



## Local Enterprise Development Plan 2016



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# Executive Summary

Local Enterprise Offices (LEOs), which are an office of the local authorities, act as a “First Stop Shop” for anyone seeking information and support relating to starting or growing a business in Ireland. We support business start-ups and work to increase the job creation potential of new and existing micro and small businesses through the provision of information, advice, training, mentoring, seminars and grants

We undertake an annual programme of activities designed to promote and instil an enterprise culture in the County by encouraging and supporting enterprise at all levels. The establishment of the Local Enterprise Office in the Local Authority was a major step forward in the provision of support for job creation in Tipperary. The Local Enterprise Office operates under a Service Level Agreement between the Local Authority and Enterprise Ireland with exchequer funding channelled through the Centre of Excellence in Enterprise Ireland. The Tipperary LEO operates from two locations, Clonmel and Nenagh in addition to providing outreach clinics at various locations across the County. Our vision for the Local Enterprise Office in Tipperary is that it will be proactive, pro business, pro customer providing a consistent level of service supported by a robust evaluation process.

In the period January to December 2015, the Local Enterprise Office approved grant assistance amounting to €867,134 for 40 projects which will leverage a capital investment in excess of €3.5m. Projects supported included 18 start ups, 16 business expansions and 6 feasibility studies and will yield 149 jobs in the County over the next 2-3 years. During the year the LEO paid out €686,295 to 46 projects bringing the total paid out since the establishment of the LEO to almost €1.1m to 95 small firms. LEO portfolio firms surveyed at year end highlighted a net increase in employment levels of 114.5 jobs on the previous year. Portfolio Development was undertaken with 282 firms to assist with their development, expansion and in some cases graduation to Enterprise Ireland. In 2015, over 3,680 enquiries were dealt with in Tipperary and under Measure 2 -Entrepreneurial & Capability Development the LEO supported 2,299 individuals to avail of training, management development, mentors, and a range of soft supports for web site development, export market development and exhibition at a cost €539,559. Dedicated programmes were designed and delivered to support target groups such as the food, steel fabrication, women in business, ICT, young entrepreneurs etc.

The County’s first Enterprise Week involving a series of events aimed at promoting business development and inspiring entrepreneurship took place from 18 to 22 May 2015. A series of seminars, workshops, clinics and presentations were organised in conjunction with Enterprise Ireland, The Education & Training Board, LIT, Local Development Companies, Teagasc and DSP at 12 Tipperary locations and attracted 670 attendees. The week provided an opportunity for the business community to come together to connect, engage and share ideas & information and to network and gain valuable knowledge from key industry experts. “Enterprise week featured a “Who to talk” to event in Roscrea, a flagship tourism seminar in

Cahir, Procurement workshop, a Retail Symposium, Agri Business Clinics, Innovation workshop, Social Enterprise information evening etc.

Participation in the ICT On Line Trading Voucher Scheme was on target with 44 vouchers totaling €83,616 awarded to a mix of business interests including retail, service, tourism and manufacturing. Eight information sessions took place which were attended by over 90 owner managers while a further 33 firms availed of e-commerce related mentoring.

The LEO works closely with Microfinance Ireland to secure loans of between €2-25k for business promoters who fall short of standard bank lending criteria. In 2015, Tipperary Local Enterprise Office supported and put forward 18 applicants for Microfinance loans, 8 ahead of a preset target of 10. Nine applications were successful in securing loan finance amounting to €122,999 and projects supported will contribute 14.5 jobs to the local economy.

Tipperary Local Enterprise Office achieved a Customer Service/ Client satisfaction rating of 73% against a National Average of 67%. In 2016, we will build on this achievement and will work towards establishing LEO Tipperary as a world class Enterprise Support Facility to provide "a first stop shop" service for local start-ups and small businesses. We will actively promote the LEO brand and will exploit fully the enterprise assets of the County and foster new thinking in the enterprise area.

During 2015, LEO Tipperary took part in, and supported, businesses to attend, a wide range of programmes and events, including, for example, Showcase, Blás na hÉireann and the Speciality and Fine Food Fair (London.), Meet West, and Anuga in Cologne. The LEO provides tailored supports to a number of business networks across the County e.g. Green Business Network, two Women in Business Networks and the Tipperary Food Producers Network. The Tipperary Food Producers Network is one of the country's most innovative and dynamic Food Business Networks. This Network acts a catalyst to potential food entrepreneurs within the County and has enhanced the reputation of Tipperary as a Food County nationally and internationally. With the support of the Agri Food Tourism Funding, the Network will be able to embark on a very ambitious programme of development and promotional activities which will further enhance Tipperary's reputation as a prime culinary centre.

The LEO has a very strong focus on female entrepreneurship and actively supports 2 Networks through the provision of financial and co-ordination supports. In April 2015, the LEO in partnership with Limerick and Clare held a forum on female entrepreneurship in Thurles with a follow up event in Adare in June. In addition 10 delegates were supported to attend National Women's' Enterprise Day in the autumn with a number assisted to attend the Network Ireland Awards.

Tipperary Local Enterprise Office led 6 applications under the Regional Enterprise Funds Competitive Calls. These included Menu Mid West; Female Entrepreneurship; Food Export Initiative: Ag-Tech: Food Inspiration Series; and Designfest/Festival of Creativity. Tipperary also participated in a further 9 submissions across the Mid West and South & East Regions. A decision on these applications is awaited.

LEO Tipperary is looking forward to a productive and innovative 2016, with a particular focus on national programmes i.e. IBYE, Showcase, County and National Enterprise Awards, Ploughing Championships, TOVs etc.

New initiatives for LEO Tipperary for 2016:

- “The Great Taste” comes to Tipperary
- Tipperary Breakfast in London
- CRAFT Forum & Network
- Implementation of Initiatives proposed under the Action Plan for Jobs across 2 regions, Mid West & South & East to build Enterprise Capability and Connections across the Regions.
- Local Enterprise Week
- Two Regional Female Entrepreneurship Events
- Formulation of a countywide Entrepreneurship Strategy
- Devise a Job Support Action Programme

In 2016, Tipperary LEO will continue to focus efforts and resources on increasing the number of startups in the County, improving the survival rate of small businesses in their first five years of trading and building the capacity of startups to grow and scale through;

- Build on the progress achieved in 2015 in terms of M1 grants proffered, businesses supported and jobs created.
- Provision of a brokerage service assisting businesses to access a range of supports both in house and externally from agencies offering enterprise creation and development services.
- Establishing a progression pathway to Enterprise Ireland for new and existing clients by putting in place measures to accelerate the process.
- Providing quality business focused training, management development and soft supports to meet the needs of new and emerging enterprises.
- Building enterprise capability and connections across the Regions enabling existing networks to access supports.
- Monitoring the training and development needs of businesses within the 3-5 year life cycle.
- Collaboration and partnership with other stakeholders and funders to maximise available resources.
- Initiation and support for sectoral networks such as Food, Craft, Digital, Green Business etc
- Promotion of the Micro-Finance Ireland Loan Fund

- Continued rollout of Online Trading Voucher Scheme
- Active participation in County and Regional Fora to influence future policy, supports and enterprise infrastructure.

This Local Enterprise Development Plan for 2016 provides a detailed framework on which to build on our success to date ensuring that enterprises and entrepreneurs continue to receive effective and quality supports in an efficient manner from LEO Tipperary.



# Section 1 – Context

## Economic Overview of County Tipperary

County Tipperary has a population of 158,765 (Census 2011). In 2014 local government reform resulted in the creation of one local authority - Tipperary County Council – for the county. This can be seen as both an opportunity and a challenge. It has resulted in synergies which provide economic opportunities for the county, an example of which is the increased tourism offering. On the other hand, the county's location between Limerick City and Waterford could be seen as both a challenge and an opportunity. In drawing up this plan cognisance has been taken of the newly merged county and its potential in terms of economic development.

The county's economic profile is that of a rural economy with FDI and indigenous enterprises – micro-enterprises and SMEs - which operate across a range of sectors. The county's diverse economy includes:

- A Life Sciences/Bio Pharma Hub around Clonmel that includes Abbott Vascular, Boston Scientific, Suir Pharma, MSD, and Pinewood Laboratories
- Manufacturing enterprises such as Bulmers, Medite Ireland, Procter and Gamble, Carey's Glass and Tipperary Natural Mineral Water
- Rural towns which play a significant role in providing retail and financial services, recreation and employment
- Superb fertile land which provides an ideal environment for agriculture and food production including artisan foods
- An international horse breeding industry which includes the world renowned Coolmore Stud Farm and Ballydoyle Racing Stable.
- Tourism which offers significant potential for the rural economy. Key tourism attributes are the built and natural heritage of the county and the opportunities the landscape offers for outdoor recreation. Attractions include Lough Derg, mountain ranges such as the Knockmealdowns, Galtees, Slieve Felim, and the Devil's Bit; the Rock of Cashel, Holycross Abbey, Cahir Castle and Roscrea Castle.
- A third level education facility, Limerick Institute of Technology, which has campuses in Clonmel and Thurles; and linkages with third level colleges in adjacent counties.

## Enterprise

In County Tipperary, enterprise consists mainly of indigenous enterprises operating across a range of sectors such as manufacturing, services and retail contributing significant job numbers. This plan recognises the need to provide the necessary supports to sustain and grow micro enterprises within these sectors as appropriate.



Foreign Direct Investment companies are largely concentrated in Clonmel, with a presence also in Nenagh and Templemore, and are supported by the IDA. Indigenous businesses operate across the county and consist of SMEs supported by Enterprise Ireland and microenterprise supported by the LEO, Tipperary County Council and also the Local Development Companies.

## Connectivity & Infrastructure

### Road, Rail & Air Transport

County Tipperary has two motorways running through the county (M7 & M8) which allow for greater accessibility to Dublin, Cork and Limerick. The county is within easy reach of Dublin, Shannon and Cork Airports. Air connectivity with the US has improved further with enhanced services at Shannon Airport which include routes to and from Boston, Chicago, New York and Philadelphia and key European destinations. The county also is served by ports in Dublin and Rosslare. In addition, Tipperary has good rail services on the Dublin to Cork line with good road links to Thurles and Limerick Junction Rail Stations. Tipperary is also serviced by a rail line linking Waterford to Limerick with train stations operable in Carrick on Suir, Clonmel, Cahir and Tipperary Town.

### Labour Force & Employment in Co. Tipperary

According to the CSO 2011 there were 75,328 persons aged 15 years and over in the labour force in Co. Tipperary and of these, 80.1 per cent (60,332 persons) were at work. The unemployment rate for this area was 19.9 per cent compared with a national average rate of 19.0 per cent in 2011. However, the current unemployment rate nationally has reduced significantly since 2011. The indicative live register figures in the county show that the number unemployed is approximately 10% but this varies in different parts of the county.

### Employment by Industry in Co. Tipperary – 2011

Industry	Daytime Working Population – Co. Tipperary	% of Working Population – Co. Tipperary	National Daytime Working Population	% of National Working Population
Agriculture, Forestry and Fishing	6,817	11.29914	94,247	5.214622
Construction	3,391	5.620566	90,357	4.999391
Manufacturing Industries	8,425	13.9644	193,080	10.68299
Transport, Storage & Communications	2,253	3.734337	5,674	0.313939
Public Administration & Defence	3,873	6.419479	113,521	6.28104
Mining, Quarrying & Turf Production	529	0.876815	13,116	0.725699
Electricity, Gas & Water Supply	294	0.487304	265,751	14.70382

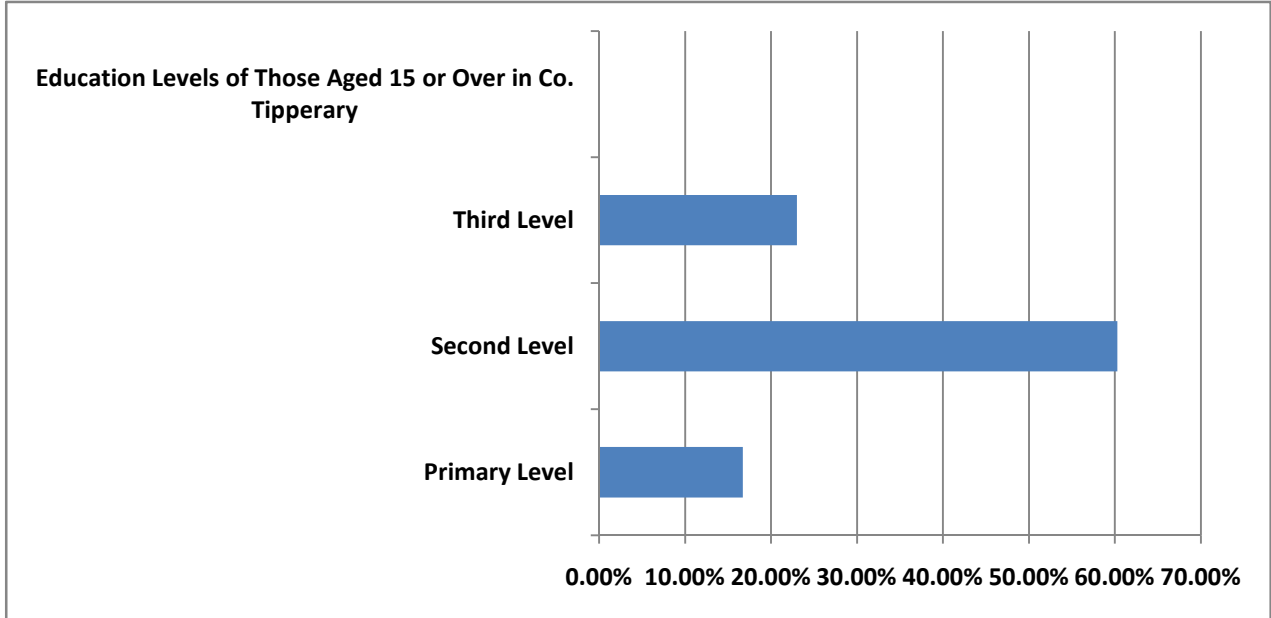
Wholesale & Retail Trade	9,026	14.96055	103,560	5.729904
Hotels & Restaurants	2,841	4.708944	97,569	5.398426
Banking & Financial Services	1,517	2.51442	93,151	5.153981
Real Estate, Renting & Business Activities	3,410	5.652059	184,251	10.19448
Education	5,451	9.035006	163,728	9.058959
Health & Social Work	6,533	10.82842	203,379	11.25282
Other Community, Social & Personal Services Activities	2,578	4.273023	84,665	4.684457
Industry not stated	3,394	5.625539	101,311	5.605469
<b>Total</b>	<b>60,332</b>	<b>100</b>	<b>1,807,360</b>	<b>100</b>

Source: CSO 2011

The above table illustrates the number of person employed in various industry sectors (Census 2011). The county as a whole has a higher than average share of persons at work in industry and lower than average shares of persons at work in financial and professional activities, administration, and information and communication.

**Education Levels**

On a comparative basis County Tipperary has the 16th lowest rate of low education achievement (no formal/primary only - 11.8%). However, it has the 4th highest rate of medium education achievement (lower secondary - 19.8%) in Ireland.



When compared both to the other counties in the Mid West and nationally, North Tipperary had the highest share of persons at work with lower secondary education or less and the lowest share of persons at work with third level qualifications. South Tipperary had a particularly higher than average share of persons with lower secondary education or less, and a lower than average share of persons at work with third level qualifications (Census 2011).

Census 2011 also shows that all counties in the South East and Mid West Regions had a lower than national average share (39%) of persons at work in high skilled occupations. In the case of North Tipperary the share was particularly low – 33%. North Tipperary, at 22%, had a higher than national average (15%) of people occupied in skilled trades. North Tipperary also had a higher than national average employed in agriculture.

### **Business Parks & Workspace**

There are a number of Business Parks/serviced sites owned by Shannon Commercial Properties in the northern part of the county. These include Thurles Technology Park; Stafford St. Enterprise Centre, Connolly St. Enterprise Centre, Lisbunny Business Park, Nenagh and Templemore Business Park. Tipperary County Council also owns three landbanks in the county – located in Clonmel, Roscrea and Carrick-on-Suir.

In addition, Tipperary has five community owned enterprise centres - Cloughjordan Green Enterprise Centre (FabLab), Rearcross Food Centre, Thurles Chamber Community Enterprise Centre, Clonmel Business Development Park, and Tipperary Technology Park in Tipperary Town. Tipperary County Council also owns Drangan Enterprise Centre, Ballingarry Enterprise Centre, and Questum in Ballingarrane, Clonmel. The latter although owned by TCC is leased to LIT, Tipperary. These centres provide a mix of incubation space and hot desk facilities for start-up enterprise.



## National, Regional and Local Policies

This Plan has been prepared in line with the national, regional and local policies and initiatives identified in a number of other relevant plans, including, for example:

### Action Plan for Jobs Mid West and South & East 2015 - 2017

The Action Plan for Jobs for the **South & East Region** is about building on the capabilities and strengths of the region, covering counties Carlow, Kilkenny, Tipperary, Waterford and Wexford, to develop a more dynamic, internationally competitive and sustainable enterprise economy that can provide well paid jobs and secure sustainable full employment over the long term. Good progress has been made since the launch of the national Action Plan for Jobs process four years ago and the South East Forum, with the rate of unemployment in the SE region has fallen from 20.1 per cent in Q1 2012 to 11.9 per cent in Q4 2014. DJEI and its agencies are committed to working with regions in identifying regional strengths, assets and areas of competitive advantage in order to support businesses to startup, invest, succeed, expand, and export.

Among the key objectives of the South and East Action Plan is to:

- Increase and sustain startups;
- Attract new inward investment;
- Expand and scale existing companies;
- Expand research infrastructure and capability enhancing collaboration between the HEIs, public sector organisations and regional enterprise;
- Build on existing strengths and develop new opportunities; and
- Develop social and community employment.

The Mid West Action Plan for Jobs covers the counties of Clare, Limerick and Tipperary. The region has a vibrant and diverse enterprise base with significant capacity to grow. The Mid West's dynamic enterprise mix, skills and talent base, excellent connectivity, strong education and research infrastructures and significant tourism and cultural assets offer great potential to realise the objective of creating sustainable full employment in Ireland from 2018 onwards. The aim of the Mid West Plan is to deepen linkages across the public and private sectors and support a cohesive effort to build on these strengths and drive the enterprise and jobs agenda within the region.

Key objectives of the Mid West Action Plan for Jobs 2015 – 2017 are:

- Increasing the numbers of start ups in the Region;
- Supporting existing enterprise in the region to grow and scale;
- Increasing innovation capability within the region to support companies in developing new products, services and processes for the global marketplace;

- Ensuring the continued supply of high quality talent to support enterprise within the region;
- Attracting and embedding FDI;
- Building on Sectoral opportunities to sustain and grow employment across a broad range of sectors, locations and skills levels;
- Strengthening business networks across the region to deepen collaborative working and connect enterprise across the region to a wider knowledge and support base.

### **Entrepreneurship in Ireland Policy Statement 2014**

The Entrepreneurship in Ireland Policy Statement 2014, building on the work of the Entrepreneurship Forum, sets out a framework to make Ireland one of the most entrepreneurial nations in the world – a world class environment in which to start and grow a business.

The Entrepreneurship in Ireland Policy Statement 2014 has set the following targets for the next five years:

- Increase the number of start-ups by 25% (3,000 more start-ups per annum)
- Increase the survival rate in the first five years by 25% (1,800 more survivors per annum)
- Improve the capacity of start-ups to grow to scale by 25%.

Underpinning the achievement of these targets is an entrepreneurship ecosystem, facilitated by government, which incorporates the following key elements:

1. Culture, human capital and education
2. Business environment and supports
3. Innovation
4. Access to finance
5. Entrepreneurial networks and mentoring
6. Access to markets.

### **Solas Further Education & Training Strategy**

The Solas Further Education & Training Strategy 2014 - 2019 aims to create a further education and training (FET) system in Ireland which will support economic development, increase social inclusion, and meet the needs of all learners, communities, and employers who engage with FET. The five strategic goals of the strategy are:

- Address the future needs of learners, jobseekers, employers and employees
- Support the Active inclusion of people of all abilities, with special reference to literacy & numeracy
- Quality Provision of Education & Training Programmes
- Integrated planning & funding on the basis of needs and evidence of social & economic impact



- Ensure learning path leading to agreed employment, career, development, personal & social options.

### **Food Wise 2025**

Food Wise 2025 sets out how Ireland and the Irish agri-food sector can grow. It recognises the importance of the industry committing to processes that are sustainable – economically, socially and environmentally. The agriculture and food industry accounts for 9% of employment and 10% of exports in Ireland. As much as 65% of manufacturing exports by Irish owned companies are estimated to consist of food and drink.

Growth projections under Food Wise 2025 are:

- Increasing the value of agri-food exports by 85% to €19 billion
- Increasing value added in the agri-food, fisheries and wood products sector by 70% to in excess of €13 billion
- Increasing the value of Primary Production by 65% to almost €10 billion
- The creation of an additional 23,000 direct jobs in the agri-food sector all along the supply chain from primary production to high valued added product development.

### **Tipperary Local Economic and Community Plan 2015 – 2020**

The objective of the Local Economic and Community Plan (LECP) is to promote a more integrated sustainable and targeted approach to addressing the strategic economic and enterprise development needs in a way that builds on the strengths and opportunities of the County and by ensuring that there is a prospect of economic opportunity for all. The LEO will be a key stakeholder in the delivery of the economic elements of this plan.

During the consultative process a number of issues were identified as affecting economic recovery and growth in the county. These included the need to:

- Create appropriate economic development opportunities in order to address rural economic decline and regional imbalances.
- Address key economic infrastructural deficits with particular reference to the provision of high speed broadband and enhancement of transportation links on a regional and county basis.
- Increase the number of enterprise start-ups and grow the microenterprise sector to scale as appropriate.
- Support the development of emerging / nascent sectors such as tourism, food, multi-media and agri-tech while also working with vulnerable sectors e.g. retail and construction sectors.
- Support enterprises to improve energy efficiency, increase use of renewable energy, and grow the renewable energy sector
- Ensure the workforce meets current and future employment skill requirements

- Maximise the potential of Tipperary as a location for investment through branding and marketing of the county.

### **LEO Local Enterprise Development Plan 2016**

Annual action plans, based on the goals and objectives outlined in this document, will be devised and adopted by Tipperary County Council and endorsed by the Economic Strategic Policy Committee to address local enterprise related issues and ecosystem deficits. This plan contains an ambitious programme of activities with associated metrics and targets designed to act as a catalyst to potential and existing entrepreneurs accelerating the growth of the County's microenterprise sector.

### **Resources**

LEO Tipperary has seven full-time staff in addition to a Graduate on a two year placement. The budget allocation for LEO Tipperary includes approximately €366,693 for Measure 1 supports, i.e. grant assistance, €358,152 for Measure 2 supports, i.e. training and development, with a further €25,000 derived from course fees. In addition the LEO has an income of in excess of €100,000 per annum from repayments of refundable aid advanced over the preceding three years. On Line Trading Vouchers worth €2,500 are awarded to the LEO annually and in 2016, Tipperary has been awarded 37 vouchers worth €92,500.

Local Enterprise Office Tipperary is headquartered at Ballingarrane House, Clonmel with a second office located in the Civic Offices, Nenagh to take account of the geographic expanse of the county.

## Summary of main achievements from 2015

In 2015, the LEO processed 58 applications for grant assistance and approved grant aid for 40 enterprises, 18 of which were new ventures. Grant assistance totalling €867,134 was approved which will leverage an investment in excess of €3.7M in Tipperary.

### CAPITAL INVESTMENT (LEVERAGED) 2015

		Grant	Investment
Priming	18	€ 392,168.00	€ 2,297,777.00
Bus Exp	16	€ 401,966.00	€ 1,154,600.00
Feasibility	6	€ 73,000.00	€ 259,320.00
<b>Total Allocated</b>	<b>40</b>	<b>€ 867,134.00</b>	<b>€ 3,711,697.00</b>
Decommitments	3	€ 62,500.00	€ 171,974.00
<b>Total</b>	<b>37</b>	<b>€ 804,634.00</b>	<b>€ 3,539,723.00</b>
			<i>Average Grant 22.73%</i>

Under Measure 2 Entrepreneurial & Capability Development the LEO supported 2,299 individuals to avail of training, management development, mentors, and a range of soft support grants such as web site development, export market development, exhibition and other grants at a cost €539,559. A summary of the main activities carried out by LEO Tipperary during 2015 is provided in the table below, including numbers and participants. A narrative on a sample of some of these, and other, activities is provided in the subsequent paragraphs.

Initiative / Course / programme	Numbers run	Male	Female	Total Participants
<i>SYOB (includes course, bootcamp &amp; Kickstarter)</i>	26	141	129	270
<i>Financial Programmes</i>	11	25	71	96
<i>Sales / Marketing</i>	4	17	18	35
<i>Social Media</i>	26	68	183	251
<i>Food Programmes</i>	9	50	60	110
<i>Other Business Skills Training including</i>	14	60	42	102
<i>Owner Manager Programme</i>	1	15	4	19
<i>Breakfast Information event</i>	1	17	12	29
<b>Mentor Initiatives</b>				
<i>LEAN for Micro</i>	1	1	1	2
<i>Mentoring Clinics</i>	7	21	18	39
<i>Mentoring</i>	114	89	66	155
<i>Enterprise Week</i>	21	357	313	670



<i>Group Marketing and Networking events undertaken (includes WIB)</i>	14	27	265	292
<i>Tourism Events</i>	4	65	72	137
<i>National Enterprise Awards</i>	1	15	2	17
<i>Export Market Development Fund</i>	8	4	7	11
<i>Website Development Grants</i>	23	15	9	24
<i>Technical Assistance &amp; Training Grant</i>	6	3	2	5
<i>IS Engineering</i>	1	6	0	6
<i>Fairs &amp; Expos</i>	14	13	4	17
<i>Marketing</i>	12	6	6	12
<b>Total</b>	<b>274</b>	<b>1,015</b>	<b>1,284</b>	<b>2,299</b>

**Note:** The total number of participants in Entrepreneurial & Capability Development initiatives excluding Mentors was 2,106 in 2015

**Trading Online Vouchers**

Participation in the ICT On Line Trading Voucher Scheme was on target with 44 vouchers totalling €83,616 awarded to a mix of business interests including retail, service, tourism and manufacturing. Eight information sessions took place which were attended by over 90 owner managers while a further 33 firms availed of e-commerce related mentoring.

On-line Trading Vouchers - Allocation 42 Vouchers @ €2,500	Total	Value
Vouchers Allocated for 2015	44	€83,616
Decommitted 2015	4	€6,883
<b>Total 2015</b>	<b>40</b>	<b>€76,733</b>
Cumulative 2014 & 2015	52	€96,510
Information Sessions	8	
Attendees	91	
Businesses advised (TOVS related) outside of Information Sessions	33	

## Sample of Activities

### IBYE



In 2015, 42 individuals and firms entered the Ireland's Best Young Entrepreneur County Competition (IBYE) and competed for the €50,000 IBYE fund at County level. From the pool of 42, 15 entries were shortlisted and participated in a bootcamp. Winners at county level included Pressure Welding Manufacturing Ltd, Thurles, Doodledale, Roscrea and Blanco Nino Ltd., Clonmel with Philip Martin of Blanco Nino Ltd winning the best start up category at Regional Level and progressing to the National Final. LEO Tipperary organised and hosted the Regional IBYE Award ceremony for the Mid West during the year competing against LEO Clare, Kerry and Limerick.

### *"Kickstarter" Your Business Initiative*

A new initiative developed by Local Enterprise Office Tipperary in partnership with the two Local Development Companies and Department of Social Protection to ensure that local organisations are providing a service that meets the needs of unemployed individuals interested in self employment.

This new approach to support unemployed individuals contemplating starting their own business streamlines supports and ensures that the information and business needs of the Promoter are met in a collaborative and supportive way. The process involves DSP Job Facilitator/ Case Worker referring the unemployed individual thinking of starting their own business to the LEO/ Local Development Companies for business advice. From referrals received the LEO organises and funds fortnightly half day *"Kickstarter"* workshops. This workshop covers the basics of starting your own business e.g.; business structures, self assessment/ taxation & vat, market research, sales & marketing, finance, business plan and regulatory environment. At the end of the workshop, participants will be screened and referred on to SICAP where they will receive 3/4 individual Mentor sessions. Simultaneously, the Promoter may avail of a training

place free of charge (if certified by DSP) on any LEO business skills training course e.g. 10 week SYOB or 1 day SYOB Boot Camp to develop a business plan. Where the Promoter proposes to set up a LEO qualifying enterprise, the LEO Staff will cater for the development and training needs of the participant and liaise with DSP if necessary to avoid duplication of effort thus safeguarding resources.

### ***Lean for Micro***

The LEAN Programme, which aims to drive competitiveness of indigenous firms, was piloted with two firms in Co. Tipperary. This resulted in an additional allocation of €12,177 for the Local Enterprise Office. Nationally, Lean projects were undertaken by twelve companies as part of the LEO Lean for Micro pilot and all resulted in positive outcomes for the participating companies. Increase in Output/Capacity ranged from 10% to 100% while annual cost savings ranged from €8,600 to €151,000. All the projects undertaken were site specific and varied in duration, challenges, and in the tools and techniques applied. Depending on the needs of the company the tools and techniques applied included, for example, Value Stream Mapping / Process Mapping, 5S (Workplace Organisation), standardization and strategy. Support was also given on the more business aspects of the company including sales, finance and strategy.

The projects revealed how Lean applies to all parts of the business from the office to the factory floor to the supply chain to the customer. Some of the projects encompassed a number of these business areas reflecting the small size of the businesses that allowed the consultants support a number of these business activities. This was also enabled by the consultants working closely with the owners of the businesses. The small size of the companies also meant that changes could be made quickly resulting in quick gains. A disadvantage of the small size was that it could be difficult to get time for training and projects due to the day to day business needs.

### ***Business Networks***

The LEO provides tailored supports to a number of business networks across the County e.g. Green Business Network, two Women in Business Networks and the Tipperary Food Producers Network. The Tipperary Food Producers Network is one of the country's most innovative and dynamic Food Business Networks. This Network acts a catalyst to potential food entrepreneurs within the County and has enhanced the reputation of Tipperary as a "Food County" nationally and internationally. With the support of the Agri Food Tourism Funding this year, the Network will be able to embark on a very ambitious programme of development and promotional activities which will further enhance Tipperary's reputation as a prime culinary centre. The LEO has a very strong focus on female entrepreneurship and actively supports 2 Networks through the provision of financial and co-ordination supports.

**Forum on Female Entrepreneurship**



In 2015 the LEO partnered with Limerick and Clare to hold a forum on female entrepreneurship in April in Thurles with a follow up event held in Adare in June. This event focussed on potential female entrepreneurs as well as existing businesswomen looking for inspiration, information and supports to start, develop or scale a business. The objective of the event

was to ascertain what state agencies and organisations in the Region could or should be doing to support female entrepreneurship. The open forum discussion helped to inform enterprise agencies, training providers and other stakeholders and assisted in shaping future enterprise supports, programmes and interventions across the eco-system for female entrepreneurship. The findings from the Forum were used to support an application for funding by the three Local Enterprise Offices in the Mid West Region (Clare, Limerick and Tipperary) under the Action Plan for Jobs Regional Enterprise Strategy.

The LEO sponsors the Network Tipperary Women in Business Awards annually and supports female entrepreneurs to attend National Women’s’ Enterprise Day, Network Ireland Awards and other key events to promote B2B networking.

**National Enterprise Awards**



The inaugural all Tipperary County Enterprise Awards took place in March 2015 and Nenagh firm Echo IT Ltd promoted by Donal Bray won the top prize and went on to represent Tipperary in the National final. Templemore firm Chimney Draught Stop was the runner up and The Scullery Ltd, owned by Nenagh woman Florrie Purcell won third place. Roscrea's Herdwatch won a special award for Technology while Clonmel based Clonmel Covers Ltd promoted by Seamus & Eugene Phelan won a special award for diversification into new markets. The local competition carried a prize fund of €5,000 in addition to commemorative trophies and certificates. This was the second year of the Green Business Network awards organised in conjunction with the Tipperary Green Business Network. The awards were introduced to encourage Tipperary firms to "green" their business. The Best Green Business Award went to Templemore firm Solaregy Ltd.

### ***Digital & Animation***

DesignFest Clonmel, Celebrating Media, Arts & Digital Design took place from November 16th – 21st 2015. This new festival was designed to celebrate the best in media, art and digital design.

DesignFest Clonmel was a collaboration between LIT and Tipperary County Council which facilitated the general public to look behind the scenes of the digital world we live in and provided an opportunity to meet some of the key influencers in this ever-changing industry. The festival was initiated to promote the development of the digital animation sector in County Tipperary. Tipperary is the main facilitator leading Smart Specialisation for Digital Development in the South East Region under the EU funded eDigiregion Project.

### ***Social Enterprise***

In 2015, LEO Tipperary in conjunction with LIT organised a Social Enterprise Information Evening which was held on in the Thurles Chamber Enterprise Centre. The event provided information and advice to those interested in establishing a Social Enterprise and explored the key steps involved in setting up and running a Social enterprise including the likely challenges and how to overcome them. The information evening featured case study presentations by Loughmore Tearooms, Tipperary Energy Communities, and Limerick Community Grocery. The presentations gave an insight into what is required to initiate and develop a project. Subsequently Tipperary Co Co through the LEO made application under REDZ and were successful in securing funding to support the establishment of a new social enterprise project. The LEO also provided training and mentoring to facilitate the establishment of a social enterprise in Annacarty.

### ***Workspace Study***

In 2015, the LEO commissioned a study of workspace availability and demand to gain an independent analysis of supply and demand. The report was published in May and this wide scoping study employed a mix of focused desk research and on site visits, one to one meetings, telephone and email consultation,



web based survey and best practice research of other areas and approaches. As is evident from the final report, the consultants engaged delved deeply into the workspace provision in the county within the context and opportunities of the wider economic environment. In addition to the Study findings, Tipperary Local Enterprise Office has now available an extensive database of available workspace which has been mapped on GIS (*Geographical Information System*).

# TIPPERARY workspace study



**Accessing other sources of funding**

*Microfinance*

In 2015 Tipperary Local Enterprise Office supported and put forward 18 applications for loans - 8 ahead of target. Nine applications were successful in securing loan finance amounting to €122,999. Projects supported will contribute 14.5 jobs to the county. The LEO works closely with Microfinance Ireland to secure loans of between €2-25k for business promoters who fall short of standard bank lending criteria.

Application Target to 31st Dec 2015 (Number)	No Submitted	€ Value	No Approved	€ Value Approved	Jobs Created	Declined/Withdrawn	WIP
10	18	315,992	9	122,999	14.5	9	0

*The Competitive Fund for Local Enterprise Offices*

In February 2015, in parallel with the launch of the Regional Action Plan for Jobs, Minister Bruton announced a €250 million regional fund aimed at accelerating the jobs recovery in every part of the country.

The €5 million competitive LEO fund will support LEOs to collaborate within their national network to fund initiatives focused on clearly defined opportunities, weaknesses or business challenges impacting micro-enterprise locally, regionally and nationally in order to grow and sustain employment and scale micro-enterprise. Priority will be given to new approaches that build on, and strengthen the entrepreneurial ecosystem throughout the country. A prerequisite for proposals was the requirement to demonstrate innovative solutions to foster and create employment. Enterprise Ireland’s Board approved the allocation of €500k for a competitive LEO fund for 2015 with the beneficiaries yet to be advised. The remaining €4.5 million will be allocated over the lifetime of the project with €1.5 million to be assigned in 2016.

By the 10 July deadline, Tipperary Local Enterprise Office led 6 applications under the Regional Enterprise Funds Competitive calls. These included Mid West Menu; Female Entrepreneurship; Food Export Initiative; Ag-Tech; Food Inspiration Series; and Designfest/Festival of Creativity Tipperary also participated in a further 9 submission across the Mid West and South & East Regions. A decision on these applications is awaited.



### ***Community Enterprise Initiative Scheme***

As part of the programme designed to accelerate the jobs recovery in every part of the country, €100 million was awarded to Enterprise Ireland to promote employment creation and enterprise growth through a series of new competitive funding initiatives. An initial round of €50 million in funding will be made available over 2015/2016 to establish the three competitive funding streams which included a €5 million Community Enterprise Initiative Scheme focused on building on the existing infrastructure (such as CECs). This scheme represents the next phase of evolution of the Community Enterprise Centres Scheme (which it now replaces).

The LEO supported 6 Community Enterprise Centre(CEC) Scheme Applications in 2015 including Roscrea Chamber (Feasibility Study); Tipperary Food Producers, Centre of Excellence (Feasibility Study), Clonmel Business Park (Upgrade & Business Development Manager), Tipperary Technology Park (Upgrade) and Thurles Community Enterprise Centre. A decision from Enterprise Ireland pertaining to grant support is still awaited.

### ***REDZ***

Tipperary Co Co through the LEO submitted 4 applications under the Rural Economic Development Zones (REDZ) Initiative and was awarded funding of €375,000 or 75 % of the project cost. This grant which involved a Flagship, 2 Medium and one Small REDZ will leverage a spend in excess of €500,000 in the Tipperary by June 2016.

### ***Agri-Food and Marine Tourism Initiative***

Tipperary County Council through the LEO submitted an application under the CEDRA Agri-Food and Marine Tourism Initiative on behalf of Tipperary Food Producers Network, supported Tipperary Tourism Company and Tipperary Chamber, to undertake a number of initiatives to strengthen the link between Tourism and Artisan Food Producers in the county. Initiatives include; “Tipperary on a Plate”, Great Taste Comes to Tipperary, A Tipperary Breakfast in London and a Tipperary Food book publication. The application was successful and the County was awarded a grant of €54,600 or 60% of eligible costs.

## **Enterprise Culture**

Part of LEO Tipperary’s vision is to act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population.

This objective is being implemented through a wide range of programmes, supports and activities, including, for example Student Enterprise Awards, IBYE competition and bootcamp, SYOB Courses, business skills training, mentoring clinics, access to Enterprise Centres and networks etc. In addition the



LEO features regularly in all local media and takes advantage of every opportunity to participate in information events, fairs and expos to promote their suite of enterprise supports.



### *Student Enterprise Awards*

In terms of inculcating an enterprise culture in the County, 240 students from across 21 Tipperary schools competed in the inaugural all-County Student Enterprise Awards held in LIT Thurles campus in March 2015. Over 1,800 second level students participated in the competition at school level which culminated in the County final. In addition a further 518 students participated in the Enterprise Encounter initiative during the year. The 2015 awards were presented by the Minister for the Environment, Community & Local Government, Mr Alan Kelly TD. St Mary’s Nenagh, Colaiste Phobal Roscrea and the Presentation Secondary School Clonmel won the senior, intermediate and junior category prizes and went on to represent the County in the National Finals which took place in Croke Park on April 22.

### *Tipperary Enterprise Week 2015.*

The County’s first Enterprise Week involving a series of events aimed at promoting business development and entrepreneurial spirit, stimulating business growth, new business creation and driving economic prosperity within our County took place from 18 to 22 May 2015. A series of seminars, workshops, clinics and presentations were organised in conjunction with Enterprise Ireland, The Education & Training Board, LIT, Local Development Companies, Teagasc and DSP at 12 Tipperary locations and attracted 670 individuals. The week provided an opportunity for the business community to come together to connect, engage and share ideas & information and to network and gain valuable knowledge from key industry experts. Enterprise week featured a “Who to talk” to event in Roscrea, a flagship tourism seminar in



Cahir, Procurement workshop, a Retail Symposium, Agri Business Clinics, Innovation workshop and a Social Enterprise Information evening and an Economics Prospects Breakfast.



*Attendees with Philip Boucher Hayes at the Economic Prospects Breakfast Event held in Thurles as part of Enterprise Week*



*Attendees at the "Who to Talk to" Event held in Roscrea during Enterprise Week*

# SWOT Analysis

## Strengths

- Centrally located serviced by two Motorways (M8 & M7) with mainline rail links.
- Presence and access to quality third level institutions helping to harness the energies and dynamics of larger businesses to initiate new enterprises.
- Strong nascent Green sector and network which will stimulate the green enterprise potential.
- Wide range of commercial property solutions and landbank available in the County.
- Collaborative approach among local stakeholders maximising resources at local level.
- Strong focus on energy efficiency to improve competitiveness.
- Internationally recognised name
- Leading tourism destination and home to a number of top visitor attractions such Rock of Cashel.
- Strong cultural heritage and international Diaspora.
- Vibrant craft and artisan food sectors.

## Weaknesses

- The level of innovation in Tipperary, when assessed against the indicators of innovation (*HPSU; Innovation Vouchers; Innovation Partnerships*) is weak.
- Tipperary has one of highest share of persons at work with lower secondary education or less and the lowest share of persons at work with third level qualifications.
- Infrastructure deficits such as lack of high speed broadband, water supply in Clonmel and secondary road network.
- Lack of support for indigenous firms not in export markets employing between 10– 50.
- Continued decline in rural services
- High dependency on traditional sectors with over reliance in some areas.
- High vacancy rate amongst commercial properties in particular retail

## Opportunities

- Potential opportunities and commitment to the development of sectors such as life science, food, agriculture, emerging agri-tech, tourism and nascent digital and gaming/multimedia.
- The strong performing manufacturing pharma health care, food and drinks base and the skill set of the workforce in these areas should lead to high value spin off industries.
- Opportunity to work with and scale a cohort of locally traded companies employing 10+.
- Put in place alternative financial models to address the gap in existing provision as Microfinance is deemed to adequate for small scale investment only.
- Social Enterprise provides an opportunity for areas of the County where economic opportunities are poor.
- Promote Tipperary and its enterprise assets to relevant investor markets and provide the infrastructure and services to attract new investment.
- Increase the number of domestic & international tourism visitors – 10% by 2020 and increase Overseas Visitor Revenue by 5% per annum.

## Threats

- Continued decline in the Retail Sector.
- Access to finance for business start up and expansion.
- Lack of a safety net for failed entrepreneurs may militate against new business creation.
- Potential challenge will be a skills deficit within the County if we cannot train and retain suitably qualified workers.
- Continued poor levels of engagement with innovation and new product development particularly at micro level.
- Shift in Government policy with reduced focus on indigenous sectors.
- Macro factors such as Brexit, US Election and migrant crisis in Europe can slow global economic recovery impacting negatively on local economy



## LEO Tipperary Communications Plan

LEO Tipperary's Communications Plan provides an overview of how best to communicate to our stakeholders which includes potential entrepreneurs (young, female, senior, unemployed, employed etc) existing owner/ managers, other agencies, Government and Financial Institutions. This plan sets out a template to disseminate general information on supports available, mentoring, training, networks, exhibitions, market trends, success stories etc. All media channels are used to target appropriate audiences. The Tipperary Plan takes into account the draft National Communication Strategy and will be updated as necessary as the National Strategy is amended and implemented.

Sample marketing activities and media channels include, but are not limited to:

- Social Media
- Press Releases
- Website promotion
- eZine
- Twitter
- Database contacts and email campaigns
- Contact with business networks, e.g TFPN, Green Business and Women in Business.
- Local Champions and Case studies are featured, for all types of supports
- Information stands at expos and jobs fairs including flagship events such as "Who to Talk to".
- Collaboration with DSP, ETB , Leader Companies and other stakeholders

LEO Tipperary will play a lead role in the development and implementation of marketing initiatives designed to promote enterprise and job creation at all levels in the County acting as the small business champion for Tipperary.

# TIPPERARY ENTERPRISE WEEK 2015

## Monday to Friday 18<sup>th</sup>-22<sup>nd</sup> May

» Get Inspired » Get Connected » Get Involved #TEW15

For further details see

[www.localenterprise.ie/tipperary](http://www.localenterprise.ie/tipperary) or email [enterpriseweek@tipperarycoco.ie](mailto:enterpriseweek@tipperarycoco.ie)

## Section 2 - Vision/Mission and Strategic Objectives

The Local Enterprise Office will deliver an enhanced and ore integrated support service for micro and small business building on the significant achievements of the County & City Enterprise Board over a 20 year period. The priority actions detailed in this Enterprise Plan sets out our strategic objectives over the next 12 months and are based on a careful evaluation of the County's ecosystem, taking into account recent consultations, reports and assessments and best practice elsewhere. Actions set out will attempt to address each of the elements that make up the framework for entrepreneurs and will assist in their growth and development. Key performance indicators and actions with defined time lines have been identified for each of our strategic objectives and these will be reviewed and further developed as part of a process of continuous improvement. This plan is consistent with the vision set out by Government in the Action Plan for Jobs pertaining to the development of Entrepreneurship in Ireland. Through the implementation of this plan the Local Enterprise Office will deliver on the 4 areas set out in the Service Level Agreement in place between Enterprise Ireland and Tipperary County Council. These services include Business Information and Advice, Enterprise Support and Development, Entrepreneurship Support and Local Economic Development.

<b>Four Key Service Areas as set out in the Service Level Agreement</b>	
1. Business information and advice	Provide business information & advice through a series of presentations, meetings, clinics, seminars and online through website and social media.
2. Enterprise support services	Assist a minimum of 282 companies to scale and develop
3. Entrepreneurship support services	Promote entrepreneurship through training and related events benefiting up to 2,000 individuals in 2016.
4. Local Enterprise development services	Enhance the profile of Tipperary as a quality location to live, work and invest and support efforts to promote Tipperary as a quality location for indigenous and foreign direct investment

### Strategic Objectives

The implementation of each of the following objectives, including activities, outputs and outcomes, is analysed in detail in Appendix I. Each activity to be carried out by LEO Tipperary is linked directly to each of the six objectives listed below.

### 1. Maximise business potential

- Deliver support services that equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness, as well as encourage greater technology uptake.
- To promote and instil an enterprise culture in the County by encouraging and supporting enterprise at all levels. The LEO will be a key driver of entrepreneurship in the County.
- To facilitate and support aspiring entrepreneurs through the pre start up stage of evaluating their business idea and formulation of business plans. A particular effort will be made to work with DSP to assist the unemployed and those recently made redundant.
- Increase awareness and up take of such schemes as MFI, Credit Guarantee Scheme, Seed Capital Scheme, Employment and Investment Incentive, SYOB Income Tax Exemption Scheme and the Start up Company relief.

### 2. Collaborate with Enterprise Ireland

- Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities
- Provide grant support/refundable aid to the promoters of commercially viable micro-enterprise projects at the pre and early start-up as well as expansion stages contributing to their progression pathway.
- To identify and build micro-enterprises in the manufacturing and internationally traded services sectors to achieve competitiveness and growth which in time can graduate to the Enterprise Ireland portfolio.
- To encourage and facilitate higher levels of export trading and to establish stronger trade links with Northern Ireland, UK and Europe.
- To promote research and development, innovation and design at the micro-enterprise level in order to build internal capability, improve competitiveness and to inspire a positive understanding and utilisation of design and innovation by micro-enterprises.
- To encourage and assist micro-enterprises across all sectors of the economy to use ICT in order to maximise their competitive advantage leading to sustained productivity and growth

### 3. First-stop-shop

- Provision of first stop shop activities in respect of Business Support, Enterprise Development and Promotion, including Signposting
- To establish the LEO as a world class Enterprise Support Facility through the provision of quality information, publications, online tools, referrals business advice training and financial support .
- To actively promote the LEO brand to exploit fully the enterprise assets of the County and foster new thinking in the enterprise area.

### 4 . Make it easier to do business

- Provide supports, guidance and solutions that make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment
- To monitor the need for and initiate investment in incubation workspace to meet the needs of new and expanding enterprises in the County
- To promote and foster closer co-operation and linkages between relevant agencies, third level institutions and organisations in order to identify areas of joint activity leading to more efficient use of services and resources while maximising collaborative opportunity
- To examine public procurement opportunities for LEO Tipperary clients
- To develop strong business networks at both County and regional level

### 5. Promote a Best Practice Enterprise Culture

- Act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population
- To inculcate a spirit of enterprise through the education system and through targeted youth entrepreneurship initiatives.
- To increase the participation levels of women in business and to assist existing female entrepreneurs in scaling their enterprise.
- To provide a wide range of training support and other measures designed to build the entrepreneurial and management capability of owner/managers, individuals and women in enterprise.

### 6. Environment for start-ups

- Implement actions and initiatives that create awareness among potential entrepreneurs of the types of supports available, thereby improving the conversion rate of business ideas to fully-formed enterprises
- To assist in the promotion and development of an improved image and identity for Tipperary as a quality destination and location for indigenous and foreign direct investment
- To support the roll out of the LECP and LDS
- To participate in the roll out of the Action Plan for Jobs across 2 Regions
- The LEO will endeavour to achieve balanced development and geographic spread and will endeavour to influence investment in this regard.

# Section 3: Associated Actions & Activities

## Key priorities for LEO Tipperary in 2016

This Local Enterprise Development Plan for 2016 set out our objectives, actions and key priorities on building on our success to date and ensuring that enterprises and entrepreneurs continue to receive effective and quality supports in an efficient manner from LEO Tipperary.

<b>Priority 1</b>	<b>Local Enterprise Office:</b> <ul style="list-style-type: none"> <li>- Formulate, agree and roll out an ambitious Enterprise Plan for the county with associated metrics</li> <li>- Continue to develop the LEO as a world class enterprise support facility</li> <li>- Build on the progress achieved in 2015 in terms of M1 grants proffered, businesses supported and jobs created.</li> <li>- Examine the progression pathway to Enterprise Ireland for new and existing clients and put in place measures to accelerate the process.</li> <li>- Provide quality business focused training, management development and soft supports to meet the needs of new and emerging enterprises.</li> <li>- Build enterprise capability and connections across the Regions and promote existing networks to take advantage of EEN (Enterprise Europe Network) to access supports to assist microenterprise in the South East &amp; Mid West regions to enter new markets.</li> <li>- Support the Implementation of the Regional Action Plans for Jobs in the South &amp; East and Mid West contributing to achieving job creation targets.</li> <li>- Continue to monitor the training and development needs of businesses within the 3-5 year life cycle and evaluate the quality and outcomes of existing provision.</li> <li>- Participate in Regional Skills fora and Tipperary ETB county based Committee.</li> </ul>
<b>Priority 2</b>	<b>Local Development Strategy</b> <ul style="list-style-type: none"> <li>- Actively participate in the LCDC and support Local Action Groups in its roll out and implementation as appropriate. Agree a Memorandum of Understanding with the two local Leader Companies to maximize funding and resources for the County.</li> </ul>
<b>Priority 3</b>	<b>LECP 2015 -2020</b> <ul style="list-style-type: none"> <li>- The Local Community &amp; Economic Plan for Tipperary has been adopted and the LEO will support roll out of the economic element and participate in relevant economic fora.</li> </ul>
<b>Priority 4</b>	<b>Sectoral Development</b> The LEO in conjunction with the Local Authority will lead and implement strategies for up to 9 key economic areas including <ul style="list-style-type: none"> <li>- Craft</li> <li>- Digital Strategy &amp; Creative Multi Media Hub</li> <li>- Entrepreneurship</li> <li>- Tourism - Complete &amp; launch Tourism Strategy</li> <li>- Food</li> </ul>



	<ul style="list-style-type: none"> <li>- Marketing:</li> <li>- Agri Tech :</li> <li>- Retail:</li> <li>- Social Enterprise</li> </ul>
<b>Priority 5</b>	<p><b>REDZ Project Implementation</b></p> <ul style="list-style-type: none"> <li>- Roll out the 4 REDZ projects across the County maximizing the €375k CEDRA grant to generate spend in excess of €500k in the County by end June.</li> </ul>
<b>Priority 6</b>	<p><b>Agri Food &amp; Marine Tourism</b></p> <ul style="list-style-type: none"> <li>- Roll out the scheme involving 4 initiatives as approved within agreed timelines; These include; <ul style="list-style-type: none"> <li>o Tipperary on a Plate</li> <li>o Tipperary Breakfast in London</li> <li>o Tipperary Culinary Book publication</li> <li>o Great Taste Comes to Tipperary</li> </ul> </li> </ul>
<b>Priority 7</b>	<p><b>Accessing Funds</b> (Competitive Bids e.g. Action Plan for Jobs Competitive calls, Agri Food Tourism, REDZ 2, Ireland’s Ancient East, Local Diaspora Engagement, CEDRA, LEAN, OTV etc.</p> <ul style="list-style-type: none"> <li>- Respond to calls and compete for additional funding or pilot initiatives on a County and Regional basis and submit applications as the calls arise etc.</li> <li>- Examine opportunities for private equity funds for emerging enterprises in Tipperary e.g. seed capital, Venture Capital, Angel Investors, Crowd funding etc.</li> <li>- Increase awareness and improve up take of such schemes as MFI ( target 2016, 18 applications)</li> <li>- Promote Credit Guarantee Scheme and Revenue incentives such as SURE Employment and Investment Incentive, the Start up Company relief.</li> </ul>
<b>Priority 8</b>	<p><b>Work Space Infrastructure:</b></p> <ul style="list-style-type: none"> <li>- Actively support CECs in the County by drawing up a two year service support plan for all Community owned Enterprise Centres including support to address vacancies. Work to achieve 80% occupancy by end 2017</li> <li>- Continue to monitor the need for and initiate investment in incubation space</li> <li>- Update county based Workspace Study on a biennial basis</li> <li>- Support implementation and development of CECs approved by EI under the 2016 scheme (6 applications submitted)</li> </ul>
<b>Priority 9</b>	<p><b>Other</b></p> <ul style="list-style-type: none"> <li>- Partner with TEA to help companies improve profitability through better energy efficiency and support</li> <li>- Procurement &amp; Tendering – facilitate and support businesses to access Government contract opportunities as outlined in the Programme for Government. Assist Small Businesses in the preparation of tenders on an individual or collective basis and arrange dedicated workshops e.g. Go 2 Tender to advance this goal.</li> </ul>



## National Programmes and Policies

Below is a summary of the actions being, and about to be, carried out by LEO Tipperary demonstrating the involvement in National LEO Programmes and Policies:

- **Student Enterprise Awards**

The Student Enterprise Awards (SEAs) is the biggest enterprise competition for students in Ireland. It helps students to grasp real life skills associated with running an enterprise, including working as part of a team, managing production and finances, organising a sales and marketing campaign and liaising directly with customers, judges and the media. Each year over 17,000 students all over Ireland get to find out what it's like to run their own business by taking part in the Student Enterprise Awards Programme.

- **National Enterprise Awards**

The Enterprise Awards Competition is designed to recognise and celebrate the commitment, dedication and entrepreneurial spirit of small businesses at local and national level. The competition for the awards involves two stages: a local competition, at County level, with the winner then progressing to a Regional stage and representing the County at a National Final. The competition is open to businesses that have received Measure 1 or 2 supports from their LEO and employ 10 or less staff at the end of the previous year.

- **Showcase**

Showcase at the RDS is the first major trade event of each year, organised by the Design & Crafts Council of Ireland and promoted internationally by Enterprise Ireland. The dedicated Enterprise Zone on the balcony area, co-ordinated by the Local Enterprise Offices, has become known as the home for emerging designers and craftspeople in recent years. A wide range of creative sectors is represented within the Enterprise Zone, such as ceramics, knitwear, jewellery, interiors, skincare and giftware. 28 firms from across the S&E were supported by the LEO Network to exhibit at Showcase which took place from 24 - 27th of January at the RDS. Showcase hosts over 450 exhibitors including leading Irish designers and manufacturers. LEO Tipperary supported 3 craft makers to exhibit in the Enterprise Zone at this year's event along-side some of Ireland's best emerging talent. Three other Tipperary firms were supported to exhibit in the main hall at this international trade fair.

- **Food Academy**

The Food Academy is an initiative designed collaboratively with Bord Bia, Musgraves and the Local Enterprise Network. Its aim is to give 'Small Producers a Big Chance'. The Food Academy works with and nurtures small businesses through their journey from start up to getting their products on SuperValu shelves.

- **National Ploughing Championships**

The National Ploughing Championships are held in September each year. As part of its National Programme the Local Enterprise Offices host a Local Enterprise Village to provide an opportunity for clients to take full advantage of this unique consumer event. This is a wonderful opportunity to showcase the quality and high standard of goods and services supported by the LEO Network.

- **Local Enterprise Week**

The first Local Enterprise Week will be held during the week of 7th to 11th March 2016. The County will host a series of Events aimed at stimulating business growth and new business creation to drive

economic prosperity. In Tipperary, we will deliver 15 separate initiatives at 8 locations across the County. The schedule of events offers something for everyone, regardless of whether they want to develop a business idea, start a business or grow your existing enterprise.

## Protocols

Memoranda of Understanding have been agreed with a range of organisations, including:

- Department of Social Protection
- Bord Bia
- Fáilte Ireland
- Enterprise Ireland
- Microfinance Ireland
- Skillnets
- ETBI
- Revenue
- NACEC
- Credit Review Board

These protocols govern dissemination of information, information signposting and inter-agency referrals. The Local Enterprise Office Tipperary has formal and informal engagement with the above Agencies/ Organisations and works closely with them to assist in job creation and information sharing. The Local Enterprise Office Tipperary will seek to continue to implement these protocols on an on-going basis and review locally as required.

## Stakeholders

Other stakeholders involved in the activities of LEO Tipperary will include the following:

- Enterprise Ireland
- Bord Bia
- ETB
- IDA
- Tipperary County Council
- LIT
- UL
- Design and Crafts Council of Ireland
- Chambers of Commerce
- Teagasc
- Local Development Companies

## Proposed involvement in major events

As discussed elsewhere, there are a large number of major events in which LEO Tipperary is involved, either directly or through support being provided to business clients. Some of these as described elsewhere in this plan and examples include the following:

- MACH UK
- Speciality & Fine Food Fair
- IBYE and Bootcamp
- National Ploughing Championships
- *The Great Taste Comes to Tipperary*
- Tipperary Breakfast in London
- Showcase
- Regional Actions Competitive Funds (if approved)
- CorkMeet
- Meet West
- Blás na hÉireann
- BizFest S&E
- Food Academy
- S&E Craft initiative
- Local Enterprise Week
- Top Drawer
- Regional Women in Business Events



## Section 4: Performance Metrics

The Table lists the performance metrics for LEO Tipperary. Particular metrics of note include the following:

- The target number of Microfinance Applications to be submitted by LEO Tipperary was 10 approved applications. 18 applications were submitted.
- The target number of training programmes for 2015 was 100, with 1,442 participants. By focusing specifically on areas of relevance for enterprises in Tipperary, 2,106 participants were trained through 146 training initiatives.
- The target number of Business Development/ Expansion grants for 2015 was 15, with 16 approved by year end. The target number of Priming grants for 2015 was 20 and 18 grants were approved. 6 Feasibility study grants were approved against a target of 13 this shortfall was due to the 20% restriction on monetary value introduced under new Financial Instruments in March 2015.
- 4 projects approved during the year were ratified by Enterprise Ireland as the approved grant exceeded €40,000 in value.
- Mentoring clinics proved very popular with businesses and entrepreneurs with 360 assignments delivered during the year.
- LEO Tipperary introduced a new Kickstarter initiative in conjunction with DSP and the two Local Development Companies to support unemployed individuals trying to re-enter the workforce through self employment.

**Table 1: Summary of Key LEO Outputs and Targets 2015 / 2016**

Tipperary		
	2015 Outputs	2016 Targets
<b>Value of Grants Approved</b>	€867,134	€810,000
- Feasibility Grants (Number)	6	6
- Priming Grants (Number)	18	20
- Business Expansion Grants (Number)	16	14
Jobs Associated with Funding – FT / OT / WTE1	149.5	150
Gross Jobs Created / Lost	201 79	
Full Time Created / Lost	137 30	
Other Time Created / Lost	64 49	
Whole Time Equivalent (WTE) Created / Lost	114.5	118
Total Employment (Year End) – FT / OT / WTE	1107.5 (896 +211.5)	1225.5
<b>Student Enterprise</b>		
- Number of Schools Participating in Student Enterprise Awards	24	24

- Number of Students Participating	1818	1800
<b>Start Your Own Business (SYOB)</b>		
- Total No. of SYOB Programmes Run	26	26
- Total No. of SYOB Participants	270	300
<b>Core Enterprise Training</b>		
- Total No. of Courses Run	67	60
- Total No. of Participants	644	600
- No. of Female Participants	391	330
<b>Micro Finance Ireland (MFI)</b>		
- Number of Entrepreneurs Assisted to Make Application to MFI	18	18
<b>Mentoring</b>		
- Total Number of Assignments	399	460
- Total Number of Mentor Clinics	39	40

<sup>1</sup> These figures derive from GMIS lockdown grant approvals

## Section 5: Risks and New Initiatives

### RISKS

List any risks that can adversely affect the achievement of the objective outlined above	Actions to mitigate this risk
1. Lack of co-ordination between agencies regarding enterprise support	Ongoing and regular contact with all stakeholders, with particular attention to be paid to National, Regional and Local Plans identifying actions of relevance to LEO Tipperary.
2. Lack of awareness among new and potential entrepreneurs regarding business supports available	Implementation of the LEO Communications Strategy, ensuring that all supports received a tailored approach towards marketing and promotion, thereby ensuring that the message regarding enterprise support is clearly and widely understood.
3. Closures of small businesses in Tipperary, affecting employment levels significantly	Promotion of LEO and other supports available to businesses to reduce the likelihood of closure. This will include the provision of support to assess diversification opportunities.
4. Inadequate level of funding to implement Enterprise Plan	LEO Tipperary to pitch and compete for additional funding to support enterprise creation and development in County Tipperary.
5. Over exposure to Foreign Direct Investment	Support indigenous enterprises to sustain, develop and grow their business; reducing the reliance on foreign direct investment.
6. Perception of the dilution of role of Local Enterprise Office in Local Authority Setting	Implement, and review of the effectiveness of, the Communications Strategy/ Plan to raise and sustain awareness of the LEO; to the extent that the LEO is promoted as the first stop shop for entrepreneurs and businesses.
7. Failure to retain skills set	As stated in the objectives for LEO Tipperary, support the establishment of a best practice enterprise culture and promote enterprise and self-employment as a viable career option among the wider population
8. Lack of adequate finance	LEO Tipperary will identify, promote and raise awareness of, business finance and start-up supports available to new and existing entrepreneurs.

# Appendix I

## Objectives and Key Activities



# Key Initiatives & Activities for 2016

## Key Activities Relating to Business Information and Advisory Services

Ref.	Objective	Activity	Outputs	Outcomes	Timescale
1.	1, 3 and 4	<p>One-to-one contact with potential entrepreneurs, providing general advice and information regarding starting a business, including:</p> <ul style="list-style-type: none"> <li>• Direct advice and support</li> <li>• Start-up guides</li> <li>• Training opportunities</li> <li>• Business Plan and Research Templates</li> <li>• Sources of funding and support</li> <li>• Online resources</li> <li>• LEO Tipperary online and print resources</li> </ul>	<ul style="list-style-type: none"> <li>• The LEO will service 5,000 enquiries per annum.</li> <li>• LEO staff will undertake 1,000 business meetings in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> <li>• Create awareness among potential entrepreneurs of the types of supports available</li> <li>• Improve the conversion rate of ideas to fully-formed businesses</li> <li>• Make it easier for potential entrepreneurs to start a business</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>
2.	1, 3, 4 and 6	<p>One-to-one contact with existing businesses, providing general advice and information regarding, e.g. Business Planning, Financial Advice, Management, Exporting, etc. This will include:</p> <ul style="list-style-type: none"> <li>• Direct advice and support</li> <li>• Guides on relevant issues</li> <li>• Training opportunities</li> <li>• Business Plan and Research Templates</li> <li>• Sources of funding and support</li> <li>• Online Resources</li> <li>• LEO Tipperary online and print resources</li> </ul>	<ul style="list-style-type: none"> <li>• Annual business reviews to be carried out onsite with 286 portfolio clients</li> <li>• Continuous training &amp; development of LEO Staff ensuring a quality service for business contacts.</li> <li>• 5% increase in new meetings, calls, etc., with, and queries from, new clients</li> <li>• 5% increase in new meetings, calls, etc., with, and queries from, existing clients</li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness.</li> <li>• Encourage greater technology uptake among businesses throughout Tipperary</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Create awareness among entrepreneurs and businesses of the types of supports available.</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>



## Key Activities Relating to Business Information and Advisory Services (Continued)

Ref.	Objective	Activity	Outputs	Outcomes	Timescale
3.	3, 4 and 6	<p>Information on, access and referral to other government services, e.g.:</p> <ul style="list-style-type: none"> <li>○ Revenue [Seed Capital Scheme, Employment Investment Incentive Scheme (EIS), Revenue Job Assist]</li> <li>○ Social Protection/National Employment &amp; Entitlements Service (NEES) [Back to Work Enterprise Allowance]</li> <li>○ Companies Registration Office</li> <li>○ Microfinance Ireland</li> <li>○ Credit Review Office</li> <li>○ Business support agencies such as Bord Bia, Teagasc, Design &amp; Crafts council of Ireland and Fáilte Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• 5% increase in new meetings, calls, etc., with, and queries from, new and existing clients leading to the provision of information on, access and referral to the relevant government services</li> <li>• Perception of County Tipperary as a great place to do Business.</li> <li>• The LEO is recognised as the primary point of contact for Owner Managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
4.	3, 4 and 6	<p>Advice and information for local businesses on accessing public procurement processes.</p>	<ul style="list-style-type: none"> <li>• 5% increase in new meetings, calls, etc., with, and queries from, new and existing clients regarding information on the public procurement processes</li> <li>• LEO Tipperary will work with Tipperary County Council's Procurement Officer to maximise opportunities for Businesses in the County .</li> <li>• 1 public procurement training session, with at least 15 participants, to be held in 2016</li> <li>• Organise bespoke training for LEO staff in relation to national procurement guidelines and frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge and awareness among businesses of the public procurement process and OGP.</li> <li>• Make it easier for entrepreneurs, owners and managers to tender for and secure public contracts.</li> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Q1</li> </ul>

## Key Activities Relating to Enterprise Support Services

Ref.	Obj.	Activities	Outputs – Participants	Outcomes	Timescale	
5.	1, 3, 4, 5 and 6	Access to financial support for start-up and business development	<ul style="list-style-type: none"> <li>20 Priming Grants to new businesses.</li> <li>14 Business Expansion Grants to existing businesses</li> <li>6 Feasibility/ Innovation Grant</li> <li>Minimum of 150 new jobs to be created through financial support</li> </ul>	<ul style="list-style-type: none"> <li>Support entrepreneurs, owners and managers in accessing the resources required to establish, grow and sustain productivity, innovation and competitiveness.</li> <li>Improve the conversion rate of ideas to fully-formed businesses</li> <li>Make it easier for potential entrepreneurs to access seed capital</li> </ul>	<ul style="list-style-type: none"> <li>Q 1 –Q4</li> </ul>	
6.	1, 3, 4, 5 and 6	Access to training supports, events and seminars	<ul style="list-style-type: none"> <li>Start Your Own Business</li> <li>Kickstarter</li> <li>Start Your Own Food Business</li> <li>Food Academy</li> <li>Business Planning</li> <li>Basic Book-Keeping</li> <li>Financial Management</li> <li>Making your Revenue Returns online</li> <li>Basic Book Keeping with EXCEL</li> <li>Costing &amp; Pricing</li> <li>Essential Marketing and Sales</li> <li>Optimum Tourism Trading Prog</li> <li>Effective Planning and Participation at Tradeshows</li> <li>How to Target your market &amp; create</li> </ul>	<ul style="list-style-type: none"> <li>HACCP/Food Safety</li> <li>Allergens</li> <li>Packaging &amp; labelling for Food Businesses</li> <li>Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>Encourage greater technology uptake among businesses throughout Tipperary</li> <li>Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>Assist Owner Managers to comply with legislative requirements and keep abreast of new regulations.</li> <li>Keep Owner Managers abreast of market trends and new technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>

			<p>effective advertising campaigns</p> <ul style="list-style-type: none"> <li>• LEAN for Business</li> <li>• CRAFT Development</li> <li>• Stress Management</li> <li>• Human Resource Mge</li> <li>• Facebook + Twitter</li> <li>• Facebook Advanced</li> <li>• Blogging for Business</li> <li>• Website Optimisation</li> <li>• SEO + Google Analytics</li> <li>• Supercharge Your Sales</li> <li>• Your Office in the Cloud</li> <li>• Measure your online business effectiveness</li> <li>• Linked In for Beginners</li> <li>• How to create online marketing videos</li> <li>• Introduction to Pinterest</li> </ul>		
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### Key Activities Relating to Enterprise Support Services (Continued)

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
7.	4 and 5	Access to commercial/enterprise space	<ul style="list-style-type: none"> <li>• Provide relevant supports to new and existing clients regarding the identification and of potential commercial and enterprise space in Tipperary</li> <li>• Promote the use of hot desking facilities for clients in TCEC, NTGEP and Questum.</li> <li>• Maintain database of existing facilities and continue to monitor supply and demand.</li> </ul>	<ul style="list-style-type: none"> <li>• Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness</li> <li>• Qualitative market intelligence to support future investment.</li> <li>• Support entrepreneurs, owners and managers in accessing suitable workspace solutions.</li> <li>• Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>

8.	1, 4, 5 and 6	Mentoring	<ul style="list-style-type: none"> <li>• 40 mentoring clinics</li> <li>• 460 mentor assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support new and existing entrepreneurs, owners and managers in the areas of financial management, costing and pricing, marketing &amp; sales, new product development , IP and strategic planning etc</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
9.	1, 4, 5 and 6	Marketing	<p>The LEO Communication and Promotional Plan will be implemented, including:</p> <ul style="list-style-type: none"> <li>○ Social Media</li> <li>○ Publish Monthly News Releases</li> <li>○ Website promotion including eZine</li> <li>○ Case studies / Local Champions</li> <li>○ Sponsorship of business networks, e.g. Network Tipperary, TGBN, Tipperary Food Producers etc.</li> <li>○ Publish 2 Training Brochures annually.</li> <li>○ Undertake media interviews as appropriate to inform, raise awareness and heighten the LEO profile in the County.</li> <li>○ LEO Tipperary will be the lead organisation in relation to the promotion of supports for enterprise in the County.</li> </ul>	<ul style="list-style-type: none"> <li>• Heightened awareness of supports for Enterprise</li> <li>• Enhancement of existing links with the local and national media to promote all new initiatives and programmes.</li> <li>• Publication of regular news releases to generate greater awareness of local enterprise and featuring appropriate case studies to stimulate entrepreneurship</li> <li>• Promotion of the LEO brand.</li> <li>• Improved knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Ease of access for entrepreneurs, owners and managers to identify opportunities and implement actions to start, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>



## Key Activities Relating to Enterprise Support Services (Continued)

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
10.	1, 4, 5 and 6	Access to dedicated business networks	<ul style="list-style-type: none"> <li>• Support to businesses in accessing and participating in exhibitions, seminars and networking events:               <ul style="list-style-type: none"> <li>○ Supporting a series of business seminars, through local Business Networks and groupings, providing both an opportunity for developing business skills and expanding networking prospects</li> <li>○ Working with Chambers of Commerce and other enterprise groups to provide enterprise events and facilitate networking opportunities</li> <li>○ Supporting Tipperary businesses to access and maximise use of national and international networks, including the Enterprise Europe Network</li> </ul> </li> <li>• Provide tailored services clinics aimed at specific sectors, including Green Energy, and the Food, Craft and Tourism.</li> <li>• Support to businesses in attending local, regional, national and international exhibitions and seminars, e.g. National Craft Fair, Blás na hÉireann, Bloom, Speciality &amp; Fine Food Fair, MACH etc</li> <li>• Support the establishment of a South and Eastern Craft Network.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise financial supports available for enterprise creation and growth from DJEI through the Centre of Excellence.</li> <li>• Leverage other funding streams which will positively impact on economic activity at local level.</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>

## Key Activities Relating to Enterprise Support Services (Continued)

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
11.	1, 4, 5 and 6	Product and Service Development	<ul style="list-style-type: none"> <li>• New and existing clients to identify and avail of opportunities for product and service development, primarily through participation dedicated ICT related activities including:                             <ul style="list-style-type: none"> <li>○ Training</li> <li>○ Mentoring</li> <li>○ Networking activities</li> <li>○ Financial assistance measures</li> </ul> </li> <li>• Specific numbers for this output are detailed in our Metrics Documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>• Encourage greater technology uptake among businesses throughout Tipperary</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
12.	1, 4, 5 and 6	Development of web-enabled services with a focus on trading online	<ul style="list-style-type: none"> <li>• New Trading Online Voucher, with a target of 37 for 2016</li> <li>• 10 businesses to receive funding in 2016 to support the development of new branding and logos to help expand sales</li> <li>• New and existing clients to identify and avail of opportunities for online trading through participation in Output Services, including:                             <ul style="list-style-type: none"> <li>○ Training</li> <li>○ Mentoring</li> <li>○ Networking activities</li> <li>○ Financial assistance measures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, profitability, innovation and competitiveness</li> <li>• Increase employment potential and assist micro enterprises towards exporting</li> <li>• Encourage greater technology uptake among businesses throughout Tipperary</li> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses</li> <li>• Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
13.	1, 4, 5 and 6	Maximising the impact of Community Enterprise Centres in local areas	<ul style="list-style-type: none"> <li>• Ongoing support, in collaboration with Communities and Local Authority regarding contact with Community Enterprise Centres, including:                             <ul style="list-style-type: none"> <li>○ Centre staff and committee members</li> <li>○ Existing and potential tenants</li> </ul> </li> <li>• Formulate a service plan to improve occupancy.</li> <li>• Partner with CEC's to run programmes and initiatives to heighten awareness of their offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>

## Key Activities Relating to Enterprise Support Services (Continued)

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
14.	4 and 6	Access to Micro-Finance Ireland Loan Fund	<ul style="list-style-type: none"> <li>• Promotion of the Micro-Finance Ireland Loan Fund through:               <ul style="list-style-type: none"> <li>○ All LEO promotional activities</li> <li>○ Training, mentoring, etc.</li> <li>○ Meetings, calls, queries, etc.</li> </ul> </li> <li>• Support to 18 new and existing businesses regarding applications to the Micro-Finance Ireland Loan Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
15.	2	Progression pathway for HPSUs and high-growth companies to Enterprise Ireland, including access to Business Angels, New Frontiers Programme, etc.	<ul style="list-style-type: none"> <li>• Liaise directly with Enterprise Ireland regarding the progression pathways for new and existing clients</li> <li>• Target of at least 3 clients to progress to EI support in 2016.</li> <li>• Promote EI Suite of Supports eg Innovation Vouchers, Competitive Start etc</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities</li> <li>• Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
16.	1, 4 and 6	Access to promotional space	<ul style="list-style-type: none"> <li>• Refer enterprises to relevant support services regarding promotional space, e.g. community enterprise centres, networks, etc.</li> <li>• Include case studies of successful Tipperary enterprises to be used in promotional material</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses</li> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

## Key Activities Relating to Entrepreneurship Services

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
17.	4	Education – Primary & Second level programmes	<ul style="list-style-type: none"> <li>• 24 schools, including 1800 students, to participate in the Student Enterprise Programme</li> <li>• Ongoing meetings, calls, etc., with, and queries from, schools regarding the Student Enterprise Programme</li> <li>• LCVP - deliver presentations and workshops to participating schools in support of the programme</li> <li>• Enterprise Encounter – arrange encounters with Local Entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option.</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>
18.	4 and 5	Female Entrepreneurship	<ul style="list-style-type: none"> <li>• Target of over 330 women to participate in overall training, mentoring, etc., programmes through LEO Tipperary.</li> <li>• Referral to, and support through, the two local Networks for female entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among female entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for female entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment. Measure and evaluate female participation.</li> <li>• Promote enterprise and self-employment as a viable career option among women</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
19.	4 and 5	Social Entrepreneurship	<ul style="list-style-type: none"> <li>• Assess the Potential of Social Entrepreneurship and its job creation potential in the County.</li> <li>• Formulate a strategy to encourage investment and maximise potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among Social entrepreneurs and community groups of the range of supports available to businesses from government services</li> <li>• Make it easier for social entrepreneurs, and community groups to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment.</li> <li>• Promote social enterprise as a viable career option to address deficits in marginalised areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>



## Key Activities Relating to Entrepreneurship Service (Continued)

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
20.	1, 4, 5 and 6	Development of Clusters	<ul style="list-style-type: none"> <li>• Support sectoral networks to promote the development of clusters, e.g.:               <ul style="list-style-type: none"> <li>○ Green Energy</li> <li>○ Food sector</li> <li>○ Craft sector</li> <li>○ Tourism Sector</li> <li>○ Digital Animation</li> </ul> </li> <li>• Include case studies of successful Tipperary enterprises to be used in promotional material, promoting the benefits of clusters</li> </ul>	<ul style="list-style-type: none"> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive in a competitive business environment</li> <li>• Encourage greater technology uptake among businesses throughout Tipperary</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>
21.	6	Enterprise Awards	<ul style="list-style-type: none"> <li>• Promote the National Enterprise Awards to celebrate the success of LEO clients in press releases and/ or media promotions in 2016</li> <li>• IBYE - Target of 50 participants to enter in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and entrepreneurship as a viable career option among the wider population</li> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
22.	3, 4, 5 and 6	Enterprise Promotional Activities	<ul style="list-style-type: none"> <li>• Implement a range of marketing activities identified in the Communication Plan</li> <li>• Hold enterprise promotion activities, e.g.:               <ul style="list-style-type: none"> <li>○ Enterprise Clinics</li> <li>○ Information workshops</li> <li>○ Representation at enterprise events</li> </ul> </li> <li>• Organise landmark events such as “Enterprise Week” to stimulate and encourage entrepreneurship in partnership with other Agencies and target 300 participants to attend the various events.</li> <li>• Produce information pack and business start-up guidelines and resources (hard and soft copy).</li> <li>• Promote enterprise through competitions and initiatives such as the National Enterprise Awards, Business Women of the Year, IBYE etc</li> <li>• Collaborations and ongoing work with other agencies, e.g. “Who to Talk to”, Kickstarter, TEA, Covenant of Mayors</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

## Key Activities Relating to Local Enterprise Development

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
23.	2, 5 and 6	Development & implementation of local enterprise plan	<ul style="list-style-type: none"> <li>• LEO Tipperary to plan, implement and monitor results.</li> <li>• Liaise directly with Tipperary County Council regarding resources required to implement plan</li> <li>• Develop an Entrepreneurship Strategy and Local Economic and Community Plan in conjunction with collaborative partners, LCDC, SPC and County Council</li> <li>• Develop a support programme to address job losses in the Mid Tipperary Area.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis</li> <li>• Provide value-for-money in the use of resources, including finance, staff and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
24.	2, 5 and 6	Input into Roscrea and other Local Area Marketing Plans	<ul style="list-style-type: none"> <li>• Liaise directly with Roscrea Chamber regarding Feasibility Study and Local Area Plan.</li> <li>• Increased liaison with Tipperary County Council on development of Local Area marketing plans for 4 towns.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure greater co-ordination among service providers regarding the promotion and provision of supports to enterprise in the County</li> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
25.	2, 5 and 6	Development of partnerships with relevant agencies, e.g. North/ South Development & cross border trade	<ul style="list-style-type: none"> <li>• Liaise with relevant agencies, e.g.:                             <ul style="list-style-type: none"> <li>◦ Intertrade Ireland</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
26.	2, 5 and 6	Promotion and marketing of local areas as location for investment in conjunction with the appropriate national body	<ul style="list-style-type: none"> <li>• Formulation of a marketing strategy and suite of promotional materials to promote Tipperary as a quality location for investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
27.	2, 5 and 6	Identifying & Developing policies & programmes, including leveraging resources to implement these programmes and those funded from non-core resources	<ul style="list-style-type: none"> <li>• Liaise directly with Tipperary County Council regarding new programmes, required resources and leveraging funds e.g. REDZ, Agri Food Tourism, Local Diaspora, Competitive Funds CEC etc</li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

## Key Activities Relating to Local Enterprise Development (Continued)

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
28.	1, 2, 4 and 6	Development of appropriate enterprise infrastructure at county level	<ul style="list-style-type: none"> <li>Liaise directly with Tipperary County Council regarding relevant infrastructure to meet the needs of enterprise within the County</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>
29.	1, 4 and 6	Review local authority enterprise infrastructure or assets, e.g. enterprise parks and landbanks	<ul style="list-style-type: none"> <li>Liaise directly with Tipperary County Council regarding relevant infrastructure to meet the needs of enterprise within the County</li> <li>Support the implementation of the LECP and LDS as it pertains to this objective</li> </ul>	<ul style="list-style-type: none"> <li>Provide value-for-money in the use of resources, including finance, staff and infrastructure</li> <li>Ensure greater co-ordination among service providers regarding the promotion and provision of supports to enterprise in the County</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>
30.	1, 4 and 6	Assist in development of County Economic Strategies as proposed in the Local Government Reform Programme	<ul style="list-style-type: none"> <li>Liaise directly with Tipperary County Council regarding relevant strategies to meet the needs of enterprise within the County</li> </ul>	<ul style="list-style-type: none"> <li>Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> <li>Q1 – Q4</li> </ul>
31.	1, 4 and 6	Direct engagement with businesses in difficulty, in order to develop payment plans, e.g. commercial rates	<ul style="list-style-type: none"> <li>Liaise directly with Tipperary County Council regarding relevant steps necessary to support business in payment difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>

## Appendix II

### Case Studies



**Lisduff Fine Foods** is a specialist food processing company focused on producing the finest quality, innovative award winning pork products for the modern consumer. The business was started in 2012 by Robert Tormey who hails from four generations of quality butchers. In 2015 the management structure changed and Robert was joined by his brother Mike and Seamus Hegarty. The Award Winning Marinated Roast-in-Bag bacon is the company's flagship product and comes in several flavours including Honey & Mustard, Hickory, Smoked and Caribbean. The quality of this product was recognised at the Great Taste Awards in London in 2013 where it achieved a Gold Star. The company also produce a range of black and white puddings from an old Tormey family recipe which has been passed down through generations of Artisan Butchers. This unique speciality product is completely mixed and produced from raw ingredients at the company's premises in Rearcross. The quality of the puddings was also recognised at the Great Taste Awards in London in 2013 where it also received a Gold Star.

**Promoters:** Robert Tormey & Seamus Hegarty **E:** [seamus@lisdufffoods.ie](mailto:seamus@lisdufffoods.ie) **W:** [www.lisdufffoods.ie](http://www.lisdufffoods.ie)

## *Emerald Oils*

**Emerald Oils** is the only cold pressed rapeseed oil produced in Munster. The product is high in omega 3, 6 and 9 and is a good source of Vitamin E, low in saturated fat, GM free with no artificial preservatives and 100% traceable. Michael Corbett and his family are proud that they are the third generation to farm some of the most fertile and productive soil in Ireland. Every single stage in creating Emerald Rapeseed Oil is completed from start to finish on the farm; sowing the seed to harvesting, pressing and bottling. Since its launch just six months ago, the product is now stocked in 29 Supervalu stores and 10 health food shops and butchers across the Country. The firm will supply hotels, restaurants and bakeries and future new product development will include salad dressings, mayonnaise and essential oils for the health & beauty industry.

**E:** [info@emeraldoils.ie](mailto:info@emeraldoils.ie) **W:** [www.emeraldoils.ie](http://www.emeraldoils.ie)



**Savvy Kitchens** won the County Enterprise Awards competition in 2016 and will represent Tipperary in the National final in June. The company was established by Andy Spillane in 2007. The Company based in Thurles design, manufacture and install bespoke fitted furniture for both the private and commercial sectors. In house manufacturing of in-frame doors gives Savvy a unique advantage over competitors as it allows more flexibility with sizes and reduced lead times. Savvy Kitchens has in place a specialised in house team which includes Designers, CNC operators, Cabinet makers and Fitters who work to exacting standards to produce unique furniture solutions for the high end consumer market. The Promoter has appeared on the RTE Series “Room to Improve” on a several occasions and has completed a number of high profile contracts in Cardiff, Belfast, London and other export markets.

**Promoter:** Andy Spillane E: [info@savvykitchens.ie](mailto:info@savvykitchens.ie) W: [www.savvykitchens.ie](http://www.savvykitchens.ie)



**The Scullery Ltd** manufactures a range of sauces and glazes, relishes and pickles such as Roast Corn Relish, Tomato Relish, Spice Tomato Sauce, Beetroot Relish, Cucumber Pickle, Onion Marmalade, Cucumberland Sauce, Wild Cranberry Sauce etc. The company also produces a sweet range including mixed berry compote, apple sultana & cinnamon compote as well as Plum Pudding, Brandy Butter and Luxury Mincemeat for the Christmas markets. The Scullery supplies a number of the multiples and in recent times the business has expanded its product range to include pasta and barbecue sauces which are currently listed in Tesco Stores nationwide. The Company also exports product to the UK, Europe and Dubai.

**Promoter:** Florrie Purcell E: [info@thescullery.ie](mailto:info@thescullery.ie) W: [www.thescullery.ie](http://www.thescullery.ie)





**Echo IT Ltd.** was established in 2001 provides a comprehensive set of IT solutions for home and business users. Echo IT won the County Enterprise Awards County Competition in 2015 and went on to represent Tipperary in the National Enterprise Awards competition. The company specialise in the provision of a complete solution for business, education and public organisations, managing all of their hardware and software needs from supply and installation right through to the provision of ongoing IT support. The company's sister enterprise Echo Systems supplies broadband solutions across the County.

**Promoter:** Donal Bray E: [info@echoit.ie](mailto:info@echoit.ie) W: [www.echoit.ie](http://www.echoit.ie)





**Piedmontese Meat Company Ltd.** was established to produce, brand, package and sell Irish Piedmontese beef. Piedmontese meat is the leanest beef in the world and is lower in cholesterol and calories than chicken and fish. The product has the potential to be sold as a healthy food product which is it's unique selling point. The company recently established a processing operation at the North Tipperary Food Enterprise Centre in Rearchcross. The Company won the County Enterprise Awards competition in 2013. **Promoters:** John Commins & Michael Fennelly E: [info@irishpiemontesebeef.ie](mailto:info@irishpiemontesebeef.ie) W: [www.irishpiemontesebeef.ie](http://www.irishpiemontesebeef.ie)



**Chimney Draught Stop Ltd.** has designed and patented a unique heat retention solution for use in chimneys. The Company supplies and fits the Chimney Draught Stop to private, local authority and residential developments. The Chimney Draught Stop has been independently certified to comply with all ISO and BS standards and specifications. The product allows you to close off the chimney when the fireplace is not in use. This will generate savings of between 15% and 25% on your heating bills annually. The company based in Templemore was established in April 2009 and now supplies domestic, Northern Ireland and UK Markets.

**Promoters:** Pat Fogarty & James Coakley E: [sales@cdsltd.ie](mailto:sales@cdsltd.ie) W: [www.chimneydraughtstop.ie](http://www.chimneydraughtstop.ie)

# Appendix III

 Oifig Fiontair Áitiúil Local Enterprise Office	<b>LEO METRICS SUMMARY DATA SHEET</b> (Appended to Local Enterprise Development Plan)		 ENTERPRISE IRELAND
<b>Local Enterprise Office (LEO)</b>		<b>REPORT NUMBER</b> _____	<b>Year</b>  <b>2016</b>
<b>County</b> <b>Tipperary</b>		<b>Address</b> <b>Ballingarrane House, Cahir Rd., Clonmel, Co. Tipperary</b> <b>Civic Offices, Limerick Rd, Nenagh, Co. Tipperary</b>	
<b>Head of LEO</b> <b>Rita Guinan</b>		<b>E-mail address:</b> rita.guinan@leo.tipperarycoco.ie	<b>Tel:</b> 052 6129466 0761065000

<b>2015 M1 Budget Allocation (€)</b>	<b>2015 M1 Budget Spend Year End (€)</b>	<b>2015 M2 Budget Allocation(€)</b>	<b>2015 M2 Budget Spend Year End (€)</b>	<b>Staffing Resources</b>
436,808	686,295	451,252	492,382 (ex TOV)	7 + Graduate

### Economic Impact

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>LEO Clients Portfolio</b>		End of year survey	
Total Portfolio clients(number)	278	282	310
Total Portfolio jobs (number)	1,250 includes 3 Clients Transferred to EI	1,107.50	1,180
Gross jobs created (number)	185	201	
Net jobs created (number)	86	114.5	118
<b>MI Projections</b>			
M1 job projections (number)	72	149.5	150
MI Budget Approved (€)	436,808	867,134 (804,634 net)	700,000
Cost per (M1) job calculation(€)	10,000	5,382	10,500

### LEO Portfolio Activity

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Grants (M1 &amp; M2)</b>			
Feasibility Grants approved(No.)	13	6	6
Priming Grants approved(No.)	20	18	20
Expansion Grants approved(No.)	15	16	14

## Training Programmes &amp; Mentoring

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Start Your Own Business (SYOB) Programmes</b>			
Numbers run	12	26	26
Participant numbers	175	270	300
<b>Core Programmes / Management Development Programmes</b>			
Numbers run	47	67	60
Participant numbers	670	644	600
<b>All LEO Programmes</b>			
Total programmes(number)	100	146	166
Total participants (number)	1,442	2,106	2,200
<b>Mentoring</b>			
Mentoring assignments (number)	360	399	460
Mentoring clinics(number)	35	39	40

## EI/LEO Interactions

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Pathway Progression</b>			
Client Transfers to EI(number)	3	3	3
Client Transfers from EI(number)	0	0	0
<b>Initiatives</b>			
Online Vouchers(number progressing)	44	40	37
Irelands Best Young Entrepreneur (IBYE)Applications completed	30	42	40
<b>MFI Loans</b>			
No. Applications Assessed/Recommended	10	18	18

## Student Entrepreneurship Programmes

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Schools Entrepreneurship</b>			
Schools participating (number)	21	24	24
Applicants/Participants (number)	700	1,818	1,800