

Marine Institute 3-Year Strategic Plan

2015-2018



*Ensuring the Delivery of Excellence
in our Services*



*Foras na Mara
Marine Institute*

MARINE INSTITUTE CORPORATE PLAN 2015-2018

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MARINE INSTITUTE CORPORATE PLAN 2015-2018



PREFACE

This 3-year Strategic Plan, developed in close cooperation between the Board and Executive of the Marine Institute, is the key planning document and framework for which the Marine Institute will operate between now and 2018. I am confident that our recent updating of the original 3-year plan covering 2013-16 is both timely and appropriately targeted and focused.

Acknowledging that these are challenging times for the provision of public sector services, the Board of the Marine Institute is proud of the record of achievement and the standards established and maintained by the staff of the Institute through the recent crisis in public finances. Throughout this they have maintained a focus on the shared vision of *a thriving maritime economy in harmony with the ecosystem and supported by the delivery of excellence in our services*. The Board is committed to ensuring the Institute continues to meet the needs of its clients and stakeholders - providing high quality, independent scientific advice, research and related services.

The Plan is prepared not only with the current challenging context very much to the fore, but also with a vision to potential bright spots on the horizon in light of enhanced national (as outlined in *Harnessing Our Ocean Wealth*) and international focus (e.g. *Horizon 2020* and the *EU Atlantic Strategy*) on the potential for the *Blue Economy* and the key roles the Institute can perform in this regard.

During the preparation of the Plan, the Board of the Marine Institute has considered in detail the Objectives and associated Priority Actions outlined below. From mid-2014 through the 1st quarter 2015, the Board held a number of meetings with the Executive to discuss and review how well the plan was being implemented (in light of Key Performance Indicators KPIs) and how best to update it in light of the evolving external context. . This updated version of our plan reflects the fruits of those engagements between with Board and Executive. A key role for the Board will be both the supervision of the implementation of the Plan and supporting the Executive as it balances the increased demand for services with already diminished exchequer resources.

I am confident that with the continued commitment of the Board, Executive and staff we can be successful in delivering on the goals and associated objectives outlined in this 3-year Strategic Plan.

John Killeen

Chairman

INTRODUCTION



The pages that follow set out the framework within which the Marine Institute will operate over the period 2015–2018. It is designed to provide a clear focus and direction for the Board, management and staff of the Marine Institute, recognising the challenging economic environment within which we must all operate and driven by the need to deliver efficient and effective services to government, industry and the public. Annual priorities will continue to be set that are guided by the Vision, Goals and Objectives set out below.

The Plan sets out a strategy to guide the Marine Institute as we embrace continuing challenges and opportunities in our work programmes, whilst ensuring our statutory and core services are delivered to the highest achievable standards. By continuing to work together, this Plan will allow us to continue to navigate the difficult economic times and help us to plan for the eventual upturn, the first shoots of which became evident in the last 12 months.

The 2015-18 Plan is framed as a rolling 3-year strategic plan which will be updated annually in light of an annual performance review using a suite of KPIs to assist the Board in the annual review process..

The Plan is framed in the context of the Government’s Integrated Marine Plan for Ireland - *Harnessing Our Ocean Wealth*, which was launched by the Taoiseach and Minister Coveney at the Marine Institute in July 2012 and aims to double the value of Ireland’s ocean wealth to 2.4% of GDP by 2030 and increase the turnover from our ocean economy to exceed €6.4bn by 2020. The Institute will continue to play a key supporting role to the Inter-Departmental Marine Co-ordination Group (MCG) in the implementation of the Plan and in the ongoing sustainable development and understanding of these resources and sectors.

This Plan is further influenced by significant recent improvement in our operating environment with the development of a framework, approved by the Department of Public Expenditure and Reform and the Department of Agriculture, Food and the Marine (DAFM), which allows the Marine Institute to fill positions that are fully funded from both national and international external funding sources.

Our 2015–18 Plan sets out to position the Marine Institute to take full advantage of the opportunities that lie ahead on the expanding demand for our services, both in the context of enabling the economic growth targets set out in *Harnessing Our Ocean Wealth* and in the research and innovation funding programmes at national and EU level.

The strong representation of the marine research and innovation agenda in the 2012 National Research Prioritisation exercise in Ireland has been followed by a period of somewhat enhanced cross-agency / Government investment in marine RTDI.. This has been augmented by a strong focus on Blue Growth (with links to the Atlantic Action Plan) in the EU Horizon2020 Programme, with targeted support for the implementation of the **Galway Statement** which established an Atlantic Ocean Research Alliance between the EU, Canada and the USA. Encouragingly, Irish marine research groups, including the Marine Institute, have performed at record high levels in the recent package of funding awards announced under Horizon2020.

In 2015 we will complete our next National Marine Research and Innovation Strategy 2015–20 in the context of the implementation of *Harnessing our Ocean Wealth and the recommendations of the MCG's Development Task Force*; the Prioritisation Action Group (for national research investments) and EU funding priorities. We will build on the successful model of themed joint funding calls (e.g. marine functional foods/NutraMara joint funding with DAFM) with partner agencies/government departments.

We have put in place excellent partnering mechanisms with other key national research funding bodies such as Science Foundation Ireland (SFI) and the Irish Research Council and will continue our efforts in this regard to best support strategic marine areas in line with the new national marine research strategy 2015-20. Implementation of SFI grant awards in key marine technologies—including the SmartBay Cable at the Ocean Energy test site in Galway Bay (operated by the Marine Institute and SEAI) and the significant investment in the MaREI consortium (Centre for Marine Renewable Energy Ireland) led by UCC, as well as the recent SFI Investigators Award in the ecosystem approach to fisheries management —augur well for this approach.

Increasingly, the nature of the demand for marine science services from a range of our clients is moving towards a highly integrated output and advisory capacity, drawing on an ever-increasing diversity of scientific disciplines, technologies and data sources. In this Plan we place a particular focus on developing systems and procedures that generate an enhanced capacity for delivering highly integrated scientific advice to our key clients. We will continue to liaise with the DAFM on the implementation of our Workforce Planning initiative and to explore the potential of the new EMFF funding scheme to assist in this regard also.

Our detailed and inclusive adaptive planning process will continue, including ongoing efficiency and cost-saving, ensuring we are meeting the important obligations under the Haddington Road Agreement and supporting the Government's Public Sector Reform Programme.

Recognising the centrality of our staff at all levels to the successful implementation of this Plan, and cognisant of the risks to staff morale posed by recent public sector pay policy decisions arising from the country's fiscal crisis, we will maintain a key focus and use all means at our disposal to ensure we maintain a strong staff morale and demonstrate the organisation's appreciation of the quality and dedication of our staff.

Our strong spirit of teamwork has been central to the excellent reputation that has been earned by the Marine Institute over a sustained period. I remain confident that we will maintain our teamwork ethos and will succeed in our efforts to take on the challenges in the period ahead.

Dr Peter Heffernan,
CEO Marine Institute
April 2015

Executive Summary

This Plan has been written with the active engagement of the staff and Board of the Marine Institute to provide clarity on our operating framework and the strategic approach that will be taken on key decisions that need to be embraced in the period 2015–2018.

The document sets out the key foundations for the current operations and roles of the Marine Institute through the first two sections.

In Section 3 we state our five key high-level Goals—Service Provider; Research Performer; Research Catalyst and Funder; Infrastructure Provider; and the operation of an Efficient and Effective Organisation. These Goals support our Vision of *A Thriving Maritime Economy in Harmony with the Ecosystem and Supported by the Delivery of Excellence in Our Services* (Figure 1). Each Goal is accompanied by Key Objectives and Priority Actions that inform our detailed Service Area Operational Plans and our Performance Management Development Systems (PMDS). Table I provides an overview of the Institute’s five Goals and associated key Objectives.

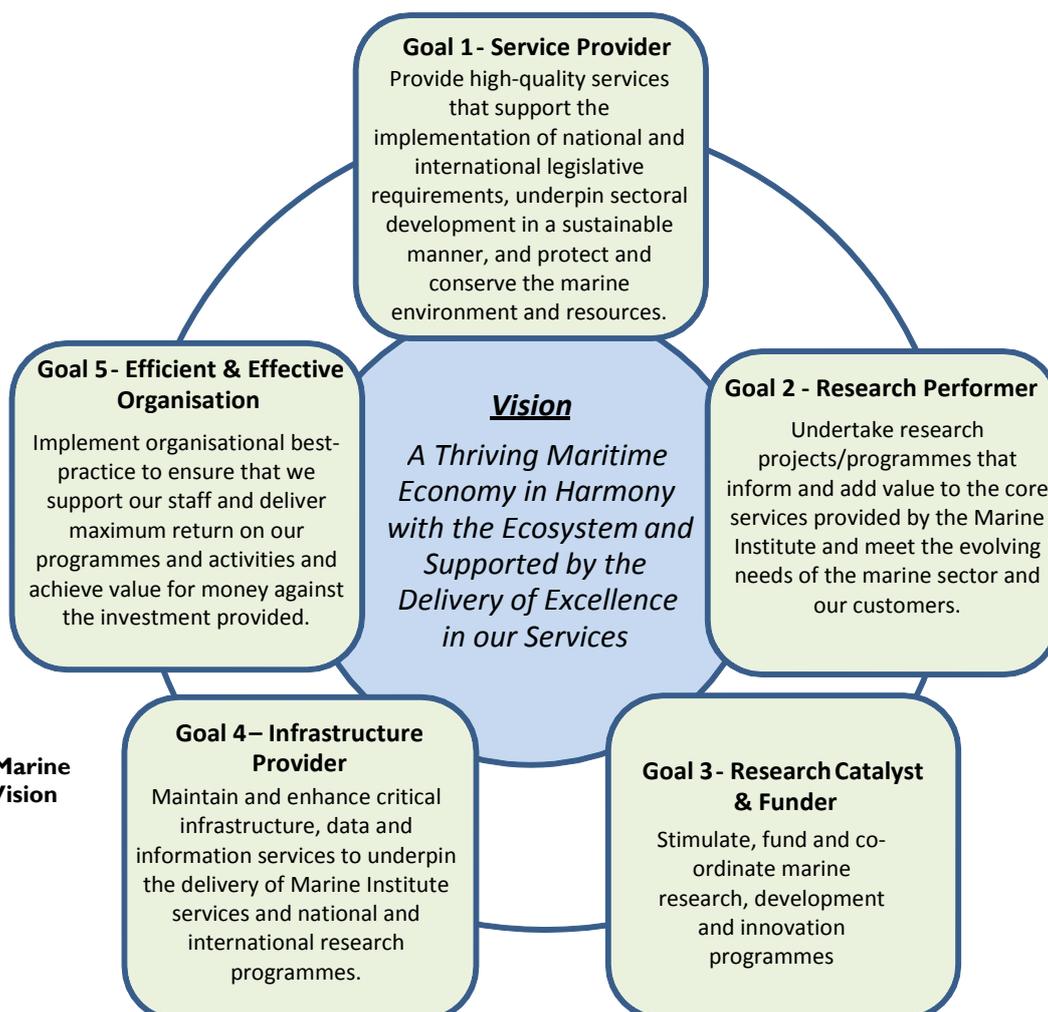


Figure 1: Marine Institute Vision and Goals

Table 1: Marine Institute Goals and associated Key Objectives

	Key Objectives
Goal 1: Service Provider	<ul style="list-style-type: none"> • Carry out a suite of statutory environmental, fisheries and aquaculture data collection surveys and monitoring programmes assigned to the Marine Institute by Government, to allow Ireland to meet its national and international legal obligations. • Deliver scientific, technical and economic data services that inform policy and provide advice to Government, underpinning sectoral development and protecting the marine environment. • Maintain international excellence in marine science and research in order to gain a better understanding of the health and functioning of marine ecosystems and provide scientific advice to meet the needs of decision-makers in the rapidly changing area of ocean governance. • Continue to partner and collaborate with the Higher Education sector and other research performers. • Provide services, data, and publications online, in line with the eGovernment Strategy, to improve customer services; including access through mobile devices and the use of social media.
Goal 2: Research Performer	<ul style="list-style-type: none"> • Maintain our track record as a research performer in targeted areas and seek further opportunities to participate in competitive national and international research projects and programmes. • Engage with key stakeholders to maximise Marine Institute research participation and opportunities to add value to existing research programmes.
Goal 3: Research Catalyst and Funder	<ul style="list-style-type: none"> • Develop and take the lead role in the implementation of national marine research agenda(s) through cross-departmental/agency and HEI collaboration. • Drive the further development of national programmes in Advanced Marine Technology and Marine Biotechnology. • Maximise Irish participation in, and benefit from, international marine RTDI programmes.
Goal 4: Infrastructure Provider	<ul style="list-style-type: none"> • Maintain and, where possible, enhance key Marine Institute facilities and assets. • Maintain and explore opportunities to enhance key national marine infrastructures. • Ensure the necessary data infrastructure, guidance and supports are in place to allow delivery of efficient and effective day-to-day ICT operations; support best practice management of Marine Institute data; and promote access to national marine datasets.
Goal 5: Efficient & Effective Organisation	<ul style="list-style-type: none"> • Deliver a solution-driven, best practice human resource service with a focus firmly on the needs of all individual staff and service teams, using management information systems and effective operational practices. • Adhere to the highest levels of corporate governance, while delivering a very high level of value-for-money customer-driven services. • Maintain and enhance the Marine Institute’s reputation and ability to deliver high standards of analysis and services through appropriate quality systems and efficient organisation. • Ensure that external communications are effective, comprehensive and relevant and help promote an awareness of Ireland’s marine resource.

Section 4 describes our approach to achieving our Goals, within the context of the current operating environment. Teamwork is key to this approach. We will build on our open and inclusive planning processes to address challenges and opportunities that may arise in the course of the next three years.

We will continue to identify ways in which we can implement our adaptive and cost efficiency measures to minimise the impact of further budget cuts on the delivery of front-line services. We will also explore new and innovative solutions to our service delivery model and examine the scope for new partnerships with the Higher Education institutes, other government agencies and the private sector. Furthermore, we will strive to expand on our excellent earnings record as a research performer, through externally funded programmes.

The Institute has identified a number of tools which we can use to address the gaps which have been identified. These are innovative and show the flexibility, responsiveness and dedication to public service that is required of a modern, efficient public body. One highly cost-effective means to deliver new services is through the leveraging of EU funding and international partnerships. The Institute has built up a very strong track record of forming successful partnerships with other European agencies and institutions and a protocol agreed in early 2013 for the recruitment of staff under other public, private and EU funding programmes is most welcome and a crucial tool to enable the Institute to achieve its objectives.

Should we reach a limit on the scope of these measures to absorb the impact of further budget cuts on front-line services, we will plan adaptive measures to achieve alignment between budget/capacity and service delivery. This approach would involve dialogue with key clients to clarify service demand prioritisation, in order to identify the most balanced outcome achievable, thus enabling us to protect our priority front-line services to the maximum extent practicable.

Finally, this Plan sets out how we will identify and prepare plans to benefit from new opportunities. There are clear signals of an increase in the demand for services from the Marine Institute, in light of economic development opportunities identified in *Harnessing Our Ocean Wealth* and Government/EU resource management and monitoring requirements. Furthermore, the prospects for an increase in the priority and support for marine research and innovation at an EU level are encouraging.

This strategic approach, with its balance of reactive and proactive measures, together with the vision, values and commitment of the Marine Institute staff, will help guide the Marine Institute through the challenges and opportunities over the period 2015–2018.

ABOUT THE MARINE INSTITUTE

The Marine Institute, under the aegis of the Department of Agriculture, Food & the Marine, is the national agency responsible for undertaking marine research and development that critically informs policy, regulatory objectives, management and sustainable development strategies for Ireland's marine resources. The Institute provides a diverse range of services to a wide variety of clients across branches of Government, international organisations, the general public and the private sector. (A summary of key services and clients is presented in Table 1 below.)

Marine Institute Act, 1991

The Institute was established under the Marine Institute Act, 1991. We operate under this Act and the relevant sections of the Fisheries (Amendment) Act, 1999 and the Harbours (Amendment) Act, 2009. The Marine Institute Act states that the Institute will have the following general functions:

“to undertake, to co-ordinate, to promote and to assist in marine research and development and to provide such services related to marine research and development that in the opinion of the Institute will promote economic development and create employment and protect the environment”

MI Statutory Role

- Advise on and carry out, policy
- Undertake, develop, promote and market marine research and development
- Improve, develop and apply processes for the utilisation and development of marine resources
- Co-ordinate, evaluate and advise the Minister on proposals for marine research and development
- Represent the State in EU marine R&D programmes
- Enter into joint-ventures
- Engage in international activities in relation to marine research and development
- Promote, assist and develop the Irish Shipping services sector, advise on policy and create and protect employment

The Irish Maritime Development Office (IMDO) was established by statute in December 1999¹ and commenced operations in July 2000. It is incorporated within the Marine Institute and is based in Dublin. The IMDO is Ireland’s dedicated development, marketing, and promotional agency for the shipping, ports and shipping service sectors. The IMDO reports to the Department of Transport, Tourism & Sport².

The IMDO has a legislative mandate that includes the following functions:

- advise the Minister for Transport on the development and the co-ordination of policy in the shipping and shipping services sectors, so as to protect and create employment;
- advise the Minister on development and co-ordination of policy and to carry out policy as may be specified by that Minister relating to the ports and ports services sector;
- promote and assist the development of Irish shipping and the Irish shipping services and seafarer training;
- support and market the shipping and shipping services sectors; and
- carry out policy as may be specified by the Minister relating to the shipping and shipping services sectors.

Governance

The Marine Institute is governed by a Ministerially-appointed non-executive board with a statutory complement of nine members.

The Marine Institute reports and provides services to the Department of Agriculture, Food and the Marine (DAFM). These services are outlined in the Marine Institute/ DAFM Performance Contract 2011-2014.

Current Marine Institute Board of Directors

Dr. John Killeen, Chairman (2013–‘18)

Mr. Francis Coyle (2010–‘15)

Mr. David Owens (2012–‘17)

Prof. Patricia Barker (2013-‘18)

Mr Donal Kelly (2013 – ‘18)

Plus five vacancies

In addition, the Marine Institute provides statutory and non-statutory services to, and in partnership with, other government departments (and their agencies)—e.g. Department of Transport, Tourism and Sport (DTTAS); Department of Communications, Energy & Natural

¹ Fisheries (Amendment) Act 1999

² Harbours (Amendment) Act 2009, Amendment of Section 4A (Irish Maritime Development Office) of Marine Institute Act 1991

Resources (DCENR); Department of Environment, Community & Local Government (DECLG); Department of the Taoiseach; Department of Jobs, Enterprise & Innovation (DJEI); and the Department of Defence (DoD).

Marine Institute Services & Clients

In addition to the key legislation that defines our overall roles and remit, the work of the Institute is driven and informed by significant European and national legislation and policy, as set out in Appendix I. The fulfilment of our mandate has expanded the services we provide, e.g. the growing demand for knowledge has increased.

The diverse services provided by the Marine Institute can be categorised include a range of both statutory and non-statutory services as follows:

- Monitoring & Data Collection
- Scientific, Technical & Advisory Services
- Research (funder, performer & catalyst)
- Sectoral Development
- Promotion, Facilitation, Coordination and Education.

Further details of services provided under each of these categories, and associated clients, are provided in Table I.

The Marine Institute carries out a range of corporate governance and other internal services that support the running of the organisation. These include Finance; Human Resources; IT Operations and Support; Facilities Operations and Support; and other administrative functions.

Our clients are wide-ranging and include government departments and agencies, industry, Higher Education institutes and other research organisations, EU and other international bodies, the marine community and the general public.

Table 1: Marine Institute key services and customers/clients

(N.B. See list of Acronyms/ Abbreviations in Appendix 3)

Key Services	Key Customers/Clients
<p>Monitoring & Data Collection</p> <p>Statutory and non-statutory monitoring and data collection to underpin the development of the marine sector and the sustainability of the marine environment and resource aimed at:</p> <ul style="list-style-type: none"> • Food safety monitoring (e.g. biotoxins, residues, microbiology) • Managing fisheries resources (including migratory stocks) • Monitoring health status of fish and shellfish stocks • Sea lice monitoring on finfish farms • Understanding and monitoring the marine environment and climate change (e.g. hazardous substances, nutrients, phytoplankton) • Implementing EU environmental directives (e.g. WFD, MSFD, Shellfish, Birds & Habitats Directives) • Monitoring and auditing impact of marine economic activity • Seabed mapping 	<p>National</p> <ul style="list-style-type: none"> • Industry (Aquaculture, Fisheries, Tourism) • Govt. Departments (DAFM, DECLG, DCENR, DAHG, DTTAS, DECLG) • Agencies (SFFPA, FSAI, EPA, Met Éireann, IFI, SEAI) • Local Authorities <p>Northern Ireland/Cross-Border</p> <ul style="list-style-type: none"> • Loughs Agency • AFBI (NI) • DCAL (NI) • DARD (NI) <p>International</p> <ul style="list-style-type: none"> • European Union • ICES • OSPAR • FAO • NASCO • EIFAC • CRL networks • CITES • EEA
<p>Scientific, Technical & Advisory Services</p> <p>Services aimed at informing national and international marine policy and regulatory objectives, and providing scientific data and technical services to support the sustainable development of Ireland's marine economy:</p> <ul style="list-style-type: none"> • Managing living resources • Policy and licensing advice (e.g. foreshore licensing) • Providing fish disease diagnostic services to industry • Managing Ireland's fish health status • Input into DAFM <i>Pest Control Strategy</i> • Data management support & advice • Research vessel and infrastructure technical support and management • Seabed mapping services • Climate change • Food safety advisory services • Market/economic analysis 	<p>National</p> <ul style="list-style-type: none"> • Industry (Aquaculture, Fisheries, Renewable Ocean Energy, Oil & Gas, Tourism) • Govt. Departments (DAFM, DECLG, DCENR, DAHG, DTTAS) • Agencies (SFFPA, FSAI, Met Éireann, IFI, SEAI, EPA, BIM) • Inter-departmental Marine Coordination Group • Local Authorities • Harbour Authorities <p>Northern Ireland/Cross-Border</p> <ul style="list-style-type: none"> • Loughs Agency • AFBI (NI) • DCAL (NI) • DARD (NI) <p>International</p> <ul style="list-style-type: none"> • European Union • ICES • OSPAR • EEA • FAO • NASCO • EIFAC

Key Services	Key Customers/Clients
<p>Research</p> <p>Undertake, co-ordinate/catalyse and promote marine research and development:</p> <ul style="list-style-type: none"> • Undertake research in key areas associated with operational programmes • Implement national marine research strategy (<i>Sea Change</i>) • Stimulate and promote strategic R&D actions/programmes • Provide national/international R&D policy advice/input • Manage competitive marine research funding programmes (NDP Marine Research Sub-Programme) • Manage and provide access to key research infrastructure (including data) 	<p>National</p> <ul style="list-style-type: none"> • Research Community <ul style="list-style-type: none"> ◦ Higher Education Sector ◦ Industry ◦ Other research performers (e.g. public bodies) • Govt. Departments (DAFM, DCENR, DJEI) • Agencies (Forfás, SFI, HEA, DECLG, EPA) <p>Northern Ireland/Cross-Border</p> <ul style="list-style-type: none"> • Loughs Agency • DCAL (NI) • DARD (NI) <p>International</p> <ul style="list-style-type: none"> • European Union
<p>Sectoral Development</p> <p>Services in support of development of Ireland’s marine economy, with specific emphasis on the following key marine sectors:</p> <ul style="list-style-type: none"> • Fishing, aquaculture and seaweed • Shipping & shipping services • Offshore renewable energy • Marine biotechnology and advanced technologies <p>Provide support to the Inter-departmental Marine Coordination Group, as required, in the implementation of <i>Harnessing Our Ocean Wealth – An Integrated Marine Plan for Ireland</i>.</p>	<p>National</p> <ul style="list-style-type: none"> • Industry • Govt. Departments (DAFM, DCENR, DTTAS) • Marine Coordination Group • Agencies (IFI, SEAI, BIM, EI, IDA, EPA, SFI, Bord Bia)
<p>Promotion, Facilitation, Coordination and Education</p> <p>Promoting the nature, extent and significant opportunities associated with Ireland’s marine resources and sector through:</p> <ul style="list-style-type: none"> • Communication • Information services • Training • Education • Outreach/events • Public relations • Research publications and scientific papers 	<ul style="list-style-type: none"> • Media • General Public • Research Community • Industry • Education Sector • International Research Community

Marine Institute Staff, Facilities and Structure

The Marine Institute employs approximately 180 staff, including managers, scientists, various specialists, IT staff, analysts and administrative support personnel. Staff are located at our headquarters and laboratory facilities in Oranmore, Co. Galway; technical support base in Galway; catchment management research facility in Newport, Co. Mayo; offices in Dublin; phytoplankton laboratory in Bantry, Co. Cork; and at a number of fishing ports around the coast (Figure 1).

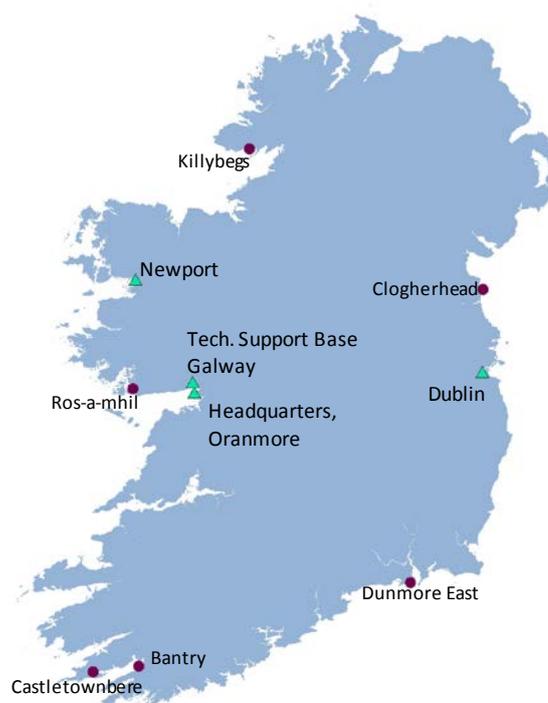


Figure 1: Marine Institute locations

The Institute is composed of five service areas, structured to achieve our vision and meet our service delivery requirements (Figure 2).

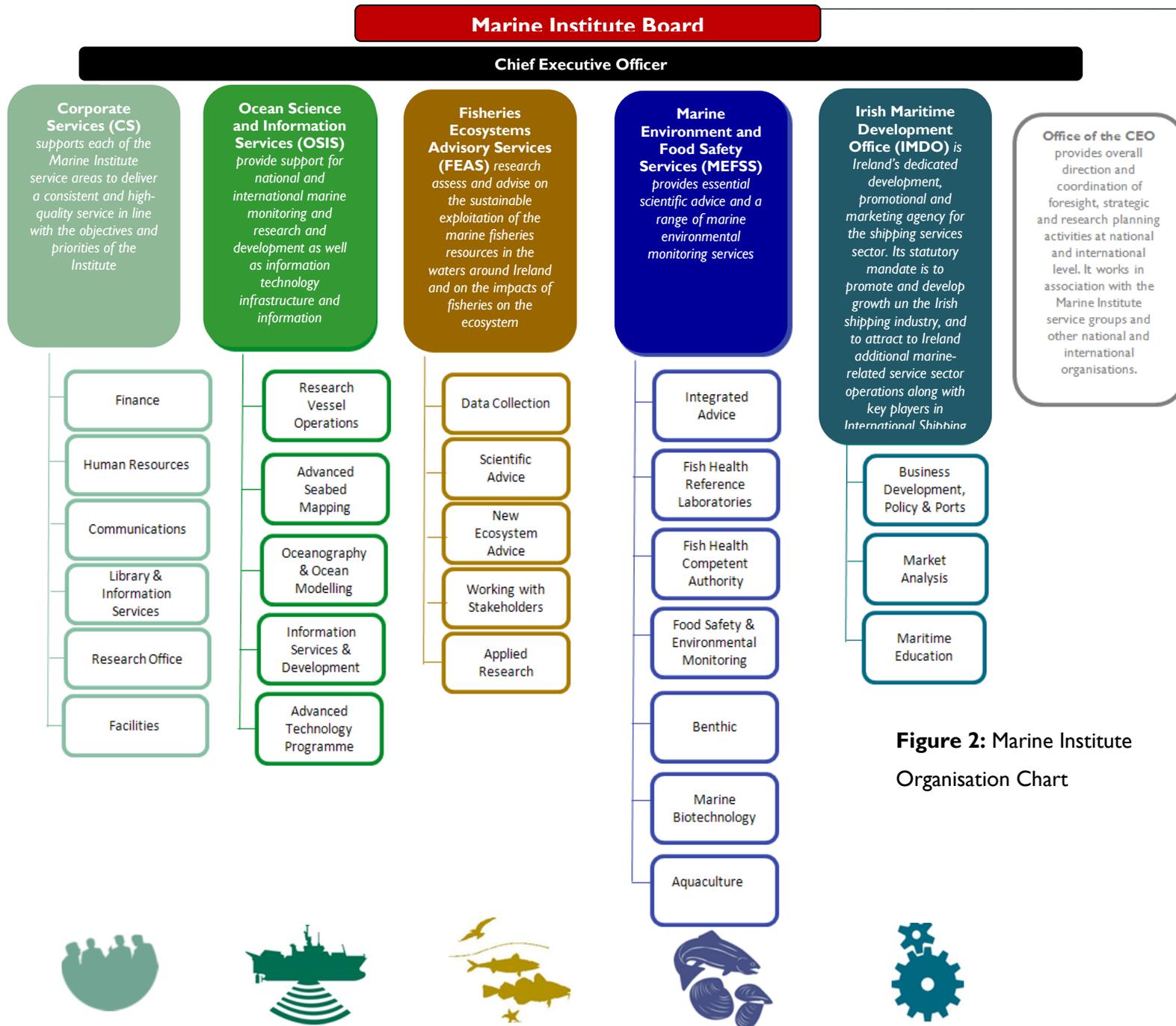
Figure 3 provides an overview of the evolution of the Marine Institute, since its establishment in 1991, in terms of growth (e.g. facilitates), expansion of remit, and resources (budget and people). In line with the Government's targets to reduce public sector resources and numbers, the Marine Institute has seen a decrease in both its budget allocation and numbers.

Facilities & Infrastructure

The Marine Institute facilities and infrastructure include:

- State-of-the-art headquarters (including 54 laboratories, auditorium/conference suite and library) and a technical support facility in Galway;
- Aquaculture and catchment management experimental research facility in Newport, Co. Mayo (laboratories, fish rearing and trapping facilities, catchment monitoring system and library);
- Two multi-purpose custom-designed national research vessels (*RV Celtic Voyager* and *RV Celtic Explorer*);
- Deepwater remotely operated vehicle (*ROV Holland I*);
- Quarter-scale ocean energy test and demonstration site in Galway Bay;

- SmartBay pilot test and demonstration platform for sensing, communications and informatics;
- A range of specialist national research equipment; and
- Data assets and IT infrastructure.



Marine Institute 3-Year Strategic Plan 2015–2018

Year	1991	1996-2001	2002-2007	2007-2011	2012-Current
Government Department	<i>Dept. Marine</i>	<i>Dept. Marine & Natural Resources 1997-2002</i>	<i>Dept. Communications, Marine & Natural Resources 2002-2007</i>	<i>Dept. Agriculture, Fisheries & Food 2007-2010 (*99 MCG)</i>	<i>Dept. Agriculture, Food & the Marine 2011-Current</i>
Growth/ Inputs	Marine Institute Act Board & Executive	Integration (Marine data Centre, Fisheries Research Centre, Salmon Research Agency) IMDO (*99) RV Celtic Voyager National RTDI Strategy Marine Research Measure (Fisheries OP '94-'99)	Re-structuring Newport Upgrade Galway Relocation RV Celtic Explorer Marine RTDI Measure (NDP '00-'06)	Service Delivery INFOMAR Deepwater ROV Sea Change Marine Research Sub-Prog (NDP '07-	Re-structuring Integrated Marine Plan for Ireland (<i>Harnessing Our Ocean Wealth</i>)
Remit	Aquaculture, Fisheries, Tourism, Technology, Environment	+ Shipping + Operational Oceanography + Seabed Survey		+ Regulatory (Fish Health) + New Sea Change Programme - Tourism + Expanded Coordination/Leadership Role + Support role for EU Environmental legislation (WFD & MSFD)	
Resources (People & Budget)	1-9 Core Staff Total: €0.23m (*93)	1997: 92 Core Staff, 17 Other Total: €9.7m (€8.8m Core)	2002: 147 Core Staff, 22 Other Total: €33.1m (€29.1m Core)	2007 147 Core Staff, 76 Other Total: €39.4m (€29.1m Core)	2013 135 Core Staff, 47 Other Total: €35.4m (€22.5m Core)

Figure 3: Evolution of the Marine Institute

Values

The following organisational values were developed by the staff of the Marine Institute. A critical ingredient for the Marine Institute in successfully navigating a challenging environment is a clear articulation of, and adherence to, these values.

OUR VALUES

Our People

- Our people are our greatest asset. We value their personal contribution and development.
- We respect and value each other and the relationships we have forged through working together.

Our Work

- Integrity, quality, accountability, co-operation and service to others are the cornerstones of what we do.
- We value change and renewal as essential ingredients of an evolving organisation.

Our Environment

- We value our marine resource and the protection of the natural environment in all our endeavours.
- We value research initiatives that can strengthen our advice on the risks involved with marine resource development.

In tandem with these values, specifically over the period of this Plan, the Institute is committed to showing our key clients and stakeholders that we:

- can deliver to the best of our ability, despite the prevailing difficulties, allowing the organisation to take advantage of the upturn, when it comes;
- are a relevant, reliable and trustworthy organisation, willing to go the extra mile; and
- will always conduct ourselves in a professional manner and endeavour to maintain the highest standards of service to ensure that the Institute maintains a strong national and international reputation.

Strengths

The Marine Institute has a widely acknowledged reputation for excellence in our services. This has been achieved through the sustained effort, skill and commitment of the staff over the last decade and more. This human capital/expertise, in combination with our excellent facilities/research infrastructure, is a very sound foundation upon which to build our future. These key strengths are as follows:

Staff

- Skilled and motivated staff and an experienced management team, with considerable experience in monitoring, management, research and the provision of scientific, policy and developmental advice, coupled with a broad overview of the policy and economic context of the marine sector.
- Significant scientific and technical expertise in all key operating areas.
- Internationally recognised experts in a number of fields.

Excellence in Our Services

- Provision of credible and impartial scientific advice to government departments.
- Quality programmes and accreditation in all statutory methods.
- National Reference Laboratory status for the majority of our laboratory-based activities, coupled with an impressive accreditation record to ISO 17025³.
- Human resource management accreditation via *Excellence Through People Award (NSAI ETP 1000:2012)*.
- Demonstrable analytical performance linked to strong ethos of data quality and management.
- Strong engagement and credibility with multitude of stakeholder groups (e.g. government departments, agencies, industry, international bodies).
- Research (including significant collaborations) and publication record in key target areas focused on improving core monitoring, scientific and technical programmes.
- Excellent track record in influencing national and EU research and innovation policy, to ensure prioritisation of the marine agenda.

³ ISO (International Organization for Standardization) 17025 relates to the general requirements for the competence of testing and calibration laboratories.

- Co-managing the delivery of Ireland’s national seabed mapping programme which has earned international acclaim.

Facilities/Infrastructure

- State-of the-art multi-functional facilities in Oranmore and Newport.
- World-class research vessels and associated infrastructure.
- Key long-term datasets.
- On-line open access to information.
- SmartBay test and demonstration platform.

2 OPERATING ENVIRONMENT

The environment within which the Marine Institute operates is influenced by the sectoral, national, European and global landscape. As an organisation we adjust and adapt in response to this ever-changing environment. The key influences on our operating environment can be classified under:

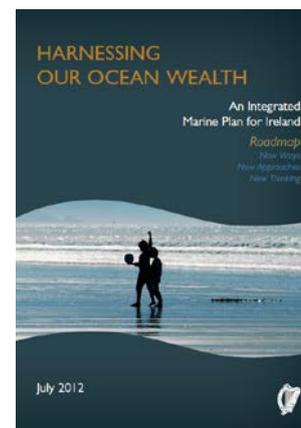
- National and EU Policy & Legislation
- Fiscal and Public Sector Environment
- Science, Technology and Innovation.

The Government's Action Plan for Jobs and the EU's Europe Strategy 2020 represent concerted efforts to address the current economic downturn and stimulate economic recovery, focusing principally on growth and job creation. Both seek to mobilise new and innovative approaches to economic recovery. The Irish Government is looking to Ireland's ocean wealth to contribute to our economic recovery, as set out in *Harnessing Our Ocean Wealth – An Integrated Marine Plan for Ireland*. This has taken place as EU and Member States are collectively engaging in an Integrated Maritime Policy (IMP-EU) as a driver of economic recovery and growth.

The Government's delivery of *Harnessing Our Ocean Wealth* will demand an increasingly integrated, dynamic and interactive approach – an approach which the Marine Institute will continue to embrace in order to support the implementation of this Plan, its Vision and Goals. Further information on *Harnessing Our Ocean Wealth* is available in Box 1 below. Specific actions for which the Marine Institute are fully/partially responsible for are presented in Appendix 2.

Harnessing Our Ocean Wealth – An Integrated Marine Plan for Ireland

Harnessing Our Ocean Wealth sets out the Government’s Vision, High-Level Goals, and Key ‘Enabling’ Actions the Government will take to put in place the appropriate policy, governance and business climate to enable Ireland’s marine potential to be realised. It aims to ensure Ireland’s natural ocean assets continue to provide the resources and environmental services on which our well-being relies.



The Plan sets out 39 actions (of which, 15 have been identified for delivery in 2012–2014) and an implementation model that includes a number of integrated Government delivery mechanisms aimed at supporting an integrated system of policy and programme planning for Ireland’s marine affairs.

Harnessing Our Ocean Wealth (HOOW): Vision

Our ocean wealth will be a key element of our economic recovery and sustainable growth, generating benefits for all our citizens, supported by coherent policy, planning and regulation and managed in an integrated manner.

HOOW Goal 1 focuses on a *thriving maritime economy*, whereby Ireland harnesses the market opportunities to achieve economic recovery and socially inclusive, sustainable growth.

HOOW Goal 2 sets out to achieve *healthy ecosystems* that provide monetary and non-monetary goods and services (e.g. food, climate, health and well-being).

HOOW Goal 3 aims to increase our *engagement with the sea*. Building on our rich maritime heritage, our goal is to strengthen our maritime identity and increase our awareness of the value (market and non-market), opportunities and social benefits of engaging with the sea.

Harnessing Our Ocean Wealth Targets:

- Double the value of Our Ocean Wealth to 2.4% of GDP by 2030.
- Increase the turnover from our ocean economy to exceed €6.4bn by 2020.

European policy and legislation (and the corresponding national enacting legislation) sets the context for much of our work (see Section 1). This will continue to be the case, as new and emerging legislative initiatives further define significant elements of our work programme. The Integrated Maritime Policy for the EU (IMP-EU) seeks to put in place integrated actions in all relevant policy areas related to the seas, including transport, environment, renewable ocean energy; enterprise, employment and research; fisheries and external relations. Specifically, the IMP-EU covers cross-cutting issues such as:

- maritime spatial planning;
- integrated maritime surveillance;
- blue growth (economic growth based on different maritime sectors);
- marine knowledge; and
- sea basin strategies (including the EU Strategy for the Atlantic).

Integrated Maritime Policy for the EU (2007)⁴ and the EU Strategy for the Atlantic (2011)⁵

Sea basin strategies are the regional component of the IMP-EU. This sea basin or regional approach recognises the local and regional differences that exist between European Regional Seas (Baltic, Mediterranean, Black Sea) and oceans (Atlantic, Arctic). The European Union Strategy for the Atlantic (EUSA) is of specific interest to Ireland.

The EUSA—involving Ireland, Spain, Portugal, France and the UK—identifies five priorities:

- **implementing the ecosystem approach** - e.g. the Common Fisheries Policy and Marine Strategy Framework Directive;
- **reducing Europe's carbon footprint** - e.g. climate change, ocean renewable energy and low-emission maritime transport;
- **exploiting the Atlantic's seafloor natural resources** - e.g. marine raw materials for food, fuel and pharmaceuticals and marine knowledge;
- **responding to threats and emergencies** - e.g. maritime safety, maritime crisis management and maritime surveillance; and
- **socially inclusive growth** - e.g. coastal community initiatives, maritime clusters, training and tourism.

Harnessing Our Ocean Wealth - An Integrated Marine Plan for Ireland takes account of the opportunity for synergies with the EU Strategy for the Atlantic, and is a valuable contribution to getting the environment right for investment to drive the potential of our marine economy.

⁴ *An Integrated Maritime Policy for the European Union, 2007*, available at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52007DC0575:EN:NOT>

⁵ http://ec.europa.eu/maritimeaffairs/index_en.htm

Fiscal & Public Sector Environment

The Government is committed to ensuring that the Public Service continues its contribution to the return of economic growth and prosperity to Ireland, while delivering excellence in service to the Irish people, resulting in a leaner and more efficient public service. The budget cuts and public sector recruitment required to achieve this have necessitated economies in operating costs and new ideas and innovative solutions to delivering services. Like all public sector bodies, the Marine Institute has been impacted, resulting in critical gaps in key competency areas requiring changes in the ways services are delivered.

Science, Technology & Innovation

The Government's Integrated Marine Plan—*Harnessing Our Ocean Wealth*—acknowledges the role of research, knowledge, technology and innovation as a key enabler for economic growth in the marine sector; informing policy, governance and regulation of the sector; and facilitating better management and protection of marine ecosystems. It sets out a series of five targeted actions with timelines and responsibilities. These focus on the need to identify and define ongoing strategic research needs and provide the appropriate funding resources and mechanisms. Specifically, it commits to the continued implementation of *Sea Change*⁶ until 2013 and to developing and implementing a new strategic marine research agenda thereafter. Other actions include a commitment to the completion of the INFOMAR seabed mapping programme and the provision of marine research infrastructure for renewable energy technologies and ICT.

In 2012, the Government launched the *Report of the Research Prioritisation Steering Group*. The report outlines 'priority areas' for public investment in research for a five-year period, with a specific focus on areas that connect academic research to important market opportunities of relevance to Ireland's current and likely future enterprise base and/or areas that represent an appropriate approach to an important national challenge relevant to quality of life in Ireland. The report also recognises the requirement for investment in:

- *Research for Knowledge*—underpinning skills and areas of expertise (e.g. Nanotechnology and Advanced Materials) that are necessary to support research in a number of new and growing marine opportunity areas; and

⁶ *Sea Change—A Marine Knowledge, Research and Innovation Strategy for Ireland 2007-2013*

- *Research for Policy*—e.g. research focused on sustainably managing our marine resources and environment, supporting the implementation of environmental legislation (e.g. MSFD) and implementing a system of marine spatial planning.

The opportunities to support the development of Ireland's marine resources are explicitly recognised in a number of the priority areas—most notably in the area of *Sustainable Food Production and Processing* (including fisheries, aquaculture and seafood processing), *Food for Health* (including marine functional food), and *Marine Renewable Energy* (including associated opportunities for ICT applications in the marine environment). Other priority areas that present opportunities to harness marine resources include *Medical Devices* (for example, using marine-derived or marine-inspired materials for bone replacement and bio-glues) and *Therapeutics* (marine materials as a source for drug discovery).

In preparing the new National Marine Research and Innovation Strategy 2014-20 we will take note of the key demand side factors under the implementation of *Harnessing Our Ocean Wealth* and the key priority areas identified in the National Research Prioritisation Exercise and its implementation body, the Prioritisation Action Group, of which the Marine Institute is a member. We will build on our successful track record to-date in joint themed calls with existing partner funding bodies (e.g., EPA, Department of Agriculture, Food and the Marine, SEAI, HEA) and forge new alliances (e.g. SFI, Teagasc). Recent SFI grant awards in key marine technologies—including the SmartBay Cable at the Ocean Energy test site in Galway Bay (operated by the Marine Institute and SEAI) and the significant investment in the MaREI consortium (Centre for Marine Renewable Energy Ireland) led by UCC—augur well for this approach.

The European research funding landscape will enter a significant transition phase during the period 2013-14, as funding under FP7 concludes and its' successor programme (Horizon 2020) gets underway. Positioning marine research opportunities, specifically those that address national priorities, within the broad programme structure of Horizon 2020 will be key to ensuring continued opportunities for the Irish marine research community, both public and private. These are likely to arise within the 'Societal Challenges' strand—specifically within the following challenges:

- Bioeconomy
- Secure, Clean & Efficient Energy
- Smart, Green & Integrated Transport
- Climate Action, Resource Efficiency & Raw Materials.

Meeting the Challenges and Opportunities

Challenges for the Institute over the next three years will include statutory obligations such as the Common Fisheries Policy, EU Legislation and Directives, obligations under international agreements as well under national legislation. New service demands are likely as new economic opportunities and emerging new initiatives (e.g. Maritime Spatial Planning) are progressed. The integrated approach being taken by Government to deliver on the opportunities articulated in *Harnessing Our Ocean Wealth* in respect of diverse policy elements will require increased input and scientific support from the Marine Institute.

To meet existing and future service demands over the next three years, the Marine Institute must continue to:

- Maintain standards and quality across our diverse service delivery portfolio, against the backdrop of public funding allocated and restrictions on staff recruitment;
- Review and add value to our current work programmes to ensure the Marine Institute can meet some of the demands of the increasing range of EU Legislation against the background of the current economic downturn;
- Maintain our infrastructure (ships, ROV, laboratory facilities, data) to support our service and research demands, underpinned by execution of the e-Government strategy and the growing demand for online services and access to data;
- Manage the challenges posed by demand-led, expanding work programmes on human and financial resources;
- Engage in a suite of research projects that enhance our core services;
- Balance our role in terms of regulatory services, policy advice, research performer, research catalyst and promoter of economic development; and
- Ensure marine research funds are available as a major enabler for the development of the marine sector, in a challenging research funding environment.

3 GOALS & OBJECTIVES 2013-2016

Over the next three years the Marine Institute will continue to operate with a strategic framework as defined by five high-level Goals⁷ (Figure 5).

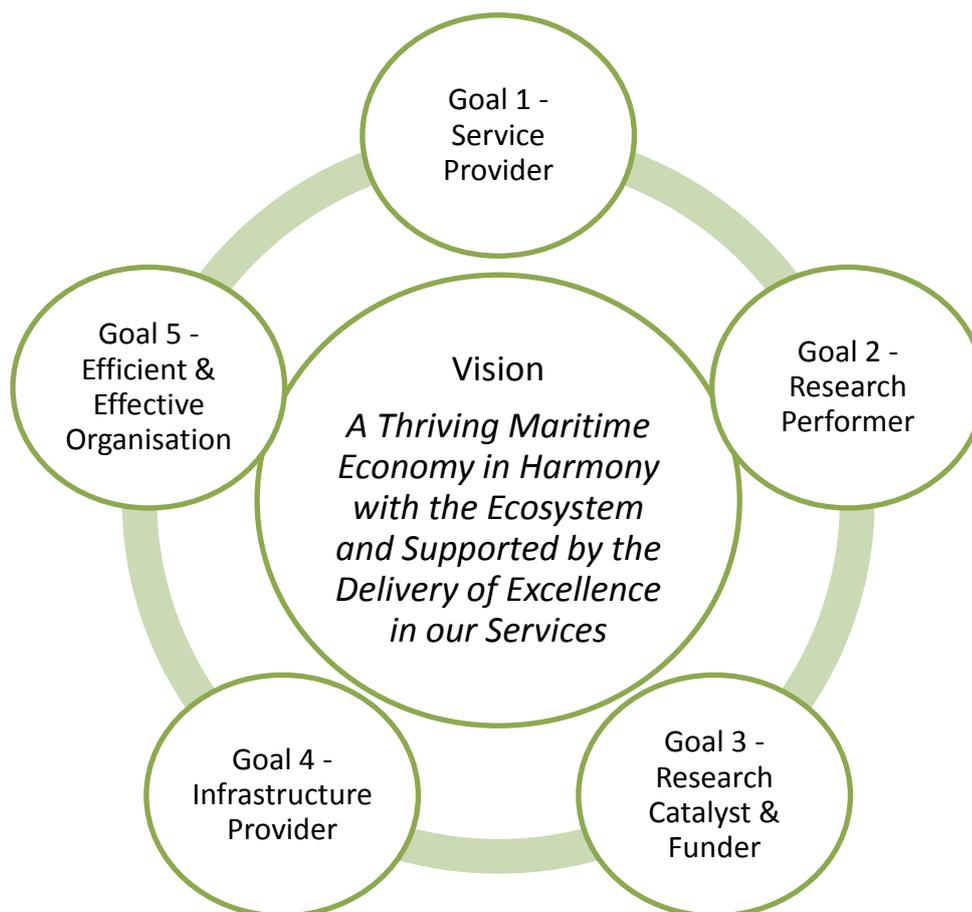


Figure 5: Marine Institute Vision and Goals

These goals will inform detailed and measurable annual Service Area Operational Plans and our Performance Management & Development System (PMDS) for every individual (Figure 6).

Associated with the delivery of each of these Goals are a number of Key Objectives and Priority Actions.

⁷ The Goals, and associated objectives and actions, are not in order of priority.

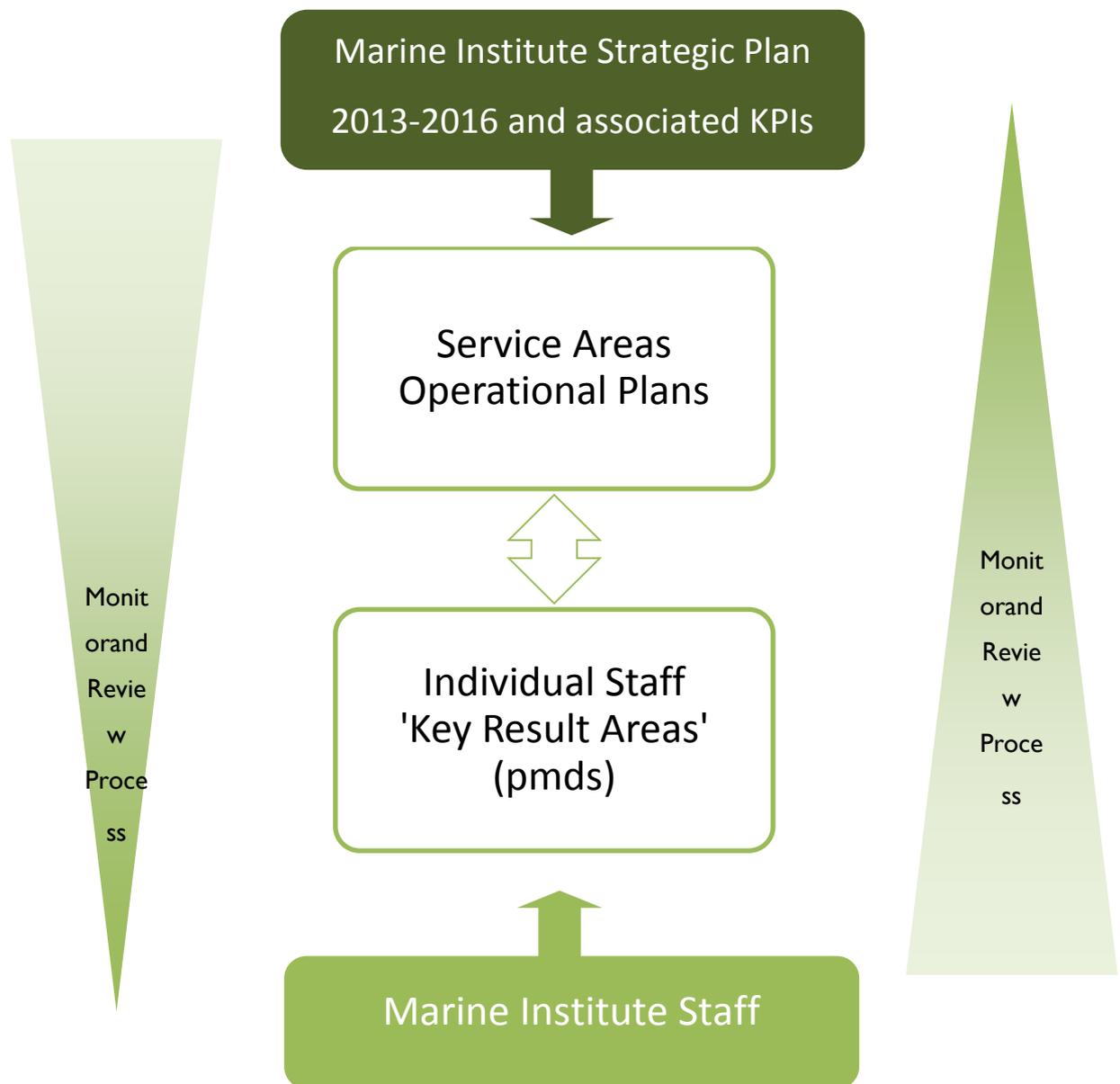


Figure 6: Marine Institute Planning Process

Goal 1 - Service Provider

Provide high-quality services that support the implementation of national and international legislative requirements, underpin sectoral development in a sustainable manner, and protect and conserve the marine environment and resources.

Key Objective 1.1 - Carry out a suite of statutory environmental, fisheries and aquaculture data collection surveys and monitoring programmes assigned to the Marine Institute by Government, to allow Ireland to meet its national and international legal obligations.

Priority Actions

- 1.1.1** Fully implement the DCF National Programme 2013–2017, whilst maximising the drawdown of EU funds under the EU Data Collection Framework (DCF).
- 1.1.2** Prepare the data collection programme under the European Maritime Fisheries Fund for the period 2014–2020 and implement the agreed programme.
- 1.1.3** Efficiently support DECLG in the implementation of the Marine Strategy Framework Directive (MSFD) including the design of Good Environmental Status indicators and the development of a monitoring plan through the re-use of data from core work programmes and programme management support.
- 1.1.4** Continue to implement statutory monitoring required under the Water Framework Directive on behalf of the EPA/DECLG.
- 1.1.5** Deliver Appropriate Assessments for aquaculture and inshore fisheries as agreed with the DAFM.
- 1.1.6** Provide certainty to consumer markets in terms of food safety (Food Safety Directives; Shellfish Waters Directives; Residue Directives) and Fish Health directives.
- 1.1.7** Maintain and enhance the quality and accessibility of key datasets.

Key Objective 1.2 Deliver scientific, technical and economic data services that inform policy and provide advice to Government, underpin sectoral development and protect the marine environment.

Priority Actions

- 1.2.1** Provide independent scientific advice and technical services to Government, including those required for marine licensing and planning activities.
- 1.2.2** Provide scientific data and advice to underpin the objectives of the EU Common Fisheries Policy; the National Inshore Fisheries Management Framework; the EU Habitats Directive and Eel Regulation.
- 1.2.3** Support the implementation of DAFM’s Pest Control Strategy.
- 1.2.4** Support the expansion of the Irish shipping services cluster through the proactive execution of an annual development strategy and marketing campaign.
- 1.2.5** Participate in the Enablers Task Force on Maritime Spatial Planning and input to the drafting of a new planning and consent architecture for development in the marine area.
- 1.2.6** Extend the mapping coverage of targeted priority bays and areas identified as part of the INFOMAR programme, as well as additional strategic priority areas as they arise, and continue to provide open access to the resulting data.
- 1.2.7** Provide data collection and monitoring in respect of the Marine Strategy Framework Directive, commensurate with resources.
- 1.2.8** Continue to provide support services to the Marine Coordination Group and undertake specific actions identified under *Harnessing Our Ocean Wealth* for which the Marine Institute is responsible (See Appendix 2).

Key Objective 1.3 Maintain international excellence in marine science and research in order to gain a better understanding of the health and functioning of marine ecosystems and provide scientific advice to meet the needs of decision-makers in the rapidly changing area of ocean governance.

Priority Actions

- 1.3.1** Continue to work closely with international organisations such as ICES, OSPAR, NASCO and NEAFC and develop collaborative relationships.
- 1.3.2** Work closely with stakeholders to incorporate the MSFD, Maritime Spatial Planning and the Ecosystem Approach into ocean governance in addressing *Harnessing Our Ocean Wealth* key actions.
- 1.3.3** Participate in discussions with Government, DG Mare, DG Environment, DG Regio and DG Research, Innovation & Science on future direction for ocean governance.

Key Objective 1.4 Continue to partner and collaborate with the Higher Education sector and other research performers.

Priority Actions

- 1.4.1** Build on the extent of collaborative scientific undertakings and partnerships and expand the scope for graduate student research in conjunction with our key services.
- 1.4.2** Explore the potential for staff exchanges, internships, placements and adjunct appointments.
- 1.4.3** Build joint initiatives in relevant areas of research and training that enhance service provision.

Key Objective 1.5 Provide services, data, and publications online, in line with the eGovernment Strategy, to improve customer services; including access through mobile devices and the use of social media.

Priority Actions

- 1.5.1** Review online service delivery options for all new or significantly updated services, including through mobile devices.
- 1.5.2** Maximise the availability of online datasets and publications.
- 1.5.3** Promote continuous customer feedback on services, using online technologies.

Goal 2 - Research Performer

Undertake research projects/programmes that inform and add value to the core services provided by the Marine Institute and meet the evolving needs of the marine sector and our customers.

Key Objective 2.1 - Strengthen our track record as a research performer in targeted areas and seek further opportunities to participate in competitive national and international research projects and programmes

Priority Actions

- 2.1.1** A high performance for all research projects being carried out by Marine Institute researchers and ensure outputs add value to our core services
- 2.1.2** Prepare a Marine Institute research plan, setting out the key research topics to be pursued by the Institute: allowing flexibility to adapt to new opportunities/requirements.
- 2.1.3** Disseminate/publish research results/outputs and promote their uptake by relevant stakeholders including in peer reviewed scientific journals
- 2.1.4** Reach our target of €8million in externally funded projects under H2020 by 2020.
- 2.1.5** Creating the environment to attract and retain high performing researchers in key areas.

Key Objective 2.2 Engage with key stakeholders to maximise Marine Institute research participation and opportunities to add value to existing research programmes

Priority Actions

- 2.2.1** Develop strategies to integrate observation and predictive capacity to add value to prioritised observations and integrated monitoring programmes carried out across the Marine Institute for a range of purposes, in line with *Harnessing Our Ocean Wealth*.
- 2.2.2** Ensure stakeholder involvement in projects as partners, funders, contributors, end users or on review panels.

Goal 3 - Research Catalyst & Funder

Stimulate, fund and co-ordinate marine research, development and innovation programmes

Key Objective 3.1 Develop and take the lead role in the implementation of national marine research agenda(s) through cross-departmental/agency and HEI collaboration.

Priority Actions

- 3.1.1** Support the Development Task Force and the implementation of a new Strategic Marine Research Agenda (2014 – 2020) and associated Action Plan.
- 3.1.2** Continue to prioritise and invest in marine research in national and sectoral/thematic research agendas including collaboration with other funding departments/agencies.
- 3.1.3** Continue to build new joint funding initiatives with agencies and departments in key themed areas consistent with the Prioritised Action Group and *Harnessing Our Ocean Wealth*.
- 3.1.4** Administer competitive marine research funding programmes aimed at addressing priority areas in *Sea Change*, *Harnessing Our Ocean Wealth* and relevant strategic marine research agendas including managing and monitoring funded projects and dissemination project outputs/outcomes.
- 3.1.5** Help build alliances between Marine Institute funded projects and other externally funded projects with a view to forming wider collaborations; applying new areas of expertise to marine challenges and opportunities; and leveraging additional funding.
- 3.1.6** Maximise the added value and innovation opportunities arising from INFOMAR.

Key Objective 3.2 Drive the further development of national programmes in Advanced Marine Technology and Marine Biotechnology

Priority Actions

- 3.2.1** Establish and support a Marine Biotechnology Task Force to create a vision for marine biotechnology RTDI in Ireland and promote awareness, and engagement by, industry.
- 3.2.2** Seek co-funding and collaboration opportunities with other funders in the areas of technology and biotechnology, seeking to extend expertise in the wider ICT and life sciences sectors to the marine.
- 3.2.3** Engage with the relevant development and funding agencies, as well as the Ocean Wealth Development Task Force, to implement the SmartOcean strategy and associated actions.
- 3.2.4** Support the development of SmartBay as Ireland’s national marine test and operations platform through oversight on the SmartBay Board, support of SmartBay technical services and collaboration with SmartBay on projects.

Key Objective 3.3 Maximise Irish participation in, and benefit from, international marine RTDI programmes.

Priority Actions

- 3.3.1** Influence the RTDI components of key EU policies, strategies and programmes (e.g. Horizon 2020) supporting the Blue Economy and in the EUSA Atlantic Action Plan (2014–2020)
- 3.3.2** Participate in and interact with relevant EU Programme Committees and nominated National Delegates responsible for the definition of key co-funded research programmes to maximise support for Irish marine research priorities.
- 3.3.3** Facilitate appropriate Marine Institute/Irish participation in key European science and technology networks to promote Irish RTDI priorities.
- 3.3.4** Develop and agree mechanisms to allow co-funding to be made available for participation by Irish researchers in joint calls operated by Joint Programming Initiatives such as JPI-Oceans and marine-related ERA-NETS.
- 3.3.5** Further explore opportunities for co-operation/co-funding in marine science and technology initiatives with non-EU countries such as USA, Canada and China.
- 3.3.6** Support the delivery of an agreed FP7 SEAS-ERA Strategic Research Agenda/Marine Research Plan for the European Atlantic Sea Basin.

3.3.7 Provide information, advice and support to facilitate, and encourage, participation of others (Higher Education institutions, government agencies and industry) in relevant national and international marine research and development programmes/projects consistent with established national priorities.

Goal 4 - Infrastructure Provider

Maintain and enhance critical infrastructure, data and information services to underpin the delivery of Marine Institute services and national and international research programmes.

Key Objective 4.1 - Maintain and, where possible, enhance key Marine Institute facilities and assets.

Priority Actions

- 4.1.1** Ensure Marine Institute laboratory facilities and supporting facilities are fully functional and equipped to provide high-quality services.
- 4.1.2** Operate and maintain the Burrishoole index site and experimental catchment (Newport) as a key contributor to the monitoring and evaluation of long-term environmental change and migratory fish stock dynamics.
- 4.1.3** Define and implement a plan to maximise the opportunities in Newport.
- 4.1.4** Ensure safe, cost-effective and efficient operation of the vessels and ROV in order to optimally execute the national sea-going programme of research, survey and monitoring.
- 4.1.5** Manage and develop the library resources delivering high quality library services, disseminating information and facilitating open access to the research outputs of the Institute.
- 4.1.6** Develop an inventory of key equipment and explore the potential for collaborative alliances.

Key Objective 4.2 - Maintain and explore opportunities to enhance key national marine infrastructures.

Priority Actions

- 4.2.1** Operate the weather buoy network in partnership with Met Éireann, UK Met Office and DTTAS.
- 4.2.2** Maintain wave energy observational infrastructure in Galway Bay and North Mayo in partnership with SEAI.
- 4.2.3** Support the PRTLTI funded SmartBay project through services and policy input.
- 4.2.4** Acquire and install the Ocean Energy Test site cable in Galway Bay.
- 4.2.5** Maintain the tide gauge network in partnership with Local Authorities and the OPW.
- 4.2.6** Explore opportunities for Ireland in respect of any EU Atlantic ocean observation and forecasting system initiatives.

Key Objective 4.3 - Ensure the necessary data infrastructure, guidance and supports are in place to allow delivery of efficient and effective day-to-day ICT operations; support best practice management of Marine Institute data; and promote access to national marine datasets.

Priority Actions

- 4.3.1** Maintain and develop critical IT infrastructure and processes and robust IT systems that facilitate the efficient delivery of Marine Institute services in accordance with the Institute's ICT Strategy.
- 4.3.2** Adopt a strategic approach to the management and availability of marine data by the Marine Institute to assist in the delivery of our services.
- 4.3.3** Co-ordinate data processes at an organisational level to ensure the data is available in a managed way for reuse both within the Institute and externally as appropriate.
- 4.3.4** Finalise and implement a Data Strategy for the Institute.

Goal 5 - Efficient & Effective Organisation

Implement organisational best-practice to ensure that we support our staff and deliver maximum return on our programmes and activities and achieve value for money against the investment provided.

Key Objective 5.1 Deliver a solution-driven, best practice human resource service with a focus firmly on the needs of all individual staff and service teams, using management information systems and effective operational practices.

Priority Actions

- 5.1.1** Implement all elements of the Marine Institute HR charter and review and update for 2014.
- 5.1.2** Promote a culture of continuous learning to ensure all staff have the skills to achieve their professional potential.
- 5.1.3** Share ownership of performance management, ensuring the system is flexible, relevant, efficient and easy to use.
- 5.1.4** Implement Workforce Planning to address key gaps in capacity, using a range of tools to respond to service delivery demands.
- 5.1.5** Support the Government's Public Sector Reform Programme.
- 5.1.6** Maintain a strong focus on staff morale and use all means at our disposal to demonstrate the organisation's appreciation of the quality and dedication of our staff.
- 5.1.7** Promote regular customer feedback.

Key Objective 5.2 Adhere to the highest levels of corporate governance, while delivering a very high level of value-for-money customer-driven services.

Priority Actions

- 5.2.1** Adhere to all elements of the *Code of Conduct for the Governance of State Bodies*.
- 5.2.2** Provide best practice financial management information to the staff, management and Board to support the goals of the Marine Institute including the production of statutory accounts annually and the operation of best practice procurement to ensure value for money at all times.
- 5.2.3** Adhere to the Performance Contracts with DAFM and FSAI.
- 5.2.4** In light of available exchequer resources, continue to prioritise the earning of external income; e.g. supporting the operation of the research vessels.

- 5.2.5** Maintain an effective risk management system that supports the ongoing management of risk in accordance with best practice.
- 5.2.6** Provide financial management information to the Board, management and staff of the Marine Institute, including the production of statutory accounts annually.
- 5.2.7** Operate strong internal controls and best practice procurement to ensure value for money.

Key Objective 5.3 Maintain and enhance the Marine Institute’s reputation and ability to deliver high standards of analysis and services through appropriate quality systems and efficient organisation.

Priority Actions

- 5.3.1** Develop a Marine Institute quality policy in support of quality standards which will support the Institute’s position in competitive research calls or EU tenders.
- 5.3.2** Continue and expand the implementation of ISO 17025, as required under existing and emerging legislation and regulations.
- 5.3.3** Actively pursue and develop international quality schemes and ring trials that will generate international income for the Marine Institute in support of core programmes.
- 5.3.4** Co-ordinate field inspections and sampling activities, where appropriate, to maximise efficiencies and value-for-money.
- 5.3.5** Maintain the ‘*Excellence Through People Award*’.
- 5.3.6** Maximise the use of ICT to deliver process efficiency—e.g. through the use of collaboration technologies and on-line services.
- 5.3.7** Continue cost efficiency initiatives in areas such as energy consumption.

Key Objective 5.5 Ensure that external communications are effective, comprehensive and relevant and help promote an awareness of Ireland’s marine resource.

Priority Actions

- 5.5.1** Produce and implement an annual communications strategy for the Marine Institute addressing the annual priorities of the organisation.
- 5.5.2** Re-develop www.marine.ie as a key communications channel for the Marine Institute to meet the information requirements of our key customers and stakeholders.
- 5.5.3** Develop the MI’s social media strategy to improve engagement with key audiences, using tools such as *LinkedIn*, *Facebook* and *Twitter*.
- 5.5.4** Maximise all opportunities to enhance the reputation of the Marine Institute.
- 5.5.5** Work with partners to promote awareness and understanding of Ireland’s marine resource through outreach and education including the *Real Map of Ireland*, the *Explorers Programme* and other relevant high impact activities

4 ACHIEVING OUR OBJECTIVES

To achieve the Key Objectives set out above and adapt to new opportunities and challenges that may arise over the course of this Plan the Institute will continue to focus its efforts on:

Management Planning & Review Over the next three years the Marine Institute will achieve the Goals and Objectives, set out here, by adhering to our strong management planning and review systems – including our detailed and measurable Team Plans and well-established Performance Management Development System (PMDS) – and continuing the adaptive strategies we have evolved across the organisation. This will include the development of Key Performance Indicators, ongoing monitoring and review of the 3-Year Strategic Plan and associated Objectives and Actions.

Staff Engagement & Teamwork Strong staff dialogue and input have been critical to our performance to-date in protecting and maintaining the integrity of all of our key front-line services. We will maintain an open, inclusive and regular two-way communication process throughout this period. The successful implementation of this Plan centres on our people (Board, management and staff) and teamwork.

Staff Retention & Development Retaining staff is vital to achieving the organisation’s objectives and enhancing staff competencies and skills is central to this. This will include the development of specialised training, as well as offering opportunities to existing staff to develop new skills and assume new or modified positions.

Effective Budget Management We will continue to drive efficiencies and secure cost and overhead savings.

<i>Workforce Planning</i>	The Institute will implement a range of tools in addressing workforce gaps which are critical in achieving our objectives. These include use of the FAS/JobBridge Scheme; the Stagiaire Scheme; and cross-agency services/shared services.
<i>External Relationships</i>	Close working relationships with government departments and other agencies will continue to ensure that work is efficient and not duplicated and that communications are strong and clear. Collaborating with third-level institutions on EU programmes will continue to be an important in addressing gaps areas.
<i>Use of Technology</i>	The application of technology and systems will continue to have a positive impact on productivity with greater accuracy, less time performing quality assurance and faster reporting. Use of technology will be a very important tool in achieving our objectives over the next three years.
<i>External Revenue Generation</i>	We will continue to seek to maximise revenues at every opportunity through earning non-exchequer funds that may be used to support front-line services. Maintaining external revenues at these levels remains an important tool to help us achieve our objectives—noting however that the ability to leverage core income is now very close to maximum capacity.
<i>Co-funding with Industry</i>	We will continue to work together with industry in a range of sectors to co-fund priority research. This will be a cost-effective tool to undertaking research that is not currently funded.

3 Year Plan Key Performance Indicators

Goal	Key Objective	Proposed Key Performance Indicator	Unit(s) of Measurement
Service Provider Goal 1	Carry out a suite of statutory environmental, fisheries and aquaculture data collection surveys and monitoring programmes assigned to the Marine Institute by Government, to allow Ireland to meet its national and international legal obligations.	KPI 1 Scientific publications including annual publication of the <i>Stock Book</i>	<ul style="list-style-type: none"> No of publications Quality of journal No of citations
	Deliver scientific, technical and economic data services that inform policy and provide advice to Government, underpinning sectoral development and protecting the marine environment.	KPI 2 Meet the terms of Service Level Agreements including those with DAFM and the FSAI	<ul style="list-style-type: none"> Annual SLA review reports showing performance/compliance
	Maintain international excellence in marine science and research in order to gain a better understanding of the health and functioning of	KPI 3 Participation in international scientific fora	<ul style="list-style-type: none"> Invitations to participate on international fora

	<p>marine ecosystems and provide scientific advice to meet the needs of decision makers in the rapidly changing area of ocean governance.</p>		
	<p>Continue to partner and collaborate with the Higher Education sector and other research performers.</p>	<p>KPI 4 Scientific collaborations, and partnerships with the third level sector, research organisations and international partners</p>	<ul style="list-style-type: none"> • No of scientific collaborations with the third level sector • No of scientific collaborations with research organisations • No of scientific collaborations with international partners • Scale of collaborations (project grant aid)
	<p>Provide services, data, and publications online, in line with the e-Government Strategy, to improve customer services; including access through mobile devices and the use of social media.</p>	<p>KPI 5 Provision of on-line data products and services</p>	<ul style="list-style-type: none"> • No of on-line services provided • No of publications provided on-line • No of unique website visits

Research Performer	Goal 2 Maintain our track record as a research performer in targeted areas and seek further opportunities to participate in competitive national and international research projects and programmes.	<i>See KPI 4 above</i>	
	Engage with key stakeholders to maximise Marine Institute research participation and opportunities to add value to existing research programmes.	KPI 6 Prepare & implement the new 2014-2020 National Marine RTDI Programme, increasing the scale of research activities supported by the Marine Institute	<ul style="list-style-type: none"> • Preparation of a new National RTDI Programme • No of projects initiated
Funder Research Catalyst &	Develop and take the lead role in the implementation of national marine research agenda(s) through cross-departmental/agency and HEI collaboration.	<i>See KPI's 4 & 6 above</i>	

	Drive the further development of national programmes in Advanced Marine Technology and Marine Biotechnology.	KPI 7 Development of the SmartBay national test and demonstration platform and the Marine Biotechnology Task Force	<ul style="list-style-type: none"> • Installation of SmartBay Cable in Galway Bay • No of SmartBay access projects implemented • Holding of National Marine Biotechnology Forum • No of marine biotech projects • Downstreaming jobs created
	Maximise Irish participation in, and benefit from, international marine RTDI programmes.	<i>See KPI 4 above</i>	
Infrastructure Provider Goal 4	Maintain and, where possible, enhance key Marine Institute facilities and assets.	KPI 8 Development of key national marine infrastructure and assets	<ul style="list-style-type: none"> • No of days ship time on the national research vessels • No of weather buoy operational days • No of tide gauges maintained • Occupancy of Marine Institute laboratory space • Number of meetings hosted at Marine Institute facilities • Value of external research vessel contracts

	Maintain and explore opportunities to enhance key national marine infrastructures.	<i>See KPI 8 above</i>	
	Ensure the necessary data infrastructure, guidance and supports are in place to allow delivery of efficient and effective day-to-day ICT operations; support best practice management of Marine Institute data; and promote access to national marine datasets.	<i>See KPI 5 above</i>	
Efficient & Effective Organisation	Deliver a solution-driven, best practice human resource service with a focus firmly on the needs of all individual staff and service teams, using management information systems and effective operational practices.	KPI 9 Employee engagement level through low turnover	<ul style="list-style-type: none"> • Low turnover of staff • Number of employees engaged in Marine Institute sponsored professional development
	Adhere to the highest levels of corporate governance, while delivering a very high level of value-for-money customer-driven services.		

	<p>Maintain and enhance the Marine Institute’s reputation and ability to deliver high standards of analysis and services through appropriate quality systems and efficient organisation.</p>	<p>KPI 10 Maintain quality systems across science and administrative disciplines</p>	<ul style="list-style-type: none"> • No. of INAB Quality Systems • Maintenance of <i>Excellence Through People</i> accreditation • Outcome of Internal Audits and Annual Audit by C&AG
	<p>Ensure that external communications are effective, comprehensive and relevant and help promote an awareness of Ireland’s marine resource.</p>		

APPENDIX I: KEY LEGISLATION/POLICY DOCUMENTS

Legislation

National

- Marine Institute Act, 1991 (No. 2 of 1991)
- Harbours (Amendment) Act, 2009 (No. 26 of 2009)
- Fisheries (Amendment) Act, 1999 (No. 35 of 1999)
- Fisheries (Amendment) Act, 1997
- Foreshore Acts, 1933-2009
- SI No 261 of 2008 European Communities (Health of Aquaculture Animals and Products) Regulations 2008
- SI No 398 of 2010 European Communities (Health of Aquaculture Animals and Products) (Amendment) Regulations 2010
- SI No 430 of 2011 European Communities (Health of Aquaculture Animals and Products) (Amendment) Regulations 2011

European/International

- Common Fisheries Policy—Council Regulation (EC) No 2371/2002 of 20 December 2002 on the conservation and sustainable exploitation of fisheries resources under the Common Fisheries Policy.
- EC Data Collection Framework Regulation—Council Regulation (EC) No 199/2008 of 25 February 2008 concerning the establishment of a Community framework for the collection, management and use of data in the fisheries sector and support for scientific advice regarding the Common Fisheries Policy.
- Water Framework Directive—Directive 2000/60/EC of the European Parliament and of the Council of 23 October 2000 establishing a framework for Community action in the field of water policy.
- Marine Strategy Framework Directive—Directive 2008/56/EC of the European Parliament and of the Council of 17 June 2008 establishing a framework for community action in the field of marine environmental policy.
- Shellfish Waters Directive—Directive 2006/113/EC of the European Parliament and of the Council of 12 December 2006 on the quality required of shellfish waters.
- Fish Health Directive—Council Directive 2006/88/EC of 24 October 2006 on animal health requirements for aquaculture animals and products thereof, and on the prevention and control of certain diseases in aquatic animals.
- Habitats Directive—Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora.
- Birds Directive—Council Directive 79/409/EEC of 2 April 1979 on the conservation of wild birds.
- Residues Directive—Council Directive 96/23/EC of 29 April 1996 on measures to monitor certain substances and residues thereof in live animals and animal products.
- EU Hygiene Regulations (Shellfish Safety Monitoring)
 - Regulation (EC) No 853/2004 of the European Parliament and of the Council of 29 April 2004 laying down specific hygiene rules for food of animal origin 853/2004 and 854/2004.

- Regulation (EC) No 854/2004 of the European Parliament and the Council of 29 April 2004 laying down specific rules for the organisation of official controls on products of animal origin intended for human consumption.
- Commission Regulation (EC) No 1881/2006 of 19 December 2006 setting maximum levels for certain contaminants in foodstuffs.
- Eel Regulation—Council Regulation (EC) No. 1100/2007 of 18 September 2007 establishing measures for the recovery of the stock of European eel.

Policy/Strategy

National

- Harnessing Our Ocean Wealth – An Integrated Marine Plan for Ireland (2012)
- Food Harvest 2020 (2010)
- Government Action Plan for Jobs (2012)
- *Sea Change* – A Marine Knowledge Research and Innovation Strategy for Ireland 2007–2013 (2007)
- Statement of Strategy 2012–2014 – Department of Agriculture, Food and the Marine (2012)
- INFOMAR – Integrated Mapping for the Sustainable Development of Ireland’s Marine Resource. Proposal & Strategy (2005)
- Report from the Research Prioritisation Group (2012)
- SFI 2020 Strategy (2012)
- Delivering our Green Economy (2012)
- Renewable Energy Strategy (2012)
- Sustainable Development Strategy (2012)

European/International

- An Integrated Maritime Policy for the European Union - COM (2007)
- European Strategy for Marine & Maritime Research (2008)
- EU Strategy for the Atlantic (2011)
- EU Blue Growth Strategy (2013)
- EU Strategy for the Atlantic (EUSA) Atlantic Action Plan (2014-2020) IN PREP.

Other

National

- Management of wild salmon stocks and the role of the Institute
 - Report of the Independent Salmon Group (2006)
 - Review of the Inland Fisheries Sector in Ireland (2005)

EU/International

- OSPAR Convention (1992) – Convention for the Protection of the Marine Environment of the North-East Atlantic
- CITES – The Convention on International Trade in Endangered Species of Wild Fauna and Flora)

APPENDIX 2: HARNESSING OUR OCEAN WEALTH: MARINE INSTITUTE RELATED ACTIONS

Harnessing Our Ocean Wealth sets out 39 actions, 15 of which have been identified as early actions for implementation. The actions that the Marine Institute will be fully/partially involved in/responsible for over the period of this Corporate Plan 2015-2018 are presented below.

GOVERNANCE ACTIONS

No.	Key Actions	Timing	Responsibility
1.	<p>Develop and implement clear and forward-looking policies and strategies that support an increased contribution from our ocean economy to national GDP.</p> <ul style="list-style-type: none"> Develop an integrated enterprise strategy to generate momentum in specific emerging market opportunities prepared across development agencies (e.g. offshore renewables, offshore services, ICT and sensors, biotechnology). Continue to develop new policies / strategies that address gap areas through an integrated approach. 	<p>Short-Medium Term</p> <p>Ongoing</p>	<p><i>Development Task Force</i></p> <p>Appropriate departments and agencies</p>
2.	<p>Develop an integrated approach to marine and coastal planning and licensing in order to maximise the potential for Ireland's ocean economy; assist with managing our resources effectively and sustainably; manage potential conflicts; and ensure harmonisation with coastal/terrestrial planning.</p> <ul style="list-style-type: none"> Develop an appropriate Maritime Spatial Planning Framework for Ireland within which the scope and objectives of an overarching national Marine Spatial Plan will be defined. Areas to be examined include: 	<p>Short-Medium Term</p>	<p><i>Enablers Task Force</i></p>

CLEAN-GREEN-MARINE ACTIONS

No.	Key Actions	Timeline	Responsibility
9	Implement the EU Marine Strategy Framework Directive	Short - Medium Term	DECLG in association with other appropriate departments and agencies
10	Deliver all measures relevant to Ireland as directed under the Common Fisheries Policy (CFP) and national measures including the conservation, management and rebuilding of fish stocks and long-term sustainable exploitation of marine biological resources.	Short - Medium Term	DAFM
12	Continue to implement EU Natura 2000 legislation (Birds and Habitats Directives):	Ongoing – Medium Term	DAHG with other appropriate departments and agencies
13	<ul style="list-style-type: none"> Maintain, and where appropriate expand, key marine observations/sentinel sites for Essential Climate Variables (ECVs) as endorsed by the UNFCCC Global Climate Observing System (GCOS). Such measurements (collected, quality assessed and analysed on an on-going basis) are essential to support improved regional modelling, scenario development, forecasting and climate impact risk assessment. Carry out a prioritisation and costing exercise with a view to implementing an expanded, long-term and fit-for-purpose monitoring programme to include additional ocean ECVs currently being discussed by GCOS. 	Ongoing Medium Term	EPA with other appropriate agencies EPA with other appropriate agencies
14	Implement Ireland's National Biodiversity Plan " <i>Actions for Biodiversity, 2011-2016</i> ", to conserve and restore biodiversity and ecosystem service in the marine environment.	Ongoing	DAHG with other appropriate departments and agencies
15	Promote further research into economic values of marine biodiversity and ecosystem services to ensure best practice planning and management of the ocean resource.	Medium Term	DAFM/MI, DECLG/EPA, DAHG

BUSINESS DEVELOPMENT, MARKETING & PROMOTION ACTIONS

No.	Key Actions	Timelines	Responsibility
16	Strengthen and develop a common message and theme that promotes Irish marine products and services using high standards of environmental compliance (the “Clean Green” brand).	Short-Medium-Long-Term	<i>Development Task Force</i> , EI, IDA, Bord Bia
17	Give a clear message to investors that Ireland is ‘Open for, and a good place to do, marine business’ domestically and internationally and continue to market and promote business opportunities associated with the marine through the IDA, EI, IMDO, Bord Bia, BIM, Údarás na Gaeltachta, Fáilte Ireland.	Short-Medium-Long-Term	<i>Development Task Force</i> , IDA, EI, IMDO, Bord Bia, BIM, Údarás na Gaeltachta, Fáilte Ireland
18	Continue to market and develop Ireland as a world class location for international shipping services.	Short–Medium – Long Term	IMDO
20	Progress a number of targeted emerging business development opportunities (e.g. offshore renewables, offshore services, maritime security and safety, shipping logistics and transport, ICT and sensors, biotechnology). This would include the collection/collation of market intelligence and foresight and the promotion of clusters using SmartOcean and I-MERC as vehicles for innovation-led commercial development.	Short-Medium Term	<i>Development Task Force</i>

RESEARCH, KNOWLEDGE, TECHNOLOGY & INNOVATION ACTIONS

No.	Key Actions	Timeline	Responsibility
21	<p>Continue to fund strategic marine RTDI (industry, policy and discovery research) through cross-government/agency collaboration across a range of national and international funding mechanisms.</p> <ul style="list-style-type: none"> Continue to implement <i>Sea Change – A Marine Knowledge Research & Innovation Strategy for Ireland 2007-2013</i>, taking account of the <i>Report of the Research Prioritisation Steering Group</i> (March 2012) and the relevant action plans (under development), that address marine opportunities; e.g. sustainable food production and processing, food for health and marine renewable energy. 	Short-Medium Term	DAFM (MI) in association with relevant departments and agencies

No.	Key Actions	Timeline	Responsibility
	<ul style="list-style-type: none"> Develop and implement a new Strategic Marine Research Agenda 2014-2020 and associated Action Plan, focused on industry, policy and discovery research through cross-agency collaboration on joint initiatives. The new plan will identify and develop funding instruments that facilitate: 	Medium-Long Term	<i>Enablers Task Force</i>
23	Complete the INFOMAR seabed mapping programme, to provide data, products (e.g. databases, charts, physical habitat maps) and services (marine decision support tools) as critical inputs to maritime spatial planning and enablers of infrastructural development, research, education and value-added products.	Short – Medium term	DCENR (GSI) and MI
24	Strengthen the collation of marine socio-economic data to ensure the timely availability of marine socio-economic statistics, providing an evidence-base for policy and decision-making, economic forecasting and scenario planning.	Medium-Term	<i>Enablers Task Force and Development Task Force</i>
25	Support existing and new test-beds/facilities for demonstration and commercialisation purposes that promote Ireland as a test-bed for renewable energy technologies and ICT (SmartOcean) focusing on the development of innovative technologies that support real-time information gathering (e.g. for security, surveillance, environmental monitoring).	Short-Medium-Term	<i>Development Task Force</i>

CAPACITY, EDUCATION, TRAINING & AWARENESS ACTIONS

No.	Key Actions	Timelines	Responsibility
26	Plan for the appropriate human resources to be in place to efficiently and effectively meet the current demands and capture the future opportunities in relation to <i>Our Ocean Wealth</i> .	Ongoing	Appropriate departments and agencies
27	Maintain and build capacity (people) to meet the needs of the maritime sector; e.g. through tailored education and training programmes and research capacity building. <ul style="list-style-type: none"> Continue to build marine research capacity and capability through targeted national and international research funding. 	Ongoing	Appropriate departments / agencies
28	Establish Ireland as an international marine training destination, maximising the capacity and	Ongoing – Medium	Development Task Force

No.	Key Actions	Timelines	Responsibility
	potential of existing marine training facilities/programmes (e.g. BIM training, IMERC, Ryan Institute, NMCI, ship-based SMART initiative, private training operators) and integrate into national initiatives such as <i>Educate in Ireland</i> .	Term	
29	Embed knowledge of our ocean wealth into the primary and secondary curricula: <ul style="list-style-type: none"> • Explore the potential to roll out existing pilot programmes (e.g. Explorers' Programme and Follow-the Fleet) across the primary school network; and • Consider options for the inclusion of marine studies in the secondary school curriculum. 	Medium-Term	DES, DJEI
30	Develop outreach programmes that create an awareness of our ocean wealth (e.g. national sea week, maritime day, maritime festivals, showcasing state infrastructure such as the Naval and Air Corps, Coast Guard, Research Vessels).	Medium-Term	All departments and agencies

INFRASTRUCTURE ACTIONS

No.	Key Actions	Timeline	Responsibility
31	Maximise the utilisation of existing state maritime infrastructure (e.g. research vessels, coastal access points) through multi-purpose usage and sharing, in support of operational programmes, research, test and demonstration and monitoring.	Ongoing	Appropriate departments and agencies
32	Put in place clear integrated policies and strategies for the development of new key strategic infrastructures to support job creation and economic growth (e.g. the grid and port infrastructure to support renewable energy and export potential).	Short-Medium-Long Term	Appropriate departments and agencies
33	Securely store all publicly funded marine data (e.g. seabed mapping, monitoring, research and scientific data) and where appropriate make available, as easily and freely as possible, in compliance with existing standards (e.g. INSPIRE) for multi-purpose usage (e.g. for research, governance, maritime spatial planning and commercial development purposes).	Ongoing	Appropriate departments and agencies

No.	Key Actions	Timeline	Responsibility
	Leverage for value-added purposes, including links to key EU projects in this area, such as the EMODNET initiative.		
35	<ul style="list-style-type: none"> Establish permanent tidal monitoring infrastructure (national tide gauge network) around the coast of Ireland. 	Ongoing – Medium Term	MI, OPW, LAs, other public & private bodies

INTERNATIONAL AND NORTH/SOUTH COOPERATION ACTIONS

No.	Key Actions	Timelines	Responsibilities
36	Influence the development and implementation of EU maritime policy, strategies and programmes (e.g. IMP-EUSA, CFP, MSP, MSFD, EMODNET) to assist in the delivery of the goals of <i>Harnessing Our Ocean Wealth</i> .	Ongoing	All departments
37	Ensure the inclusion of marine research in all relevant Work Programmes developed under HORIZON 2020 in order to maximise EU marine research funding opportunities and support the implementation of IMP - EU and its Sea Basin Strategies.	Short-Medium Term	All departments
38	Continue to foster a North/South and East/West approach in developing/enabling the marine sector (e.g. grid/all-island energy strategy, marine tourism and leisure) through existing structures and bodies.	Ongoing	Appropriate departments and agencies
39	Establish key trade and research links in non-EU markets and countries (e.g. China and transatlantic initiatives).	Short-Medium - Long Term	Appropriate departments and agencies

APPENDIX 3: LIST OF ACRONYMS & ABBREVIATIONS

AFBI	Agri-Food and Biosciences Institute (Northern Ireland)
BIM	Bord Iascaigh Mhara
CFP	Common Fisheries Policy
CITES	Convention on International Trade in Endangered Species
CRL	Community Reference Laboratory
DAFM	Department of Agriculture, Food & Marine
DCENR	Department of Communications, Energy & Natural Resources
DAHG	Department of Arts, Heritage & the Gaeltacht
DARD	Department of Agriculture and Rural Development (Northern Ireland)
DCAL	Department of Culture, Arts and Leisure (Northern Ireland)
DJEI	Department of Jobs, Enterprise & Innovation
DECLG	Department of Environment, Community & Local Government
DTTAS	Department of Transport, Tourism & Sport
EEA	European Environment Agency
EI	Enterprise Ireland
EIFAC	European Inland Fisheries Advisory Committee
EPA	Environmental Protection Agency
ERA	European Research Area
ERA-NET	EU scheme for the coordination of national and regional research programmes
EUSA	EU Strategy for the Atlantic
FAO	UN Food and Agriculture Organization
FP	Framework Programme
FSAI	Food Safety Authority of Ireland
GSI	Geological Survey of Ireland
HEA	Higher Education Authority
HOOW	Harnessing Our Ocean Wealth – An Integrated Marine Plan for Ireland
HR	Human Resources
HRB	Health Research Board
ICES	International Council for the Exploration of the Seas
ICT	Information and Communication Technology
IDA	Industrial Development Authority
IFI	Inland Fisheries Ireland
IMDO	Irish Maritime Development Office
KPI	Key Performance Indicator
MSP	Maritime Spatial Planning
MSFD	Marine Strategy Framework Directive
NASCO	North Atlantic Salmon Conservation Organization
NEAFC	North East Atlantic Fisheries Commission
OPW	Office of Public Works
OSPAR	OSPAR Convention for the Protection of the Marine Environment of the North-East Atlantic

PMDS	Performance Management Development System
PRTL	Programme for Research in Third-Level Institutions
ROV	Remotely Operated Vehicle
RTDI	Research, Technology, Development & Innovation
SEAI	Sustainable Energy Authority of Ireland
SFI	Science Foundation Ireland
SFPA	Sea Fisheries Protection Authority
SLA	Service Level Agreement
UnaG	Údarás na Gaeltachta
WFD	Water Framework Directive
WFP	Work Force Planning

