

**Progress Report**  
**Q2 2016**

**IFS**  
**2020**

---

**A STRATEGY FOR IRELAND'S  
INTERNATIONAL FINANCIAL SERVICES SECTOR  
2015-2020**



## Table of Contents

Foreword.....	2
Progress Report .....	5
Strategic Priority 1 - Promote Ireland as a location for International Financial Services & world class innovative products & services.....	6
Strategic Priority 2: Drive continuous improvement in the operating environment & competitiveness of Ireland's IFS sector .....	7
Strategic Priority 3: Drive Research, Innovation & Entrepreneurship in the IFS sector, with a particular focus on financial technology & governance.....	8
Strategic Priority 4: Develop job-creation opportunities from emerging IFS sub-sectors & new markets.....	9
Strategic Priority 5: Benchmarking Progress .....	13
Appendix 1 Monitoring Dashboard .....	14

## Foreword



As newly-appointed Minister of State for Financial Services at the Department of Finance, I am delighted to introduce this IFS2020 progress report. With my appointment as Minister of State for Financial Services, the new Government has sent a clear signal that international financial services play a vitally important role in the Irish economy, and that implementation of the IFS2020 Strategy will continue to be a priority. It is my intention to progress the work that is now well underway within the IFS2020 framework, in conjunction with stakeholders across the public and private sectors. Through our collective efforts, we can ensure that Ireland's IFS sector continues to thrive in this increasingly competitive global market, and makes a strong contribution to sustainable job creation across all regions of the country.

This progress report, which documents progress in implementing the 2016 Action Plan for the Q2 period (April – June 2016), shows continued progress and momentum during the quarter. At end Q2 2016, all 10 headline actions set out in Action Plan 2016 remain broadly on course, though some delays have arisen in respect of measures under Action #10. At a more granular level, 12 of the 15 measures scheduled for completion in Q2 have been completed on schedule, with the 3 remaining actions delayed, but still likely to be completed within the calendar year.

Q2 2016 has seen a particular focus on measures that deepen the reach of the IFS2020 Strategy into all IFS subsectors. In this quarter, we have seen the launch of new industry working groups for international banking and international insurance – and I look forward to these groups working in conjunction with the public sector to advance the IFS2020 agenda.

In addition, Enterprise Ireland and IDA Ireland have been working with stakeholders to prepare strategies for the Payments and FinTech sectors, which should be finalised later in the year. The second meeting of the IFS2020 Education and Skills Liaison Forum was held in Q2, and proved a valuable opportunity to consider the issues of diversity and inclusion within the international financial services sector.

The inaugural European Financial Forum in Q1 2016 was a flagship IFS2020 initiative which attracted over 600 delegates from around the world. Following a Q2 review, I am very pleased that the second annual European Financial Forum will take place on 24 January 2017. In addition, work continues to progress in relation to the roll-out of our Banner Brand – *IFS Ireland*, with promotion at a number of domestic and international events.

I would like to thank the Department of the Taoiseach for its support to date with the development and implementation of the IFS2020 Strategy. Following my appointment as Minister of State at the Department of Finance, the Department of Finance has now assumed the coordinating role for IFS2020 and will support me in my IFS role.

I am very encouraged by progress to date, including the strong support from all stakeholders, both public and private sector. I look forward to the further development of the IFS2020 Strategy as we build towards our ambitious job creation target.

Eoghan Murphy, T.D.  
Minister of State for Financial Services  
Chair of the IFS2020 Joint Committee

## Progress Report

The progress report begins with an overview of progress against the ten headline actions in the 2016 Action Plan for IFS2020, and then follows with a more granular account of progress against the IFS2020 strategic priorities, with a particular focus on the 15 measures scheduled for delivery in Q2 2016.

**Table 1** indicates that 9 of the 10 headline actions in Action Plan 2016 are on course to be completed on schedule. Action 10 includes three measures that have been delayed beyond their scheduled delivery date of Q2, but are still expected to be completed within the calendar year.

**Table 1 Monitoring Dashboard - 10 headline actions**

Action	Title	Q2 2016
1	Deliver a coordinated approach to promotion of IFS under the new banner brand	●
2	Ensure that the skills needs of the IFS sector are adequately reflected in the development and implementation of national policy in the Further and Higher Education systems	●
3	Promote IFS as a career option	●
4	Talent attraction and retention for the IFS sector	●
5	Promote IFS development on a regional basis	●
6	Operational Metrics for the Central Bank	●
7	Double Taxation Agreements and other bilateral instruments	●
8	Assess Ireland's Financial Markets Infrastructure	●
9	Enhance Ireland's Research and Innovation ecosystem for the IFS sector	●
10	Develop opportunities in niche and emerging IFS sub-sectors and new markets	●
<b>Legend</b>		
●	Action contains measure(s) delayed beyond scheduled quarter	
●	Action contains measure(s) at risk of being delayed	
●	Action on track	
✓	Action Completed	

## Strategic Priority 1 - Promote Ireland as a location for International Financial Services & world class innovative products & services

*This strategic priority focuses on enhancing Ireland's standing and reputation as a location for, and producer of, international financial services and products, including innovative financial technologies. IFS2020 provides the context for a more strategic and coordinated approach to promoting, marketing and branding Ireland's IFS sector internationally, leveraging the expertise and international reach of Departments, State Agencies and our embassy and consulate network, in conjunction with industry stakeholders. The 2016 Action Plan – through Action #1 – focuses on coordinating the promotion of Ireland's IFS under a new banner brand, and associated initiatives.*

### Progress in Q2 2016

Following the launch in January of IFS Ireland – the new banner brand for IFS – and the successful hosting of the inaugural European Financial Forum, a decision was taken in Q2 to establish a public sector communications sub-group, to coordinate the deployment of the new banner brand, the development of promotion and marketing material, and a strategic engagement with industry regarding marketing Ireland's IFS sector.

Action #1 in the 2016 Action Plan contains two specific measures with Q2 2016 deadlines, namely: #2) strategic planning of promotional and marketing opportunities for the IFS sector, and #3) planning for the European Financial Forum 2017. In addition, progress continues regarding the development of IFS messaging and promotional material under the new banner brand (measure #1). All measures were completed on schedule, as shown in Table 2.

**Table 2 Strategic Priority 1: Promote Ireland as a location for IFS. Action #1**

<b>2016 Action Plan</b>		<b>Status at Q2 2016</b>
<b>#1: Deliver a coordinated approach to promotion of IFS under the new banner brand</b>		
M#1	<p><b>Develop IFS messaging and promotional material under the new banner brand</b></p> <p>As part of the rollout of the new banner brand, IFS Ireland, a range of marketing materials were developed including a website and a number of promotional videos. During Q2, following consultation by relevant members of the IFS Public Sector Coordination Group, an initial draft of a brochure has been developed based on literature and feedback received from industry stakeholders. The brochure will cover all of the key sectors of the IFS Industry in Ireland and is intended to be used overseas to support the promotional work already being done by the Embassy network and the local market teams, including Ministerial visits and trade missions.</p>	<p>✓</p> <p>Action Complete</p>
M#2	<p><b>Strategic Planning of promotional and marketing opportunities for IFS sector</b></p> <p>The IFS Public Sector Coordination Group continues to coordinate with the Industry Advisory Committee and other industry stakeholders to maximise the strategic planning of promotional and marketing opportunities for Ireland's IFS sector. During Q2 2016, IFS Ireland was promoted at events including the FinTech &amp; Payment Association of Ireland (FPAI) FinTech Nation conference, the 8th Insurance Europe International Conference and the Irish Capital Markets Association Conference, all hosted in Dublin. The public sector and industry stakeholders maintain and routinely update a shared calendar of promotional opportunities.</p>	<p>✓</p> <p>Action Complete</p>
M#3	<p><b>Plan the European Financial Forum 2017</b></p> <p>IDA and EI, in consultation with the Financial Times, the professional conference organiser for EFF2016, conducted a thorough review of the inaugural event. This review confirmed the demand among Industry and Public Sector stakeholders for an event of this nature that facilitates networking and showcases the capability of the IFS industry here in Ireland. The analysis was based on feedback from delegates, speakers and panellists and included the timing of the event, the duration, the topics discussed and the venue. Taking into account the positive feedback received and noting the areas where improvements can be made, the review recommended that the Forum be run again in 2017. The review document was discussed at the April Joint Committee meeting.</p>	<p>✓</p> <p>Action Complete</p>

## Strategic Priority 2: Drive continuous improvement in the operating environment & competitiveness of Ireland's IFS sector

*This strategic priority focuses on the importance of improving Ireland's standing as a competitive location for innovative IFS companies. It covers a broad range of issues, including education and skills; promotion of IFS as a career option for young people; promotion of Ireland as an attractive location for mobile international talent; promoting the regional dimension of Ireland for IFS; developing the business environment for IFS, including the regulatory, tax and infrastructure arrangements.*

### Progress in Q2 2016

There is considerable focus on this strategic priority in the 2016 Action Plan, with 7 Actions containing 24 discrete measures due to be implemented. 4 of the 24 measures are due for delivery in Q2 2016, with the remainder due for delivery later in the year. All 4 measures due in Q2 have been completed, namely: i) the further rollout of Sustainability Skillnets Programmes, ii) profiling innovative models of IFS-relevant skills and education programmes through the Education and Skills Liaison Forum; iii) promoting IFS as a career option through the Smart Futures programme; and iv) promoting IFS as a career option through the Slingshot Academy programme.

**Table 3 Strategic Priority 2: Operating environment & Competitiveness.**

<b>Action #2: Ensure that the skills needs of the IFS sector are adequately reflected in the development and implementation of national policy in the Further and Higher Education systems</b>	<b>Status at Q2 2016</b>
<p>M#12 Further rollout of Sustainability Skillnets Programmes</p> <p><b>Q2 2016 Update:</b> The Sustainability Skillnets was established in H2 2015 in order to establish Ireland as a leading centre for sustainability investment and financing activity, by enhancing skills and expertise in this area. Sustainability Skillnets delivered a range of relevant programmes during Q2 2016, based on demand from industry. This included training in sustainable and responsible investment leadership, sustainability awareness, as well as fundamental and enhanced training in responsible investments.</p>	<p style="text-align: center;">✓</p> <p style="text-align: center;">Action Complete</p>
<p>M#17 Profile innovative models of IFS-relevant skills and education programmes in the further and higher education sectors</p> <p><b>Q2 2016 Update:</b> The second meeting of the Education and Skills Liaison Forum took place on 29 June 2016. This event considered the issue of 'Diversity as a source of competitive advantage for Ireland's IFS sector'. The Forum examined the challenges and benefits of increasing and diversifying participation in the IFS workforce, with a focus on i) promoting IFS as an attractive career option, and ii) delivering innovative approaches to education and skills development, and addressing the challenge of career progression.</p>	<p style="text-align: center;">✓</p> <p style="text-align: center;">Action Complete</p>

<b>Action #3: Promote IFS as a career option</b>		<b>Status at Q2 2016</b>
M#18	Promote IFS as a career option through the Smart Futures programme	
	<b>Q2 2016 Update:</b> Science Foundation Ireland has invited IFS industry stakeholders to input to the development of an IFS dimension to the next round of the Smart Futures programme, beginning in August 2016. Employees from IFS companies will be invited to volunteer as participants on the Smart Futures programme, while IFS career profiles will be added to the website www.smartfutures.ie.	✓ Action Complete
M#19	Promote IFS as a career option through the Slingshot Academy programme	
	<b>Q2 2016 Update:</b> The Slingshot Academy initiative, in consultation with IFS industry stakeholders, will develop a module on careers in international financial services, to feature at a national careers event in Q4 2016.	✓ Action Complete

### **Strategic Priority 3: Drive Research, Innovation & Entrepreneurship in the IFS sector, with a particular focus on financial technology & governance, risk & compliance**

*This strategic priority focuses on the significant role of research, innovation and entrepreneurship in developing Ireland's status as a leading global location for Financial Services. The objective is to continue to develop and promote Ireland as a centre for innovative, scaling and next generation companies with world-class capabilities in financial technology, governance, risk and compliance, working within an innovation ecosystem that supports advanced research and commercialisation in areas such as Data Analytics, Mobile Banking/Payments, Cloud Computing, etc.*

Relevant initiatives under the 2016 Action Plan include measure #38.

M#38	Identify opportunities within Ireland's research and innovation ecosystem	
	<b>Q2 2016 Update:</b> As part of an ongoing process of developing the research and innovation ecosystem to capture opportunities in existing and emerging IFS subsectors, IDA and EI are in regular contact with technical research centres that have a strong financial services component, such as CEADAR and GRCTC. One example of the work carried out in this area during Q2 2016 was the IDA Blockchain seminar held in April in Dublin. This event, organised in partnership with industry experts, was designed to introduce the technology behind Blockchain and begin to explore the potential for Ireland as a location for such activity. The attendees included all of the relevant stakeholders from industry and the research and innovation centres. The comparative strength of Ireland's innovation ecosystem has also been a feature of the development of new sector strategies for Payments and FinTech.	✓ Action Complete

#### Strategic Priority 4: Develop job-creation opportunities from emerging IFS sub-sectors & new markets

This section reports on progress in developing new opportunities from IFS sub-sectors. The 2016 Action Plan includes 16 measures in total, of which 9 are scheduled for completion in Q2 2016.

**Table 4 Strategic Priority 4: Develop job-creation opportunities from emerging IFS sub-sectors & new markets. Action #10.**

<b>Action #10: Develop opportunities in niche and emerging IFS sub-sectors and new markets</b>		<b>Status at Q2 2016</b>
M# 31	<p>EI, IDA, the FinTech Working Group will develop a joint strategy paper outlining proposals on further developing and enhancing Ireland's status as a leading global location for FinTech, informed by a comparative assessment of the competitive strengths of Ireland's business and innovation ecosystems relative to competitor jurisdictions.</p> <p><b>Q2 2016 Update:</b> Enterprise Ireland and IDA Ireland have been engaging with industry stakeholders through the FinTech and Payments Association of Ireland (FPAI) FinTech Working Group. Given the breadth of the sector and the scope of the task involved the completion of the proposed strategy has been delayed. Project management and administrative support resources have been made available by Financial Services Ireland and the work group is now working on a managed delivery schedule focusing on a number of key areas with project leads identified. The FPAI FinTech Working Group currently plans to complete the development of its industry Strategy Paper input during July. This will then be discussed with Agency and Government Departments with the aim of finalising the FinTech Strategy Paper as soon as possible.</p>	<p>●</p> <p>Action Delayed</p>
M# 33	<p>FPAI will prepare proposals on entrepreneurial supports to position Ireland as a leader in FinTech which will be the basis for structured engagement and discussion with relevant Departments and Agencies.</p> <p><b>Q2 2016 Update:</b> The FinTech and Payments Association of Ireland (FPAI) continues to engage with its members, and with key public sector stakeholders through the Payments Working Group and the FinTech Working Group in relation to strategies and entrepreneurial supports to position Ireland as a leader in FinTech. The FPAI intends to respond to the Department of Finance consultation on Taxation of Share Based Remuneration, and intends to consider further proposals in H2 2016.</p>	<p>✓</p> <p>Action Completed</p>

M# 35	EI Competitive Start-up Fund for FinTech / Payments companies	
	<p><b>Q2 2016 Update:</b> The Minister for Jobs Enterprise and Innovation launched a EUR 500,000 Competitive Start Fund (CSF) programme for FinTech Start-Ups in May 2016. This is the first sector-specific CSF programme developed by Enterprise Ireland, highlighting the importance of the sector. The FinTech CSF is open to fledgling companies in Payments, Banking, RegTech, Security, and InsuranceTech with solutions that leverage innovative financial technologies based on Blockchain, IoT, Artificial Intelligence and Financial Data Analytics, etc. In addition to a EUR 50,000 investment from Enterprise Ireland, the ten successful applicants will receive membership of Dogpatch Labs in the IFSC and access to the Ulster Bank Innovation Solutions Team. They will also have the services of an experienced mentor and access to industry masterclasses provided by members of the FinTech and Payments Association of Ireland (FPAI).</p> <p>The purpose of the FinTech CSF is to accelerate the growth of start-up companies that have the capability to succeed in global markets. The fund is designed to enable those companies reach key commercial and technical milestones such as: confirming the viability of the proposed business, identifying suitable channels to international markets, building a prototype, securing a reference site, partnership deal or strategic alliance, securing further third party investment, etc.</p> <p>The FinTech CSF was open for applications and video pitch submission between June 1st and June 15th via the Enterprise Ireland website. The launch was preceded by a targeted promotion campaign to raise awareness of the programme among would-be applicants.</p> <p>Following the call close an evaluation panel comprising external consultants and Enterprise Ireland will score applications under predefined criteria. The top applications will be invited to present a short investment pitch to an evaluation panel comprising external industry experts and representatives of Enterprise Ireland on Monday 25th July 2016. It is expected that the ten successful applicants will be identified by August.</p>	<p style="text-align: center;">✓</p> <p style="text-align: center;">Action Completed</p>

M# 39	<p>Prepare a Strategy for the Payments sub-sector</p> <p><b>Q2 2016 Update:</b> Enterprise Ireland and IDA Ireland have been working closely with the Payments Working Group of the FinTech and Payments Association of Ireland (FPAI) to progress this strategy. A number of meetings to provide input to the strategy have been held.</p> <p>The FPAI has developed an industry strategy paper which has identified a vision for the sector and a number of key objectives aimed at adding value to government initiatives and driving a leap forward in the Irish Payments Industry.</p> <p>This strategy paper provides important guidance from a number of key voices within the payments industry. Draft recommendations have been identified which support development and innovation in the Irish Payments Industry.</p> <p>The focus areas proposed and recommendations require further discussion and buy-in from the wider payments industry as well as agency and Government Departments before the Payments Strategy can be finalised.</p> <p>Enterprise Ireland and the FPAI now expect to finalise the IFS Payments Strategy paper by end of Q3 which should facilitate the inclusion of key Payment Strategy recommendations into the development of the IFS2020 Action Plan for 2017.</p>	 Action Delayed
M# 43	<p>Industry stakeholders will establish an industry-led international banking group to explore and identify possible measures to maximise the contribution of the international banking sector to the IFS2020 job creation target for the consideration of the Public Sector Co-ordination Group (PSCG).</p> <p><b>Q2 2016 Update:</b> The inaugural meeting of the International Banking Working Group took place in May 2016. The meeting, attended by senior executives from a range of companies providing international banking services from Ireland, as well as representatives of the Banking and Payments Federation of Ireland (BPF) and the Federation of International Banks in Ireland (FIBI), agreed the terms of reference and considered the potential work programme for the Group. Senior representatives of IDA Ireland's Financial Services Division engaged with the Group in a discussion on policy and operational issues.</p>	 Action Completed

M# 44	<p>Industry stakeholders (DIMA, FSI, Insurance Ireland) will establish an industry-led insurance group to explore and identify possible measures to maximise the contribution of the international insurance sector to the IFS2020 job creation target for the consideration of the Public Sector Co-ordination Group (PSCG).</p>	
	<p><b>Q2 2016 Update:</b> The Insurance Working Group Terms of reference have been agreed by the respective Chairpersons of Insurance Ireland (II), Financial Services Ireland (FSI) &amp; DIMA.</p> <p>Key action points active to date:</p> <ol style="list-style-type: none"> <li>1. The European Insurance Conference, hosted by Insurance Ireland, has been held in Q2, with 650 delegates from 50 countries in attendance. The conference provided an opportunity to soft launch the IFS Banner brand to the global insurance community consisting of insurers, regulators and policy makers.</li> <li>2. The “Ireland for Insurance” jurisdictional brochure was launched at the event, in conjunction with the IDA. Each delegate received both hard and electronic copies, with the next step for the document to be translated in to different languages to be used by both government and industry to promote Ireland as a location of choice for setting up international insurance activity. The document also promotes the regional dimension of the insurance sector, and highlights regional location benefits. The brochure includes testimonials from some of the insurance sector's most senior CEOs.</li> </ol>	<p style="text-align: center;"></p> <p style="text-align: center;">Action Completed</p>
M# 45	<p>Develop Ireland’s capabilities and readiness to capitalise on opportunities afforded by the EU Capital Markets Union initiative</p> <p><b>Q2 2016 Update:</b> The Capital Markets Union (CMU) Action Plan was published by the Commission on 30 September 2015. CMU aims to support the development of alternative sources of finance, complementary to bank-financing - including venture capital and market-based finance. It sets out a programme of measures which aim to establish the building blocks of an integrated capital market in the European Union (EU) by 2019. It seeks to support jobs and growth in the EU by making it easier for companies to finance investment through capital markets and facilitating cross-border investment.</p> <p>There has been intensive engagement by Ireland in the EU legislative process on the priority EU dossiers currently being negotiated under capital markets union. To date, a Council General Approach was agreed on the proposed Securitisation Regulation, with the next step being trilogues with the European Parliament. The proposed changes to the Prospective Directive have only just been agreed in Council. As with the Securitisation Regulation, the next step will be trilogues, once Parliament reaches a common position. The potential for delay remains due to the need to achieve agreement on the dossiers at EU level.</p>	<p style="text-align: center;"></p> <p style="text-align: center;">Action Delayed</p>

M# 46	A workshop event will be held in Q2 2016 to explore the role of diversity and inclusion as a source of competitive advantage for IFS and FinTech companies in Ireland.	
	<p><b>Q2 2016 Update:</b> The second meeting of the Education and Skills Liaison Forum took place on 29 June 2016. This event considered the issue of ‘Diversity as a source of competitive advantage for Ireland’s IFS sector’. The Forum examined the challenges and benefits of increasing and diversifying participation in the IFS workforce, with a focus on i) promoting IFS as an attractive career option, and ii) delivering innovative approaches to education and skills development, and addressing the challenge of career progression.</p> <p>Also in June, the FinTech and Payments Association of Ireland (FPAI) organised a <i>Diversity in FinTech</i> event, exploring the issue of gender diversity in FinTech, featuring panellists from a range of FinTech, Banking and Payments companies.</p>	<p style="text-align: center;">✓</p> <p style="text-align: center;">Action Completed</p>

### Strategic Priority 5: Benchmarking Progress

Since 2011, Ireland’s relative international competitiveness as measured by a range of international indices has steadily improved. In the IMD’s latest World Competitiveness Yearbook published in Q2 2016, Ireland moved from 16th to 7th in international competitiveness rankings, while it has moved to 24th in the WEF Global Competitiveness Report. The World Bank’s “Doing Business 2016” report ranks Ireland 17th out of 189 countries, an improvement of two places on an annual basis. In relation to IFS-specific measures of competitiveness, the latest Z/YEN Global Financial Centres index (GCFI-19) shows that Dublin has improved 7 places on its ranking as a global financial centre, up to 39th from its previous position of 46th.

## Appendix 1 Monitoring Dashboard

Action	M	Title	Deadline	Q1	Q2	Q3	Q4
1	<b>Deliver a coordinated approach to promotion of IFS under the new banner brand</b>						
	1	Develop IFS messaging and promotional material under the new banner brand.	Q1	✓			
	2	Strategic Planning of promotional and marketing opportunities for IFS sector	Quarterly	✓	✓	●	●
	3	Plan the European Financial Forum 2017	Q1, Q2	✓	✓		
	4	Host the European Financial Forum 2017	Q1 2017				
2	<b>Ensure that the skills needs of the IFS sector are adequately reflected in the development and implementation of national policy in the Further and Higher Education systems</b>						
	5	Stakeholder engagement through the IFS2020 Education and Skills Liaison Forum	Q4				●
	6	Monitor Skills Needs of IFS Sector	Q4				●
	7	Enhance the Finuas Networks Programme to deliver a suite of FinTech programmes.	Q3			●	
	8	Extend the Finuas Networks FinTech Law Masterclass programme.	Q3			●	
	9	Deliver a Certificate in Aircraft Acquisition & Finance	Q1	✓			
	10	Deliver a Specialist Diploma in Aviation Leasing & Finance and MBA in Aviation Management	Q3			●	
	11	Deliver a Professional Diploma in Applied Alternative Investments	Q3			●	
	12	Further rollout of Sustainability Skillnets Programmes	Q2		✓		
	13	Research, Design and Implement a marketing strategy for the Finuas Networks Programme.	Q4				●
	14	FSI and National College of Ireland to further progress current proposals for apprenticeships in the financial services sector	Q3			●	
	15	Further progress current proposals for apprenticeships in the financial services sector	Q3			●	
	16	Accounting Technicians Ireland to further progress proposals for a Higher Apprenticeship in Accountancy	Q3			●	
	17	Profile innovative models of IFS-relevant skills and education programmes in the further and higher education sectors	Q2		✓		
3	<b>Promote IFS as a career option</b>						
	18	Promote IFS as a career option through the Smart Futures programme	Q2		✓		
	19	Promote IFS as a career option through the Slingshot Academy programme	Q2		✓		
4	<b>Talent attraction and retention for the IFS sector</b>						
	20	Engage Ireland's overseas diaspora and business networks for their views on the constraints and enablers in respect of Ireland as a location of choice for high-skilled international IFS professionals	Q3			●	
	21	Reflect IFS industry needs in the Critical Skills list for employment permits	Q4				●
	22	Single website portal to attract international ICT talent	Q4				●

5	<b>Promote IFS development on a regional basis</b>						
	23	Promote IFS on a regional basis	Q4				●
	24	Ensure that IFS features in policy and strategies for development in Dublin	Q1	✓			
6	<b>Operational Metrics for the Central Bank of Ireland</b>						
	25	Review the authorisation service standards reported by the Central Bank of Ireland	Q3				●
7	<b>Double Taxation Agreements and other bilateral instruments</b>						
	26	Liaise and inform regarding changes to Ireland's network of double taxation treaties	Q4				●
	27	Fully adopt the Alternative A provisions of the Cape Town Convention	Q4				●
8	<b>Assess Ireland's Financial Markets Infrastructure</b>						
	28	Produce an analysis of possible core markets infrastructure	Q3				●
9	<b>Enhance Ireland's Research and Innovation ecosystem for the IFS sector</b>						
	29	Showcase Ireland's research and innovation ecosystem for the IFS sector	Q4				●
	30	Support FinTech Accelerators	Q4				●
10	<b>Develop opportunities in niche and emerging IFS sub-sectors and new markets</b>						
	31	FinTech Strategy Paper	Q2		●		
	32	Ireland Strategic Investment Fund	Q1	✓			
	33	Entrepreneurial supports	Q2		✓		
	34	Capability maturity in FinTech start-ups	Q4				●
	35	EI Competitive Startup Fund for FinTech / Payments companies	Q2		✓		
	36	IFS mentoring panel	Q1		✓		
	37	FinTech and Payments foresight exercises	Q4				●
	38	Identify opportunities within Ireland's research and innovation ecosystem	Q2		✓		
	39	Prepare a strategy for the Payments sub-sector	Q2		●		
	40	Review Ireland's status as a location for asset management	Q3				●
	41	Ireland as a global location for private equity funds and management	Q3				●
	42	Aviation Finance and Leasing	Q3				●
	43	International Banking Group	Q2		✓		
	44	International Insurance Group	Q2		✓		
	45	Develop Ireland's capabilities and readiness to capitalise on opportunities afforded by the EU Capital Markets Union initiative	Q2, Q4		●		●
46	Promoting Diversity and Inclusion in IFS	Q2		✓			
<b>Legend</b>							
● Measure delayed beyond scheduled quarter							
● Measure at risk of being delayed							
● Measure on track							
✓ Measure Completed within scheduled quarter							

