Job Creation
- Improving Cost Competitiveness
- Aligning Skills with Enterprise Needs
- Infrastructure Investment to Underpin Employment Growth
- Reduced Costs through Sensible Regulation

2. **Supporting indigenous start ups.** This encompasses fifteen actions, and includes: –

- Extending the corporation tax holiday for those companies that commence a new trade in the years 2012, 2013 and 2014.
- Establish a new '*one-stop-shop*' micro enterprise support network of Local Enterprise Offices (LEOs) in each Local Authority to provide mentoring for micro-business.
- Roll out the micro finance fund, to provide loans of up to €25,000, targeted at start up, newly established, or growing micro enterprises across all industry sectors.
- Promote the improved Seed Capital Tax Relief Scheme for new start ups, which will now apply to a wider range of sectors.
- Establish a new Community Enterprise Development Programme for the maintenance or establishment of a strong business development function in the Community Enterprise Centres funded by Enterprise Ireland.
- Deliver support to 95 new High Potential Start Ups including an increase of 50% in the number of overseas entrepreneurs supported, using the International Start Ups fund as a key tool, and an increase of 40% in the number of new HPSUs arising as spin outs from research.
- Manage and deliver a suite of entrepreneurial development programmes in conjunction with partners i.e. Colleges, Business Incubation Centres and Start Up programmes.
- Develop and pilot, in the South East, an Innovation Graduates Programme managed in conjunction with the Institutes of Technology.
- Run a total of four calls of the Competitive Start Fund in 2012, and target the support of 60 projects during the year.
- Run an accelerated growth programme for HPSUs to help them develop the management skills necessary to achieve rapid international growth.

- Launch a new *Women in Business* Start Up drive.
- Build on the work of the Global Irish Economic Forum to develop mechanisms to promote and deliver early stage investment by the Diaspora in new indigenous start ups.
- Improve the legal environment to set up and operate a business by enacting the Consolidated Companies Bill.
- Examine the options with regard to extending benefit cover to the self employed.
- Review the role of the Digital Hub Development Agency and the National Digital Research Centre with a view to building on their work in supporting digital start up companies, as well as promoting an increase in on line trading by small businesses.

3. Assisting indigenous business to grow – including: –

- Improving the flow of credit to business;
- Encouraging productive investment;
- Maximising the impact of State support for internationalisation;
- Encouraging greater levels of research;
- Encouraging development and innovation;
- Facilitating knowledge transfer and supplier arrangements between foreign owned and Irish firms; *and*
- Developing procurement opportunities

4. Attracting inward entrepreneurial start ups. This will include the following actions: –

- EI and IDA will work together to attract inward start ups with ambitious targets for start ups and jobs potential.
- Promote availability of a €10 million fund and target support of overseas entrepreneurs with investor ready projects seeking between €200,000 and €500,000.
- Appoint new International Start Up Ambassadors and consider new ways to involve the private sector, including Diaspora, in developing champions to extend knowledge of Ireland's unique offering in this area.
- Work collectively to communicate Ireland's strength as a location for starting a business, and support the development of a campaign by the Irish Diaspora to encourage entrepreneurial start ups in Ireland.
- Roll out targeted marketing campaigns in North America, UK, Europe and Australia.
- Increase by 50% the number of investments in Inward Entrepreneurial Start Up projects.
- Establish and promote attractive immigration arrangements to facilitate entrepreneurs from outside the EEA in establishing businesses in Ireland through the Immigrant Investor Programme and the Start up Entrepreneur Programme.

5. Developing and deepening the impact of FDI. This will include the following actions: -

- Work to target another 144 new FDI investment projects.
- Target 12,500 new jobs with an associated 8,750 in wider the economy giving a total impact of 21,250 in 2012.
- Achieve €500m in research and development investment approvals to have a total annual R&D spend by multinationals here of €1.7bn by 2014.
- Secure new growth market investments with an ambitious target of 1,000 associated jobs.
- Deliver 50% of investments outside the Dublin and Cork regions.
- Deliver the Diaspora job finder's fee scheme – *Succeed in Ireland*.
- Introduce a package of measures to support the continued success of the international funds industry, the corporate treasury sector, the international insurance industry and the aircraft leasing industry.
- Introduce a Special Assignee Relief Programme to allow multinational and indigenous companies to attract people to Ireland so as to create more jobs and to facilitate the development and expansion of businesses in Ireland.
- Utilise Global Irish Network as official advocates of new and expanded FDI investment in Ireland.
- Intensify focus on attracting sub suppliers to existing multinational base to locate in Ireland.
- Enterprise Ireland and the IDA will establish a senior management team to deliver on key priorities such as:
 - Attracting inward entrepreneurs;
 - Maximising procurement opportunities for Irish business with MNC's; and
 - Coordinating a new faculty of leading edge companies to provide peer-to-peer learning to Irish companies.
- In addition, EI and the IDA will explore opportunities to further strengthen linkages including an 'informal adoption' arrangement between MNC's and SME's

6. Developing employment initiatives within the community. This will include the following actions: -

- The organisation of workshops and initiatives at regional/local level to identify ways to stimulate domestic demand and galvanise community action.
- The organisation of Jobs Fairs around the country, to bring together local businesses and jobseekers to highlight available jobs and match them with jobseekers.
- Initiatives by companies committed to Corporate Social Responsibility, particularly in the provision of employment opportunities to more marginalised groups in the community.

- The introduction, in the enterprise sector, of a Prompt Payments Charter, to improve cash flow between businesses.
- Develop a new sectoral strategy to promote employment and support local enterprise by Local Government⁹ to include measures in the area of business charges, local enterprise and business support arrangements, procurement support; local development and community based initiatives, the Green Economy and local government participation in employment support schemes.
- Align community based endeavour with local government with a view to improving delivery of services to citizens at local level, achieving greater efficiency and effectiveness and enhancing the role of Local Authorities in the delivery of local and community development programmes and functions.
- Report on the potential of social enterprise to create jobs. The report will identify the actions required, in funding, procurement, etc., by Government and other relevant bodies and agencies to create jobs in this sector.
- Ensure that the goals of the Local and Community Development Programme (i.e. to increase access to formal and informal educational, recreational and cultural activities and resources, and increase people's work readiness and employment prospects) continue to provide support for enterprise start ups.
- Continue to support job creation in rural communities through the Rural Development Programme.
- Deliver a new round of the Sports Capital Programme in 2012.
- Examine the potential to establish a national Community Investment Fund to support matching co funding to encourage involvement of all sections of society to create employment.
- Introduce legislation aimed at easing the regulatory burden on co operative societies and making it easier to start up and run a co operative as an alternative form of enterprise organisation.
- **Exploiting sectoral opportunities¹⁰, including: -**
 - Manufacturing;
 - Health/Life Sciences;
 - Green Economy;
 - Agri Food;
 - ICT Hardware and Software;
 - Cloud computing;
 - Digital Games;
 - Tourism;
 - International Financial Services;

⁹These measures will complement, and assist in the delivery at a local level, of other actions set out in the Action Plan.

¹⁰Please see Appendix A6 for further summary detail.

- Business Process Outsourcing/Shared Services;
- Education Services;
- Construction;
- Retail/Wholesale; and
- Arts, Culture and Creative Enterprise

6.5 Legacy Policy Documents

Given the level of impact of the economic crises that overtook Ireland in 2008, much of the previous policy frameworks that pertained have now been effectively superseded by that emanating from the National Recovery Plan. These include: -

- National Development Plan 2007-2013 – Transforming Ireland – Government Publications
- National Spatial Strategy 2002-2020 – Government Publications
- Making Ireland's Development Sustainable (2002) – Department of the Environment and Local Government
- Delivering Homes, Sustaining Communities (2007) – Department of the Environment, Heritage and Local Government
- National Action Plan for Social Inclusion 2007 – 2016 – Government Publications

6.5.1 National Development Plan 2007-2013

The National Development Plan Transforming Ireland – A Better Quality of Life for All sets out the roadmap to Ireland's future.

The NDP provides the context for the national policy framework, and in particular, offers an encompassing vision: *'the Department of the Environment, Heritage and Local Government, together with the Regional and Local Authorities, will work together to ensure that city and county development plans are set within the context of the NSS and Regional Planning Guidelines. In turn, through the local planning system, effective co-ordination between public investment and the private sector will deliver more integrated and sustainable communities.'*

6.5.2 National Spatial Strategy 2002-2020

The National Spatial Strategy (NSS) is a 20-year strategy designed to enable every place in the country to reach its potential, no matter what its size or location. It recognises that the various regions of the country have different roles. To achieve its objectives the NSS sets out a framework for gateways, hubs and other urban and rural areas to act together. This framework is designed to open up new opportunities in the regions and give people greater choice in relation to where they work and live.

The National Spatial Strategy will enable all sectors of the economy to plan future investment in a better-informed way. The Government will ensure that its own policies are implemented in a manner that is more coherent. Regional and local authorities, along with the State agencies, are noted as having major roles to play in implementing the Strategy. It is further recognised that continuing public participation and support is key to ensuring the success of the National Spatial Strategy.

Whilst the NSS is a twenty-year planning framework designed to deliver more balanced social, economic and physical development between regions, it follows that this must be reflected down to individual settlements within the regions. In this regard the NSS provides strategic planning guidance for a range of Government policies and regional and local plans.

6.5.3 Making Ireland's Development Sustainable

The DECLG document entitled *Making Ireland's Development Sustainable* (2002) notes that sustainable development is about ensuring that everyone is able to enjoy economic prosperity, social progress, and a high quality environment.

Making Ireland's Development Sustainable is about reviewing the progress made, assessing that progress and setting out directions for the future.

The report concludes that *'there is a need for a more realistic integration of environmental considerations into the activities of the economic sectors and into individual lifestyles.'*

6.5.4 Delivering Homes, Sustaining Communities

Delivering Homes, Sustaining Communities (2007) – DECLG notes that *'...sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.'*

The report observes that building of sustainable communities requires important interactions between both the public and private sectors.

6.5.5 National Action Plan for Social Inclusion 2007 – 2016

The National Action Plan for Social Inclusion 2007 – 2016 sets out a wide-ranging and comprehensive programme of action to address poverty and social exclusion. To ensure that a decisive impact on poverty is made, the Government believes that significant interventions are required to prioritise a small number of high-level goals. These targeted actions and interventions are designed to mobilise resources to address long-standing and serious social deficits with the ultimate aim of achieving the objective of reducing consistent poverty.

NAP inclusion references a *'lifecycle approach'* to addressing the issues of social exclusion, and places a strong emphasis on actions and targets. The overall goal is to: *'Reduce the number of those experiencing consistent poverty to between 2% and 4% by 2012, with the aim of eliminating consistent poverty by 2016'.*

The National Action Plan is designed to complement the National Development Plan and takes a life-cycle approach across the following themes: –

- Children;
- People of working age;
- Older people;
- People with disabilities; *and*
- Communities

The specific issues underpinning each of these are seen to include: –
Children: –

- Health: fundamental to a young person's well-being;
- Education: vital to future prospects;
- Income Support: helping to secure a good quality of life; and
- Other priorities: nutrition; homelessness; traveller children; sport and leisure; training; justice; and substance abuse.

People of Working Age: –

- Employment/Unemployment: the need to improve employability;
- Education: addressing literacy and 'second chance' education;
- Gender: improving social and economic outcomes for women;
- Income Support: helping secure a good quality of life; and
- Other: health, lone parents and justice issues.

Older People: –

- Care in Old Age: providing the care support needed when and where it's needed;
- Income Support: helping secure a good quality of life; and
- Other: housing; education; and community participation.

People With Disabilities: –

- Employment and Participation: the need to improve employability and involvement;
- Income Support: helping secure a good quality of life; and
- Other: access to services; housing; buildings; transport; and facilities.

Communities: –

- Housing: meeting housing needs, including those of homeless people;
- Health: better targeted services and responding to carers' needs;
- Other: addressing issues related to Travellers; migrants; transport; libraries; citizenship; fuel poverty; 'e-inclusion'; and sport;
- Programmes: maintaining and developing a range of community-based programmes; *and*
- National Drugs Strategy: continuing investment.



Regional Level



This section summarises the strategic policy arena at Regional level, as defined by Dublin Regional Authority.

7.1 Dublin Regional Authority

The Dublin Regional Authority is one of 8 Regional Authorities established in 1994 under the Local Government Act 1991 (Regional Authorities) Establishment Order 1993.

The Dublin Region comprises the administrative areas of Dublin City Council, Fingal County Council, Dun Laoghaire-Rathdown County Council and South Dublin County Council. The population of the Dublin region is 1.273m (CSO: 2011).

7.2 Regional Planning Guidelines

The Regional Planning Guidelines for the Greater Dublin Area combines two Regional Authority areas - the Dublin Regional Authority and the Mid-East Regional Authority. The current Regional Planning Guidelines were made by the Dublin and Mid-East Regional Authorities on the 15th June 2010. The Guidelines cover the Councils of Dun Laoghaire-Rathdown, Dublin City, Fingal and South Dublin in the Dublin Region and Kildare, Meath and Wicklow County Council areas in the Mid-East Region.

The Regional Planning Guidelines for the Greater Dublin Area 2010-2022 is a policy document that aims to direct the future growth of the Greater Dublin Area over the medium to long term and works to implement the strategic planning framework set out in the National Spatial Strategy (NSS) published in 2002.

The Regional Planning Guidelines inform and directs the City Development Plan, and provides a clear policy link between national policies – the National Development Plan and the National Spatial Strategy and other national policy documents and guidance; and Local Authority planning policies and decisions.

7.2.1 Vision

The Regional Planning Guidelines see the Greater Dublin Area by 2022 as *'an economically vibrant, active and sustainable international Gateway Region, with strong connectivity across the GDA Region, nationally and worldwide; a region which fosters communities living in attractive, accessible places well supported by community infrastructure and enjoying high quality leisure facilities; and promotes and protects across the GDA green corridors, active agricultural lands and protected natural areas.'*

7.2.2 Regional Economic Strategy

The Regional Planning Guidelines identify the factors of competitiveness as being enterprise dynamic, skills and education, economic infrastructure, leadership and strategic capacity, innovation and quality of life. The challenges facing the GDA in the current economic environment are noted as including the growth in unemployment, decline in manufacturing and also regional outputs.

The need for the GDA to remain a competitive location for high value, service economy businesses is identified, and it is noted that the area needs to be supported to remain attractive through skills development, attractive

environment, advanced broadband and high quality transport links. The growing pattern of convergence between different elements and sectors is noted, including Biopharma, Nanotechnologies, green technology and life sciences

The Regional Economic Strategy sets out the need for enhancing the business environment in respect of: –

- Leadership and governance;
- Stimulating and supporting entrepreneurship;
- Promoting innovation;
- Skills and education;
- Quality of life;
- Connectivity; and
- Utility investment.

7.3 Economic Development Action Plan

The Economic Development Action Plan for the Dublin City Region, published in 2009 by the Dublin Regional Authority, aims to develop the Dublin City Region as a significant hub in the European knowledge economy through a network of thriving spatial and sectoral clusters providing a magnet for creative talent and investment.

7.3.1 Strategic Framework

The strategic framework identifies a series of three thematic elements with attendant actions that are designed to reinforce the objective noted above.

Develop Strong Leadership for the Dublin City Region

- Develop the case for the Dublin Region as the engine driving Ireland's economy to support its adoption into national and regional policy
- Develop the Creative Dublin Alliance across the city region's third level, business, local government and state agencies
- Develop the Dublin brand and a marketing strategy to raise Dublin's international profile
- Establish a central regional data point across the Dublin Local Authorities

Create a Vibrant Place

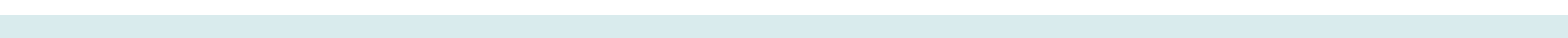
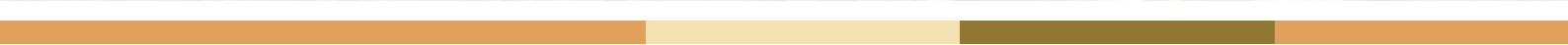
- Identify, lobby for and co-ordinate the delivery of the city region's infrastructure to provide for current and future growth.
- Co-ordinate the development of economic policies within the City and County Development Plans.
- Embed economic objectives in the planning and development system.
- Agree economic corridors and clustering sectors, and identify supports.
- Communicate a clear economic rationale for density in a competitive city region.
- Identify the economic opportunities and challenges in regeneration areas and monitor the on-going position.
- Build on existing environmental advantages and emerging high tech and biotech innovation clusters to identify how the city region can support the growth of clean technology industries.

Nurture, Attract and Retain Creative People

- Identify key enterprise supports and agree multi-agency delivery - Research the challenges to immigrant entrepreneurs, identify supports and agree delivery of appropriate actions.
- Identify employment and retraining initiatives to support vulnerable sectors both working and unemployed
- Develop policy thinking on the role of diversity and equality in the city region and its contribution to the internationally competitive city region
- Support the role of the creative industries in developing the knowledge economy
- Investigate the creation of an International Digital Services Centre (similar to the IFSC)
- Create the conditions for the attraction of talent through developing Dublin further as an attractive place to live and visit for workers, students and tourists



Dublin City Level



This section summarises the strategic policy arena at Local Authority level within the context of the Statutory Planning Process.

8.1 Grangegorman SDZ Planning Scheme

The total area of the SDZ site is 28.69 hectares (70.89 acres). The SDZ site comprises primarily of the grounds of St. Brendan's Hospital but also includes Grangegorman Lower (a public road which bisects the site); HSE properties adjacent to St. Brendan's Hospital fronting onto North Circular Road; HSE properties fronting onto Grangegorman Lower (adjacent to Marne Villas) and the former DCC Cleansing Depot (in the ownership of DIT).

The SDZ Boundary differs slightly from the Grangegorman Lands as defined in the Grangegorman Development Agency Act 2005. For example, the HSE properties adjoining the North Circular Road have been included within the SDZ site in order to ensure a holistic and integrated approach to the redevelopment of this area.

Also, an area to the northwest of the site (centred on Connolly Norman House) has been excluded from the SDZ site. This area was excluded as the planning had already been advanced for the early provision of a component of the replacement mental health facilities. Planning permission for these facilities was granted in September 2009, in accordance with the principles of the Grangegorman Master Plan (contained within the Grangegorman Strategic Plan).

8.1.1 Statutory Context

Part ix of the Planning and Development Act 2000 (as amended) introduced the concept of Strategic Development Zones (SDZs), to facilitate development deemed to be of economic or social importance to the State.

The Government ordered the designation of 28.69 hectares of land at Grangegorman as a site for a Strategic Development Zone on 21st December 2010.

The site was designated an SDZ for the provision of schools and other educational facilities, community facilities, including hospitals and other healthcare facilities and services, facilities for the elderly and people with disabilities, childcare facilities, residential (including student and private) commercial activities (including leisure and retail facilities) and sports and recreational facilities.

The site was designated by the government for the following reasons: –

- The potential and need for the comprehensive planning and development of the site due to its scale and configuration;
- The efficient use of public investment in infrastructural facilities; and
- The giving of effect to the policies contained in: –
 - » The Strategic Plan prepared by the Grangegorman Development Agency in accordance with section 12 of the Grangegorman Development agency Act 2005 (no. 21 of 2005); and
 - » The Dublin City Development Plan 2011-2017 made by Dublin City Council in accordance with section 9 of the (Planning and Development) Act of 2000.

8.2 Dublin City Development Plan 2011–2017

The Dublin City Development Plan 2011–2017 has been prepared in accordance with the requirements of the Planning and Development Act, 2000 (as amended), the Planning and Development (Strategic Environmental Assessment) Regulations, 2004 and Article 6 of the Habitats Directive 92/43/EEC.

The development plan sets out the spatial framework for the city within the context of the National Development Plan, National Spatial Strategy, National Climate Change Strategy, Smarter Travel – A Sustainable Transport Future, Regional Planning Guidelines for the Greater Dublin Area and Transport 21.

8.2.1 Key Developing Areas

The plan designates 9 key developing areas in addition to the inner city. These represent significant areas of the inner and outer city with substantial development capacity and the potential to deliver the residential, employment and recreational needs of the city, such as Pelletstown, North Fringe and Naas Road Lands, whilst several will support the economic or cultural specialism essential for the growth and diversification of the city's economy, namely, the Docklands, Digital Hub/Liberties, Grangegorman and Heuston.

8.2.2 Innovation Network

This priority of the Dublin City Development Plan seeks to stimulate the long-term economic renewal of the city, consolidating and strengthening the role of Dublin as the main economic engine in the state and putting Dublin at the heart of the region.

Through the Framework for a Sustainable Dublin (FSD), it seeks to develop sustainable employment in the areas of innovation, digital industries, science, academic research, medical research centres, and leading edge green/clean technologies, in addition to the financial, legal and insurance services sector.

This priority promotes three new innovation corridors radiating from the city centre. The northern corridor running to Dublin Airport includes clusters, knowledge, research and growth centres such as Grangegorman, the Mater, DCU and Ballymun/Finglas.

These three corridors form part of a proposed innovation network to lever growth across the city region, leveraging on and supporting government policy to foster innovation and a smart economy.

8.2.3 Key Urban Spaces

It is an objective of Dublin City Council to implement a series of key urban spaces and pedestrian focussed initiatives as identified in the Legible Dublin Study and to incorporate additions to the network as identified in adjacent plans e.g. Liberties local area plan, Phibsborough/Mountjoy local area plan, Grangegorman Masterplan, and the Docklands Masterplan.

Linkages

Dublin City Council will promote and facilitate the further development of clusters within the city thereby generating competitiveness, productivity and innovation benefits and to promote north-south linkages between Digital Hub-Grangegorman and east-west linkages between the Dublin Docklands, the historic city core and Heuston.

Development Framework

It is also the intention of the City Council to ensure that the development framework for Grangegorman/Broadstone provides for a high quality character area/urban district with strong physical linkage to the Historic Area Rejuvenation Project /Smithfield, Phibsborough, Manor Street, and to the city centre through Henrietta Street. This will require the creation of a highly sustainable urban campus at Grangegorman as a new home for Dublin Institute of Technology with the capacity to develop strong links with other knowledge sector engines located elsewhere in the inner city.

Dublin City Council has also adopted a series of strategic statements that relate to the contextual development of the Grangegorman site, including: -

- To co-operate with existing stakeholders in Broadstone to promote the development of a range of higher value economic uses that would be complementary to the campus uses at Grangegorman;
- To provide for the physical integration of Grangegorman and Broadstone with each other and the city centre through the development of a series of physical connections including pedestrian and cycle linkages and new transport infrastructure;
- To examine in conjunction with the relevant educational agencies including Educate Together the primary and secondary education uses to support this third level campus; and
- To have regard to the physical integration and regeneration potential of Manor Street/Stoneybatter as important streets and radial routes in the redevelopment proposals for this area.

Grangegorman/ Broadstone

The Dublin City Development Plan 2011–2017 will further support the Grangegorman development: -

- To create a high quality educational campus and healthcare facilities at Grangegorman, with strong linkages to Phibsborough, Manor Street and the city centre through Henrietta Street.
- To promote the physical integration of Grangegorman and Broadstone with each other and to the city centre.
- To promote the identity and character of this new educational campus by the location of an elegant mid-rise building towards the centre of the main site on elevated ground overlooking a large open space and the city.
- To signify the main gateway to the campus by the use of 1 or 2 midrise buildings on the proposed main entrance from Constitution Hill/Broadstone.



Appendices

A1 GDA Strategic Plan 2011

The Strategic Plan for the development of the Grangegorman site has been developed in conformity with Section 12 of the Grangegorman Development Agency Act (2005). The Strategic Plan is unique in its depth and breadth of detail. It includes a comprehensive land use and architectural Masterplan, the full delivery methodology for all construction into the future, the setting out of procurement mechanisms and allied funding, and a planning strategy which underpins efficient delivery.

The development of the St. Brendan's Hospital grounds at Grangegorman in Dublin's north inner city represents one of the largest urban design redevelopments undertaken within the city core for many decades. The site, extending to 30 hectares, will be entirely redeveloped to create 21st century facilities to meet the needs of the Health Service Executive (HSE), Dublin Institute of Technology (DIT), the City and surrounding communities. Dublin City and the immediate north inner city communities will benefit through the significant learning, research, industry related, arts and cultural, health, general office and sporting facilities being created in this location. The development will have a major impact on the economic, social and cultural life of the Greater Dublin Region and by extension will be of national importance.

St. Brendan's Hospital at Grangegorman is one of the oldest public institutions in Dublin, providing mental health services for over 200 years. The land within St. Brendan's is a largely undiscovered gem within Dublin's north inner city. The walled site has remained virtually untouched for decades and for the most part has been separated from the communities living around it. Those parts of this extraordinary site that are in use include a number of buildings which are architecturally important but which are no longer suitable for modern mental healthcare delivery models.

Dublin Institute of Technology is another Dublin landmark institution and one of Ireland's largest providers of higher education. Its origins date back to 1887 in Kevin Street, and the foundation of technical education in Ireland. In the 120 years since then, DIT has grown and developed, continually responding to the educational, social and economic needs not only of Dublin but also of the country as a whole. Its unique place in Ireland's higher education spectrum lies in the diversity of what DIT offers and in the fusion of the academic with the application of knowledge. Programmes are career-focused and links with industry through programme development, research and technology transfer are a hallmark of the institution. More than 22,000 students are enrolled on full and part-time programmes that range from apprenticeship and craft education through to PhD and post-doctoral research.

Having grown organically over such a long period of time, DIT currently occupies in the order of 40 individual buildings around Dublin city centre. Its potential to continue to develop, and to meet key strategic national objectives, is compromised by the limitations of this diverse infrastructure. Recognising the potential to enhance third level educational provision, Government took the decision in April 2002 that a new consolidated DIT campus would be developed at Grangegorman, in DIT's heartland of the inner city of Dublin. Complementary with this campus Government proposed new healthcare facilities, all to be integrated in a new city quarter.

A2 Joining Up The Dots

The North West Inner City Network¹¹ and Dublin Institute of Technology (DIT) established a new group called the Joint Implementation Group (JIG) to progress the issue of education and training opportunities emerging from the Grangegorman development.

JIG identified the need for an early study of the employment potential of the development and the related training and educational needs. JIG established from its members a subgroup on employment to advance this study. Following a restricted tendering process, Exodea Europe Consulting was appointed to undertake the study.

JIG accessed funding from DIT, Grangegorman Development Agency (GDA), the Health Service Executive (HSE), City of Dublin Vocational Educational Committee (CDVEC) and the Training and Employment Authority (FÁS) to enable such a study to be undertaken. The North West Inner City Network (NWICN), DIT, CDVEC, and FÁS, through the subgroup on employment and in association with the GDA and HSE participated fully in the production of Employment Study.

This study was made publicly available as an important resource to all these parties and others who are committed to optimising employment creation for the area from the Grangegorman development.

A2.1 Priorities and Recommendations

This study identified a number of priorities designed to ensure that local stakeholders could optimise educational and training opportunities arising from the Grangegorman development. The priorities include the following: -

- The need to create clear linkages between education and training and actual employment/job opportunities;
- Improving co-ordination in the provision of education and training activities within the Grangegorman area and in particular in areas targeting mature students;
- The need, where possible, to build on and enhance employment clusters and strengths within the Grangegorman area in such areas as retailing, legal services and logistics while targeting emerging areas such as health, campus related and science park activities;
- Supporting small- and medium-sized enterprises within the Grangegorman area in order to maintain and enhance their performance;
- Leveraging the concept of an 'open and inclusive campus' as a means of promoting and enhancing engagement in education and training at all levels; and
- Ensuring that community participation is maintained and promoted at all stages of planning for the new campus development.

¹¹ The North West Inner City Network. (NWICN) is an independent member-based forum of Community and Voluntary Groups in the North West Inner City of Dublin. Established in 1997 by a group of local community activists, people living and working in the area, the Network seeks to ensure that the community has an active say in how their community is developed. It has a particular remit in relation to social inclusion.

In order to deliver on the above priorities the study identified a number of integrated recommendations as follows: –

- The establishment of a Local Labour Partnership with the key role to oversee the implementation of the following activities: –
- Community benefit and local labour clauses;
- Provision of pre-apprenticeship programmes where required;
- Creation of a local skills register; and
- Targeted training and up-skilling for unemployed construction workers.
- The creation of a North West Learning Hub that will act as a focal point and coordinator of education and training provision in the Grangegorman area with a clear remit to provide an integrated strategy to adult education and training provision. This remit will extend to addressing barriers and coordination of programme delivery as well as promotion of collaboration and co-operation between providers; and
- The need to support enterprise development and entrepreneurship is a key recommendation arising from this study. This support to business extends from supporting local businesses and emerging entrepreneurs within the Grangegorman area to optimising and leveraging the incubation facilities and science park facilities available on and off campus.

A3 *Joining Up The Dots* Implementation Plan

The Implementation Plan (October 2011) sets out the activities, timescale, and associated costs/resources necessary to deliver on the set of recommendations contained within the Study of Employment Opportunities arising from the Grangegorman Development in Dublin's North Inner City - Joining up the Dots.

Most of the partners are already engaged in the process through the Labour and Learning Forum. As the implementation phase progresses there may be other organisations that we need to bring on board. The Forum may establish a number of subgroups to work with the Co-ordinator on various aspects of the project.

A3.1 Activities

There are a number of suggested activities contained within the Joining up the Dots study, which for co-ordination, planning, and implementation purposes have been grouped under four key milestones. These are: -

- Establish clear linkages between education and training and employment/job opportunities
- Develop an integrated strategy for adult training provision, addressing barriers and Improving co-ordination in the provision of adult and continuing education and training activities
- Establish a North West Education Hub
- Develop a strategic integrated business programme to support enterprise development and entrepreneurship
- Develop clear communication and stakeholders' engagement strategies (To be developed)

Under each of the key Milestones there are a number of associated activities with stated outcomes, completion dates, and resources/issues associated with the activities.

Milestone 1. - Establish Clear Linkages between Education and Training and Employment/Job Opportunities

To date much progress has been made in planning for and delivering the Grangegorman project. At the core of this development is the construction of major public infrastructure that will, in decades to come, underpin the economic, social, and cultural development of Dublin city.

Alongside this, the possibility of leveraging employment, education, and training opportunities has been a key driver in maintaining momentum for the development. It will be critical to maintain this momentum, so that the stakeholders involved can clearly demonstrate success in creating jobs, in particular for the surrounding communities.

By adopting a balanced approach to the development of skills, means that action can be taken to build a responsive education and training approach. It is essential that local education and training is well connected in coherent systems in place, which offer clear progression routes into appropriate training and good quality employment.

Forward planning in terms of employment potential will be crucial if we are to succeed in this area. Therefore, an employment agreement, initially with the main Developer, either through an agreed Labour Clause and / or an Employment Charter, would be our starting point. It should be noted that a Labour Clause already exists; however we will attempt to develop this further by the development and inclusion of an Employment Charter in future Contracts. Some of the stated outcomes associated with these activities are based on changes to the Labour Clause in the Contract, if we encounter difficulties with this we may have to amend the Plan accordingly.

The approach we adopt during the construction phase could act as the model for future on-site employment developments and opportunities.

The work in this area will inform and assist us in our work in other key areas. The approach adopted is an integrated one, involving, for example, knowledge of employment opportunities, identification of future training needs for employment coming on stream, and the creation of educational progression routes.

Key Outcomes for the Labour and Learning Forum: –

- The community must be able to avail of employment opportunities;
- Long-term strategy in place that considers recruitment, training and educational planning;
- Progress monitored by the Labour and Learning Forum;
- Fostering a genuine partnership approach; *and*
- Delivering for the community

A4 Live Register

The Live Register is not designed to measure unemployment. The Quarterly National Household Survey measures unemployment.

The Live Register Figures are obtained from returns made directly to the Central Statistics Office (CSO) by each of the local offices of the Department of Social Protection.

The Live Register is a monthly release, which comprises a count of all persons under 65 years of age who are: –

- Claiming Jobseekers Benefit (JB) – excluding systematic short-time workers
- Claiming Jobseekers Allowance (JA) – excluding smallholders/farm assists and self-employed persons
- Part-time workers (those who work up to 3 days a week), seasonal and casual workers entitled to Jobseekers Allowance or Benefit.
- Signing on for 'PRSI credits' but receiving no payment.

The Live Register is compiled from administrative returns made to the CSO by the Department of Social Protection (DSP) for each social welfare office.

Data are presented by gender, claim type and age group (under and over 25 years of age). Data are seasonally adjusted, and an estimated Standardised Unemployment Rate (SUR) is also calculated for each month.

A secondary release provides a geographical breakdown of persons on the Live Register along with nationality figures.

The Live Register is used as a short-term indicator of labour market activity. In particular, while the number of persons on the Live Register is not the same as the number of people formally unemployed, the Live Register is taken as indicative of movements in the number of persons unemployed. The official unemployment figures, as provided by the Quarterly National Household Survey (QNHS), are not available until 10 weeks after the end of the reference quarter.

A5 Skills Needs

Extract from: FORFÁS - Guidance for Higher Education Providers – Springboard 2012

The following is a summary of skills shortages identified in reports of the Expert Group on Future Skills Needs (EGFSN), which should provide guidance for providers tendering for higher education places for job seekers.

The skills demands identified are confirmed in the annual EGFSN National Skills Bulletins.

Given the importance of international trade to future growth, there is an additional focus on the key skills required for exporting companies (both multinational and SMEs/ foreign owned and indigenous) across sectors.

This is based on research undertaken with exporting companies in late 2011, which will underpin a forthcoming report by the Expert Group on Future Skills Needs on skills for enterprise to trade internationally.

EGFSN Report: Addressing High-Level ICT Skills Recruitment Needs: Research Findings (January 2012); EGFSN Report on Skills for Enterprise to Trade Internationally (Forthcoming)

Research findings indicate that the immediate skills recruitment difficulties being experienced mainly relate to: –

- Computer Software Engineers: for the design and development of applications & systems: Specific skillsets required are: –
 - » Programming languages – Java, JavaScript, C#, C++, C+++, Visual Basic; .Net; SQL database; Perl, Ruby, Python, Objective-C, Objective – Orientated Programming (OOP).
 - » Knowledge of operating platforms – Windows, UNIX / Linux processing environment.
 - » Web Development – understanding of Web 2.0 development technologies, XML, Microsoft ASP. Net (web application framework to build sites, applications and services), Personal Homepage Tools (PHP), Microsoft SharePoint family of software products, HTML skills.
 - » Cloud Computing – as a different commercial business model, project management, network skills, data centre experience with operating systems – Microsoft Windows Azure, CITRIX, IBM Tivoli, skills in products such as VMware and hyper-V.
- ICT – Network specialists and engineers: e.g. Server Message Block (SMB), wireless sensor testing, collaboration functions, process management, search modules and document management platform, router configuration and management, experience with scripting language Java, C, C+ and network configurations.
- ICT – security experts: Internet security and network security models and solutions – certified IT systems, architecture, engineering and management (e.g. Cisco information security systems), firewall configurations administration, authorisation mechanisms.
- ICT Telecommunications: Mobile software applications development and programming (.Net and Java have mobile modules as part of their certifications).

- ICT – Project managers with technical background: IT professionals with ability to define objectives, control processes and manage people in a new regulatory environment.
- Sales and Marketing personnel with IT Technical Background and relevant industry knowledge: To support business development; Oracle and SAP business applications and services and other software solutions for specific business solutions.
- Personnel with foreign languages skills and ICT technical background: To fill positions in IT technical support, accounting, marketing and business development; requirement for fluent oral and written French, German, Spanish, Dutch, Flemish and Swedish.

Note: the ICT Action Plan 'Meeting the High Level Skills Needs of Enterprise in Ireland' recently launched by the Department of Education and Skills showed that current and medium-term recruitment difficulties experienced by companies mainly relate to ICT honours degree (computing/electronic engineering NFQ Level 8) and above – both for graduate entry level positions and particularly for ICT professionals with experience. In this context, the ICT conversion programmes outlined in the ICT Action Plan is the most appropriate short-term response. Therefore, in assisting in addressing this demand, Springboard ICT programmes should primarily be for major awards at NFQ Levels 6 and 7 with a view to providing progression opportunities to full NFQ Level 8 awards in computing/electronic engineering. In addition, programmes should ideally have an identified enterprise partner or local need; and/or include a work placement component.

Key Skills For Exporting ICT Companies Sales, marketing and related linguistic and soft skills have been identified by companies as top skills needed for success in exporting. These are in addition to strategic planning skills that are required in the medium term. Companies report some difficulties in finding these skills. Key future skills needs, especially for indigenous ICT companies, for exporting include: –

- Managers to have competencies in strategic export business planning, export sales planning, strategy, target market identification.
- Sales skills for business-to-business selling and business to Government selling.
- Key account management and channel management for international distribution.
- Customer service roles require engineers with linguistic and good communication skills
- Generally technical graduates lack soft skills in written and oral communications.

EGFSN report: Future Skills Needs of Enterprise within the Green Economy in Ireland (November 2010); EGFSN Report on Skills for Enterprise to Trade Internationally (Forthcoming)

Current and emerging skills demands in the following sub-sectors: –

- Renewable energy – e.g. power, hydraulic, marine engineers; IT systems; project managers; physicists
- Energy efficiency use and management – e.g. energy engineers; international sales; energy auditors; home energy consultants

- Water and Waste Water Treatment – e.g. process engineers; telemetry skills; hydrologists; laboratory technicians; polythene welders
- Waste Management and Recovery – e.g. anaerobic digester operatives; logistics managers and planners; mechanical engineers, waste recycler trainers
- Environmental Consultancy – e.g. energy, environmental, electrical engineers; hydrology; product design;
- Green ICT Skills – e.g. business analysts; principal researchers; mathematicians; statisticians
- Cross-disciplinary – e.g. organisation skills; personal skills; technical skills; core professional skills (business; engineering; sustainable building and design).

Key skills for Exporting Clean Tech Enterprises: –

- International Project Management, strategic planning and entrepreneurial skills.
- Sales functions require foreign language(s) and key account management skills as well as managing stockist relationships.
- Foreign languages as well as market research are key skill requirements in the marketing function.
- Establishing and managing relationships for international selling, negotiations, and communications are key skill requirements for channel management.
- Fulfilment key skill requirements are, logistics, distribution and product management.
- Foreign language and cultural awareness are requirements for customer service and support. (There is a limited pool of sales professionals with languages).
- Communication skills, foreign languages and cultural awareness along with entrepreneurial and technical product knowledge are generic skill requirements across occupational groups.

Key skills required specifically for exporting engineering firms are: –

- Strategic export business planning, global partnership management along with communications and cultural awareness at management level.
- E business, global account management and cultural awareness for sales.
- International and online marketing, market research and positioning of the brand for the marketing function.
- Defining the role of the partners, managing the global partners as well as providing them with adequate support for fulfilment and channel management.
- Cultural awareness as well as project management for multi country locations for the customer service functions of the business.

EGFSN report: Future Skills Requirements of the Bio-Pharma – PharmaChem Sector (November 2010); EGFSN Report on Skills for Enterprise to Trade Internationally (Forthcoming)

- Chemistry – analytical chemistry; organic chemistry; crystallisation; formulation; generic/soft skills (e.g. problem solving; IT systems; informatics.
- Biological sciences – formulation; stem cell research; vaccine development
- Pharmacology – drug/body interaction
- Bio-analytics and Bio-informatics – standardised modules within undergraduate programmes
- Cross-disciplinary – compliance and regulatory affairs; continuous manufacturing; green technologies including lean manufacturing; business and management skills.

Key Skills for Exporting Life Sciences Companies

The top skill requirements to drive export performance have been strategic export business planning, sales, marketing and related skills. These same skills in addition to production and legal / intellectual property skills are also seen to be the key skill requirement for companies over the next 3 years. Key future skills needs within companies for trading internationally include: –

- Management competencies particularly require strategic planning and negotiation, quality and cost control skills
- Marketing functions require market research skills and country specific knowledge on regulations
- Sales competencies require skills in establishing and managing key accounts and distributor relations
- Customer Service and Fulfilment competencies require language, inter-culture competencies, logistics and customer service skills

EGFSN report: Future Skills Requirements of the Food and Beverages Sector (November 2009); EGFSN Report on Skills for Enterprise to Trade Internationally (Forthcoming)

Skills demand identified in: –

- Internationalisation – sales; account management; regulation; brand management.
- Innovation – product and services innovation
- Lean Manufacturing (inc. Six Sigma)
- Supply Chain Management, need to include supply chain management on graduate programmes.
- Commercial Acumen – include financial / commercial modules on graduate programmes;
- Develop commercial skills for the non-finance functions

Key skills for Exporting Food/Beverages Companies

Sales, marketing, foreign language and soft skills are the main skills to drive trade and export market performance in the years ahead. Foreign language skills that can be addressed through Springboard primarily require business language fluency mainly in European languages (French, German, Spanish, and Italian). Key future skills needs by function within the companies are: -

- Management skill requirements include strategy, effective communications
- Sales skill requirements include inter culture competencies, effective communicator, networking, knowledge of logistics, and competencies such as tenacity, ability to work on own initiative
- Channel Management need skills in selection, support of channel partner and ability to manage a network of agents.
- Marketing requires e-commerce and social media skills

EGFSN report: Future Skills and Research Needs of the International Financial Services Industry (December 2007)

Level 8

- Maths/Economics/Quantitative Modelling
- Accountancy with funds experience
- Risk Management
- Quantitative Financial Analysis
- Credit Analysis
- Hybrid technologists – business analysis with IT/systems skills

Level 6/7

- Business Development with detailed product knowledge/industry qualifications
- Middle management with financial services experience

EGFSN report: Future Skills Needs of the Irish Medical Devices Sector (February 2008); EGFSN Report on Skills for Enterprise to Trade Internationally (Forthcoming)

Engineers and Scientists (Level 8)

- Electronic Engineers
- Mechanical Engineering/Biomedical Engineering with strong practical engineering design skills
- Mechanical/Mechatronic and Production/Industrial/Manufacturing Engineers

Technicians and Trades (Level 6/7)

- General Level 6 or 7 Engineering or Science Courses
- Diagnostics - Level 6 or 7 Laboratory-based Courses
- Level 6 Biomedical Technician Courses

Medical Device Industry Skills (Management and Professionals)

- Regulatory Affairs Professionals
- Clinical Trials Management Professionals

Skills for exporting Medical Devices Companies:

The top skill requirements to drive export performance are largely the same as within the Biopharma sector and include strategic export business planning, sales, marketing and related skills. These same skills in addition to production and legal / intellectual property skills are also seen to be the key skill requirement for companies over the next 3 years. Key future skills needs by function within companies are: –

- Management require strategic planning and negotiation, quality and cost control skills
- Marketing requires market research and country specific knowledge on regulations
- Sales require skills in establishing and managing key account and distributor relations
- Customer Service and Fulfilment require language, inter-culture competencies, logistics and customer service skills

EGFSN report: Future Skills Needs of the Wholesale and Retail Sector (May 2010)

Need to ensure adequate provision in higher education in modules: –

- Business Leadership – e.g. strategy; finance; brand management; small business management Professional Disciplines – e.g. category management; purchasing; Customer Relationship Management; supply chain technology; data mining; online marketing
- Retail Operations – e.g. customer service; marketing; stock control; selling
- Cross disciplinary – e.g. product expertise; lean improvement; application of retail and distribution technology
- Distribution centre and logistics – e.g. back office and security operations
- Personal skills – e.g. technology; relationships; communication; personal effectiveness

EGFSN Cross sectoral Enterprise/Soft Skills Needs

The following skills demands have emerged in EGFSN reports that are apparent across sectors. The main objective is not to address these demands individually but to embed them within programmes so that they can be practically applied and developed.

- Management
- International Sales – Business to Business; Business to Government; Technical Selling; Foreign Language Fluency)
- Foreign language and cultural awareness – European languages, particularly business language fluency. It has been noted by employers that the level of fluency of those entering the workforce from third level is not generally of the required standard for international business.
- Skills for creativity, innovation and design
- Improving skills such as oral and written communication, project management, networking.

Current Occupational Skills Shortages

Current skills shortages (or 'difficult to fill' vacancies) identified in the 2011 EGFSN National Skills Bulletin are primarily confined to highly skilled and experienced candidates in the following areas: –

- ICT (e.g. Java, C# (C sharp))
- Engineering (e.g. power generation engineers)
- Management (e.g. project management)
- Science (e.g. chemists)
- Healthcare (e.g. medical practitioners)
- Sales (e.g. multilingual telesales)
- Finance (e.g. risk experts)

A6 Action Plan for Jobs 2012

The following is a précis from the Action Plan for Jobs 2012 – Section 7: Exploiting Sectoral Opportunities.

A6.1 Manufacturing

The Government will target a number of specific actions in support of the Manufacturing Sector in 2012 in order to address the challenges identified: –

- Articulate its clear commitment to manufacturing in Ireland and elaborate on the range of initiatives and supports that will be put in place to demonstrate this commitment.
- Establish a Manufacturing Development Forum (MDF) to assist the Government in identifying the needs of manufacturing enterprises and to progress a transformation agenda in this area.
- Seek new investment into manufacturing. IDA Ireland will continue to attract new investment into manufacturing, particularly in growth areas identified above; the other enterprise development agencies will support new indigenous start ups and will seek to maximise the employment in Ireland from indigenous enterprises with global operations.
- Work actively with existing indigenous and overseas manufacturing enterprises to support a transformation agenda aimed at technology deepening and productivity growth. IDA Ireland and Enterprise Ireland have a range of programmes in place to assist enterprises with this transformation. We will complete evaluations of all agency programmes and schemes to ensure that they are adequately addressing the needs of today's manufacturing businesses.
- Examine financial supports for manufacturing in the context of negotiations on EU State Aids. Ireland will seek to put in place the optimal arrangements for support of the manufacturing sector in negotiations at European level
- Undertake a detailed assessment of manufacturing skills needs and use the new structures for training and skills development to address both the immediate needs of the Evaluate the supports provided for in company research and innovation and fine tune the supports offered based on this review. We will also target investment in higher education and other public research into areas of direct relevance to the enterprise base including the needs of manufacturing enterprises. Advanced manufacturing will be specifically addressed in implementing the Government's priority research areas.
- Develop a long-term vision for the manufacturing sector and put in place a strategic plan that will help to realise this vision. The Manufacturing Development Forum will be instrumental in this regard.

A6.2 Health/Life Sciences

The following actions will be undertaken in 2012 in respect of the Health/Life sciences sector: –

- Deliver a Health Innovation Hub to drive collaboration between the health system and commercial enterprises leading to the development and commercialisation of new healthcare technologies, products, services and start ups emerging from within the health system and/or firms.
- Enact a Health Information Bill to support a conducive environment for health research in Ireland; this will streamline the ethics approval process for health research not governed by statutory regulation and EU law; the Bill will also provide a legal framework for the introduction of an individual patient identifier.
- Support the development of Ireland as a Global Centre of Excellence for the Medical Device industry by providing a local high quality, wide-scope, and responsive CE mark certification service.
- Undertake preparatory actions for the design and establishment of new research centres in the areas of Pharmaceutical Production, Medical Devices and Connected Health.
- Where Government funding of health research supports specific areas of opportunity for Ireland, it will focus on areas including manufacturing/ formulation of pharmaceutical products, medical devices, medical diagnostics and other medical technologies and Food for Health/nutraceuticals.
- Prepare a detailed implementation plan for the development of a national biobanking structure.
- Review Section 42 of the Patents Act 1992 with the aim of clarifying research actions that do not constitute patent infringement under Irish law in order to maintain and attract high value added Bio pharmaceutical investment.

A6.3 The Green Economy

- The following actions will be undertaken in 2012 in respect of the Green Economy: –
- Publish and implement a new Plan for the Development of the Green Economy, setting out the opportunities in the sector, the role that Government will play in working with enterprise to support the development of the Green Economy, and the structures that will be put in place to coordinate cross Government action to accelerate growth.
- Implement the Green Public Procurement Action Plan to promote the development of a market for green products and services.
- Support the development of new products in the Green Economy and identify markets for these products.
- Target FDI opportunities in the green economy including the manufacturing, assembly and testing of products/solutions in renewable energy, smart grids, water management and wastewater treatment and electric vehicles.
- Deliver the Industry led International Energy Research Centre with a focus on demand side energy efficiency.
- Seek to attract a new range of "green" related financial products and services to Ireland.
- Support clustering and other industry led initiatives to increase collaboration between and among Irish

companies and multinationals, academic institutions and State bodies to develop opportunities in emerging sectors, including sub supply to the offshore energy industry, support for research agendas in aspects of the green economy and support for convergence opportunities in niche areas such as water and wastewater treatment and energy management.

- Based on the outcome of the National Research Prioritisation Exercise, focus public investment in research and development so as to build critical mass in a number of areas of direct relevance to the Green Economy, including marine renewable energy, smart grids and smart cities.
- Develop a brand to communicate Ireland's strengths and reputation for green goods and services internationally.
- Develop niche markets in green tourism and food, by promoting standards such as the Green Hospitality Award and other initiatives.
- Facilitate the development by Dublin City University of the vacant former Enterprise Ireland site in Glasnevin into an internationally recognised "*Innovation Campus*", involving a partnership of education and research institutions, enterprise and the semi state sector. Its focus will be on research active Cleantech firms.
- Invest €76m in the Better Homes Scheme during 2012, supporting at least 4,500 jobs in the retrofitting of homes.
- Develop a Pay As You Save (PAYS) scheme that allows consumers to finance energy upgrades directly through the energy savings generated. Roll out will be developed in light of comprehensive consultation with all stakeholders and will aim to continue supporting jobs in green construction and retrofit.

A6.4 Agri Food Production

The following actions will be undertaken in 2012 in respect of the Agri Food sector: –

- Promote 'co-opetition' projects within the food industry, encourage B2B business, and facilitate mentoring by larger food companies of smaller companies.
- Ensure completion of industry projects awarded aid under the Dairy, Beef and Sheepmeat Funds and ensure the implementation of a range of additional major company expansion projects approved over the last 24 months.
- Attract graduate talent into marketing roles within the food industry in line with the targets set out in Food Harvest Milestones for the Bord Bia Marketing Fellowship, Alumnus and Food Graduate Marketing Programmes.
- Work closely with the industry to develop their plans to deal with the increasing supply of raw material projected in Food Harvest 2020 and support the development of increased scale and value added processing.
- Drive the technology capability of the industry, and progress the establishment of further industry and third level research collaborations in the food sector, taking into account the outcome of the National Research Prioritisation Exercise.

- Review the Food for Health Ireland collaborative research centre and develop a plan for future support.
- Implement incentives and measures to improve skills, farm structure and scale set out in Budget 2012.
- Progress the development/licensing of large-scale offshore finfish aquaculture sites in line with the road map set out in Food Harvest 2020 Milestones report.
- Involve more food businesses in the Teagasc Food SME Technology Support Programme that targets start-up companies, growing enterprises and artisan food producers.
- Win additional foreign investment from multi national food companies and assist food multinationals already in Ireland to win more projects.
- Research, map and add to the food incubation space potentially available in industry and State agencies for use by existing and new food entrepreneurs.
- Complete DAFM, Enterprise Ireland and Bord Bia scoping exercise on the market potential for delivery of new food and nutritional products and models of service to older people.
- Create over new 150 jobs in the seafood sector by 2014 through the expansion of 18 seafood-processing companies with investment supported by grant aid from BIM.
- Run a number of business market development ventures, including two significant projects in 2012
- Achieve Food Harvest 2020 milestone targets for participation in Enterprise Ireland's Lean services and the Leadership4Growth CEO Programmes for food companies.
- Ensure continued industry participation in the implementation and review of the strategic research agendas (SRA) for food and primary agriculture Food Research Ireland and Stimulating Sustainable Agricultural Production through Research and Innovation – SSAPRI
- Fund further collaborative inter institutional research in line with Food Research Ireland and SSAPRI, to help underpin the sector and deliver the growth targets in Food Harvest 2020

A6.5ICT Hardware and Software

The following actions will be undertaken in 2012 in respect of the ICT sector: -

- Implement the Action Plan on ICT Skills to address the skills needs of ICT and related sectors including the following key actions: -
 - » Up skilling and conversion actions to increase the domestic supply of high level skills over the period 2012-2014 including maximising the uptake of Springboard ICT programmes, Job bridge National Internship Programme, and introducing a Higher Diploma Level 8 Conversion Programme;
 - » Actions to improve retention rates on undergraduate ICT programmes. This includes the promotion of alternative ICT progression pathways for students;
 - » Actions to increase the mathematical proficiency of students at secondary level including further roll out of Project Maths, professional development opportunities for teachers and the implementation of a new National Numeracy and Literacy Strategy;

- » Actions to ensure that higher education programmes in ICT are aligned to changing needs including the establishment of a high level ICT Foresight Group to strengthen further the dialogue between key industry and HEI decision makers;
- » Actions to increase the number of students with good maths skills into ICT undergraduate programmes through a range of awareness initiatives that will complement the introduction of bonus points for maths from September 2012.
- Invest in 100mbps broadband connectivity for second level schools as an enabler for eLearning and enhancing digital skills for school leavers.
- Support an enterprise led International Digital Services Centre (IDSC) which will create a physical and virtual cluster of digital services companies in Ireland to be a vibrant environment where the digital content and technology communities converge to create, grow and build new business opportunities; Establish an IDSC Implementation Group to align state agencies towards a singular vision of creating the optimal business environment for International Digital Services.
- Support the innovation and competitiveness agendas of the indigenous ICT sector through programmes including Innovation Partnerships and Lean Programmes to ensure that they can compete effectively both domestically and internationally.
- Increase the quantity and quality of ICT related start ups through initiatives such as the Competitive Start Fund and the Internet Growth Acceleration Programme.
- Support industry led clustering initiatives around existing key sectors notably Finance, Telecommunications and e Learning as well as emerging clusters in Security and Games and support companies in implementation of "new software economy" business models focussed on Cloud Computing, Software as a Service, Internet and Social Media Applications including Games.
- Work with the existing clusters of world class ICT hardware and software companies already established in Ireland through IDA Ireland's Client Development Programme to continually up grade and transform their operations to meet the changing needs of the sector globally.
- Identify and target major companies and activities through IDA Ireland's ICT Global Marketing Team with a view to attracting new MNC's to establish operations in Ireland.
- Based on the outcome of the National Research Prioritisation Exercise, focus Government investment in ICT related research into areas that most directly link to the research and innovation agendas of the indigenous and foreign owned enterprise base in Ireland including support for: -
 - » Data Analytics, Management, Security and Privacy;
 - » Future Networks and Communications;
 - » Digital Platforms, Content and Applications; *and*
 - » Enabling technologies such as nanotechnology, microelectronics, photonics and software engineering.

A6.6 Cloud Computing

The following actions will be undertaken in 2012 in respect of the Cloud Computing sector: –

- Progress the Cloud Computing Strategy for the Public Service Centre for Management and Organisational Development to bring the strategy to Government for consideration and approval.
- Examine the potential for demonstration projects in cloud computing to promote Ireland as a centre of excellence for this technology, provide a reference site for Irish companies, while potentially lowering costs and improving services.
- Deliver a Cloud Computing Technology Research Centre in order to support an industry led research and innovation agenda in this area.
- Support industry groups (e.g. Irish Internet Association) to develop and deliver a practical tool kit to assist SMEs in assessing the adoption of Cloud Computing for their business.
- Support research groups in areas of relevance to exploitation of cloud computing, such as semantic web and financial stock analytics, through for example support for the Digital Enterprise Research Institute. In other areas, such as middleware, information security, distributed computing, researchers are furthering research in this area with direct application in the cloud-computing context.
- Ensure that ICT Skills Action Plan incorporates needs associated with development of Cloud Computing in Ireland.
- Develop a Cloud Computing Procurement Standard with industry experts through an NSAI Standards group.

A6.7 Digital Games

The following actions will be undertaken in 2012 in respect of Digital Games: –

- Establish a Clustering Development Team to support the implementation of actions called for in the Forfás Games Strategy including those below.
- Convene an R&D supports workshop to promote awareness about available R&D supports and issue an enterprise friendly guide on R&D tax credits to include examples of relevance to games companies.
- Support industry in working with third level institutions to introduce a pilot game development/publishing 'hothouse' initiative for undergraduate and Post Leaving Certificate courses. The initiative will bring together, in multi disciplinary teams, students from games, multimedia and animation courses (from a range of participating PLC and third level colleges) to work together on a game development project for a defined period. Each of the teams will receive mentor support from industry practitioners.
- Undertake a feasibility study to examine what structures and policies could be developed to make Ireland a world centre for managing and trading in intellectual property. Complete the report of the Copyright Review Committee on barriers to innovation.
- Assess the case for a new financial instrument/relief to incentivise creative content development.
- Progress measures in relation to Next Generation Broadband set out in earlier section.

A6.8 Tourism

The following actions will be undertaken in 2012 in respect of the Tourism sector: –

- Support competitiveness of the Irish tourism offering, through minimising the costs of doing businesses, state imposed costs and regulatory burdens and ensuring the quality of the product is maintained by supporting enterprises and improving e capability.
- Target capital investment in public tourism product and infrastructure under the €21m capital budget available to Fáilte Ireland.
- Develop tourism products/activities where Ireland can gain comparative advantage (e.g. in food, culture, activity breaks, events and festivals), including securing major sports events and conferences for Ireland.
- Maintain the offer to abolish the remaining Air Travel Tax of €3 subject to acceptable commitments from the carriers to additional inbound flights.
- Use the Tourism Marketing fund of €40m to support international marketing and advertising programmes, focusing on the four core source markets (GB, US, Germany and France) essential to sustaining employment in the sector.
- Advance promotion and preparations for *"The Gathering 2013"* a year-long programme of events, festivals and gatherings driven by arts, sports, business and community groups and supported by the Tourism Agencies.

A6.9 International Financial Services

The following actions will be undertaken in 2012 in respect of the Financial Services: –

- Support the implementation of the Strategy for the International Financial Services in Ireland as adopted by the Government.
- Systematically identify and engage with those existing client companies within the IFS portfolio (150 companies / 250 operations) that have the best potential to deliver the maximum number of new jobs.
- Target those segments of the industry and the associated top companies that are showing signs of growth and a capacity for international expansion.
- Focus on winning investment opportunities in activities that have high job creation potential. IDA will establish a Global Institution Group within its Financial Services Division to explicitly target these very large groups with a view to winning projects of scale
- Identify large, global financial services groups that are restructuring their operations in response to the challenges facing the sector and offer Ireland as a high quality, cost effective and sustainable location with the skill sets directly aligned with their needs. The Global Institution Group referenced in the recommendation above will be relevant here also.

- IDA will work with stakeholders (both public and private) across the system on a number of strategic initiatives that can create new employment opportunities in the medium term. These are as follows: -
 - » Clearing and Settlement / Post Trade Services; Green Finance; Islamic Finance;
 - » Progress the recent joint venture announced between IDA Ireland and the Irish Funds Industry Association (IFIA) whereby IDA's overseas office network and staff will be used more proactively to market Ireland as a funds domicile and servicing centre with IFIA providing training and a network of subject matter experts to support IDA's marketing work;
 - » Further develop the relationship with IFSC Ireland in terms of marketing and promotion of Ireland as a jurisdiction for high quality international financial services activities.
 - » Promote Ireland as International Centre of Excellence in Payments, and continue development of the Financial Services Technology Centre focusing on Governance, Risk and Compliance.
 - » Promote Ireland as an intellectual property jurisdiction in relation to the International Financial Services sector.
 - » Provide support to Irish HEIs to commercialise research projects in International Financial Services.
 - » Increase the number of HPSU projects including projects from overseas entrepreneurs.
- Engage and consult with industry to enhance the tax framework, including through the annual Finance Bill process, in particular facilitating areas where Ireland can gain first mover advantage in developing sustainable business lines.
- The Central Bank and relevant Government departments will consider and consult with industry, other stakeholders and one another in respect of the effects of new regulation on the financial services sector and the broader economy and any potential overlap between new measures and related existing requirements.
- Based on the outcome of the National Research Prioritisation Exercise, invest in research and development that can drive innovation in services including financial services.

A6.10 Business Process Outsourcing/Shared Services

The following actions will be undertaken in 2012 in respect of the Business Process Outsourcing sector: -

- Target and secure additional investments from leading global corporations and high growth companies in proprietary and outsourced centralised business process and shared services activities.
- Work with indigenous companies to improve their international tendering capability and promote the usage of new technologies in Business Process Outsourcing solutions.
- Work with existing firms through transformational change initiatives: innovation in business process, business models, technologies, productivity enhancements, re skilling and up skilling.

- Capitalise on the significant job creation opportunities in the Business Process Outsourcing area, targeting outsourcing opportunities in Ireland and overseas to sustain existing jobs and create new jobs.
- In line with the Programme for Government, identify further potential non core activities suitable for external service delivery, which could in turn offer opportunities for Irish based Business Process Outsourcing.
- Work with networks and associations (e.g. Shared Services Forum, CCMA) to support the development of the sector to ensure leading edge best practice is disseminated and that new emerging trends are identified to maximise and sustain employment.

A6.11 Education Services

The following actions will be undertaken in 2012 in respect of the Education Services: –

- Implement the actions contained in the International Education Strategy. These include:
- Continue roll out of the new Education Ireland brand and marketing/promotion strategy, especially using social media;
 - » Enhancing performance through partnership and collaboration;
 - » Development of targeted and relevant international offerings for students;
 - » Strengthening our Networks of Influence;
 - » Working directly with educational organisations to develop their capability.
- Establish a statutory Code of Practice and a Quality Mark (to be awarded to educational institutions that meet certain criteria) to provide the basis for quality assurance of education services provided to international students
- Strengthen promotion of the 'Education in Ireland' website with priority market customisation.
- Undertake range of initiatives including direct marketing campaigns to raise awareness of Ireland as an education destination.
- Undertake other education missions and events in 2012 (e.g. India, China, Malaysia, Saudi Arabia, US, Brazil).
- Establish an Agent programme to develop markets in China and Russia.
- Work with the relevant institutions/providers to increase their capability and potential to attract international students.
- Continue the process of immigration reform in support of the International Education Strategy.

A6.12 Construction

The following actions will be undertaken in 2012 in respect of the Construction sector: –

- Support the revival of the property, construction and development sector through the reduction in stamp duty rate for commercial property from 6% to 2%, and the introduction of a Capital Gains Tax incentive for property purchased to the end of 2013 and held for at least seven years.
- Support construction and related companies with international ambition to expand presence in key geographic territories and target project opportunities in emerging markets in the Middle East and Africa.
- Target international market opportunities through a range of channels (including Government, major contractors, utilities) and support companies with international ambition to participate in management development initiatives including Management 4 Growth, Excel at Export Selling.
- Develop, in consultation with stakeholders, a national strategy for the construction sector to 2015 outlining the opportunities, challenges and actions needed to realise the potential of the sector, to retain expertise in Ireland and to continue to develop capabilities over coming years and to contribute to the development of a cluster development initiative for the sector.
- Review the apprenticeship model including costs, duration and demand with a view to providing an updated model of training that delivers the necessary skilled workforce to service the needs of a rapidly changing economy and ensures appropriate balance between supply and demand.
- Ensure that labour activation programmes continue to be aimed at enhancing the employability of the unemployed, reskilling, up-skilling and keeping redundant workers/unemployed persons close to the labour market and are tailored specific to the needs of this cohort of unemployed.
- Ensure that HEIs and other providers meet emerging and future skills needs of enterprise within the Green economy relevant to construction.
- Continue to support 4,500 jobs in the green energy economy, through retrofit grants programmes and other energy efficiency initiatives.

A6.13 Retail/Wholesale

The following actions will be undertaken in 2012 in respect of the Retail and Wholesale sector: –

- Actions identified throughout the Action Plan will impact positively on the retail and wholesale sector, in particular our stated intention to: –
 - » Support initiatives at regional/local level to identify ways to stimulate domestic demand and follow up on ideas generated (e.g. Buy Local, Farmers Markets);
 - » Enact legislation to reform wage setting mechanisms;
 - » Simplify and extend the Employer Job (PRSI) Incentive Scheme;
 - » Measures addressing access to finance e.g. assess the credit review office to ensure SMEs are getting the support they need on bank lending;
 - » Support management development networks and mentors for SMEs through Skillnets;

- » Actions to manage energy costs, e.g. ensure that subsidies for energy generation are cost effective and that enterprises are encouraged and enabled to improve energy efficiency;
- » Actions encouraging all professionals supplying the business sector (accounting, taxation, legal, etc.) to provide price quotations in advance.
- Implement the following recommendations of the Advisory Group for Small Business for retail: -
 - » Audit and review the multiplicity of licences required by businesses to assess the potential for discontinuing some licences and for amalgamating licences; this is aimed at reducing the Cost Burden of Regulations.
 - » Introduce a Voluntary Code of Conduct on Payments within the private sector, with the aim of reducing payments terms from the current average of 70 days.
 - » Make available to SMEs an Official Notice regarding the Government's current 15 day Prompt Payment Practice, to support full compliance for all public sector bodies and agencies
- In the context of the review of the retail planning guidelines as part of the EU/IMF Reform Programme, undertake an assessment of potential future scenarios for the structure and development of the grocery retail sector in Ireland and the potential economic and social impacts of increases in market share in the sector and policy requirements.
- Promote greater adoption of ICTs to promote competitiveness, enhance productivity and increase innovation capacity across client companies in the retail sector, particularly in the context of accessing international markets.
- Support retail firms seeking to internationalise through Enterprise Ireland's Going Global and First Flight programmes.
- Introduce legislation to allow for the introduction of a statutory code of practice for grocery goods undertakings.
- Facilitate a national opportunities awareness campaign by major retail groups. This to involve exhibitions of products which are currently imported but which retailers believe could be produced in Ireland.
- Provide funding from the Workplace Basic Education Fund for up skilling workers in these sectors.

A6.14 Arts, Culture and Creative Enterprise

The following actions will be undertaken in 2012 in respect of the Arts, Culture and Music Sector: -

- Take actions as set out in the Creative Capital Report prepared by the Audiovisual Strategic Review Steering Group to double the value of the film and audiovisual sector by 2016 to over €1 billion, double employment to over 10,000 and increase cultural exports of Irish audiovisual production by: -
 - » Encouraging cross pollination of ideas and ventures from the film, television and audiovisual sectors to the games and mobile content sectors;
 - » Undertaking a range of skills initiatives to address medium to long term challenges for the sector;
 - » Leveraging investment in data centres and cloud computing to create distribution and fulfilment opportunities for the digital content industries.

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- Through Culture Ireland, maximise the business opportunities abroad for cultural and artistic businesses and enterprises by promoting Irish artists world wide and showcasing our strengths in culture and creativity.
 - Through Culture Ireland, undertake joint marketing activities with the enterprise development agencies to build 'brand Ireland' in this sector.
 - Leverage the potential for language and roots tourism, working with Tourism Ireland, the National Archives of Ireland, Foras na Gaeilge and relevant partners.
 - Roll out further cultural digitisation initiatives, in partnership with the private sector, in order to leverage our unique cultural offerings and bring them to a wider international audience.
 - Through the Arts Council, support over 50 venues, approximately 200 festivals and 400 arts organisations in 2012, supporting employment in communities across the country, both directly through funding artists and organisations and indirectly in the tourism sector and the wider economy.
 - Ensure continuity in the provision of heritage services nationally through an allocation of €48m for 2012.
 - Invest in quality customer offerings through the National Cultural Institutions and regional cultural bodies and enterprises to enhance our overall tourism offering and to make Ireland a destination of cultural distinction for the cultural tourists globally.



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