



# Interim Report of the Labour Market Council



Pathways  
to  
Work





# Introduction

I am pleased to present the first Interim Report of the Labour Market Council. The Council is an independent group of industry leaders and labour market experts, appointed by the Minister for Social Protection, Joan Burton T.D., to drive the speedy delivery of the Government's Pathways to Work 2013 strategy. In addition, our role is to advise on future Pathways to Work strategies and on wider labour market and employment policy.

Put simply, our common purpose is to support the Government's efforts to tackle unemployment and to encourage employers to hire suitable workers from the Live Register.

Despite recent positive economic indicators, including rising employment and falling unemployment, there is an imperative that we prioritise and implement policies which focus on lifting the unemployed (especially the long-term) out of welfare dependency, on readying jobseekers for work and thereby ensuring that as many new jobs as possible go to those on the Live Register.

In Pathways to Work, the policy platform has been built. The Council's role is to provide a constructive but challenging mechanism to support its effective and efficient implementation and delivery.

In this Interim Report, we outline the extent to which the targets set on key action points in Pathways have been met.

We indicate our intention to focus on rigorous evaluation of programmes in order to ensure that the limited resources available are being put to best use and delivering the best outcomes for all.

We intend to build on very positive engagement with employers in recent months and harness the undoubted goodwill of many employers towards hiring from the Live Register.

Initiatives like JobPath, which will use private sector expertise to complement existing services for long-term unemployed people, and the Youth Guarantee with its focus on younger people, have the potential to make significant contributions to the effort to reduce unemployment among key target groups.

In its first six months, I have seen what can be done when the public and private sector come together and focus on implementation, delivery and outcomes.

There is still a lot to get done. In 2014, Pathways must deliver more places on employment and training schemes, improved progression from these schemes into work, and make it easier and more attractive for employers to recruit the long-term unemployed.

I would like to take this opportunity to personally thank my colleagues on the Council for generously giving their time and expertise in support of this important programme of work.

I would also like to thank Minister Burton and the officials in the Departments of Social Protection and Education and Skills and all other Government Departments and Agencies with whom we have worked for their commitment to what is a national priority.

In closing, I believe that every citizen should feel that they have a part to play in an economy that is growing. This whole of government approach to tackling unemployment, alongside active participation from employers to hire from the Live Register, can deliver on a national ambition that this recovery leaves no citizen behind.

**Martin Murphy**  
**Chairman, Labour Market Council**

# Labour Market Context

**“ Significant  
progress was  
made on the jobs  
front in 2013.”**

The Council was established just as employment started to recover from the severe jobs downturn arising from the Great Recession (2008 – 2012). The Council believes that significant progress has been made on the jobs front in the past year. Since the lowest point of the employment crisis, the numbers at work have risen by almost 70,000. While the jobs downturn was driven primarily by a collapse in domestic demand and, in particular, the construction sector, the recent upturn has witnessed an increase in foreign investment and an improvement in international confidence.

The unemployment rate is also falling and is currently at 11.8%, the lowest rate in five years having fallen from a peak of just over 15% in 2011. Similarly, the long-term unemployment rate had fallen to 7.2% in Q4 2013, down from over 9% at the end of 2011. The youth unemployment rate of 27% in 2013 was down from 30% in 2012. The most recent figures show youth unemployment down by 10,000 year-on-year to 49,000 in Q4 2013. These trends are welcome.

As reductions in unemployment generally lag economic growth as economies exit recessions, it suggests that the Pathways approach contributed to improved employment outcomes for jobseekers. Certainly, the reforms undertaken under Pathways represent a significant departure from previous approaches to activation policy. In this regard, it is notable that Pathways has sought to implement the advice and recommendations arising out of independent reviews on Irish activation policy (most notably from the ESRI, NESC and the OECD). Furthermore, the European Commission has identified the labour market reforms as a contributory factor in the reduction in unemployment in Ireland<sup>1</sup>. However, there is no single factor behind the recent reduction in unemployment in Ireland, but instead a range of influences of which Pathways may be but one. Hence, the Council believes that it is too soon to assess the extent to which the various initiatives under Pathways have, either individually or collectively, contributed to these positive trends. As such, it will be a high priority for the Council to assess the impact of these labour market initiatives over the next twelve months. While the Council urges the Government to continue

with its reforms, it will, in parallel be seeking to evaluate their effectiveness in a systematic manner. In order to enable it to do this, the Council has set up an Evaluation Sub-Group with this specific mandate. The Council believes that it is now necessary that the Government conduct in-depth analysis of programme performance to try to isolate cause and effect, and to determine what works and what doesn't. (see page 4)

The Council is also conscious that despite the positive jobs growth, unemployment remains unacceptably high. In particular, the Council notes with concern that, notwithstanding the recent focus of activation policies on the long-term unemployed, they still accounted for 60% (169,000<sup>2</sup>) of total unemployment in 2013. Many of those who became unemployed at the height of the jobs crisis in 2009 continue to find it particularly difficult to find employment. In this regard it is noted that nearly 100,000 of those people on the Live Register have been unemployed for three years or more. They must continue to be a priority group for Pathways.

Also while youth unemployment has fallen, the 2013 unemployment rate for young people at 27% compares unfavourably to an unemployment rate of 12% for prime age workers (ages 25–54). Furthermore, the share of young unemployed people who are out of work for more than a year accounts for one out of three of all young unemployed. The rapid and effective implementation of the Youth Guarantee will therefore be key, if this cohort is not to be 'left behind' during the recovery phase.

More generally, given the persistent high levels of long-term and youth unemployment, there remains an urgent need for all parts of the Government and for businesses and wider society to give the same priority to addressing the exceptionally high scale of continuing unemployment as was given to the adjustment in the public finances. The Department's development of Pathways has been a significant step in this regard, but for sustained progress to be made, whole-of-Government focus, in tandem with employer buy-in, will be required.

1. [http://ec.europa.eu/economy\\_finance/economic\\_governance/documents/2014-03-05\\_in-depth\\_reviews\\_communication\\_en.pdf](http://ec.europa.eu/economy_finance/economic_governance/documents/2014-03-05_in-depth_reviews_communication_en.pdf)

2. This figure had risen to 179,000 as of March 2014.

# Overview of Pathways Performance to date

One of the main tasks of the Council is monitoring the implementation of Pathways. The Council acknowledges that Pathways represents a major shift in activation policy and infrastructure in Ireland. The Council notes the progress made to date on the Pathways 2013 50-point action plan. Most of the targets/milestones set out in Pathways 2013 have been met on or ahead of target (see Appendix 1). The key achievements to date are outlined below:

- **26,611 long-term unemployed moved into employment (exceeding the target of 20,000) in 2013. The total number of long-term unemployed people who have moved into employment since Pathways was launched in 2012 is now over 46,000.**
- **44 Intreo ["one stop shop"] offices have been officially opened, with the remaining 16 to be launched by the end of the year.**
- **Last year, 130,000 unemployed jobseekers attended group engagements, up from just under 69,000 in 2012. 157,000 people attended initial one-to-one interviews and a further 137,000 follow up one-to one interviews were also completed. The Department of Social Protection is now offering Group Engagements to all new jobseekers registering with its services.**
- **The number of staff deployed on front-line case work duties was doubled at the end of 2013 from c 300 to c 600, leading to an increase in the caseworker/client ratio from c 1:800 to c 1:400. This allocation of staff is being facilitated by significant process and organisational changes within the Department of Social Protection. As recognised by the OECD, EU and IMF, this ratio remains high by international standards, reflecting the financial and recruitment constraints on the public service, and therefore limits to some extent the degree to**

**which the Department can expand its offering. The introduction of JobPath will, however, improve this ratio to c 1:200.**

- **Every jobseeker client on the Live Register has been profiled to help prioritise and direct interventions.**

While acknowledging that significant progress has been made insofar as the provision of employment services to jobseekers is concerned, the Council recommends that a similar focus now needs to be applied to the development of an effective employer relations strategy so as to ensure an enhanced supply of job vacancies to Intreo and a better matching of jobseekers with employers' needs.

During the initial phase of economic recovery employers can identify suitable employment candidates from the large number of people on the Live Register. However, as the economy recovers further and the number of people on the Live Register falls, the Department will need to work harder to support and encourage employers to offer jobs to those jobseekers who are most distant from the labour market. To some extent, and to use a sporting analogy, the hard yards start now and the Department will not be able to cross the gain line without the support of employers; support which it must work to win. In order to support these efforts, the Council has set up an Employer Engagement Sub-Group.

There is also a need for further consolidation, standardisation and streamlining of jobseeker support and training services which, despite improvements in a relatively short period of time, are still fragmented and not as effective and efficient as they could be.

# Key Work Items for the Council

“ It is critical that the Pathways initiatives are evaluated for both efficiency and effectiveness.”

## Evaluation

A key concern of the Council is that activation programmes in Pathways are efficient, effective and integrated in their delivery and that issues of deadweight and inertia are avoided. It is important that these programmes perform effectively in enhancing the employability of unemployed people and that Ireland gets the best value for money from these programmes. As already noted the recent reductions in unemployment levels offer some indication that the Pathways initiatives are having a positive impact. However given the effort and cost involved in rolling out these programmes, the Council believes that it is incumbent on the Government to conduct in-depth analysis of programme performance to try to isolate cause and effect, and to determine what works and what doesn't and for what groups. While the Council acknowledges the difficulty in assigning causality, it does not believe that this is a good reason to avoid evaluating the impacts of Pathways. Public policy should be evidence-based and it is important that the Department now gathers and looks to the evidence to refine and improve its approach to labour market activation. In light of this, the Council has set up an Evaluation/Metrics Sub-Group tasked with devising a systematic evaluation strategy for Pathways and ensuring that Pathways outcomes are monitored in a meaningful way. The Sub-Group is comprised of leading labour market economists from Ireland and abroad.

The Sub-Group notes that the Department will soon be commissioning econometricians to evaluate several programmes and to look in particular at progression impacts and that an analytical database is currently being compiled for this purpose. Given the Department's rich data sources the Council believes that there is extensive scope for the evaluation of both new and existing programmes. The Council welcomes that an evaluation strategy is being put in place and that an econometric evaluation of the Back to Education Allowance Scheme (BTEA) is currently under way by the ESRI. The evaluation of BTEA is particularly welcome given that it is a scheme that has increased significantly during the downturn in terms of both participation and expenditure.

The key components of Pathways that will need to be evaluated include the engagement/interview process, the suite of activation schemes, adequacy of provision and JobPath (a prime candidate for evaluation given that an evaluation framework can be put in place before it goes live). The Council also recommends considering benchmarking the performance of individual Intreo offices, as is done in Australia and Switzerland, as this could have positive "peer-pressure" in encouraging poor-performing offices to raise their game. However, the Council recognises that there are difficult issues to be resolved in choosing the appropriate benchmarking metrics and adjusting them for local labour market conditions.

**“ If the proposed Employer Engagement Strategy is to be effective, it must be appropriately resourced.”**

## **Employer Engagement**

The Council agrees that increased emphasis is needed on an Employer Engagement Strategy that is focussed on employers' needs. Developing closer links with employers and supporting them in generating job opportunities is a key objective of the Pathways to Work programme. The Council commends the work that is currently being undertaken by the Sub-Group dealing with Employer Engagement to develop a Charter, which commits employers to prioritising recruitment of candidates from the Live Register and to working with unemployed jobseekers and jobseeker support organisations to assist in developing the skills and competencies required to find employment. It is intended that the Charter will initially be signed by the 50 largest companies in the State who will then be able to use the skills of the unemployed/long- term unemployed. The Charter will be launched in June. The Council believes that this is an important flagship initiative which must now be supported through the new Intreo service.

In addition to the Charter, the Sub-Group has supported the Department in a number of activities to build relationships with employers including briefings and consultations with employer stakeholder groups, job fairs, the production and distribution of employer-focused promotional materials, direct engagement with employers at national and regional level, the development and launch of new employer recruitment incentives and the design and implementation of bespoke training and recruitment solutions. This has, inter alia, served to raise employer awareness about initiatives, such as JobsPlus and JobBridge, designed to encourage recruitment from the Live Register. These activities have provided both employers and jobseekers with information on the range of services and supports available and more importantly have resulted in the direct placement of unemployed jobseekers into employment.

Moreover, while the Council recognises, and was pleased to contribute to the progress of employer engagement to date, it believes that future actions must be determined within the context of an overarching and appropriately resourced Employer Engagement Strategy. Accordingly the Council has worked closely with the Department in developing an approach which will shortly be presented to the Cabinet Committee on Pathways to Work. The Council now recommends that the necessary resources are provided to ensure that this approach is fully realised and that its implementation should become one of the cornerstones of the 2014 iteration of Pathways.

As well as engaging with employment leaders in this strategy, it will also be important to work closely with the CIPD and the HR profession to ensure that the strategy objectives can be realised and implemented effectively on the ground through changes to recruitment policies, employee induction processes, jobseeker training and development, etc. It will be important that HR professionals are encouraged and supported in every way possible to translate these policies into successful outcomes. The Council believes that the Employer Engagement Strategy must have a strong skills focus. In particular, it is crucial that feedback from employers on the issue of skills shortages directly informs the new Further Education & Training (FET) Strategy.

Significant change is under way but a lot of work remains to be done, to ensure that at its heart is the provision of an excellent service to unemployed people and one that strives to assist them to make the most of the opportunities available to them. An integral part of this work will be the development of a good working relationship with employers: a relationship that strives at both the local and the national levels to create an employment service that helps them to find suitable employees.

“ During its lifespan,  
the Youth Guarantee  
must be able to adapt  
to changes in the Irish  
youth labour market.”

## Youth Guarantee

The Council welcomes the fact that the Youth Guarantee Implementation Plan was forwarded to the European Commission on target in December 2013 and that the feedback from the Commission has been extremely favourable. The Council acknowledges the need for a targeted approach. In particular, given that a third of youth unemployment is long-term, the Council agrees with the decision to prioritise the support of individuals most at risk of long-term unemployment in the first instance before dealing with lower-risk groups. This is needed in order to target resources and minimise deadweight cost which could arise if employers are subsidised to hire/train young people that they would have employed/trained in the absence of any public subsidy.

The Plan now needs to be implemented as soon as possible. The Ballymun Pilot is already providing important lessons which will inform the delivery of the plan. While the Council notes that the full implementation of the Plan is currently awaiting the passage of legislation to ensure the Government can discriminate positively in support of young jobseekers, in the interim, preparations should be made to ensure that processes and reporting structures are in place to effectively implement and monitor the Guarantee.

The Council looks forward to having a more active role in the monitoring and implementation of the Youth Guarantee going forward. In particular, it recognises that the Youth Guarantee Implementation Plan is very much a 'living document' and will seek to ensure that the evolution of the Plan is in line with the needs of the Irish youth labour market.

**“ Jobpath must be seen to be a complementary service rather than a competitor.”**

## JobPath

JobPath will be the Government's new labour market activation service aimed specifically at the long-term unemployed and those most at risk of becoming long-term unemployed. JobPath will be delivered by third-party providers of employment services under contract to the Department who will be paid in line with the job outcomes they achieve for their clients. It will augment and complement – not replace - the Department's existing employment service capacity via Intreo as well as that of the Local Employment Service (LES) and Job Clubs, which already operate under contract to the Department, thereby increasing capacity to assist jobseekers in obtaining employment.

In December, the Department of Social Protection published a contract notice inviting tenders for the provision of JobPath services. Taking account of the time required for the tender evaluation process and the establishment of operations, it is expected that JobPath should be operational towards the end of 2014. While the Council understands that this is, by international standards, an extremely ambitious timeline for what is a very complex process, it believes that its implementation, as a priority, is essential.

The Council notes with concern that some industrial relations issues have arisen with regard to the implementation of JobPath and would encourage all parties to work to resolve these issues as soon as possible.

For its part, the Council intends to take an active role in monitoring the implementation and performance of JobPath. Specifically, the Council will be seeking clarity in terms of how JobPath, Intreo and other related services are “joined up” and integrated. There is already concern amongst employers

and jobseekers regarding “service fragmentation” given the number of schemes, public and not-for-profit players and service providers in the labour activation “market”. It will, therefore, be important that JobPath is co-ordinated effectively with the public employment service. It must be seen as complementary service targeted at the long-term unemployed rather than a competitor. The experience and lessons gained through working with third-party providers must also be used in the ongoing development of Intreo itself. Furthermore, it is essential that JobPath is ‘user centred’, and that unemployed people perceive and experience it as a service focused on helping them secure sustainable employment. The Council is concerned given experience in other jurisdictions that the payment-by-results approach in JobPath might inadvertently incentivise non-government providers to focus their activities toward the easiest to place (‘creaming’) while making less effort to progress the hardest to place into jobs (‘parking’). The Council notes the specific protections against this behaviour incorporated in the JobPath tender documentation but will nevertheless closely monitor the development and rollout of JobPath and will seek to influence this process accordingly.

The fact that large-scale change programmes are being simultaneously undertaken in education and employment services will present particular challenges at a local level. As management and staff are adjusting to new structures, it is critical that both jobseekers and employers have access to fully integrated and seamless employment and training services.

# Further Education and Training

While the main cause of unemployment in Ireland over the last six years has been on the demand side, some supply-side issues have also arisen, particularly in relation to persons who had previously been employed in sectors worst affected by the recession. Accordingly, it is important to ensure that unemployed people (young entrants and long-term unemployed) become more attractive for the sectors that are continuing to recruit. As a result, significant steps have been taken to better align the content of education and training schemes so that they provide the skills required in the expanding sectors. In particular, a fundamental reform of the Further Education and Training (FET) sector is currently taking place. The Council notes and welcomes the establishment of Education and Training Boards (ETBs) and SOLAS in 2013. Furthermore, the Council endorses the development of a new strategy for the FET sector.

However, the Council believes that for these developments to be successful, several key considerations must be met. Firstly, given the critical importance of the FET sector to the success of Pathways, it is crucial that it is coordinated effectively with Intreo and the JobPath providers. Furthermore, having an evidence-based strategy for the FET sector will be essential. Systematic evaluation of FET programmes will be essential in this regard and this evaluation should not be delayed until the FET infrastructure has been fully realised. Finally, the FET sector must be responsive to employer needs.

In addition, the Council sees the potential for the development of a world class apprenticeship system resulting from the Review of the Apprenticeship System. The Council recognises the importance of progression pathways from apprenticeship and the benefit in no longer having upper limits to qualification levels. This has the potential to make apprenticeships more attractive as a progression route. Critical to its success will be strong employer and union buy-in. The issue of funding it appropriately and how the costs are to be split between the three key actors - employers, apprentices and Government - will also be crucial to its success. Furthermore, ensuring State funds for scoping studies and curriculum development in a collaborative process is vitally important to kick-start new apprenticeship programmes. The Council urges the Department of Education and Skills to put in place interim implementation arrangements to start this process.

**“ The reform of the Further Education and Training Sector will only be successful if co-ordinated with the reform of the Public Employment Service.”**

# Conclusions and Recommendations

Significant progress has been made in the implementation of PTW - 26,611 long-term unemployed have moved into employment. Unemployment has now declined to 11.8%. While it is too early to draw definitive conclusions on the underlying causes for the recent improvement in the labour market, the upturn in employment is both significant and welcome. Yet despite the positive jobs growth, unemployment remains unacceptably high. In particular, the Council notes with concern that the long-term unemployed still accounted for 60% of total unemployment in 2013. These individuals must continue to be a priority group for PTW.

The overall work activation environment has, however, improved. With the current efforts under way, there is an unprecedented opportunity to put in place an effective, integrated and sustainable work activation and jobseeker support infrastructure for our current and future needs. For this to happen, however, services, benefits and education need to be fully integrated and made relevant and accessible to both employers and jobseekers.

## Conclusions

<b>01</b>	The unemployment rate is falling and is currently at 11.8%, the lowest rate in five years having fallen from a peak of just over 15% in 2011. Similarly, the long-term unemployment rate had fallen to 7.2% in Q4 2013, down from over 9% at the end of 2011.
<b>02</b>	The numbers in employment showed a significant increase in 2013, rising by 61,000 through the year from 1,848,900 in Q4 2012 to 1,909,800 in Q4 2013.
<b>03</b>	The youth unemployment rate of 27% in 2013 was down from 30% in 2012. The most recent figures show youth unemployment down by 10,000 year-on-year to 49,000 in Q4 2013.
<b>04</b>	26,611 long-term unemployed people moved into employment (exceeding the target of 20,000) in 2013. The total number of long-term unemployed people who have moved into employment since PTW was launched in 2012 is now over 40,000.
<b>05</b>	The rate at which the very long-term unemployed (those out of work for two years or more) are leaving the Live Register has increased to 36.5%, ahead of the 2013 target of 31%.
<b>06</b>	The persistence rate (the rate at which short-term unemployed people become long-term unemployed) has been reduced to 30.2%, slightly behind the 2013 target of 29%.
<b>07</b>	33 new Intreo offices were opened in 2013, bringing the total to 44.
<b>08</b>	By the end of 2013, 398,000 <sup>3</sup> live registrants had been profiled using the Department's profiling system. As a result, every jobseeker on the Live Register has been profiled to help prioritise and direct interventions.

3. By the end of March 2014 this figure had risen to 420,000.

## Recommendations

<b>01</b>	The Council recommends that all parts of the Government and business and wider society gives priority over the next 12 months to addressing the high levels of unemployment and to accelerating the progress which has been made in expanding employment.
<b>02</b>	The Council urges continuation of activation policies and other measures to reduce long-term unemployment which worryingly still accounted for 60% (169,000 <sup>4</sup> ) of total unemployment in 2013; and for these policies and measures to have at their heart the provision of an excellent service to unemployed people and one that strives to assist them to make the most of the opportunities available to them.
<b>03</b>	The Council urges the Government to reach the 2014 target of moving 22,500 long-term unemployed into employment as soon as possible. The Council also believes a more ambitious target of 30,000 should be considered.
<b>04</b>	The Council believes that increased action is needed on employer engagement and recommends that employer buy-in be achieved through the new employers' charter, which would prioritise the provision of employment opportunities to unemployed people and assist in the development of skills and competencies. It is intended that the employers' charter will initially be signed by the 50 largest companies in the State who can use the skills of the unemployed/long-term unemployed.
<b>05</b>	The Council recommends that additional emphasis is given to examining the evidence on whether PTW is having a measurable impact on the labour market and the effectiveness of different initiatives. It is essential that sufficient resources are allocated to completing an evidence-based examination of the effectiveness of the measures implemented given the level of expenditure on these schemes (c €1.3bn per annum).
<b>06</b>	The Council recommends considering benchmarking the performance of individual Intreo offices, as is done in Australia and Switzerland, as this could have positive "peer-pressure" in encouraging poor-performing offices to raise their game. However, the Council recognises that there are difficult issues to be resolved in choosing the appropriate benchmarking metrics and adjusting them for local labour market conditions.
<b>07</b>	Given that youth unemployment is still very high despite recent reductions, the Council recommends the roll-out of the Youth Guarantee Implementation Plan. Due to the need to prioritise scarce resources, the Council recommends a focus on those who are long-term unemployed in the implementation of the Youth Guarantee.
<b>08</b>	The Council notes with concern that some industrial relations issues have arisen with regard to the implementation of JobPath and would encourage all parties to work to resolve these issues as soon as possible.
<b>09</b>	The Council recommends ongoing work to ensure a better alignment between the education and training sectors and the skills required by employers and supports the need for fundamental reforms in further education and training. The Council recommends that the Department of Education and Skills put in place interim implementation arrangements to expedite the introduction of a new apprenticeship model.

4. This figure had risen to 179,000 by March 2014.

# Appendix I

## Pathways to Work 2013 Targets

The following is a summary of performance against the key Pathways measures and targets for 2013 which the LMC focused on during its first six months in operation. A full evaluation of performance against targets is contained in the separate Update on the 50-Point Action Plan, published in tandem with the LMC interim report.

Measure/Target	2013 Target	2013 Actual	Comment
Move 75,000 long-term unemployed at start of 2012 into employment by end 2015.	20,000	26,611	6,916 are part-time workers.
Increase the exit rate of people on the Live Register for two years or more by 50% (to 40%) by the end of 2015	Exit rate target = 31%	36%	Ahead of target
Reduce the persistence rate (the rate at which short term unemployed people become long-term unemployed) to 25%	29%	30%	Off target by 1.2 percentage points
Increase % of vacancies filled with involvement of Department of Social Protection Employment Services to 15% by end 2015 <sup>5</sup>	10%	6%	Data from Q3 2013. Q4 update available in Q1 2014.
Provide Group Information/ Engagement sessions to jobseekers	85,000 jobseekers	130,000	As compared with 68,600 in 2012
Complete personal profiles of people listed on the Live Register.	Profile all clients.	398,000 <sup>6</sup>	Entire Live Register profiled.
Conduct initial one-to-one guidance interviews with jobseekers	185,000 initial interviews	157,000	Demand driven. Number of update interviews 137,000
Fill all additional places on Community Employment, TÚS, Jobbridge and the Local Government Social Employment Scheme	Fill 10,000 additional places approved in Budget	25,824 (starts on all schemes 2013) Net Increase = 9,529	Off target by approximately 5%
Roll-out 'One-Stop-Shop' Intreo offices	33 new Intreo offices (44 offices in total)	33 (44)	End 2013 target of 43 offices met. All 60 Intreo Offices open by end 2014.
Make a range of FÁS, Further Education and Higher Education Programmes available to meet the needs of the long-term unemployed	51,000 places available to long-term unemployed	N/A	Momentum on track with 4,859 starts to the end of 2013.

5. Many members of the Council have serious doubts about the pertinence of this specific target and how it is measured.

6. This figure had risen to 420,000 by March 2014

# Appendix II

## Pathways to Work 2013 Milestones

Major Milestones	Due Date	Rag Status
Introduce JobsPlus	31/7/2013	<b>Complete</b> JobPath
Finalise Employer Engagement Strategy	30/7/2013	<b>Delayed</b> Employer Engagement Strategy currently with D\PER. Due to be finalised by Q2 2014
Intreo Rollout	31/12/2013	<b>On Target</b> 44 Intreo offices are complete. On track to deliver remaining 16 offices in 2014. As a result all 60 Intreo offices due to be open by the end of 2014
Profile all people on the Live Register	31/12/2013	<b>Complete</b>
Double case worker numbers (P300)	31/12/2013	<b>Complete</b>
Develop spec for new case management systems. Tender for job matching system	31/12/2013	<b>Complete</b> Tender for jobmatching system drafted - to issue early April
Government approval for JobPath Develop and issue JobPath RFT	31/12/13	<b>Complete</b> JobPath evaluation process likely to take to end April/Early May 2014. JobPath is expected to be fully operational by end of 2014 JobPath evaluation process likely to take to end April/Early May
Develop implementation plan for Youth Guarantee	31/12/13	<b>Complete</b> JobPath

# Appendix III

## Labour Market Council

### **Martin Murphy, MD, HP Ireland & Chair of the Council**

Martin Costello, Group HR Manager, Glanbia

Anna Doody, Corporate Affairs HP Ireland

Tony Donohoe, Head of Education, Social & Innovation Policy, IBEC

Kevin Empey, Heads up the HR Consulting Practice within Tower Watson Ireland

Alan Gray, Managing Director, Indecon Economic Consultants

Tony Keohane, Chairman Tesco

John Martin, former Director of Employment and Social Affairs, OECD

Bríd O'Brien, Head of Policy & Media, INOU

Philip O'Connell, Director of the Geary Institute, UCD

Heather Reynolds, CEO Eishtec

Frank Ryan, former CEO of Enterprise Ireland

Marie Sherlock, Researcher, Policy Department, SIPTU







