



Reset Summit

Outcomes Report



Innovation & Entrepreneurship



Sustainability & Climate Change



Employment & Skills



Culture & Community



#ResetDublin

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Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council



Dublin Regional
Enterprise Plan 2020



An Roinn Gnó,
Fiontar agus Nuálaíochta
Department of Business,
Enterprise and Innovation

“
Even with these uncertain times,
with today’s discussions and
collaborations, we are building
stronger connections to tackle the
many issues facing our city and
region together. These issues were
facing us anyway but they have
been accelerated by the COVID crisis

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1. Foreword



Cllr. Claire O'Connor, Chairperson of the Economic Development and Enterprise Strategic Policy Committee (SPC), Dublin City Council

The unprecedented COVID-19 global pandemic has impacted Dublin in numerous and indeed, untold ways. On account of the pandemic, many pre-existing issues have been made all the more acute while many pre-existing trends have been greatly accelerated. Furthermore, much of the impact will likely be felt long after the pandemic has subsided, as every sector of the economy and society has been radically challenged. As with any challenge, however, the situation provides a unique opportunity to rethink, reassess and reset.

In response to the pandemic and the unique opportunity, Dublin City Council in partnership with the Department of Enterprise, Trade and Employment (previously Department of Business, Trade & Innovation), hosted Reset Summit. The summit was structured to consider how to reset and build back a better Dublin following

the pandemic and subsequent economic crisis. Hosted as part of the annual Dublin City Summit Series, it featured 25 speakers, 4 panel discussions and 300 registered attendees. A multitude of insights, ideas and observations were provided by the key and expert stakeholder representatives, who kindly contributed as speakers, moderators and panellists. This report provides a compilation of what was shared, along with an extensive account of the summit. It has been produced to share knowledge, inspiration, vision and indeed tangible insights to inform policymakers, stakeholders and interested parties, all in regard to realising a better future for our city and region going forward.

As Chairperson of Reset Summit and of the Economic Development and Enterprise Strategic Policy Committee (SPC), it was an honour to preside over the summit and bear witness to so many thoughts and interesting perspectives. Evident from the many contributions and from the various stakeholders, was both an overall desire and need to better collaborate, engage and communicate in order to ensure that Dublin becomes more inclusive, sustainable and innovative in future. The Economic Development and Enterprise SPC and Dublin City Council look forward to working alongside the various stakeholder organisations represented at the summit and many others, to enable and participate in enhanced collaboration, engagement and communication. It is through these means, that we can reset Dublin and fulfil the extensive need for the city post Covid. Importantly this is necessary, not only to address the impact of the challenge at hand, but also to future proof the economy and social fabric of Dublin.

I wish to expressly thank the dedicated team in the Economic Development Office of Dublin City Council for organising Reset Summit and producing this seminal report which I am sure will benefit many interested parties. Thank you as well to the expert contributors for sharing their much needed insights, ideas and observations. Finally I wish to thank in advance all those stakeholders, who will work collaboratively towards resetting the region and building back a better Dublin.

Cllr. Claire O'Connor







2. Executive Summary

Reset Summit was hosted on the 26th November 2020, at which key stakeholders shared insights, ideas and observations regarding the need, challenges and opportunities of resetting and building back a better Dublin economy following the COVID-19 crisis. It was hosted as a fully virtual event, by Dublin City Council in partnership with the Department of Enterprise, Trade and Employment (previously Department of Business, Trade & Innovation).

Reset Summit commenced with a welcome address by the Lord Mayor of Dublin, followed by European, Dublin region and Dublin City contextual overviews which focused on the overarching context of the COVID-19 crisis and its impact on society and the economy. Commissioner Mairéad McGuinness provided a keynote address and overview of the European context, Richard Shakespeare representing Dublin City Council provided a Dublin City overview and Declan Hughes representing the Department of Enterprise, Trade and Employment and the Dublin Regional Enterprise Plan provided a Dublin region overview.

The summit was structured on four interlinked themes, which although not exhaustive, served to represent key elements of an economy, society and city-region like Dublin. Each theme was the focus of a panel discussion which featured expert and key stakeholder representatives. Panellists were asked to contribute from their perspective regarding their current context, a vision for the future and actions (ideas, interventions, examples) needed to realise their respective vision. The four themes and panel discussions were

Reset Summit Panel Discussions

<p>1. Innovation & Entrepreneurship</p> 	<p>2. Sustainability & Climate Change</p> 
<p>3. Employment & Skills</p> 	<p>4. Culture & Community</p> 

This outcomes report provides an account of the insights and observations shared by contributors along with an extensive overview of the summit. It will be disseminated to inform national government, policymakers, stakeholders and other interested parties.



Contributors at the summit represented a diverse array of key stakeholder organisations which included:
















European Commission, Department of Enterprise, Trade and Employment, Dublin City Council, Draper Esprit, Tech Ireland, Scale Ireland, VRAI, Enterprise Ireland, Smart Dublin / Cities, Dublin City University, Cisco, Sustainable Energy Authority of Ireland, Fáilte Ireland, Dublin Regional Skills Forum, Ibec, Dalata Hotel Group, Cpl, Dublin Town, Wide Awake Communications, Department of Rural and Community Development and the Arts Council of Ireland.



2.1 Impact of the COVID-19 pandemic on Dublin

Statistics, trends and insights regarding the impact of the COVID-19 pandemic on Dublin's economy and society. (Period: March to November 2020. Data sourced from Qtr. 3 Dublin Economic Monitor¹, Qtr. 2² and Qtr. 3³ YDYV surveys and Reset Summit speaker and panellist contributions.)

 <p>Employment decreased 3.5% YoY in Dublin compared to 0.4% decrease outside Dublin.</p>	 <p>At the peak in May 2020⁴, 174,200 people in Dublin received the Pandemic Unemployment Payment (PUP), representing approximately 1/3 of national PUPs distributed at the time.</p>	 <p>Public transport usage decreased by 76% YoY in Qtr. 2 2020.</p>
 <p>Construction completions decreased by 41% YoY in Qtr. 3 2020.</p>	 <p>6.9 million passengers travelled through Dublin Airport between January to October 2020, compared to 21.4 million between January to October 2019.</p>	 <p>Dublin hotel occupancy decreased by 85% in June and 77% in July YoY.</p>
 <p>Discretionary spending decreased by 56%; household goods spending decreased by 21%, entertainment spending decreased by 79%.</p>	 <p>At the peak in March / April 2020, footfall decreased by 75% in the north city centre and 90% in south city centre.</p>	 <p>Approx. 55%⁵ decrease in the arts sector economic activity / compared to 11% decrease national economic activity.</p>
 <p>Pre-existing trends rapidly accelerated such as: increased digitalisation, online shopping and ecommerce.</p>	 <p>People most impacted are typically those who were already marginalised / disadvantaged. Furthermore, youth have been disproportionately impacted.</p>	 <p>The retail, hospitality, aviation and arts sectors have been severely impacted, while the life sciences, health and technology sectors have been resilient.</p>
 <p>Increased local shopping and desire to support local businesses.</p>	 <p>Increased remote working. In May 2020, 76% of YDYV respondents were working remotely.</p>	 <p>Increased solidarity, connectivity, local leadership, innovation and volunteerism at local and community levels.</p>
 <p>18-34 year olds were more likely than older respondents to report feelings of boredom, anxiety, stress, sadness, loneliness and anger.</p>	 <p>Increased environmental awareness, appreciation and expectations.</p>	 <p>Increased cycling and walking.</p>

2.2 Future of Dublin

Summarised visions and thoughts regarding the recovery and future of Dublin post the COVID-19 pandemic.

- On account of the pandemic, many pre-existing issues have been made all the more acute while many pre-existing trends have been greatly accelerated. Through collaborations and discussions continuing during these uncertain times, we are building stronger connections to tackle the many issues facing our city and region together. - *Cllr. Claire O' Connor, Chairperson, Economic Development & Enterprise SPC*
- The pandemic has led to profound economic, political and social disruptions while magnifying many pre-existing issues in society and the economy. It has also highlighted the significant need and opportunity for change to improve the city, communities and the economy. - *Lord Mayor of Dublin, Hazel Chu*
- The European Union seeks to build a future Europe that is more sustainable, green and digital, that supports innovation and entrepreneurship; and reduces barriers in the single market. - *Mairéad McGuinness, European Commissioner for Financial Services, Financial Stability and Capital Markets Union, European Commission*
- The COVID-19 crisis has had and will continue to have a significant impact on both society and the economy. The city and region have changed considerably, however, it will be some time before the full extent of the impact is clear. - *Richard Shakespeare, Assistant Chief Executive, Dublin City Council*
- Effective institutional structures and strong collaboration are key to enabling and enhancing Dublin. Building and sustaining connections between stakeholders is vitally important to enable joint planning, open engagement on development and to consider the future of Dublin. Going forward, design, layout and connections between amenities, recreation, working, remote working, arts and the entertainment sector should be considered. - *Declan Hughes, Assistant Secretary General, Department of Enterprise, Trade and Employment*

Panel 1 Innovation & Entrepreneurship

- There is an interesting trend of more businesses being organised as Companies Limited by Guarantee (CLGs) or non-profit companies which are driven as much by mission as by profitability. Jobs in those businesses are as valuable to the economy and the future of the city as profit-based businesses. - *Brian Caulfield, Entrepreneur, Venture Capital Investor, Board Member*
- Going forward, the key areas that Enterprise Ireland will focus on are: Brexit, competitiveness, R&D, innovation, diversification, enhancing digitisation and exporting among companies, and supporting the start-up community for companies that have high potential. - *Eoghan Hanrahan, Regional Director, Dublin Region and Regional Development, Enterprise Ireland*
- A major digital opportunity exists which should be leveraged by companies, stakeholders and the city. New investments should be digitally integrated in order to enable data capture and monitoring. For the future, a collaborative approach and consideration of the digital layer are key. - *Jamie Cudden, Smart City Programme Manager, Dublin City Council*
- The future focus must be on the environment as the climate crisis is mounting. Job creation, innovation, data collection and employment must all be focused on the climate crisis. The recovery is a priming opportunity to make considerable progress regarding the environment. - *Dr. Roisin Lyons, Assistant Professor of Entrepreneurship and Innovation, Dublin City University*
- Triple Bottom Line and B Corp status approaches could be formally introduced and encouraged as opportunities for new and existing businesses in order to encourage businesses to not only focus on profit, but people and the planet as well. - *Niall Campion, Managing Director, VRAI*

1. Dublin Economic Monitor (Qtr. 3 2020) www.dublineconomy.ie/dublin-economic-monitor/latest-dublin-economic-monitor-records-collapse-in-economic-activity

2. YDYV Qtr. 2 Survey: Covid-19 Executive Report www.dublincity.ie/sites/default/files/2020-11/executive-report-your-dublin-your-voice-covid-19-survey-may-2020_0.pdf

3. YDYV Qtr. 3 Survey: Build Back Better E Report www.dublincity.ie/sites/default/files/2020-11/executive-report-your-dublin-your-voice-build-back-better-august-2020.pdf

4. Government of Ireland – Press Release Payments awarded for COVID-19 Pandemic Unemployment Payment and Enhanced Illness Benefit <https://www.gov.ie/en/press-release/deae9-update-on-payments-awarded-for-covid-19-pandemic-unemployment-payment-and-enhanced-illness-benefit/>

5. Employment and Economic Impact Assessment of COVID-19 on the Arts Sector in Ireland http://www.artscouncil.ie/uploadedFiles/Employment_and_Economic_Impact_Assessment_of_COVID-19_on_the_Arts_Sector_in_Ireland.pdf

Panel 2 Sustainability & Climate Change

- Citizens and their role are central and vitally important to addressing climate change and advancing sustainability throughout Dublin in future. - *Dr. Sabrina Dekker, Climate Action Coordinator, Dublin City Council*
- In order to develop a future compact city with increased density, the city must be ‘green’ and make use of and create additional greenways and green areas such as Dublin Bay, the River Liffey and other rivers and canals. As people are tactile, physical, digital and mobility connectivity along with creating places that are appealing and attractive for people to converge should be priorities. - *John O’Hara, City Planning Officer, Dublin City Council*
- The recovery and growth of the tourism sector, should be based on a sustainable and balanced approach. Tourism activity in 2050 will contribute not only to protecting the environment but also to giving back in terms of habitat restoration and enhancing the natural environment. There will be stronger partnerships in place, given the fundamental link between tourism and all the other sectors. - *Shane Dineen, Environment & Planning Manager, Fáilte Ireland*
- Opportunities exist post-COVID regarding district heating in Dublin and retrofitting homes in order to improve comfort, increase energy efficiency savings and reduce emissions. However, this also represents a major challenge as 500,000 buildings need to be retrofitted by 2030. In future, leveraging technology to gamify and engage citizens will be extensively utilised in the societal transition to address climate change. - *William Walsh, Chief Executive Officer, SEAI*
- Buildings can be constructed in much more integrated, efficient and effective ways, which modern technology can greatly assist with. Businesses should create low carbon pledges and expect their supply chain to also. In future, products will be expected to exist and circulate for much longer as the circular transition comes. - *Brian Jordan, Head of Innovation & Industry Solutions, Cisco*

Panel 3 Employment & Skills

- Maintaining a connection with and upskilling employees regarding future trends, processes and operations, is vital for when they return. SMEs in Dublin can avail of additional support through the Dublin Regional Skills Forum, as many don’t have the capacity to upskill. - *Natasha Kinsella, Regional Skills Manager, Dublin Regional Skills Forum*
- Tourism throughput into Dublin significantly benefits the citizens of Dublin via the diverse offering of retail, hospitality, arts and entertainment, which could not exist without tourism related spend. The reappearance of international visitors and tourists is very important to supporting the recovery and future of both Dublin and Ireland. - *Pat McCann, Chief Executive Officer, Dalata Hotel Group*
- Post the pandemic, Dublin must remain as a strong, attractive proposition with a highly skilled labour force in order to attract FDI, inward investment and economic activity from SMEs and existing businesses. There will be long term impacts that must be focused on, so as to mitigate further exclusion and marginalisation. - *Siobhan O’Shea, Director Cpl / Chairperson Dublin Regional Skills Forum*
- People will value engagement again and will likely return to working in offices in a hybrid way, participating in learning, training, project scoping and team building. City streets, primarily those that were retail only need to become more integrated, with hospitality, leisure and residential offerings. - *Richard Guiney, Chief Executive Officer, Dublin Town*
- The substantial adjustment to remote working has brought forward many opportunities regarding work and social location or relocation. In future, Dublin will increasingly become a service economy along with an experience economy where there will be additional value added. This will benefit the citizens of Dublin while also continuing to attract globalised workforces. - *Danny McCoy, Chief Executive Officer, Ibec*



Panel 4 Culture & Community

- Significant impacts have occurred during the lockdown periods, the effects of which on the future and resetting society and the economy, are very difficult to anticipate. There is an eagerness to collaborate going forward. - *Ray Yeates, City Arts Office, Dublin City Council*
- The live entertainment and events sector contributes extensively to the economy and has the potential to greatly assist the recovery and attract people back into the city. As ticket sales for future events are continuing, there is confidence that the sector will remerge robustly to satisfy pent-up demand for entertainment. - *Justin Green, Managing Director, Wide Awake Communications*
- Enhanced connectivity at local levels has emerged, which may result in profound and long lasting changes in future. Going forward, collaboration and activation and engagement measures are needed to ensure that inclusive opportunities are available for all to participate in the arts and communities. - *Dr. Dáithí Downey, Head of Housing Policy, Research and Strategy, Dublin City Council*
- Community, people and social enterprises should be central to the recovery in Dublin, to ensure it is inclusive, open and fair. The values which need to inform the recovery are vital and should be considered along with relevant metrics to capture and measure wellbeing. - *Kevin McCarthy, Secretary General, Department of Rural and Community Development*
- Arts and culture have been reaffirmed as being incredibly important to society and the economy, and will help to build back better. The arts sector and community have however, suffered extensively and may be less appealing to young or new entrants seeking a career. - *Maureen Kennelly, Director, Arts Council of Ireland*

2.3 Key Insights and Recommendations

Contextual Presentations - Key Insights and Recommendations
<p>Lord Mayor of Dublin, Hazel Chu</p> <ul style="list-style-type: none"> • The pandemic has led to profound economic, political and social disruptions and also magnified many pre-existing issues in society and the economy. • ‘Prior to the crisis, but all the more now, it is clear that change is drastically needed to improve society’. • Key trends stemming from the impact of the pandemic include: increased walking, cycling, appreciation of wildlife, desire to support local businesses. • ‘There is an opportunity now within this crisis for us to instil change and change for the better’.
<p>Mairéad McGuinness, European Commissioner for Financial Services, Financial Stability and Capital Markets Union, European Commission</p> <ul style="list-style-type: none"> • ‘The European Union is wanting to and will build back better’. • The EU seeks to: build a more sustainable, greener, digital future; support innovation and entrepreneurship; and reduce barriers in the single market. <p style="text-align: right;"><i>.....continued</i></p>

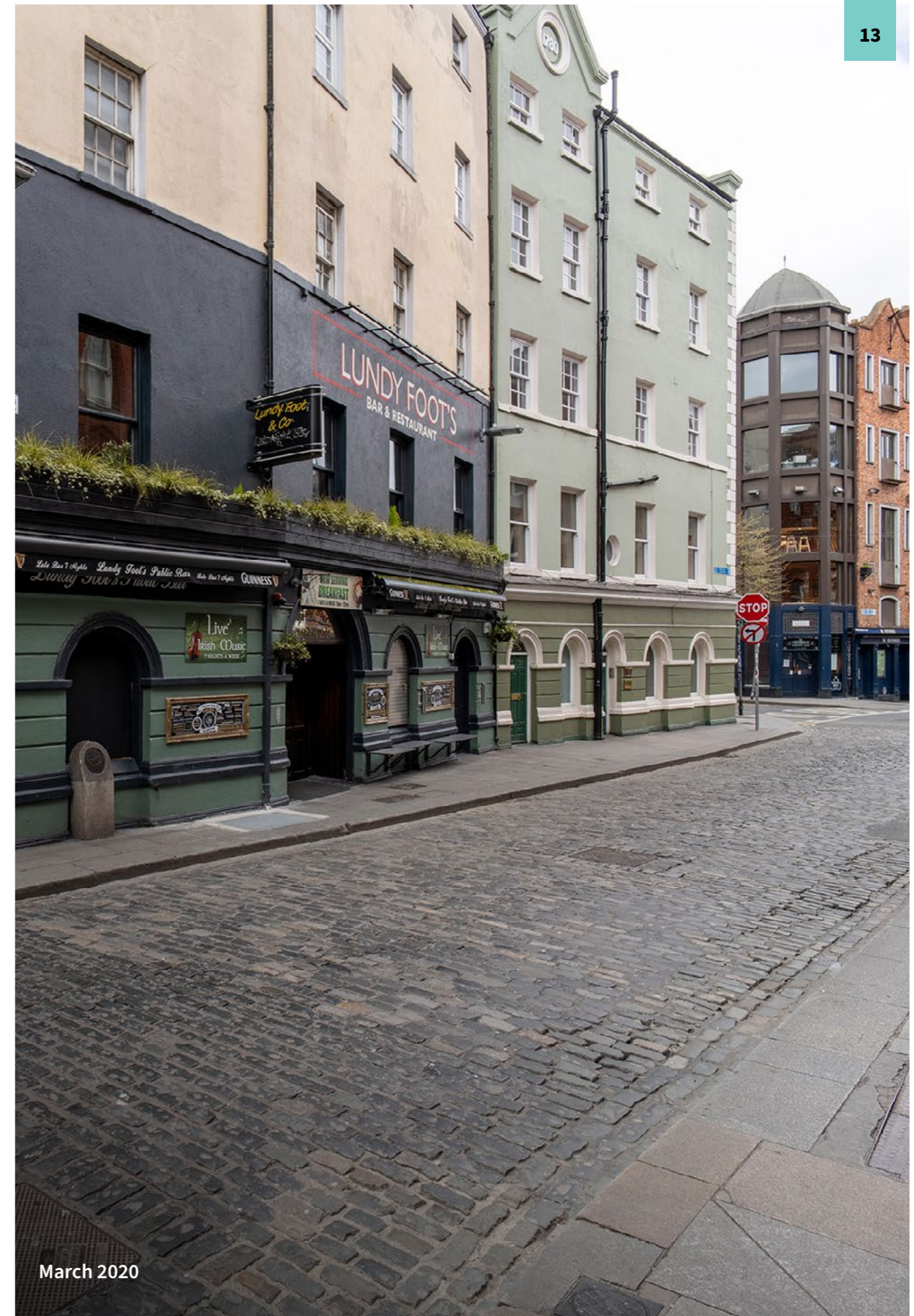
- 'The pandemic cannot be used as an excuse to avoid urgent action on climate change, environmental degradation and biodiversity loss'.
- The EU is greatly prioritising sustainability via the Green Deal, Sustainable Europe Investment Plan and the Renewed Sustainable Finance Strategy while utilising the just transition mechanism to support those most affected by the climate transition.
- The private sector must be involved alongside the public sector to support the green and more sustainable future.
- The European Commission seeks to ensure that climate and environmental risks are managed and fully integrated into the financial system.
- The cost of financial illiteracy is significant and is paid disproportionately by the most vulnerable in society.

Richard Shakespeare, Assistant Chief Executive, Dublin City Council

- The pandemic restrictions have had a disproportionate effect on the Dublin labour market. Unemployment is higher in Dublin than in the rest of the country. This is attributed to the concentration of service and hospitality sectors which have seen the most severe effects.
- There is an increased desire to staycate more in Ireland, however, there is much less desire to staycate more in Dublin.
- The retail sector has been decimated, however, there is a significant desire and choice among those living in the city to support local businesses.
- Environmental awareness, appreciation and expectations have increased.

Declan Hughes, Assistant Secretary General, Department of Enterprise, Trade and Employment

- 'Dublin plays a hugely important role in national economic development as it is our one city of international scale, it is a lighthouse for attracting investment on the global stage'
- Effective institutional structures and strong collaboration are key to enabling and enhancing Dublin. Building and sustaining connections between stakeholders is vitally important to enable joint planning, open engagement on development and to consider the future of Dublin.
- Less than half of small and micro-firms are digitally enabled which has been a key issue during COVID. Digital adoption among firms must be increased.
- The start-up and entrepreneurship ecosystem should focus on digitalisation.
- Dublin must be a liveable city to attract people to live and work. Design and connections between amenities, arts, recreation and work should be considered.
- Regarding sustainability, there is a very significant challenge in terms of decarbonising businesses and how people live and work.



March 2020

Panel Discussions - Key Insights and Recommendations

Panel 1 Innovation & Entrepreneurship

Insights

- SMEs have had to radically diversify, pivot and re-evaluate in response to the crisis.
- COVID-19 is also creating opportunities for some companies.
- Trends exist of more businesses prioritising social mission as well as profit.
- A key concern is extending supports and maintaining the overall I&E ecosystem.
- Justifying an office space is a challenge on account of the crisis.
- Culture and community are also key determinants regarding why start-ups / companies locate in a city, as opposed to a rural setting.
- Dublin is a tech cluster of leading companies, start-ups and research hubs.
- Education can be used as a key way to support SME digital adaption.
- Social entrepreneurship can help regarding the pandemic and recovery.
- Nudge theory, research, data, knowledge of human behaviour can be used to support positive behavioural change. Collaboration is key.

Recommendations

- Enhance support for the I&E ecosystem along with culture and community.
- Provide dedicated resources, micro-finance for people unemployed on account of the pandemic who desire to start a business.
- Encourage sustainable, triple bottom line, B Corp approaches among businesses.
- Support companies to diversify / export to enhance digitisation.
- Leverage and promote the current and extensive digital opportunity.
- Remove regulatory barriers to enable Dublin to be utilised as a testbed.
- The city can more clearly communicate challenges and proactively procure and support solutions from start-ups and local companies.
- Consider the digital layer regarding new city investments to enable environmental monitoring and effective data capture.
- Enterprises should actively seek assistance from support organisations and consider how to adapt / futureproof processes and their products or services.
- Consider, support and leverage social enterprise in the digital space and recovery.
- Connect students with real cases to help SME's with digital adaption.
- The future focus should be on the environment and climate crisis.



Panel Discussions - Key Insights and Recommendations

Panel 2 Sustainability & Climate Change

Insights

- Buildings must become more connected and efficient.
- Citizen participation is impacted by: law and policy, finance and attitude.
- Careful consideration is needed as the economy becomes more circular.
- There will be significant pressure regarding carbon tax and budgeting in future.
- Retrofitting represents a major challenge to meet targets and also an opportunity to enhance efficiency in the housing stock.
- Community buy-in & rewards can be used to support sustainability adaption.
- Public and private sector collaboration is key to business sustainability adaption.
- Technology, gamification and nudge theory can and will play a major part in societal transition, encouraging green behaviour and active citizenship.
- Successful implementation of sustainability approaches is dependent on multifaceted embeddedness and multi-stakeholder collaboration.
- There is increased appreciation and demand for the outdoors and activities.
- There is a socio-economic divide in the city which needs to be addressed.

Recommendations

- Engage meaningfully to: understand citizen needs, communicate, mitigate resistance to change and to more effectively plan.
- Businesses should make low carbon pledges, and expect their supply chain to also.
- Promote green procurement to the public and private sectors.
- Educate businesses on the circular economy and the needed future transition.
- Understand business behaviour and needs, provide support for businesses to make core decisions and to transition to sustainable practices and operations.
- Consider successful interventions and approaches in other settings / contexts.
- The public sector should act as an exemplar and leader regarding sustainability.
- Performance measures should be used to track sustainability progress.
- Develop leading outdoor experiences, activities and the public realm in Dublin.
- Support place-making, community buy-in and mixed use development in disadvantaged areas of the city, generally and regarding office developments.
- The tourism sector recovery should be based on a sustainable approach.



Panel Discussions - Key Insights and Recommendations

Panel 3 Employment & Skills

Insights

- Remote working has created significant opportunities and impacts regarding workplace, recreational and social locations.
- There is a major globalised impression in Ireland. The attractiveness of Dublin to international movement is very important.
- Public infrastructure is not keeping pace with the scale of the population and qualitative expectations of citizens.
- Effective communication, technology and the use of upskilling / training programmes enabled Dalata to retain connection with employees.
- Hospitality and tourism are vitally important to the city economy and vibrancy.
- SMEs in particular need support regarding skills development.
- Ireland and Dublin must remain as attractive propositions for FDI.
- A highly skilled labour force is a top factor regarding FDI / location.
- The governments' investment and multipronged approach to support apprenticeships, upskilling and further education has been positive and proactive.
- The retail, hospitality and aviation sectors have been severely impacted while life sciences, health and technology sectors have been resilient.
- Those most impacted have typically been those already marginalised.
- The absence of office workers has severely impacted retail and hospitality.
- Trends have been consolidated and rapidly accelerated, including: declining retail, increasing ecommerce, increasing experience purchasing.
- Retail is important regarding vibrancy and employment opportunities.

Recommendations

- Explore and identify mechanisms to fund skills development and employment.
- Support talent resourcing and youth unemployment.
- Promote supports and resources to industry and SMEs.
- Assist those most impacted with specific supports.
- Integrate hospitality, leisure, retail and residential use regarding city core streets and future planning.
- Encourage public and private sector collaboration to ensure that Dublin is an attractive city for residents, visitors and investors.

Panel Discussions - Key Insights and Recommendations

Panel 4 Culture & Community

Insights

- There will be long term impacts and effects which are currently unknown.
- Culture and the arts are significantly valuable yet very difficult to value.
- Community and culture are vital to international visibility and attractiveness.
- Building community and the arts requires time, appreciation and deep thinking.
- The live entertainment sector contributes significantly to tourism, the city and the night time economy. It has great potential to support the recovery and generate additional revenue for the city.
- Culture and the arts contribute significantly to creating and sustaining vibrant communities. They will play an important role in the recovery and telling the story.
- Ticketing systems can be used to capture data and highlight other attractions.
- Solidarity, local leadership, connectivity, volunteerism have increased.
- The social enterprise sector has significant potential to grow, contribute towards the recovery and create sustainable jobs. Joined-up collaboration is key.

Recommendations

- Consideration should be given to values and value measurement going forward.
- Utilise and support live events to attract people back into the city.
- Establish a permanent task force with government and industry stakeholders.
- Support venues via rates waiver, finance, VAT reduction and encouraging increased activity seven nights a week post COVID-19.
- Provide insurance cancellation protection support for venues and promoters.
- Provide an operational method statement for reopening and operating venues.
- Develop consumer law protection regarding refunds to allow promoters and venues to reschedule events within a reasonable time period.
- Expressions of culture should be participatory, inclusive & linked to sustainability.
- Utilise activation and engagement measures that support inclusive activity, skills and training opportunities.
- Ensure that community development, social inclusion, social solidarity and engagement with the marginalised are core factors in the recovery.
- The government should sign up to the copyright directive.
- Encourage, support and upskill artists to benefit financially from the digital space.

3. Introduction

The COVID-19 crisis and the associated political, economic and social disruptions have drastically changed and continue to change the traditional context for decision making, policy implementation and daily living around the world. Furthermore, the inconsistencies, inadequacies and contradictions of multiple systems: social, education, health, financial, energy, economic systems have become increasingly exposed as the crisis has unfolded. Despite the multitude of complex challenges, the crisis also presents a unique opportunity to review national and city economies, and identify opportunities for resetting the priorities of societies and business models to support an inclusive, sustainable, innovative and altogether better future.

Reset Summit took place within this context to consider the challenges and opportunities of resetting the Dublin Economy. The summit was hosted on the 26th November 2020, at which key local and national stakeholders shared perspectives, insights and ideas regarding the need, challenges and opportunities of resetting and building back a better Dublin economy following the COVID-19 crisis.

The summit is part of the Dublin City Summit Series - an initiative of the Economic Development and Enterprise Strategic Policy Committee (SPC) which is made up of councillors, industry and community representatives. Each summit brings together key stakeholders including policymakers, elected officials, topic experts and practitioners to share insights, information and perspectives in order to encourage greater collaboration, awareness and development regarding relevant policy issues and challenges facing the city. After each summit an Outcomes Report comprised of the summit contributions, insights and observations is produced and disseminated to policymakers, stakeholders and interested parties to support future policy formulation, knowledge sharing and relevant economic development. Previous summits as part of the series include Brexit Summit 2016⁶, Infrastructure Summit 2017⁷, Apprenticeship Summit 2018⁸ and Social Enterprise Summit 2019⁹. (Links to the Outcomes Reports are provided in the footnotes below).

Reset Summit also took place as part of the Dublin Regional Enterprise Plan (DREP)¹⁰ to use collective resources and expertise to support regional economies and recovery. It was a fully online event and was broadcast live. The recording is available on the Dublin City Council webcast site¹¹.

6. Brexit Summit 2016 Outcomes Report www.localenterprise.ie/DublinCity/Documents/Outcome-Report-DCC-Brexit-Summit.pdf
 7. Infrastructure Summit 2017 Outcomes Report councilmeetings.dublincity.ie/documents/s12181/286%201%20Final%20Dublin%20City%20Infrastructure%20Summit%20Outcomes%20Report.pdf
 8. Apprenticeship Summit 2018 Outcomes Report councilmeetings.dublincity.ie/mgConvert2PDF.aspx?ID=22333
 9. Social Enterprise Summit 2019 Outcomes Report www.localenterprise.ie/DublinCity/Documents/Social%20Enterprise%20Summit%20Outcomes%20Report.pdf
 10. Dublin Regional Enterprise Plan to 2020 enterprise.gov.ie/en/Publications/Dublin-Regional-Enterprise-Plan-to-2020.html
 11. Reset Summit - Recording dublincity.public-i.tv/core/portal/webcast_interactive/529532



The aims and programme of the summit were:



Aims

Share Knowledge and perspectives	Obtain insights and ideas to inform policymakers	Highlight opportunities for collaboration
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- Introduction: Cllr. Claire O'Connor - Summit Chairperson / ED&E SPC Chairperson
- Welcome: Lord Mayor of Dublin Cllr. Hazel Chu
- Keynote Address / European Context: Commissioner Mairéad McGuinness - Commissioner for Financial Stability, Financial Services & the Capital Markets Union, European Commission
- Dublin City Context: Mr. Richard Shakespeare - Assistant Chief Executive, Dublin City Council
- Dublin Region Context: Mr. Declan Hughes - Assistant Secretary General, Department of Enterprise, Trade and Employment / DREP
- Summit Panel Discussions (see below)

<p>1. Innovation & Entrepreneurship</p>	<p>2. Sustainability & Climate Change</p>
<p>3. Employment & Skills</p>	<p>4. Culture & Community</p>

Reset Summit was structured around four interlinked themes with each one being the focus of a panel discussion featuring expert stakeholders. Panellists were asked to contribute from their perspective regarding their current context, a vision for the future and actions (ideas, interventions, examples) needed to realise the vision. Prior to the summit, panellists and speakers were provided with a briefing paper which highlighted the then current context. For reference, the context at the time of the summit using the briefing paper is recapped below:

At the time of the summit in November 2020, Ireland had been through an unprecedented series of economic and social restrictions to counter the spread of COVID-19 among the population. Through the work of the Dublin Economic Monitor¹² and the Your Dublin Your Voice¹³ (YDYV) opinion panel, an extensive amount of data had been analysed which provided key insights regarding impacts and trends. These are highlighted below using data from the Quarter (Qtr.) 3 Dublin Economic Monitor¹⁴, Qtr. 2¹⁵ and Qtr. 3¹⁶ YDYV surveys:

- Employment

Overall employment in Dublin fell by 27,000 in Qtr. 3 2020. The data also highlighted the disproportionate impact that the pandemic restrictions were having on the Dublin labour market compared to the rest of the country. In Qtr. 3, employment was 3.5% Year on Year (YoY) lower in Dublin compared to -0.4% YoY outside Dublin. Furthermore the non-seasonally adjusted unemployment rate stood at 8.2% in Dublin compared to 7.1% in the state as a whole. This divergence was driven by the services and in particular the hospitality sector.

As part of the YDYV survey, respondents selected the following as the most important ‘people initiatives / programmes for our recovery’:

1. Retrain / reskill workers (Re: digitalisation, retrofitting etc) (68%)
2. Support the unemployed to find work (67%)
3. Support creative workers (musicians, writers, actors) (58%)
4. Support community & voluntary sectors (charities, social enterprises) (50%)

In addition, 62% of respondents think providing support to the sectors most badly impacted is the most important business ecosystem initiative for recovery.

- Remote Working

The proportion of those remote working increased dramatically as the restrictions were imposed. The associated impacts included: increased office vacancy rates in Dublin 2/4 and the suburbs in Qtr. 2 and Qtr. 3 and a 76% YoY fall in public transport usage in Qtr. 2. The Qtr. 3 YDYV survey results revealed the following remote working rates among respondents: Pre COVID-19 (6%), May 2020 (76%), August (56%). The majority of respondents (61%) also highlighted that they were using more household energy and (52%) that improving home energy efficiencies is the most important green initiative for recovery.

12. Dublin Economic Monitor is a joint initiative of the four Dublin Local Authorities which monitors and analyses key economic data on the city and region. For more information and to subscribe, please visit: www.dublineconomy.ie

13. Your Dublin Your Voice is an opinion panel featuring a representative sample of residents of Dublin. Regular surveys are conducted on various aspects of living, working and learning in the city. For more information and to join the panel, please visit: www.dublincity.ie/business/economic-development-and-enterprise/economic-development/your-dublin-your-voice

14. Dublin Economic Monitor (Qtr. 3 2020) www.dublineconomy.ie/dublin-economic-monitor/latest-dublin-economic-monitor-records-collapse-in-economic-activity

15. YDYV Qtr. 2 Survey: Covid-19 May 2020 – Executive Report www.dublincity.ie/sites/default/files/2020-11/executive-report-your-dublin-your-voice-covid-19-survey-may-2020_0.pdf

16. YDYV Qtr. 3 Survey: Build Back Better August 2020 - Executive Report www.dublincity.ie/sites/default/files/2020-11/executive-report-your-dublin-your-voice-build-back-better-august-2020.pdf



- Sectoral Impacts

Construction activity contracted in Qtr. 3 with completions down 41% YoY to 1,145 and the leading indicator of commencements was down 47% YoY in the three months to the end of August. The decreased construction activity was expected to negatively affect the pre-existing constrained housing supply.

Aviation activity was dramatically curtailed with a 76% fall in passengers travelling through Dublin Airport between January and October 2020 compared to the same period in 2019. The impact of the restrictions resulted in 21.4 million fewer passengers travelling through Dublin Airport compared to 2019.

Hospitality was among the most negatively impacted sectors. Dublin hotels had non-seasonally adjusted occupancy rates of 13% in June and 20% in July representing a decrease of 85% and 77% YoY respectively. Year-to-date (January-October 2020) occupancy rates were 32.4% compared to 84.5% at the same time in 2019. Furthermore, October 2020 rates were 18.4% compared to 79% in 2019. Regarding the Qtr. 3 YDYV survey, 51% will staycater more in Ireland vs 10% less, 12% will staycater in Dublin more vs 30% and 39% said nothing could encourage them to staycater more in Dublin.

Retail was also drastically impacted. In Qtr. 2, YoY retail spending was mostly decimated as discretionary spending decreased by 56%; household goods spending decreased by 21% and entertainment spending decreased by 79%. Nonetheless, necessities spending increased by 16.7% and ecommerce spending increased dramatically by 43%¹⁷. In regard to the YDYV survey and retail, 56% of respondents were shopping locally more often since March 2020; 70% wanted to keep more money in the local economy; 48% were shopping online more and 36-38% intend to shop (non-grocery), socialise and eat out less in the city centre post COVID-19. Respondents also stated that initiatives that could encourage people to engage more in the city centre should focus on health measures, transport and value for money.

- Environmental Impacts

YDYV survey respondents highlighted their desire for active commuting with 59% wanting to see improved cycle lanes and 67% wanting the new cycling / walking infrastructure to remain. In addition, 50% of respondents stated that they found comfort from nature and the environment during COVID-19 restrictions and 64% wanted the promotion and protection of nature and wildlife to form part of local government plans and actions. Regarding businesses, 64% of respondents thought that providing incentives to businesses that operate pro-environmental practice was the most important business ecosystem initiative for the recovery and 63% thought that investment in green infrastructure is the most important infrastructure initiative for recovery.

17. Mastercard SpendingPulse (In: Dublin Economic Monitor Qtr. 3 2020) www.dublineconomy.ie/dublin-economic-monitor/latest-dublin-economic-monitor-records-collapse-in-economic-activity

- Community Impacts

The Qtr. 2 YDYV survey in May revealed the impact COVID-19 and the associated restrictions were having on people's lives in Dublin at that time. Among respondents, 93% indicated that they had family or friends who could look after them if they became ill; 56% had heard of the Community Call initiative; 73% had engaged in some form of online learning, networking or cultural activity since the restrictions began. The survey also revealed that 18-34 year olds were more likely than older respondents to report feelings of boredom, anxiety, stress, sadness, loneliness and anger.

In response to the crisis and the impact on the economy, the Economic Development and Local Enterprise Offices were designated as critical services by the Local Government Management Agency. Various supports and initiatives were provided during March-October 2020 which include:

Economic Development Supports / Initiatives	
• Dublin Economic Monitor – May & September editions identified and reported on the impact of the crisis on the economy	
• Your Dublin Your Voice – Public consultations on impact of the crisis on Dublin residents and businesses	
• Dublin Place Brand ¹⁸ Campaigns – In This Together; Shop Local; Make a Day of It, Stay Active	
• Fáilte Ireland Collaborations – 5 Working Groups	
• Dublin Regional Enterprise Plan – Submission to Government regarding Recovery Strategy	
• Reset Summit – 26th November 2020	

Local Enterprise Office Supports / Initiatives (Provided March-October 2020)		
Financial Supports (Grants, Vouchers, Loans)		
Programme	No. of Businesses Supported	€
• Grants - Feasibility, Priming, Expansion	146	1.6 million
• Business Continuity Voucher	840	2.1 million
• Trading Online Voucher	999	2.4 million
Total	1,985	6.1 million
Training & Mentoring Supports		
• Training	4,586	
• Mentoring	1,421	
Total	6,007	

18. Dublin Place Brand - [Dublin.ie](https://www.dublin.ie)



Local Authority (DCC) Supports / Initiatives (Provided March-October 2020)		
Financial Supports (Grants)		
Programme	No. of Businesses Supported	€
• Restart Grant	3,858	20.3 million
• Restart Grant +	4,779	34.1 million
Total	8,637	54.4 million
Public Realm Response		
• Street Furniture Initiative	Assessment of Applications	
• Public Spaces Working Group Established		



4. Reset Summit Contributions

4.1 Context

Commencing with a welcome address by the Lord Mayor of Dublin and followed by European, Dublin City and Dublin region contextual overviews, this section of the summit focused on the overarching context of the COVID-19 crisis and its impact on society and the economy.

4.1.1 Lord Mayor's Welcome



Lord Mayor of Dublin, Hazel Chu

Cllr. Hazel Chu was elected the 352nd Lord Mayor of Dublin on 29th June 2020 and is the 9th woman to hold the office of the Lord Mayor of Dublin. She was born and raised in Dublin; growing up in Firhouse, before moving to Celbridge and now living in Ranelagh. At UCD, she studied politics and history and subsequently trained as a barrister at Kings Inns. After being called to the Bar in 2007, Cllr. Chu worked in Sydney, Hong Kong and Guilin. Upon returning home she was offered a Fellowship by UCD Smurfit and worked in New York for Bord Bia. In addition, she has worked in various management roles and in 2013 became Diageo's Head of Brand, Corporate and Trade Communications.

Lord Mayor of Dublin, Hazel Chu officially welcomed all attendees to Reset Summit, the fifth edition in the Dublin City Summit series. She noted that it is a critical time to have the summit and the associated discussions, as the city and country is impacted by COVID-19 and as the history of the city and country continues to change. Describing the context of the summit as an ongoing, untold and mounting crisis and in spite of the good news around vaccines, she explained that the pandemic has led to profound economic, political and social disruptions that everyone at the summit, in the city and indeed around the world are trying to deal with. Regarding this context, she stated: 'decision-making, structures and daily living activities have all been disrupted and it has been down to the public and the leaders such as ourselves to try to steer through those disruptions'.

The Lord Mayor stressed how no one was left untouched as individuals, families and communities have been impacted in some way by the pandemic with many experiencing losses during the difficult year. She mentioned businesses and organisations in this context, as they continue to grapple with many challenges that the pandemic poses. Nonetheless, she stated 'I'm hopeful that there is light at the end of the tunnel, but it's our job to steer the course as best as possible and this is why conversations like these are so important'.



The Lord Mayor cited a recent survey conducted by the Economic Development Office of Dublin City Council that explored the impact of the crisis on Dublin citizens. Key insights and trends from the survey included increased: cycling, walking, appreciation of wildlife, desire to be closer to nature and desire to support local businesses. Another insight was that of improved relationships among survey respondents. The Lord Mayor presented these insights as being significantly helpful to the forum in trying to understand the fears and concerns among citizens and establishing how the city could do better, how there could be better transport access and how to make the city whole again.

In many ways, she said, the crisis has magnified pre-existing issues that each of Ireland's cities have faced, namely inconsistencies

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Prior to the crisis, but all the more now, it is clear that change is drastically needed to improve society. There is an opportunity now within this crisis for us to instil change and change for the better

and inadequacies within society and the economy. Furthermore, she stated: 'prior to the crisis, but all the more now, it is clear that change is drastically needed to improve society. While I loathe to call anything that has been such a challenge and cost peoples' lives an opportunity, there is an opportunity now within this crisis for us to instil change and change for the better'.

In Dublin alone, the Lord Mayor highlighted that changes are needed to improve the city in many ways and despite its drastic and negative impact, the crisis produces an opportunity to plan in terms of the new Dublin City

Development Plan¹⁹ and associated economic plans. Specifically, she explained that the summit was convened to consider together how we can reset, how we can support the goal of a better future, how to build Dublin back to what it was and also how to safeguard the city and build resilience for any future crises. She confirmed that the forum would hear from an extensive range of stakeholders and experts who would share different challenges and perspectives and expressed the hope of creating a good discussion around how to build a better city.

In concluding, the Lord Mayor thanked the various summit attendees and contributors as well as Dublin City Council who have been and will be vitally important in driving this initiative forward. She also conveyed her sincere gratitude to the speakers, panellists, moderators and the summit chairperson.

19. Dublin City Development Plan 2022-2028

www.dublincity.ie/residential/planning/strategic-planning/dublin-city-development-plan/development-plan-2022-2028

4.1.2 Keynote Address / European Context



Mairéad McGuinness, European Commissioner for Financial Services, Financial Stability and Capital Markets Union, European Commission

Mairéad McGuinness is the European Commissioner for Financial Services, Financial Stability and Capital Markets Union. Before joining the Commission in October 2020, Ms. McGuinness was First Vice-President of the European Parliament from 2017. She served as an MEP from Ireland for 16 years and was a Vice-President of the Parliament since 2014. During her time in the Parliament, Ms. McGuinness sat on a range of committees, covering agriculture, environment, public health, budgets, petitions and constitutional affairs. Her legislative work included leading for the EPP Group on the European Climate Law, the revision of medical devices legislation and CAP reform post-2013. As an Irish MEP representing the border region, she was outspoken on Brexit and the consequences for the EU and Ireland. In 2006-2007, Ms. McGuinness chaired the Parliament's investigation into the collapse of the Equitable

Life assurance company which identified issues around weak financial regulation. Prior to becoming an MEP, she was an award-winning journalist, broadcaster and commentator.

Commissioner Mairéad McGuinness opened with her thanks for the invitation to the summit, expressing how good it was to be present online, in spite of missing Dublin and not being able to be physically in attendance. She extended thanks to Dublin City Council and said she was delighted to be involved in a very important exchange of views. She also conveyed her thanks to the Lord Mayor for her 'words of wisdom' and summary of the current situation and challenges faced due to COVID-19, reiterating how 'we might make better changes to society and how we function because of the learnings from the crisis'. The Commissioner proceeded and stated: 'from the outset, I would say that the European Union is wanting to and will build back better, I think this is absolutely vital because of the crisis'.

As such, she wished to give a brief overview of the European Union's (EU) response to the pandemic and the desire to build a more sustainable, digital Europe that breaks down barriers in the single market. Beginning with Ireland, she acknowledged that the Irish economy has been strongly impacted by COVID-19, particularly homegrown businesses and services requiring physical presence and interaction, such as transport, tourism and culture, many of which are concentrated in the Dublin region. She outlined the government interventions in Ireland, including the Pandemic Unemployment Payment²⁰ and the Temporary Wage Subsidy Scheme²¹ which have helped to stabilise household incomes.

At EU level, she introduced the main response to the economic crisis as the new Recovery and Resilience Facility²² which is part of the NextGenerationEU²³ recovery package. It will finance national plans for recovery, containing investment and reforms that contribute to wider policy goals such as the green and digital transition. The Commissioner cautioned that 'the pandemic cannot be used as an excuse to avoid urgent action on climate change, on environmental degradation and on biodiversity loss'.



She mentioned that member states including Ireland, are already drawing up national plans and it is expected that these will be approved next year, allowing money to flow to projects. She pointed out that this is not the only EU response available, naming loans under SURE²⁴ the European instrument for temporary support to mitigate unemployment risks in an emergency that supports short-time work schemes and similar measures. Last week, the Commission allocated €2.5 billion to Ireland under SURE. It also introduced a more flexible framework on state aid, allowing governments to support sectors in need and again last week, she noted that the Commission approved Ireland's applications to support tourism and performance venues.

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The pandemic cannot be used as an excuse to avoid urgent action on climate change, on environmental degradation and on biodiversity loss

She highlighted that Ireland is facing a significant challenge from Brexit at the end of the transition that is fast approaching, while also coping with the impacts of the pandemic. She remarked that the Irish public authorities and businesses are putting in a lot of work trying to adjust to this new reality. In July, the EU's national leaders reached a deal on the next long-term EU budget, which includes a €5 billion Brexit Adjustment Reserve to support the member states and sectors most affected by Brexit. She stated that Ireland will be hit more severely than any other member state, as confirmed by all objective analysis, saying 'while we would rather this was not the case, it is simply a fact'. Explaining that this fund is intended to compensate for the negative impacts, she expressed confidence that it will be allocated accordingly. Indicating that others will suffer too, she stressed that this is not a compensation fund for one specific sector but rather is much wider in scope and that Ireland is 'making its' case and will continue to do so with considerable muscle'.

Regarding Brexit, Commissioner McGuinness shared her views and stated: 'our hope should be that the European Union and the United Kingdom strike a deal and end the uncertainty facing businesses and citizens. I've repeatedly said as an MEP and as a Commission member that Brexit is a lose-lose situation for both parties'. She outlined that the Commission is working to mitigate the costs and provide supports to those sectors and member states worst hit, and that while the adjustment fund is a help, it cannot fully compensate for the damage Brexit will cause.

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Our hope should be that the European Union and the United Kingdom strike a deal and end the uncertainty facing businesses and citizens... Brexit is a lose-lose situation for both

20. Pandemic Unemployment Payment www.gov.ie/en/service/be74d3-covid-19-pandemic-unemployment-payment

21. Temporary Wage Subsidy Scheme www.revenue.ie/en/employing-people/twss/index.aspx

22. Recovery and Resilience Facility ec.europa.eu/info/business-economy-euro/recovery-coronavirus/recovery-and-resilience-facility_en

23. NextGenerationEU ec.europa.eu/info/strategy/recovery-plan-europe_en

24. SURE - ec.europa.eu/info/business-economy-euro/economic-and-fiscal-policy-coordination/financial-assistance-eu/funding-mechanisms-and-facilities/sure_en

Looking beyond the recovery, she moved on to the flagship initiatives in financial services and the approaches for trying to build a greener, digital future. She stated that the EU wants to support innovation and entrepreneurship. With the capital markets union²⁵ representing a key part of her portfolio, she described it as trying to get funds to flow to businesses and SMEs as well as across borders. ‘At the moment, we know that European citizens are saving and deposits are increasing, but we need to put those savings to good use in terms of investment, and investor citizens need to be sure that their money is safe. We do need to create more financing opportunities, especially for SMEs, start-ups but large companies as well’.



We’ve seen the value of digital transformations for businesses and for consumers. The Commission supports this digitalization of financial services to help businesses, households during the pandemic, the recovery and beyond

She explained that there are currently 27 national capital markets which are neither fully developed nor fully integrated and that the capital markets union is about working towards the completion of a single market for capital, emphasizing that there is a lot of work to do. While considering how to build a digital Europe, she said that despite the lockdown the financial sector continued to provide services remotely to customers thanks to digital services. In regard to digitalization, the Commissioner stated: ‘we’re all learning more skills in using digital and remote technologies to be connected and that’s all to the good.’

We’ve seen the value of digital transformations for businesses and for consumers. The Commission supports this digitalization of financial services to help businesses and households during the pandemic, the recovery and beyond’.

According to the Commissioner, digital finance can help develop better financial products for consumers, including people currently unable to access financial services. The aim is to ensure that the EU remains among the leaders of digital development of the financial sector while addressing related risks. On the topic of building a more sustainable Europe, she stated that the EU’s Green Deal²⁶ aims to cut greenhouse gas emissions by 55% (compared with 1990) by 2030 and to be climate neutral by 2050. ‘We are putting a lot of money behind this via the Sustainable Europe Investment Plan and this will mobilise at least €1 trillion in sustainable investments over the next decade. Part of this is the ‘just transition’ mechanism to support people in regions most affected by the climate transition’.

However, she advised that public money can only go so far to meet investment needs towards this green and more sustainable future and that the private sector must and will have to be involved, and stressed: ‘that’s where the topic of sustainable finance is one of the priorities of the Commission and indeed a priority for me in my new role’. She referenced a number of important pieces of legislation in place, including the Taxonomy Regulation²⁷, which is an EU-wide classification system for environmentally sustainable economic activities.

25. Capital markets union

https://ec.europa.eu/info/business-economy-euro/growth-and-investment/capital-markets-union/what-capital-markets-union_en

26. European Green Deal ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en

27. EU Taxonomy ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/eu-taxonomy-sustainable-activities_en



‘But we want to go further’, she continued. ‘To build back better from this crisis, the Commission will present a renewed sustainable finance strategy next year. We will put EU financial systems on the path to reach our ambitious climate targets and our strategy will be comprehensive because there is no silver bullet to make our financial system more sustainable’. Commissioner McGuinness elaborated on the strategy, saying it aims to strengthen the foundations for sustainable investment by creating an enabling ecosystem, to increase opportunity for citizens, financial institutions and companies to have a positive impact on sustainability. The Commission wants to make sure that climate and environmental risks are managed and fully integrated into the financial system. In talking to many businesses and public authorities since taking on her new role, she highlighted how the issue of sustainability is very high on the agenda and believes the Commission has to seize this moment to make sure that it remains there and that the commitments are delivered upon.



Put simply, the cost of financial illiteracy is very high, sadly it is paid disproportionately by the most vulnerable groups in society

The Commissioner raised a subsequent issue which she hoped would garner support from the forum as well as member states and explained: ‘I have a concern about financial literacy or indeed a concern that we as citizens are not financially literate. This means that we could be making better financial decisions about our retirement or borrowing or asking better questions of those we engage with. Put simply, the cost of financial

illiteracy is very high, sadly it is paid disproportionately by the most vulnerable groups in society’. She gave the example of the third of EU households that are financially fragile, meaning they would not be able to face an unexpected expense in normal times, let alone during a pandemic.

To demonstrate the low level of financial literacy, she cited a 2014 survey which revealed that about half of EU adults did not sufficiently understand basic financial concepts. While admitting that part of that may be due to the failure of the financial system to use language that is understandable and engaging for consumers, it is a topic she intends to address with both ‘soft power’ and any other available mechanisms. Furthermore, she elaborated: ‘at the moment, we’re looking at a framework for financial literacy and are carrying out engagement with stakeholders to see what is needed and what we as a Commission can do. At the end of the day, knowledge is power and I think for our consumers and citizens right across the European Union, to have better financial literacy is absolutely key’.

In closing, she conveyed her thanks for the opportunity to share this vision and said that the EU stands ready to support Dublin and indeed all the capitals and member states to reset, to rethink, to build back better after the COVID-19 crisis. Quoting the Lord Mayor, the Commissioner concluded that we should and must use whatever we learn as an opportunity to do things better for the future and that this conference was a good start in that direction. Her hope is to visit Dublin in the not-too-distant future and she looks forward to a time when people can again be physically present and engage. In the meantime, she wished everyone safe health during this difficult time in communities and a good conference.



At the end of the day, knowledge is power and I think for our consumers and citizens right across the European Union, to have better financial literacy is absolutely key

4.1.3 Dublin City Context



Richard Shakespeare, Assistant Chief Executive, Dublin City Council

Richard Shakespeare holds over 22 years' experience working at Dublin City Council and Dun Laoghaire Rathdown County Council. He is the Assistant Chief Executive for the Planning & Property Development and the Culture, Recreation and Economic Services Departments in Dublin City Council. Mr. Shakespeare oversees a dynamic and extensive brief responsible for the orderly development of Dublin City as a sustainable and living city in which people can live, work and form communities. He also oversees the Culture Recreation and Economic Services department which has experienced a considerable increase in service demand throughout the crisis period, assisting and supporting in excess of 7,900 businesses across the city.

Richard Shakespeare acknowledged the Reset Summit Chairperson, the Lord Mayor and Commissioner McGuinness, while thanking everyone for participating in the Reset Summit, hosted virtually from Dublin city. He explained that the summit was designed to bring together many voices who will share their ideas on how Dublin is currently managing and how we can build a better future for those who live, work and visit our capital city. He proceeded to briefly outline the context of the summit and the evidence base that informs the understanding of how the city is responding to the pandemic and how we can work collectively to communicate and widen this evidence base and plan for the future.

Mr. Shakespeare highlighted how the COVID-19 crisis has had and will continue to have a significant impact on both society and the economy, stating 'our city and region have changed tremendously during the last three quarters of this year. It will be some time before we see the full extent of the impact, which the crisis has had'. Nonetheless, during the crisis, Dublin City Council has been using various methods to monitor the impact where possible. These include the Your Dublin Your Voice citizen engagement survey panel and the Dublin Economic Monitor which provides key economic data regarding the city and region on a quarterly basis. Both offered some key insights and trends regarding the impact of the pandemic, which he shared as follows:

- The pandemic restrictions have had a disproportionate effect on the Dublin labour market. Unemployment is higher in Dublin than the rest of the country, attributed to the concentration of service and hospitality sectors which have seen the most severe effects.
- Remote working has been quickly adopted by office-based workers in Dublin. This has however in turn, contributed to increased office vacancy rates particularly in the Dublin 2 and 4 areas. It is important to note that increased remote working has also impacted footfall and spend in the city along with a reduction in public transport usage, which has reduced by over 76% in Qtr. 2 2020.

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Our city and region have changed tremendously during the last three quarters of this year. It will be some time before we see the full extent of the impact, which the crisis has had



- Construction has slowed with completions down by 41% year on year which in turn, will negatively impact the already constrained housing supply in Dublin. In particular, the hospitality sector has suffered significantly. Dublin hotel occupancy rates were 13% in June and 20% in July compared to 85% and 77% year on year respectively. Sentiment from the latest Your Dublin Your Voice survey revealed that although respondents registered an increased desire to staycate more in Ireland, fewer were attracted to staycate more in Dublin.
- The retail sector has been decimated as a result of the restrictions, however, sentiment and findings reveal a significant desire and choice among those living in the city to support local businesses. A trend Mr. Shakespeare is sure we will see furthermore in the run up to Christmas but one which 'requires our continued and collective support'.
- Increased environmental awareness has greatly accelerated as respondents to the survey highlighted the importance of the existing and the need to develop new nature and environmental amenities.

Mr. Shakespeare indicated that these and many other challenges would be considered on the relevant discussion panels and that the summit had been designed to focus on four interlinked themes, while not exhaustive are key elements or pillars to an economy, society and indeed a city and region like Dublin. These four themes of Innovation and Entrepreneurship, Sustainability and Climate Change, Employment and Skills, and Culture and Community would be discussed in detail by a respective panel comprised of key stakeholder representatives.

He reiterated the purpose of the Reset Summit: to bring together a diverse grouping of stakeholders, policymakers and representatives to share perspectives, ideas and insights regarding both the challenges and opportunities of resetting and building back a better Dublin after the COVID-19 crisis. He emphasised that 'the insights and ideas shared will help shape our COVID-19 response both in the short and long term as we commence formulating a new Dublin City Development Plan and other initiatives'. He said he was glad to see such a diverse and cross sectoral grouping present and that he looked forward to hearing the insights and ideas during the panel discussions. He thanked the contributors from both the public and private sectors who had come together to discuss the future of our city and region.

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The insights and ideas shared will help shape our COVID-19 response both in the short and long term as we commence formulating a new Dublin City Development Plan and other initiatives



4.1.4 Dublin Region Context



Declan Hughes, Assistant Secretary General, Department of Enterprise, Trade and Employment

Declan Hughes is the Assistant Secretary General in the Department of Enterprise, Trade and Employment. He is a member of the Management Board of the Department with responsibility for the Indigenous Enterprise, Digital and Finance Division and formerly the Strategic Policy Division and Management Support Unit. Mr. Hughes has over twenty years' experience in enterprise policy and advisory roles. He was a member of the National Competitiveness Council, the Expert Group on Future Skills Needs and co-chair of the ICT Action Plan Group with the Department of Education and Skills and has led on the development of the annual Action Plan for Jobs, the trade and investment strategy, Ireland Connected, enterprise strategy and Enterprise Policy 2025. Prior to joining the Department in 2014, Mr. Hughes was a member of the Executive Committee of Forfás, the Government's enterprise, trade, science and

innovation advisory and coordination Board. He has also served on numerous EU and OECD Committees and is a member of the Institute of Directors of Ireland.

Declan Hughes thanked the Chairperson and congratulated the team on organising the event, one he described as very timely given the marked impact of COVID-19 on Dublin over the past six to nine months, particularly in the hospitality, retail and domestically trading sectors. In other areas, he said Dublin has continued to perform well particularly in the context of financial services and internationally trading businesses. He believed it was useful to reflect on Dublin's overall role in terms of economic development as well as its role post-Brexit and post-COVID, and stated: 'Dublin plays a hugely important role in national economic development as it is our one city of international scale, it is a lighthouse for attracting investment on the global stage'.

He went on to emphasise the importance of having a strong and competitive Dublin that can compete with key cities in Europe and internationally along with the importance of effective connectivity with the rest of the country such as Cork, Limerick, Galway, Waterford and the surrounding hinterland. Mr. Hughes wished to frame the day's discussions in the context of the importance of the connectedness that Dublin has internationally as well as at a national level.

A second point he made in relation to Dublin is that 'it's a collection of villages, a collection of four counties and four local authorities and also the centre for a range of agencies and bodies, so it's important that the institutional structures actually work and that there are strong levels of collaboration' which he commended the local authorities and Chief Executives for their work in this regard.

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Dublin plays a hugely important role in national economic development as it is our one city of international scale, it is a lighthouse for attracting investment on the global stage



He explained that the Regional Enterprise Plans²⁸ (REPs) are part of that infrastructure, being enterprise led and led by business people while involving a range of agencies, regulators and others who contribute to the development of sectors and the provision of key infrastructure alike. Highlighting the importance of connections through initiatives such as the REPs, he stated: 'now, more than ever, it's really important that we sustain those connections between all the various actors and stakeholders, that's why this Reset Summit is very timely to renew that commitment to joint planning, to open engagement on development and to looking at where Dublin needs to go'.

He then highlighted some areas important in the Governments response to both Brexit and COVID challenges and to the future which include: the Governments development of the national economic plan due to be published shortly, the establishment of a Small-Medium Enterprises (SME) Task Force which will include some of the summit panellists and will be chaired by the Tánaiste and Minister for Enterprise, Trade and Employment, Leo Varadkar, to consider the key issues for SMEs and entrepreneurship into the future. In regard to feedback from the regional enterprise plan committees and the issues they are focusing on, Mr. Hughes hoped the day's discussions could see if there are further initiatives that can be taken and how best Government departments such as the Department of Enterprise, Trade and Employment could provide support.

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Many sectors... have hit rock bottom, there needs to be a clear focus on how those sectors can recover and rebound post-COVID

He outlined the key labour market impacts that must be considered in the context of the post-COVID recovery, clarifying that at the peak in May, over 170,000 people were on the Pandemic Unemployment Payment as they had been laid off. Although many of those people were subsequently re-employed upon reopening, there were still 115,000 dependent people. Nonetheless, he expressed hope that many of those will return to work over the coming weeks. Mr. Hughes acknowledged that there are many sectors, particularly: 'events and entertainment that have hit rock bottom, so there needs to be a clear focus on how those sectors can recover and rebound post-COVID'.

He stressed the importance of not losing either the businesses or the skills from those sectors, and stated: 'that issue of skills and talent is one where I think we've innovated in terms of the engagement between regional fora, employers and skills providers, but there is further work to do in terms of regional skills matching between the supply and demand side and ensuring that employers are fully engaged with the higher and further education sector in making sure we have the skills needed for the sectors of the future in Dublin'.

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Now more than ever, it's really important that we sustain those connections between all the various actors and stakeholders, that's why this Reset Summit is very timely to renew that commitment to joint planning, to open engagement on development and to looking at where Dublin needs to go

28. Regional Enterprise Plans

enterprise.gov.ie/en/What-We-Do/The-Business-Environment/Regional-Enterprise-Plans

Another point he made in relation to technology and innovation is that Dublin is a leader in terms of the businesses it has in key and emerging areas, such as cybersecurity, virtual reality and augmented reality. On the issue of how Dublin can increase digital adoption among businesses he said, ‘we know that less than half of small and micro-firms are digitally enabled, a key issue for them during COVID. Is there more Dublin could do in that area, particularly in terms of initiatives such as ‘Smart Dublin’, could they be taken forward?’



We know that less than half of small and micro-firms are digitally enabled, a key issue for them during COVID

Mr. Hughes said that the start-up and entrepreneurship ecosystems need to have a strong focus on digitalisation, and praised the ‘great network of hubs, entrepreneurship and enterprise centres around Dublin’. However, an issue he cited concerns whether those hubs are of a suitable scale and capability that can help businesses to scale quickly.

He confirmed that a number of hubs have been funded through the

Regional Enterprise Development Funds²⁹ over recent years including in Tallaght, St. Paul’s, the Guinness Enterprise Centre and now with Trinity College Dublin regarding the development of the Grand Canal Docks area.

Delving deeper, he raised the issues of whether the hubs are adequately connected and whether Dublin has a sufficiently compelling entrepreneurship ecosystem that connects the funding, training, development, mentoring and other elements to put Dublin on the map as one of the well-known start-up capitals of Europe and internationally too. Linked to this he believes, is ensuring that Dublin is a liveable city, not only in trying to keep people safe during COVID, but also in it being attractive for people to live and work from home. He elaborated further, stating: ‘for the development of the city and villages that are all part of Dublin, we need to really think about the design, layout and connections between amenities, recreation, working and working from home now in addition to the arts and the entertainment sector’.



For the development of the city and villages that are all part of Dublin, we need to really think about the design, layout and connections between amenities, recreation, working and working from home now in addition to the arts and entertainment sector

He confirmed that his department was doing a lot of work with the local authorities to prepare for the December reopening. Incidentally, he said, this significantly brought to the fore, those connections between society and economic elements, for safe shopping and amenities in the run-up to Christmas as well as for next year. In addition, he concluded: ‘I see a lot of ambition from the local authorities to have that longer-term framework in place’.

29. Regional Enterprise Development Funds www.enterprise-ireland.com/en/Process/Companies/REDF-Grant-Types.html



I see a lot of ambition from the local authorities to have that longer-term framework in place

Concerning sustainability, Mr. Hughes recognised the very significant challenge in terms of decarbonising businesses and how we live and work. He noted Dublin Chambers Sustainability Academy³⁰ in helping to get the message and knowledge out to businesses about the transition and Diageo’s decarbonisation initiative, but he questioned whether there are other

initiatives and more that could be done in setting objectives for Dublin and further decarbonisation. He concluded by saying, ‘we continue to work with the local authorities and will have additional funding available as announced under Budget 2021 next year and certainly the regional enterprise plans and the committees will look forward to advancing those initiatives’.

30. Dublin Chamber Sustainability Academy www.dublinchamber.ie/sustainability-academy

4.2 Panel Discussions

Reset Summit was structured around four interlinked themes with each one being the focus of a panel discussion which featured expert and key stakeholder representatives. Panellists were asked to contribute from their perspective regarding their current context, a vision for the future and actions (ideas, interventions, examples) needed to realise their respective vision. The four themes and panel discussions were:

Reset Summit Panel Discussions	
1. Innovation & Entrepreneurship 	2. Sustainability & Climate Change
3. Employment & Skills 	4. Culture & Community



Reset Summit - Panel 1 Innovation & Entrepreneurship

Panel

Moderator: Brian Caulfield



Brian Caulfield is a serial entrepreneur, start-up adviser and venture capital investor. He previously successfully scaled and sold two start-ups, Exceptis Technologies and Similarity Systems. He is a venture partner at Draper Esprit, a company he helped lead through its public offering on the Dublin and London stock exchanges in 2017. In addition he sits on a number of boards of early stage companies, is a board member of TechIreland and is the chairperson of Scale Ireland, an independent non-profit organisation which advocates for Ireland's start-ups.

Panellist: Niall Campion



Niall Campion is the founder & Managing Director of VRAI. He has previous experience as an award winning editor, director and visual effects artist working in the film and television industry on projects for the BBC, Disney, Netflix and RTE. In VRAI, Niall leads product development and customer engagement where he has delivered projects for the UN, IAG, Royal Air Force and Dstl. His efforts and passion to ensure that VRAI operates sustainably helped the company recently achieve recognition as Ireland's Most Sustainable Startup at the National Startup Awards.

Panellist: Eoghan Hanrahan



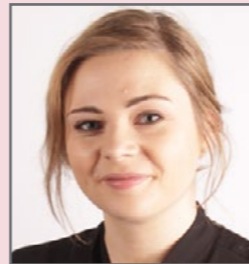
Eoghan Hanrahan is the Regional Director, Dublin Region and Regional Development at Enterprise Ireland, the state agency responsible for the development and growth of Irish enterprises in world markets. He has over twenty years' experience working in Enterprise Ireland across a number of divisions and is currently responsible for the extensive Dublin region and also for Regional Development as part of the Regional Division.

Panellist: Jamie Cudden



Jamie Cudden leads Dublin City Council's Smart City programme that is addressing city challenges through the application of new and emerging technology opportunities. He has delivered collaborations with world leading companies including Google, Bently, Softbank, Accenture, Microsoft, IBM and Intel. In 2015, he established the Smart Dublin regional initiative, an umbrella brand for the four Dublin local authorities and recently led the establishment of the Smart Docklands district which provides a platform to fast track innovation in the city.

Panellist: Roisin Lyons



Dr. Lyons is an Assistant Professor of Entrepreneurship and Innovation who lectures in innovation, entrepreneurship and social entrepreneurship at Dublin City University, Ireland and at Princess Nora bint Abdulrahman University, Saudi Arabia. Her research focus includes the development of entrepreneurial tendencies in individuals and in teams. In addition, she is the faculty advisor for Enactus DCU, University Captain for Dublin StartupWeek and a founding member of TeamOSV/OSVX.

Introduction

With a small amount of time to cover a broad topic, the panel moderator Brian Caulfield³¹ apologised in advance if certain areas of interest weren't covered. He invited the panellists to introduce themselves:

- **Niall Campion** is the Managing Director of VRAI³², a mostly export and data-driven virtual reality training company based in Dublin (with offices in Temple Bar) and the Dublin City Council Local Enterprise Office's, Enterprise of the Year 2020. He wished to give the SME perspective on innovation.
- **Eoghan Hanrahan** is the Regional Director for Dublin at Enterprise Ireland³³ which supports manufacturing and internationally traded service companies employing more than 10 people as well as the high potential start-up community.
- **Jamie Cudden** leads the Smart City Programme³⁴ in Dublin City Council. This involves looking at new and emerging technologies and how they can be adopted by the city to deliver better services and also how to support local companies, start-ups and the tech ecosystem in that process.
- **Dr. Roisin Lyons** is an Assistant Professor of Entrepreneurship and Innovation at Dublin City University³⁵ and is also on the management team for Start-Up Week Dublin, Student Start-Up Day and Team OSV.

Niall Campion, Managing Director, VRAI

Brian Caulfield introduced Niall Campion as an entrepreneur on the frontline, while congratulating him on recently raising funding for VRAI and asking him how entrepreneurs were being impacted by COVID-19 and what it was like trying to raise capital in the current climate.

Mr. Campion admitted that his company was lucky as their solution is suited to a remote working environment. He explained that at the start of the lockdown, they were awarded the Enterprise of the Year Award on a Monday and by Friday of that week, they were all working from home and commented: 'I think we had 10 different projects cancelled over two days. We were supposed to be filming in Somalia on St. Patrick's Day so fortunately we didn't go ahead with that because we'd still be stuck there had we gone'. 'When everything just stopped', Mr. Campion said 'we had to decide whether to put everyone on furlough or take the opportunity to drive on, we decided to try the latter'. In regard to raising capital, he explained that VRAI is 'fortunate to be a High Potential Start-up (HPSU) company and Enterprise Ireland saw the value in what we were doing and decided to back us. Based on their backing, we felt confident to be able to go to the market and seek private funding'.

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When everything just stopped, we had to decide whether to put everyone on furlough or take the opportunity to drive on, we decided to try the latter

31. Brian Caulfield - Entrepreneur / Venture Capital Investor draperesprit.com / Board Member www.techireland.org / Chairperson www.scaleireland.org
 32. VRAI vraisimulation.com
 33. Enterprise Ireland www.enterprise-ireland.com/en
 34. Smart City Programme <https://www.dublincity.ie/business/economic-development-and-enterprise/smart-cities/smart-dublin>
 35. Dublin City University <https://www.dcu.ie>

VRAI raised around €600,000 which was enough to keep the company going and to develop their product for what they see as an opportunity coming out of COVID, which is focused on the idea of working and training remotely. Addressing the broader business perspective, Mr. Campion said his company has been in an office in Temple Bar for the past two years and he has worked and lived in Dublin for the last 20 years. 'In walking around Temple Bar, it's like a ghost town; my fear is more around that because as a business that's very proudly based in Dublin, how do we recover from what's going on at the moment?

We've been lucky because we've been backed by Enterprise Ireland and Dublin City Council in the early days, so it's about how those supports can extend to other businesses in the area to maintain the whole ecosystem of companies'.

Mr. Caulfield commented that Mr. Campion's contribution highlighted a key trend as mentioned by the Lord Mayor, that for some companies, COVID is creating an opportunity and those companies are finding it possible to raise funds. He turned to Eoghan Hanrahan to get a sense of the broader perspective from Enterprise Ireland, given its hundreds of client companies and to see how Enterprise Ireland is able to help companies respond to the crisis.

Eoghan Hanrahan, Regional Director, Dublin Region and Regional Development, Enterprise Ireland

'While there are some companies and sectors like VRAI that have done well and continue to do well which is great, what we're seeing is that SMEs have been significantly impacted by COVID and have had to diversify, pivot, and re-evaluate', was Eoghan Hanrahan's opening remark. In response to these companies, he introduced the Sustaining Enterprise Fund³⁶ through the Department of Enterprise, Trade and Employment which has two elements:

1. A smaller fund that provides support between €25,000 and €50,000 to address liquidity issues; and
2. A larger fund up to €800,000 to support companies that are looking at the broader liquidity gap that they need to address, which includes provision for up to €200,000 with 50% of the support being a non-repayable grant.

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What we're seeing is that SMEs have been significantly impacted by COVID and have had to diversify, pivot and re-evaluate

to address the COVID-19 challenges with three associated measures of R&D, testing infrastructure and capital infrastructure for production equipment'.

Mr. Hanrahan confirmed that Enterprise Ireland has also introduced a COVID-19 Business Financial Planning Grant³⁷ of €5,000 which focuses on supporting companies regarding finances and helping them to be better prepared for looking forward. He also mentioned the COVID-19 Life Sciences Fund and supports that are 'within the innovative space

36. Sustaining Enterprise Fund

www.enterprise-ireland.com/en/funding-supports/Company/Eestablish-SME-Funding/Sustaining-Enterprise-Fund.html

37. COVID-19 Business Financial Planning Grant

www.enterprise-ireland.com/en/funding-supports/Company/Eestablish-SME-Funding/Covid-19-Business-Financial-Planning-Grant.html



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It's still vibrant, our supports are still there... They're being actively sought as a support mechanism, it's still very important for companies to seek those supports in terms of that innovative landscape and for them to look at what products and processes to adopt to be futureproof

Asked by Mr. Caulfield if he has seen any significant drop-off in activity or if the sector is still vibrant, Mr. Hanrahan shared the key message that, 'it's still vibrant, our supports are still there for R&D, innovation partnerships, R&D agile, the business innovation initiative and IHPSU support. They're being actively sought as a support mechanism, it's still very important for companies to seek those supports in terms of that innovative landscape and for them to look at what products and processes to adopt to be futureproof'.

Jamie Cudden, Smart City Programme Manager, Dublin City Council

On the topic of opportunities born out of crisis, as mentioned by the Lord Mayor, Mr. Caulfield asked Jamie Cudden where he sees the opportunities and what the vision for innovation and entrepreneurship in Dublin is.

Mr. Cudden began by referencing some of the previous speakers' comments about the big investment coming from Europe in response to climate and COVID-19 challenges. He then stated, 'Dublin is an amazing tech cluster, we've got world-leading technology companies, start-ups and research centres, so if we can leverage this digital opportunity and make sure that that's been seen by local companies, SMEs and spin-outs. The role the city can play in that is to be open and clear regarding the challenges that we are trying to face, be more proactive in procurement to make sure those opportunities are available and hopefully support local companies'.

Speaking about some of the programmes over recent years, such as the Internet of Things, 5G, Virtual Reality (VR) and Augmented Reality (AR), Mr. Cudden said that these were seen by some as 'nice to have' projects before March 2020, whereas now a lot of these are absolutely essential.

This grant is aimed at supporting companies involved in medicinal products, treatments, medical devices and hospital equipment. For the broader ecosystem, Mr. Hanrahan elaborated upon Mr. Hughes earlier mention of the Enterprise Centres Scheme through the Department of Enterprise, Trade and Employment. He said that there have been 17 centres supported to the value of €1.7 million for Dublin and that the Regional Enterprise Development Fund has supported seven companies in Dublin to the value of €11.5 million. 'The key issue is to drive that level of support and make sure that we continue to have those vibrant companies going forward', he concluded.

Asked by Mr. Caulfield if he has seen any significant drop-off in activity or

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When everyone is working from home; when you're looking for digital services from government or from your city, when you are looking at the experience from tourism – everything to do with digital is an opportunity at the moment

‘When everyone is working from home; when you are looking for digital services from government or from your city, when you’re looking at the experience from tourism – everything to do with digital is an opportunity at the moment’. He believes we need to leverage that and make sure there are no regulatory or policy barriers, but instead, make it quicker to get things done in Dublin and use the city as a test bed. In addition, he mentioned micro-mobility and mobility as a service as other areas in terms of making it easier for citizens. He suggested that if you can solve some of these challenges and adopt them in Dublin or in Ireland, there is a global market out there: ‘I always say to companies that it’s not about how much money you’ll make in Dublin, it’s about thinking of the bigger picture, thinking about what you can export. From what I see in the companies we work with, the future is looking very bright for Dublin’.

Dr. Roisin Lyons, Assistant Professor of Entrepreneurship and Innovation, Dublin City University

While agreeing that it was a very interesting theme, how a crisis in many cases overcomes inertia and allows things to develop more quickly, Mr. Caulfield questioned whether it perhaps also creates the risk of enhancing the digital divide and raised concerns about what that might mean for citizens. In this context, he introduced Dr. Roisin Lyons as someone involved with social entrepreneurship and innovation, asking her if its role could help address the digital divide.

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We have a huge number of institutions, universities, data centres and tech companies in Dublin, we should be putting our computing, engineering & business students to work on real cases to try to help our smaller businesses through that digital divide as well

‘Definitely, social entrepreneurship can help everything,’ was Roisin Lyons response. First of all, she said ‘it is interesting to look at the words digital divide’, believing it is more appropriate to call it the digital spectrum because ‘we’re all on it and the more we get rid of these divisional terms the better’. Dr. Lyons explained the ethos of social enterprise as solving problems that are related to cultural, social and economic welfare. ‘We’ve seen an upsurge in social enterprise support in the last couple of months with increased localisation, we’ve seen social enterprises featured on television, we’ve seen a lot of policy projects and I think we need to keep that momentum up, post the Christmas wave where we’re all trying to support local, and push that into the next year’.

She suggested looking at social enterprises in the digital space and not just in training provision but something smarter, echoing Mr. Cudden and stated: ‘we have such a focus on technology in Dublin, we should be leveraging that in clever ways, not just looking at social enterprise in terms of sustainability or food tech, but in terms of other types of tech too’. Dr. Lyons proposed that in thinking about the digital spectrum and trying to help SMEs in particular which need support regarding digital adoption, we can also look to education. Speaking from her experience, she said that it is great when students get to work on real projects, ‘we have a huge number of institutions, universities, data centres and tech companies in Dublin, we should be putting our computing, engineering and business students to work on real cases to try to help our smaller businesses through that digital divide as well’.



Panel Discussion

Given her role as an academic, Mr. Caulfield sought the views of Dr. Lyons on the broader picture internationally regarding what has worked well elsewhere and where there are lessons we might draw on in order to develop Dublin.

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The tech industry is ok and if anything, we are benefitting more from people working remotely, but it’s about the broader entrepreneurial ecosystem

Dr. Lyons repeated what the Lord Mayor mentioned about still being in the midst of the pandemic and cautioned about it being too early to make statements about what has worked and what we can learn. Having said that, she highlighted that there have been a number of cities working on this kind of digital transition and looking at the future of work for a number of years. Citing Luxembourg as a good example of a regional hub and a city of financial tech, she described the joint public and private sector initiative for fintech as, ‘a real hub where all the businesses and incubation centres are housed under one unit’. She also observed that they have been exploring blockchain technology and had published their AI strategy in 2014 when they started working on promoting digitalisation to their citizens and businesses, concluding that ‘they have been working on that awareness and education piece for some time’.

In regard to Dublin, Dr. Lyons explained that ‘research is suggesting that we’re looking at these kinds of villages and nodes a bit more firmly, where people are creating tribes, centres or nodular communities for their specialisms’. She believes that Dublin might be well placed for this because, as Mr. Hughes noted, ‘we are a city of villages’ so that might work well. Reiterating Mr. Cudden’s point about Dublin’s opportunity to be a smart city, Dr. Lyons informed the forum about Eindhoven where the city has been drawing on nudge theory, which she explained ‘is where you try to change behaviour without necessarily changing someone’s mind about something, by building structures and choice architecture to help people make better and more positive behavioural change’. She elaborated on how Eindhoven has connected data to their light systems and shared the example of when they are trying to break up fights and things like that, the lights change colour to try and draw people away from crowds and change behaviour. ‘I think that connection of good research and knowledge of human behaviour, that kind of choice architecture and data-driven policy can really set ourselves up. The important thing is that as we try to reset, we don’t want to delete our unsaved work, we have to be thoughtful about the way that we reset our city’.

Mr. Caulfield picked out a particularly interesting point made by Dr. Lyons, that sometimes when we talk about ‘tech’, people tend to think exclusively about digital technologies, whereas it is a much broader space in terms of areas like food tech and clean tech and others that are all very important in this scenario. Having talked about where we are and what the possible vision for the future is, Mr. Caulfield reverted to Mr. Campion to ask, ‘what are the things that you think need to be better and need to be in place for a better future from an entrepreneurship perspective in the city, what needs to change?’

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We run our business on a triple bottom line framework, we don’t just measure business success based on profit, it’s about people and planet

Mr. Campion replied in two parts, from a personal perspective and a broader ecosystem viewpoint respectively. 'For us, the biggest challenge is trying to justify having an office space at the moment, having this space in Temple Bar is our most expensive employee and because we have investment now, we have to justify every expense to our investors'. He feels that as a proudly Irish and Dublin company, it's about maintaining a presence but questioned if they are going to be able to sustain that going forward. His preference is to always live in a city, and on the debate about why you would live in a city and not in the countryside on the west coast of Ireland connected to a broadband network, he believes it comes back to culture and the wider community and suggests that that's where the supports need to go. 'The tech industry is ok and if anything, we are benefitting more from people working remotely, but it's about the broader entrepreneurial ecosystem'.

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In terms of enhancing & increasing digitisation, as an agency for a small island economy, we have to look at diversification & supporting companies to export

Speaking of his experience of losing his job in the last recession and starting work in a small start-up afterwards, he suggested that it is about how you support the 300,000 people who have lost their jobs to access micro-financing to set up by themselves before they end up on the Enterprise Ireland support system, recognising that this was great for his type of company but not for a one/two-person band with an idea. 'I guess that's where the LEOs come in but even at the level before that, how do you become aware of a LEO or if you have an idea for a business, how do you go to set that up, particularly if you're someone who has been made recently unemployed? For an ecosystem to grow like that, it will come from people who've lost their jobs and are looking for something to do now. I don't have the answer but it's important to consider how we support those people'.

On a tangential note and something his company is passionate about, Mr. Campion spoke about 'building back better' and the opportunities around how to support new businesses. He explained, 'we run our business on a triple bottom line framework, we don't just measure business success based on profit, it's about people and planet. When you talk about Enterprise Ireland support, they measure not just your profitability but also your employment, but I think planet could be added into that as well, as a way of supporting new businesses to grow in a more sustainable way'. He clarified 'sustainable' as businesses that focus on longevity as opposed to businesses that exist then disappear or are purely set up for profitability reasons. He advocated for the Triple Bottom Line and B Corp status approaches, hoping that they can be introduced and encouraged as opportunities for new businesses, 'that they're encouraged to not just focus on profit, but on jobs and the planet as well'.

Mr. Caulfield agreed that this is of great importance and noted an interesting trend of more businesses being organised as Companies Limited by Guarantee (CLGs) or non-profits, driven as much by mission as by profitability. Clearly, he said, jobs in those kinds of businesses are every bit as valuable to the economy and the future of the city as profit-based businesses are. He turned to Mr. Hanrahan about future supports that Enterprise Ireland might provide and how the support infrastructure for entrepreneurs and innovation might evolve in the future.



Mr. Hanrahan reminded the forum about the cornerstone of key supports introduced by the government in 2020 in terms of the R&D and innovation landscape on the one side and the high potential start-up space, as two very important areas that Enterprise Ireland will continue to support companies on into the future. Looking forward, he confirmed the key areas that Enterprise Ireland will focus on: Brexit, competitiveness, innovation supports and diversification supports, with the supports being addressed and modified as needed. 'In terms of enhancing and increasing digitisation, as an agency for a small island economy, we have to look at diversification and supporting companies to export'. In conclusion, he said the key areas that are there and will continue to be there in terms of the particular panel discussion are: R&D, innovation and supporting the start-up community for companies that have high potential and are going to grow into the future.

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Ireland should be the place that's innovating instead of selling the innovation everywhere else and as a city, we want to make sure that we're able to support that, that we're part of the digital journey with the innovative ecosystem we have

With several summit attendees commenting on the importance of the 'triple bottom line', not just focusing on profit but also on the planet, Mr. Caulfield hoped that these questions were addressed in the discussion. He asked Mr. Cudden for his final thoughts on the specific things that need to be done in Dublin, what infrastructure is needed to be put in place, what changes are needed to create a great innovation and entrepreneurship city.

Although a 'big question', Mr. Cudden mentioned connectivity, especially as everyone had to move to working from home. He elaborated further stating, 'we're setting up a new telecoms unit in Dublin City Council, to reduce bureaucracy and red tape to ensure that all things telecom roll out as fast as possible and that Dublin is one of the most attractive cities to invest in'. On the theme of technologies like 5G, he proposed that it could be very transformative from an innovation and societal perspective, to be thinking of the city at the forefront of all things technology. He advised however, that 'with these new investments we need to think about the digital layer and the data we capture on the back of them, so that we can monitor our environment and

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The jobs we create, the disruption that we create in our systems, the way that we collect information and the way we put people to work, has to be focused on the climate crisis

air quality, for example'. He believes the Internet of Things offers a transformative opportunity for society as well. 'For the city, we need to have the mindset that we're thinking about the future and move away more from a traditional engineering view of the world, where everything is in a silo in a big project and consider what that digital layer is on top'.

He broached the opportunity of govtech, saying that we need to make sure that export-orientated companies based here have the opportunity to deploy solutions within government and cities. Mr. Cudden concluded, 'I think that Ireland should be the place that's innovating instead of selling the innovation everywhere else and as a city, we want to make sure that we're able to support that, that we're part of the digital journey with the innovative ecosystem we have'.

Mr. Caulfield directed a final question to Dr. Lyons, 'how do we make sure that the economic recovery is regenerative and redistributive without impacting the environment?'

Dr. Lyons acknowledged that the focus has to be on the environment, and that while we are going to reset from this terrible year, the climate crisis is upon us and that is the real fight. She explained that 'the jobs we create, the disruption we create in our systems, the way we collect information and the way we put people to work has to be focused on the climate crisis. This is our priming opportunity to set things right and we need to retrain some of our workforce to really push forward into that space'. She gave the example of some countries that are retraining janitors in sustainable practices for running buildings and using tech to provide options for remote workers in different areas or disadvantaged people to be able to move on from the next crisis. She feels, 'if we put our best minds to work, create some really good systematic collaboration and good system platforms, those things will start to work together'.





Reset Summit - Panel 2

Sustainability & Climate Change

Panel

Moderator: Dr. Sabrina Dekker



Dr. Dekker is Dublin City Council's Climate Action Coordinator. She holds a PhD in Environmental Policy from University College Dublin, an MSc in Public Affairs from Sciences Po Paris and an MSc in Public Policy from the Lee Kuan Yew School, Singapore. She has worked as a research fellow with the Secretariat of the Climate Change Advisory Council. Recently, she developed the climate change action plans for the four Dublin Local Authorities and is responsible for the implementation of Dublin City Council's Climate Change Action Plan 2019-2024.

Panellist: Brian Jordan



Brian Jordan is Head of Innovation & Industry Solutions at Cisco Ireland. He has worked for major multinationals such as Digital Equipment Corporation, Nixdorf, Dell, Sun Microsystems and Cisco. His current role focuses on helping customers with digitisation by leveraging emerging technologies including IOT, blockchain and AI. As part of the Cisco Ireland Management Team, he is currently driving many initiatives around sustainability with customers, which is becoming a major board level issue.

Panellist: William Walsh



William Walsh is the Chief Executive Officer at SEAI, having previously held the position of Chief Operations Officer and Chief Financial Officer. He joined SEAI in 2013. Previously, he worked for IFI where he held a number of roles including Assistant Chief Executive Officer and Director. He has also held senior management positions in the private sector. William is a Chartered Accountant, holds a Bachelor of Business Studies from Dublin City University and a Graduate Diploma in Strategy, Innovation and Change from University College Dublin.

Panellist: Shane Dineen



Shane Dineen is the Environment & Planning Manager at Fáilte Ireland, the National Tourism Development Authority having taken up the role in 2018. He previously practiced as a Planner in Dublin City Council for over 12 years. He represents Fáilte Ireland on the Sustainable Tourism Working Group which to date has reviewed international policy and best practice in sustainable tourism and proposed guiding principles for sustainable tourism policy development in Ireland.

Panellist: John O'Hara



John O'Hara is the City Planning Officer and Head of Land Use Policy at Dublin City Council. He works closely with the Chief Executive, Elected Members and external agencies in the delivery of strategic planning for the City, through the Development Plan, Local Area Plans and Strategic Development Zones schemes. He has over 30 years of planning and local government experience in the United Kingdom and Ireland and previously managed the planning process for projects such as the Aviva Stadium redevelopment and also the expansion of Liverpool Airport.

Introduction

Dr. Sabrina Dekker, the Climate Action Coordinator at Dublin City Council³⁸ welcomed everyone to the panel on sustainability and climate change and thanked the panellists before inviting them to introduce themselves:

- **Brian Jordan** works for Cisco³⁹ Ireland in the CTO office and has responsibility for driving innovation projects at a national level. He looked forward to sharing lots of relevant examples of technology supporting sustainability and climate change.
- **William Walsh** is the CEO of the SEAI⁴⁰, the country's national energy authority which provides evidence based advice from experts through research and commissioned reports, to policymakers and runs programmes of action to support policy. As a state agency with a national remit, SEAI has approximately 100 employees and a budget of €200 million, moving to 50 extra employees and a budget of €350 million next year which signals the government's intent to increase the ambition and tackling of issues identified in the Programme for Government and Climate Action Plan 2019.
- **Shane Dineen** is the Environment and Planning Manager at Fáilte Ireland⁴¹, the national tourism development authority. He is responsible for managing the discharge of statutory roles as a prescribed body in the planning process, providing environmental expertise to the sustainable development of national tourism plans and projects and supporting the sustainable development of the experience brands: Wild Atlantic Way, Ireland's Ancient East, Dublin and Ireland's Hidden Heartlands. Recently, he was a member of the sustainability work stream of the tourism recovery task force that published the Tourism Recovery Plan 2020-2023⁴² in October, a report that included a set of recommendations to government on how best the Irish tourism sector can adapt and recover in the changed tourism environment as a result of the pandemic.
- **John O'Hara** is the City Planning Officer at Dublin City Council, whose main job over the next two years, in conjunction with the 63 city councillors is the preparation of the new city development plan. As well as the major challenges on foot of what was being discussed at the forum, he pointed out that the population of the city is expected to grow by 60,000 to 70,000 in the next six or seven years. 'So there are challenges and opportunities of getting the infrastructure right to serve the new population, making sure it's a mixed-use city and that in the medium to long term it's a city of new places where people can work, live and enjoy it'. He made the case that cities are not dead because of the COVID pandemic but are vibrant and resilient, saying that we have a lot of work to do to put a plan in place to ensure that happens.

Brian Jordan, Head of Innovation & Industry Solutions, Cisco

Dr. Dekker launched the discussion by asking: what could Dublin learn from other cities or regions in relation to sustainability and climate change? Brian Jordan shared some examples on the theme of building back better and stated, 'we can definitely build buildings back better, whether we're retrofitting them or they are greenfield buildings'. In constructing a state-of-the-art connected building at the headquarters of ASHRAE⁴³ (American Society of Heating, Refrigerating and Air-Conditioning Engineers) in Atlanta, his company proved that 'if we use modern technology to run all the systems in a very connected way, not only can we build cheaper, but we can also operate a lot better because we can get much better energy and utilisation efficiency within the buildings'.

38. Dublin City Council www.dublincity.ie

39. Cisco www.cisco.com

40. Sustainable Energy Authority of Ireland (SEAI) www.seai.ie

41. Fáilte Ireland www.failteireland.ie

42. Tourism Recovery Plan 2020-2023 www.gov.ie/en/publication/be0cb-tourism-recovery-plan-2020-2023

43. American Society of Heating, Refrigerating & Air Conditioning Engineers ASHRAE www.ashrae.org

He noted that Microsoft has now adopted these principles for approximately seventeen of their buildings, including the E360 headquarters in the United States, emphasising that this is the way we need to think about building our buildings better.

Mr. Jordan moved on to waste recovery as his second example and referenced a pilot project his company is working on with the city of Charlotte in the United States, where citizens are rewarded for their smart collection behaviour. He explained: ‘we’re getting citizens to use smart bags to return cleaned cans and plastic bottles, so we’re decontaminating at the citizen level before the product comes back which is a huge issue for a lot of our waste recovery approaches at the moment’. The third idea he profiled was the Mi-IDEA⁴⁴ building in Manchester that has a large Tesla battery outside it which charges at night using cheap energy and then powers the building during the day to consume that energy. While the data is yet to be assessed, he is excited to see this and different approaches which are helping with climate change and sustainability.

William Walsh, Chief Executive Officer, SEAI

William Walsh firstly complemented Mr. Jordan’s innovative ideas and agreed that from an Irish context, we need to see what works well elsewhere. He cited the example of the congestion charges in London, recognising that transport emissions are and will continue to be a significant challenge for Ireland. Another major challenge he highlighted for the country between now and 2030 is retrofitting, with 500,000 buildings needing to be to a certain level during this period. However, he highlighted the

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As people are going to be spending more time in their homes, the co-benefits of retrofit will mean more comfortable, healthier homes and scope for energy efficiency savings and reduced emissions

from the COVID-19 crisis, ‘people are clearly hungry to invest in their homes and the money to do that may exist in their savings accounts via extra money saved during COVID’. Mr. Walsh concluded that all of these are opportunities in terms of building back stronger and building a better city.

opportunity that exists post-COVID, ‘as people are going to be spending more time in their homes, the co-benefits of retrofit will mean more comfortable, healthier homes and scope for energy efficiency savings and reduced emissions’. Mr. Walsh sees a significant opportunity regarding building back and from the Dublin perspective, he cited district heating as a potential model and the work underway to utilise heat coming from the waste-to-energy site in Ringsend.

On the concept of greenways, he praised the fantastic work by local authorities and the signal by government that there is going to be continued and substantial investment in walkways and greenways to support citizens in their day-to-day lives. He stated, ‘we’ve got some bounce from COVID on greenways to reset things and it’s the same with the retrofit space’ and then cited another positive aspect stemming

44. Mi-IDEA <https://gblogs.cisco.com/uki/our-hive-for-innovation-in-manchester-mi-idea-opens-for-business/> & brunwood.co.uk/our-locations/manchester/manchester-science-park



Shane Dineen, Environment & Planning Manager, Fáilte Ireland

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Sustainability is deeply embedded in their whole of government approach and in their societies, they have integrated sustainability from a social, environmental & economic perspective into their destinations and their destination branding, they have set it as a major goal and made it a fundamental part of all decisions and actions

According to Mr. Dineen, what is key in those areas, cities, regions and nations is that the successful implementation has only been possible through a multi-stakeholder approach, getting buy-in from businesses, and regional and local governments. In relation to Dublin going forward from a sustainable tourism perspective, using the old adage that ‘if you can’t measure, you can’t manage’, he stressed the importance of measuring performance and setting performance indicators that allow the monitoring of sustainability performance and progress.

John O’Hara, City Planning Officer, Dublin City Council

While we can learn from many cities, the most relevant according to John O’Hara were the ‘15-minute cities’ such as Paris (France), Melbourne (Australia) and Portland (United States). He explained that the council has been considering this mixed-use or proximity-principle city as part of previous city development plans. The concept envisages that all the functions that residents need for living, working, caring, learning, and enjoying are within 15 minutes by walking, cycling or good public transport, thereby reducing the dependency on car-based transport and subsequently urban sprawl. He proposed, ‘In that way of making a more compact city where all the things residents need to have a good life are close by, like in other European and new world cities, those concepts are worth pursuing at all levels from top down and bottom up to develop communities’.

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If we are going to develop a compact city... in order to reduce urban sprawl and the carbon footprint, the corollary of that is the green city

In terms of tourism and what Dublin can learn from other cities and regions, Shane Dineen acknowledged that in the short-term, it is crucial to support businesses to survive but moving to the medium to long term, it will be important to ensure that the recovery and growth of the tourism sector, is based on a sustainable and a balanced approach. He elaborated that this involves ‘environmental protection, economic competitiveness, community involvement and visitor expectations continuing to be met and exceeded’, which he explained ‘will all play a key part in successfully achieving and benefitting from this approach’.

When it comes to international best practice and the key leaders in sustainable tourism practices, he referenced the Scandinavian nations, such as Finland, Norway and Sweden along with New Zealand and Slovenia which are emerging as world leaders. Speaking about what we can learn from these nations, he outlined that ‘sustainability is deeply embedded in their whole of government approach and in their societies, they have integrated sustainability from a social, environmental and economic perspective into their destinations and their destination branding, they have set it as a major goal and made it a fundamental part of all decisions and

In reference to previous comments about urban villages, with twenty to thirty in the Dublin area, Mr. O'Hara believes this principle will be very important, whilst at the same time keeping the other goal in mind, that 'we are an international city, we have to retain our character and those aspects that make people want to invest in it'. He expanded on this point and stated 'if we are going to develop a compact city with higher densities and maybe taller buildings in order to reduce urban sprawl and the carbon footprint, the corollary of that is the green city, making use of the greenways: Dublin Bay, the River Liffey and other rivers and canals so those become green areas'. Highlighting the multifaceted aspect of green areas, he explained that they are not just for recreation and proposed that recreation is integrated with carbon sequestration, more trees, SUDs drainage sewers to attenuate rain run-off via ground soakage and that a coherent whole green system is developed as a corollary to quality densification in the city, which he added is done in places like Vancouver where the two are interlinked.

Panel Discussion

Dr. Dekker summarised that each of the panellists had focused on citizens and their important role while also proposing interesting ideas such as Mr. Jordon's reference to citizens using smart bags, which she said aligns with upcoming legislation on the return scheme. She then presented the questions of, 'how do we create a future city that enables all citizens to reach their potential and participate, how do we let people know that their voice is heard and their ideas are included in how we move forward after COVID-19'.

In response, Mr. Jordan spoke of three important aspects: (i) law and policy, which is advancing with climate laws and eco-design laws, (ii) money, as it is an important aspect of this transformation and hopefully will be available via green finance and incentives and (iii) attitude, the enlisting of citizens to actively participate, which he added is a major social behaviour type question. He reverted to the example

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We're always cognisant that what makes a good city for people to live and work in also makes a good city to visit

of Charlotte (U.S.) and 'gamifying' the experience whereby people participate via a smart fitness tracker and are rewarded for their activity. Gamification, he said has transformed the fitness segment as people can be rewarded,

'even if the reward is just a badge on their watch'. Elaborating further, he explained how in Charlotte, 'they have been building up social reward points and the cleaner participants make their returns, the more badges they receive which can be built up to something they can spend, like a discount on a future purchase'. Presenting an overarching perspective, Mr. Jordan stated 'when you start thinking about trying to get social green behaviour right across citizens - imagine if I can return all my plastic bottles and receive some social reward points that I can then spend on a free bus ride, which helps influence me onto public transport - and you start applying this social reward system or gamification right across all your green activities, then you have a platform for motivation'. He described how people can then see the good they are doing and by reporting through apps about the carbon footprint, they can see how they are saving carbon.

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When you start thinking about trying to get social green behaviour right across citizens... and you start applying this social reward system or gamification right across all your green activities, then you have a platform for motivation



Sharing another example he described how in Manchester, they were considering that, 'if you arrived at a bus stop, you could see on the digital signage that the next bus is ten minutes away, you would then receive a suggestion stating that the next bus stop is only 500 metres away so why not walk and you will receive a discount if you get on the bus. You are encouraging people to be even greener and walk around'. He would welcome further discussions on gamification and how to change social behaviour and buy-in for creating a whole low carbon city.

From a tourism perspective and the future and potential for Dublin, Mr. Dineen spoke about how before the pandemic, Dublin was a major gateway into the country receiving 85% of all international arrivals. 'We're always cognisant that what makes a good city for people to live and work in, also makes a good city to visit, so looking at how can Dublin pivot and create a future city to engage citizens and visitors, we would like to think that tourism will have the ability to make a considerable contribution again to the socio-economic development of the city and region'. Touching on citizens being more active in nature and having an affinity for staying local, he reported that 'there is a growing consumer segment that want to get out in nature and have outdoor experiences in walking, cycling and water-based activities'. COVID-19 has accelerated this by increasing the appreciation of the outdoors which he believes will probably change forever how people socialise and engage with their local areas. He also confirmed an increased demand for outdoor activities, eating and cultural events among communities and explained that improving outdoor experiences will directly enhance the quality of people's visits to cities like Dublin, but also for the lives of the people that live and work there. He advocated that Dublin is in a good position to capitalise on this as the capital city with an abundance of natural assets, such as Dublin Bay, numerous coastal villages and the Dublin Mountains close by.

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There are some good and positive aspects emerging that will hopefully stand the test of time and see citizens and visitors more engaged with Dublin as a city

Mr. Dineen suggested that 'we need to develop best-in-class outdoor experiences, be it in terms of activities but also the public realm'. He continued on this point stating: 'we would be quite heartened from a tourism perspective, particularly in Dublin city regarding the COVID mobility measures and public realm enhancements that are being proposed, that they will all support tourism and improve the visitor experience and ultimately, promote dwell time and spend within the city'. He stressed that 'there are some good and positive aspects emerging that will hopefully stand the test of time and see citizens and visitors more engaged with Dublin as a city'.

Mr. O'Hara addressed Dr. Dekker's question about how people can contribute to the city, saying that if we did a vox pop about the number of hotels in the city, there would probably be a consensus at the moment that there are enough hotels and enough tourism, but a vox pop is not the way to progress planning the future of the city. He referenced Dr. Lyons' previous point on nudge behaviour as a means to encourage 'people to buy-in to the city, active citizenship and create civic pride in all aspects of the city'.

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There is a growing consumer segment that want to get out in nature and have outdoor experiences in walking, cycling and water-based activities

He acknowledged it as an extensive ask, saying that the way Dublin City Council is trying to enable contribution in the development plan, on account of COVID-19 is to develop new ways of reaching out to people as part of the review and drafting processes, using opportunities like this webinar as well as reaching out to different age groups. As the 15-35 year old age group made fewer responses to the development plan, he said that ‘we need to reach out to those people through engagement via Comhairle na nÓg⁴⁵ and the PPN⁴⁶ network in order to reach the younger cohorts, to form more civic pride in what we are doing in the city. We’re doing those things to reach the full potential and get participation, to hopefully produce a richer and better

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We need to reach out to these and the more disadvantaged areas, asking how can we recreate the successful village concept and place-making there, obtain buy-in from the community and a mixture of employment, culture and decent living in those areas to reduce the traditional divide?

development plan that people can buy into for the future’.

According to Mr. O’Hara, the other aspects that we need to address as part of the city development plan are the new growth areas inside the M50, such as Cherry Orchard, Ballymun and the north fringe. Referring back to reducing the carbon footprint, he believed that ‘we need to reach out to these and the more disadvantaged areas, asking how can we recreate the successful village concept and place-making there, obtain buy-in from the community and a mixture of employment, culture and decent living in those areas to reduce the traditional divide’. He reminded the forum about the socio-economic divide in the city, stressing that, ‘we’ve got to break that down to make the city more tolerant and safe, and reduce those areas of relative deprivation’.

Dr. Dekker turned to Mr. Walsh on the topic of encouraging citizen involvement, who proposed that there needs to be meaningful engagement to understand the needs of citizens, believing that we are much better at that now than in the past. He mentioned the concept of pilots and looking at what works best elsewhere, such as the innovations mentioned by Mr. Jordan earlier, as being important. He emphasised that, ‘there is

massive potential in leveraging the power of community’. From the SEAL perspective, he clarified that there are 350 sustainable energy communities, some in an incubation phase while others are involved in large-scale projects across their towns, villages and further afield. ‘The communities develop masterplans and they buy into it, similar to the tidy towns, where you get a sense of pride in a community along with a sense of mission, leading to real momentum and driving on from that to aggregation so you can do things a lot cheaper and quicker’.

As well as citizen engagement, he agreed that participation and rewards are hugely important. Mr. Walsh gave the example of the recent renewable electricity support scheme, prefacing it by saying that as a nation in the past, unless energy infrastructure is well understood there will be societal resistance to what people do not understand. Therefore, he said, ‘we need to ensure that people understand what is happening, involve them in the decisions and also that they can participate in the reward as a community, so they can own part of a wind farm that is coming into their locality or whatever the case might be’. He firmly feels that to be extremely important to obtaining ‘buy-in and keeping citizens engaged and happy’.

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There is massive potential in leveraging the power of community

45. Comhairle na nÓg www.comhairlenog.ie

46. PPN - Public Participation Network dublincityppn.ie



The gamification point struck a chord with Mr. Walsh, in the context of SEAls’ solar initiatives that involve installing solar panels on roofs, particularly in community buildings. He used the example of a café in Ringsend, where there is a board inside the café that displays how much energy was generated over the past 24 hours and how much of it was being used. This became a talking point among the local regulars in the café, as something that they monitored and formed an interest in. ‘Leveraging technology

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Leveraging technology to gamify and involve people is massive and will be a big part in our societal transition to address climate change

to gamify and involve people is massive and will be a big part in our societal transition to address climate change’.

Dr. Dekker posed a final question to the panel to tie in citizen engagement and the target of eventually reaching carbon neutrality by 2050 and asked how do we all work together to achieve this?

Mr. Dineen addressed the forum first, introducing Fáilte Ireland’s ultimate ambition concerning 2050, in alignment with the government’s ambition to be carbon neutral,

that Ireland would be among the world leaders in sustainable tourism practices. Questioning what that would look like in terms of how it contributes to society, he hoped that tourism would be viewed in the context of its contribution to quality of life and wellbeing and not solely on the economic benefits it brings. ‘As an industry, we’re very cognisant that we have an obligation to reduce our carbon footprint and make an active contribution to our commitments, by mid-2050 we would envisage in line with government targets, that tourism businesses are fully bought into low carbon practices’. He clarified that Fáilte Ireland would be supporting and investing in carbon neutral schemes and that funding provided to businesses or other agencies would come with many conditions ‘that everything has to be done in a fully sustainable way’. He also described tourism activity in 2050 as contributing not only to protecting the environment but also giving back in terms of habitat restoration and enhancing the natural environment. He foresees that there would be stronger partnerships in place, given the fundamental link between tourism and all the other sectors and that to achieve the ambition of where we want to be as a society in 2050, we need to increase the level of cross-policy compliance and consider the potential impacts and benefits of tourism, both positive and negative across society. In conclusion, Mr. Dineen highlighted that tourism does not directly own or manage any assets that underpin the sector, therefore it is reliant on an alignment in terms of sustainability with all the other sectors of Irish society and stated: ‘there is a lot of work to do but it will only be done through a partnership approach’.

Mr. Jordan advocated that businesses need to make low carbon pledges, akin to New Year’s pledges, ‘not only do businesses need to make their own pledge but they need to expect their supply chain to make low carbon pledges. We need to create the idea within businesses that this is really important and start evaluating how we’re procuring things, whether private or public procurement but promote the idea of green procurement, that’s how we start to instil this right across our economy’.

His second point was that ‘as we move forward, we are going to have to think carefully about the legislation around the green deal and the move to a circular economy, as it has huge implications for product-based retailers’. He elaborated, ‘we’re going to expect products to be in our economy a lot longer, we will have to start thinking about all the time spent shifting products, to making a service economy on top of those products.’

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There is a lot of work to do but it will only be done through a partnership approach

‘Whether you’re a butcher, toymaker or whatever your business is, the education is still quite limited within our business community on what circular actually is, yet this transition is coming’. Mr. Jordan highlighted that his company has been assisting different businesses, helping them not only economically but also looking at their business model and using design-thinking approaches to help them decide how they shape themselves for this future transition. To conclude, he stated ‘if we want a sustainable and carbon neutral economy, we have to make that transition’.

Mr. Walsh said he believes that ‘the public sector should and will act as an exemplar in how to do things right, while the private sector will show us how to do things and get things done’. He thinks there is going to be significant pressure in relation to carbon tax and budgeting so it is going to be less about what we would like to do and more about what we have to do up to 2030. ‘That symbiotic relationship between the public and private sector is hugely important and from a public sector perspective, we support business to reduce their energy usage’. Although dependent on the scale of businesses, he clarified that the clear motivating factor is reducing emissions and increasing savings and that ‘there are significant opportunities if you do things right and design processes correctly, to save on energy costs’. From an SME perspective he emphasised the hassle factor, as SMEs are incredibly busy trying to survive, particularly at the moment and then highlighted the importance of ‘understanding the behaviour of businesses and providing support by making it easy for them to make the needed decisions and providing appropriate leadership in that space’.

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There are significant opportunities that if you do things right and design processes correctly, to save on energy costs

He recounted, ‘The city has always been a place for exchanging goods, retail, ideas and culture and we’ve got to do things to re-establish that again’. In relation to other initiatives and ‘how we get the city towards 2050?’ he cited the numerous terraced areas in the city, the need to develop electric vehicle charging hubs in these areas, the idea of wind energy in Dublin Bay and receiving buy-in to such energy farms via citizens having a share, ‘so that they can have a real part of clean energy’. In addition, he referenced workplace-making and how developers can make office environments softer at the edges through more vitality at ground floor rather than mono-office parks or developments. To conclude, Mr. O’Hara said ‘there are lots of small areas where we can work together across sectors to make the city a quality city with good connectivity, not only digital, but connectivity of public transport, cycling and walking, because at the end of the day people are tactile and like to talk. All of that is important and I think the future city should be creating places where people want to walk and talk and even touch each other’.



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There are lots of small areas where we can work together across sectors to make the city a quality city with good connectivity, not only digital, but connectivity of public transport, cycling and walking

Dr. Dekker said she appreciated Mr. O’Hara’s reference to ‘walk and talk and tactile’, in that we have a small city with access to nature and can hopefully be close together soon. She thanked the speakers for giving the forum plenty to think about.

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Not only do businesses need to make their own pledge but they need to expect their supply chain to make low carbon pledges

In responding to Dr. Dekker’s question about how the development plan is going to contribute to 2050, Mr. O’Hara complemented the material shared at the forum and confirmed that the development plan needs to look beyond the next six years, to 2050. He highlighted the need to re-establish the value of urban living and for citizens to develop pride in urban living and the city. He suggested that ‘we have to stop this argument about everything by private developers being bad and there has to be integration of the private and public sectors and a moving away from developer led planning of our city’.





Reset Summit - Panel 3

Employment & Skills

Panel

Moderator: **Natasha Kinsella**



Since 2016, Natasha Kinsella has held the role of Regional Skills Manager, Dublin in which she focuses on training, education and fostering engagement between industry and educational providers in order to support company and regional skills / talent needs. Previously she has held various positions in the tourism / hospitality sector and has sat on many industry boards and governing bodies including the National Hospitality Advisory Group and was appointed to the National Apprenticeship Council in 2016.

Panelist: **Danny McCoy**



Danny McCoy is the Chief Executive Officer of Ibec since 2009. Prior to joining Ibec, Danny was a senior economist at the Economic and Social Research Institute (ESRI) and at the Central Bank of Ireland. He has held lecturing posts at various universities and has been a consultant for the European Commission and the OECD. In addition he has been a member of the Irish National Competitiveness Council, the National Economic and Social Council, the Commission on Taxation and the National Training Agency.

Panelist: **Pat McCann**



Pat McCann has nearly 50 years of experience in the hotel industry. Starting his career with Ryan Hotels PLC he then moved to Jurys Doyle Hotel Group where he held various roles including General Manager and Operations Director and Chief Executive Officer. He then worked as a consultant and in 2007, he founded and became Chief Executive Officer of Dalata Hotel Group. He is also a non-executive director of various private companies and has held non-executive positions on state and public company entities.

Panelist: **Siobhan O'Shea**



Siobhan O'Shea is Client Services Director for Cpl and a member of the Cpl leadership team. She is a frequent speaker on labour market trends and diversity and inclusion. Siobhan is a member of the Board of Directors of Dublin Chamber and leads the Chamber's Labour Taskforce. She is a member of the Board of Directors of Chambers Ireland and Chairperson of the Dublin Regional Skills Forum. Her previous experience includes roles at Morgan McKinley, Investment Advisor on Wall Street and Producer for financial television network CNBC.

Panelist: **Richard Guiney**



Richard Guiney is the Chief Executive Officer of DublinTown, Dublin city's Business Improvement District. He is a Fellow of the Institute of Place Management and has served as Irish Chair of the Association of Town & City Management (ATCM) and Purple Flag. Previously, he served as Chambers Ireland, Director of Corporate Services and as board member of national arts organisations and the Ana Liffey Drug Project. He is an Accountant and Tax Advisor by profession.

Introduction

The panel moderator, Natasha Kinsella expressed her delight to moderate the esteemed panel of experts given her role with the Dublin Regional Skills Forum⁴⁷, supporting businesses regarding skills and talent development and now also supporting these businesses regarding the impact of the pandemic. She explained that each panellist is representing sectors which have been significantly impacted and will be sharing insights on the labour market and skills both now and in relation to the recovery. Ms. Kinsella introduced each panellist and then invited them to share a context overview, specific to their sector or perspective based on the labour market and also to share a future vision and actions that could be taken as outcomes to support the reset and recovery of Dublin.

- **Danny McCoy** is the Chief Executive Officer of Ibec⁴⁸, having started there in 2009. As the largest business representation organisation and the country's largest lobbying group, it has 240 staff members in seven locations, 38 sectoral brands and a substantial presence in the European Union through Ibec's Brussels office. Mr. McCoy previously held positions as a senior economist with the ESRI and has lectured at a number of universities in Ireland and the UK. Currently, he is President of the Statistical and Social Inquiry Society of Ireland, honorary fellow of the Academy of Engineers, board member and member expert of the Trade Council, Executive Bureau Business, SME Forum and the Government's Balance for Better Business Group.
- **Pat McCann** is Chief Executive Officer of Dalata Hotel Group⁴⁹. With over 50 years of experience in the hotel industry, he started in 1969 with Ryan Hotels PLC. Previous positions include General Manager of Jurys Hotel Group, Ballsbridge Hotel in Dublin, Operations Officer and Board Member. He was responsible for the integration of the Doyle Hotel Group following its acquisition by Jurys. In February 2007, Mr. McCann founded Dalata Hotel Group which is listed on the Dublin and London stock exchanges, and became Chief Executive Officer in August 2007. In addition, he was Deputy President of Ibec in September 2008, President in September 2019 and has held various executive positions in hospitality and other industries, including state public company entities. He has also served as the National President of the Irish Hotels Federation and is a member of the Tourism Council of Ireland (ITIC).
- **Siobhan O'Shea** is Client Services Director for Cpl⁵⁰, one of the largest talent solutions organisations and is Chairperson of the Dublin Regional Skills Forum. As a member of the Cpl leadership team, she leads diversity and inclusion for Cpl's Future of Work Institute and is a frequent speaker and brand ambassador on the workplace, labour market trends and the future of work. Her experience spans 18 years in recruitment and talent leadership, with experience in Ireland combined with seven years of experience in New York and San Francisco. She is a member of the Boards of Directors of Dublin Chamber, leading its Task Force Group and of Chambers Ireland and is Chairperson of the Regional Skills Fora under the Department of Further and Higher Education.
- **Richard Guiney** is the Chief Executive Officer of Dublin Town⁵¹, Dublin city's business improvement district which represents 2,500 businesses. The organisation aims to make Dublin a vibrant and successful destination with thriving retail and hospitality services provision. He is a fellow of the Institute of Place Management and has served as Irish Chair of the Association of Town and Management. Prior to Dublin Town, Mr. Guiney was a Director of Corporate Services with Chambers Ireland, where he represented the Irish Chamber movement and international Chambers of Commerce in Europe, Eurochambers.

47. Dublin Regional Skills Forum www.regionalskills.ie/regions/dublin

48. Ibec www.ibec.ie

49. Dalata Hotel Group dalatahotelgroup.com

50. CPL www.cpl.com

51. Dublin Town www.dublintown.ie

Danny McCoy, Chief Executive Officer, Ibec

Ms. Kinsella invited Danny McCoy to first comment. He introduced Ibec as a ratepayer, an organisation with €30 million turnover, over 200 staff in Dublin and which has an interest for their own business in how the city functions within the sustainability agenda, but also in terms of the vibrancy and attractiveness, to bring talent to the organisation and base them in Dublin. He explained, 'we also have options in other jurisdictions to place our people as well, so this conversation about the capital city is crucial for the national agenda but certainly, in terms of the dynamic for regional competitiveness. The changing environment to remote working has opened up a huge amount of opportunities for relocation, of where work may take place versus where people might want to congregate and socialise for things that are more than just a vector of work'.

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Fundamentally, we are living in a city that is now one of the richest parts of Europe and yet we are seeing the public infrastructure not keeping pace with the scale of the population, but also with the qualitative expectations of the citizens

Mr. McCoy described Ibec as a membership organisation, the largest business representative and lobbying organisation according to the register of lobbyists and the third biggest in Europe, which 'reflects the scale of the globalised footprint in Ireland'. He concluded his point stating, 'that prism in terms of the attractiveness of the capital city to international movement as well, is a real defining factor'. He raised the issue of the funding model that comes from this business model both at the state level and at the level of the local authorities that need to be brought into play, describing the level of resources that have been generated by this business model over the last six years as 'truly gargantuan' in contrast to other jurisdictions. 'We have seen this playing out during COVID and the capacity of the state to be able to finance both business supports and crucially, household supports'. In relation to households and the citizens of Dublin, he proposed that 'we should be looking for mechanisms to fund the necessary employment and skills agenda going forward'. He highlighted that, 'it's an option that is very unexplored in Ireland as to how to directly use funding mechanisms for households that are now rich and that's a crucial part. A lot of the narrative still gets trapped in a kind of austerity narrative that couldn't be further from the truth when you look at the actual statistics. We continuously have a situation where we don't fund the state and the city by the citizens directly, and those options have been abdicated very significantly in recent years when the mechanisms have been there'.

Therefore, he proposed that 'if there is a seriousness about the agenda being talked about on the panel around employment and skills, I would like to see the innovations coming within the city as to how we actually fund the employment and skill sets'. He believes that funding is the important part to start with and that 'what you actually fund is probably the richness of the conversation that may come out' after which he concluded: 'fundamentally, we are living in a city that is now one of the richest parts of Europe and yet we are seeing the public infrastructure not keeping pace with the scale of the population, but also with the qualitative expectations of the citizens'.



Pat McCann, Chief Executive Officer, Dalata Hotel Group

Ms. Kinsella invited Pat McCann to comment, whose large organisation has been significantly impacted in terms of occupations within the hospitality sector and on account of the restrictions. She sought his insights on how Dalata has addressed labour market issues, maintained the connection with employees and also on the skill sets required of those employees on returning back to the business.

Pat McCann divided his contribution in two, respectively focusing on Dalata's perspective and secondly on the needs and future of Dublin city and how it relates to the hospitality and tourism sector. As a large employer of over 4,000 people, Dalata currently has 2,600 people back to work in Ireland and the UK, however 1,500 people are unfortunately still laid off. He admitted that the organisation is fortunate due to a number of aspects, 'we have great technology that allowed us to communicate very clearly with all our people, as they were working from home, especially in the first lockdown when we had 3,500 laid off at that particular time. We have our own training portal, Dalata Online, as part of our Dalata Academy and through that we were able to deliver a lot of programmes for our people as they were at home with less to do, so we devised a whole series of programmes that they could make use of during that time'.

Mr. McCann outlined that 54,000 courses were taken by Dalata employees between the 1st of April and the end of October 2020. 'The courses', he explained 'were geared to further enhance employees' lives and career opportunities, so when they return to work, they will come back far more valuable than when they left'. In concluding his point, he said 'as part of our Dalata Academy programme, we essentially grow our own people, which is a critical part of what we do and as we expand the business, it allows us to keep our culture intact because culture is a critical part of everything we do and how we behave in Dalata'.

He described how his company operates a decentralised model, where the general managers are given full autonomy to 'run their businesses as if they owned them but in order to do that, everyone within the teams has to be suitably trained and qualified'. Currently, Dalata are in the process of constructing 13 new hotels with 3,300 rooms (10 in the UK and three in Dublin) and are preparing the teams to manage those properties. He explained: 'we do all of that internally so as part of our programme of developing people, they grow with us and then they go on to take on running these new hotels and that is pretty critical for us. We're in really good shape around what will happen because some of these hotels will start to open in the summer of 2021 and right up to the summer of 2022, so we have quite a training programme to do to get our people ready for this'.

He also stressed the company's good communications via other means, explaining that every staff member has an app on their phone to allow instant, two-way communications and daily contact with all by video or voice.

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The changing environment to remote working has opened up a huge amount of opportunities for relocation, of where work may take place versus where people might want to congregate and socialise for things that are more than just a vector of work

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The courses were geared to further enhance employees' lives and career opportunities, so when they return to work, they will come back far more valuable than when they left

He highlighted this as an extremely effective way of maintaining contact and detailed how Dalata have introduced various initiatives for employees including well-being, health, fitness and cooking at home.

As restrictions are eased, he felt the company would see the rewards as all of their hotels' senior teams and central office have



One of the things that has become abundantly clear is that the hospitality sector is much broader than anyone ever imagined

been retained during the lockdowns, 'so they will be ready to take on the business as it starts to come through again'.

Moving to the second part of his contribution which was on Dublin, he first reflected on his time as President of Ibec, complimenting Mr. McCoy and the Ibec team for their work and also their support of the hospitality sector. Highlighting the importance of the sector, he said 'one of the things that has become abundantly clear is that the hospitality sector is much broader than anyone ever imagined'. Referring to 'how quiet Dublin city is at the moment', he proposed that part of the reason is that there are not many people back in

their offices but equally the reason is that there are not the millions of tourists that preserve the vibrancy. He commented, 'When you look at all of the small businesses that the hospitality sector supports, not just the obvious ones, they are a big part of the retail and transport experience, all the small cafés, bars and restaurants that depend on tourism, so there is a lot of employment within the broader hospitality sector'. He noted that Ibec coined the phrase, 'experience economy, to try to encapsulate what the broader hospitality business is about'.

He remarked that 'if we do not have the throughput of tourism into Dublin, our citizens will be worse off because a lot of the things that they are used to having would not be available, those businesses simply would not exist'. Thus, there are real advantages for the citizens of Dublin to have a strong, vibrant hospitality sector and it is obviously one of the areas that has been most affected, along with the airline industry. Mr. McCann concluded, 'We need to get back to having international visitors back on our shores again, we're all really looking forward to that, not just for Dublin but for the entire country'.

Siobhan O'Shea, Director Cpl / Chairperson Dublin Regional Skills Forum

Ms. Kinsella praised the exemplary activities by Dalata in terms of maintaining the important connection but also realising the need to upskill the entire team as they return. She pointed to the difficulty concerning SMEs in Dublin and what supports are available for them, as large organisations have the capacity in-house, saying 'what we want to try and highlight, given the work we do in regional skills, is the connection even more importantly with the SMEs to support them directly as they don't have that capacity'.

Ms. Kinsella moved on to Siobhan O'Shea to speak about some of the areas the Regional Skills Forum has been working on, and given her role in Cpl, the focus on resourcing talent, the implications of youth unemployment, career changes and making sure that the return supports that recovery.



We have a strong personal investment in terms of making sure that Dublin remains a strong place to live and work into the future

She asked her to outline insights and supports, in particular for SMEs that the fora are trying to provide to support the recovery.

Siobhan O'Shea wished to cover three key areas in her context piece. As a Director at Cpl, she introduced it as Ireland's largest talent organisation and recruitment company, in operation for over 30 years and a large employer of people in Dublin city with over 1,100 people working nationally and over half of these based in the capital. She explained that Cpl had the overnight experience of having to move all of their people to a remote working situation and are still in a situation where most are working from home. In regard to Dublin, she stated: 'we have a strong personal investment in terms of making sure that Dublin remains a strong place to live and work into the future and equally, in supporting over 3,000 customers that we work with every year in talent attraction programmes and strategies and an additional 13,000 people that work for us through outsourced models'. She believes that it is very important that 'we are looking to the future to reimagine a new Dublin post-pandemic and making sure that both Ireland and Dublin remain strong, attractive propositions for FDI, inward investment and for the SMEs and wider businesses that are already in the city'.

Regarding regional skills, Ms. O'Shea highlighted the importance of ensuring that we continue to have a labour force that is highly skilled and talented because that is cited as one of the top reasons why international business comes to Ireland. She remarked, 'I think if you look at the decisiveness with which the government acted, it was incredibly positive when it came to investing in mechanisms to support people who had maybe been made unemployed or were looking to reskill or upskill as a result of the pandemic this year. We've seen over €100 million invested in both higher and further education very much supported through the regional skills forum in Dublin and across the nine fora'.

She explained that this highlights the importance from a country perspective what was put in place to ensure 'that we have a population that is ready to be able to adapt to this new world that we are now facing when it comes to the future of work'. She commented, 'it's great to see the innovation that was driven around some of those mechanisms, a real commitment to initiatives like apprenticeships or investing in Skillnet⁴⁷ and looking at industry from a multipronged approach, not just focusing on any particular cohort but trying to make sure that there is inclusivity in the approach'. She observed that there was a fairly even spread in terms of the July stimulus with a nearly 50-50 split, going to higher education and further education respectively. 'It is about getting that knowledge out to industry' she said, to inform organisations that 'there is huge support being invested in and great networks that they can leverage to sustain their people that are maybe still furloughed or are potentially considering career changing as a result of the crisis'.

47. Skillnet Ireland <https://www.skillnetireland.ie/>



It's great to see the innovation that was driven around some of those mechanisms, a real commitment to initiatives like apprenticeships or investing in Skillsnet and looking at industry from a multipronged approach, not just focusing on any particular cohort but trying to make sure that there is inclusivity in the approach

From the Cpl perspective and the tale of two worlds in the Irish economy at the moment when it comes to the labour market, Ms. O'Shea has seen the acute pain being felt in the likes of hospitality, retail, tourism, aviation sectors while certain sectors such as life sciences, financial services, healthcare, and technology have held up remarkably well, citing some positive announcements

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We have seen that those who have been most impacted are youth and people with disabilities, those who are already marginalised from the world of work in the first place

in recent weeks such as the 200 engineering jobs in Microsoft. She emphasised, ‘it is important that this is reflected across society and we look through a 360 degree view to make sure that nobody is left behind now because unfortunately, as a result of the crisis and the employment impact, we have seen that those who have been most impacted are youth and people with disabilities, those who are already marginalised from the world of work in the first place. Certain occupations that seem to have been most impacted are those that are quite heavily orientated towards female-based roles, such as leisure, travel services, sales assistants, and restaurant workers’.

She suggested that ‘there is going to be an impact that we need to look at over the next few years, to make sure that we continue to create a Dublin economy that does not end up in a situation where people are left behind, as that marginalisation has a huge

knock-on impact on unemployment’. She summarised, ‘ultimately, we’ve gone from a situation where we were at our lowest unemployment rate ever in January to nearly our worst rate in May, so really the aspiration is to try and get us back to that journey where we can be back at full employment again, very inclusive, a reimagined city for working and living and making sure that we’re still very attractive when it comes to talent attraction and retention’.

Richard Guiney, Chief Executive Officer, Dublin Town

Ms. Kinsella thanked Ms. O'Shea for outlining the supports that are there, particularly for SMEs given their concentration in Dublin and stressed that it is important that the connection is maintained so they are aware of those supports. Given the Dublin Town membership with 2,500 businesses across most of those sectors that have been impacted by the pandemic, the moderator asked Richard Guiney to share his insights.

Richard Guiney commented on the interesting discussion so far and referenced Dublin city centre ‘as a microcosm of all of those interacting factors’. In relation to Dublin Town, he confirmed, ‘of the 2,500 members, 85% are consumer facing so we are really in the eye of the storm as the retail and hospitality side’. He confirmed that the experience in Dublin city centre is mirroring what is happening across Europe, where the larger the city, the harder the impacts of COVID-19 restrictions are being felt. This, he explained, ‘is highlighting a number of things that we did know: the importance of the integration of the economy and how important office workers, for example, are to the hospitality and retail side as the people who buy their coffee in the morning, go for lunch, do some shopping and meet their friends and colleagues after work’. He continued that having an absence of office workers has hit the city centre economy very hard which was visible in the footfall statistics, as ‘while the numbers were down across the week, they were particularly down from Monday to Friday’.

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According to Mr. Guiney, another aspect that was evident, is that the south side of the city was hit far harder than the north side of the city. He explained that this is partly because tourists are five times more likely to spend time on the south side of the city than the north side and that tourists make up about 7% of annual footfall, but they spend about three times as much in the city, which represents ‘quite a significant impact overall’. The other factor he highlighted is that the north side of the city has an adjacent residential community and ‘even at the lowest ebbs of the pandemic in late March / early April, the footfall on the north side of the city was down about 75% compared to 85% / 90% on the south side’. He suggested that, ‘COVID-19 is one of those catalyst factors that happens throughout history, when a negative thing like a war, famine or pestilence like we have had, this actually consolidates and accelerates trends’. So a lot of what we are experiencing are things we had anticipated, however these are changes expected over seven to ten years which are now being seen over seven to ten months’.

For example, his organisation knew that retail was in decline and being challenged by online commerce. As well they were aware of a change of spending patterns, ‘as people were purchasing experiences, so more people pre-COVID were dining than shopping in Dublin and that was something that we anticipated was going to grow’. They also anticipated that there was going to be more leisure spend in the city and in doing a piece of work with the Abbey Theatre, ‘we were really surprised at how much having the theatre meant to local retailers because of people going to a play and then visiting the shops’. Mr. Guiney remarked, ‘when it comes to that integration of the entire economy, when one aspect of the city centre economy is suffering, the impacts are felt more widely’.

Dublin Town conducted work in January 2020 concerning online spending, where people said their online spend was going to be slightly less this year than last, although these predictions were subject to the realities of the world. He outlined that through

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their consumer research, it is clear that ‘people are missing and value, human interaction’ which he explained was important regarding planning for the future of the city, stating ‘we need to take into account the opportunities for people to reengage with each other’. He continued ‘we’ve had a virus, it has changed our behaviour but fundamentally, when we come out of this, we’re still going to be human and we’re going to crave that human interaction, so we need to be very cognisant of this in terms of planning going forward’. Referring to Ms. O'Shea's point, he spoke about the impact of unemployment being felt by younger people and outlined that Dublin Town members are generally busiest ‘when other people are off and they have time to spend their money’. He noted that the EU had recognised the significance of the potential decline in retail and had been researching this since approximately 2017/2018. This revealed that across Europe, 8.5% of the workforce are engaged in retail, 70% being female and due to the nature and time of the work, there are a lot of students as it is the first opportunity for employment and for many people, their first jobs are in retail or hospitality. He recognised it as a major part ‘of the growing up and maturing process and therefore of fundamental importance’.

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Mr. Guiney's view is that there are social consequences to the hospitality and retail sectors being under pressure. He suggested that 'we can focus too much on what is happening at the moment, but I think we need to project forward and look at some of the trends we were seeing previously'. In regard to projecting forward, he stated 'I think people will value the engagement again and will probably want to return to offices, perhaps not on a full-time basis, but will want to work in offices in terms of learning, training new employees, looking at new assignments and team building. A lot of that will come back to the city centre and I think the opportunities will be there. The same with online, I think people may associate home working and shopping online with the current pandemic when they haven't been having a great time, so there are certainly opportunities for us looking forward'.

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We need to be thinking about how do we integrate hospitality, retail, leisure and residential, which I think is also going to be an important part of the city economy in the future

He suggested that we need to plan the city in a way that accounts for the loss of a significant amount of retail, giving the example of Grafton Street and Henry Street approaching 10% vacancy 'without a long queue of new entrants'. He continued 'I think we're going to have to look at how we plan the city, so things like a category one retail street is probably somewhat obsolescent and we need to be thinking about how do we integrate hospitality, retail, leisure and residential, which I think is also going to be an important part of the city economy in the future. We need to look at how we balance what I anticipate will be a lot more evening and night-time activity with those residential uses'.

He noted that there are opportunities for the city, stating 'when you look at the preferences of Gen Z, the generation coming up into adulthood, Dublin could be well placed to be a

very relevant city for our own people and indeed the people who want to visit'. To conclude, he suggested that we need to plan and that will involve bringing the best of the public and private sectors together to do that.

Conclusion

Given all of the insights that had been provided by each of the panel members, Ms. Kinsella commented that a number of questions she was going to pose had been answered. She finished the session with a question to Mr. McCoy: 'given the multiple challenges that we're now facing going forward, is there one particular recommendation that you would advise businesses to adjust, right now to face that 'new normal?'

Agreeing with Mr. Guiney about the fact that this period has enhanced the trends that were there, Mr. McCoy emphasised, 'the real thing for all of us as leaders in the region, including the city council, is to try to identify the signals that are pretty clear. The noise can be quite extreme at the moment with COVID, Brexit and different shifting patterns but fundamentally, Dublin is going to be a service-driven economy and the experience economy is where the value added is going to be'.



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He elaborated 'by getting those factors right for the citizens of Dublin, it will then also continue to be that basin of attraction for the globalised workforces'. Referring to the conversation about retail and hospitality, he said this is immediate and the concerns of the people involved need to be addressed. He concluded by warning that if offices don't reopen and if 'we don't plan for offices to come back in the next six months, we will genuinely have put ourselves at risk' as the office situation and its multiplier effect will become critical. On another day, he said 'we could talk about the skills and educational needs of a service-based, globalised office market as probably where the new strands of educational channels are going to be'.

Ms. Kinsella picked up on Mr. McCoy's final point of recognising that the enablers are employment and skills and that there could be a separate session on that, before thanking the panel members for their input and insights.

Cllr. O'Connor thanked the moderator and panellists while remarking on the few alarming statistics mentioned, saying that 'it was interesting to reframe the COVID crisis in terms of the acceleration of change in Dublin rather than the initiation of it'.





Reset Summit - Panel 4

Culture & Community

Panel

Moderator: Ray Yeates



Panellist: Justin Green



Panellist: Dáithí Downey



Panellist: Kevin McCarthy



Panellist: Maureen Kennelly



Ray Yeates is the City Arts Officer for Dublin City Council where he leads the Arts Office. He has worked in the arts for many years, having started directing and acting at UCD in the 1970s. He began directing at the Abbey Theatre in 1980s. In 1992, he emigrated to New York where he was a teacher at The Irish Arts Centre and The American Academy of Dramatic Art. Upon returning, he was the Director of the Axis. His theatre work has been seen in many countries and in 2008, he was awarded 'Best Arts Champion' at the Allianz Business to Arts Awards.

Justin Green is a leading communication consultant and recipient of numerous awards with over 25 years' experience in the live entertainment events industry. He has contributed to many high level visits to Ireland by various dignitaries. He also developed numerous campaign strategies, advised national & international public agencies on event management media relations & advocated for the sector through many initiatives. In addition, he is also the President of Global Alliance, the Global Public Relations, Communication Management organisation.

Dr. Dáithí Downey works as Chief Officer for Dublin City Council's LCDC or Local and Community Development Committee and as Head of Housing Policy, Research and Strategy with the Housing and Community Services Department. He was previously the Director of the Dublin Region Homeless Executive (DRHE), having also been its Deputy Director and Head of Policy and Service Delivery. He is a Fellow of the Royal Geographical Society, and a member of the Royal Irish Academy's Social Science Committee and the Chartered Institute of Housing.

Kevin McCarthy is the Secretary General of the Department of Rural and Community Development since December 2017. The Department's mission is to promote rural and community development and to support vibrant, inclusive and sustainable communities throughout Ireland. Prior to his current appointment, Kevin was an Assistant Secretary General in the Department of Education and Skills where he served in a number of leadership roles.

Maureen Kennelly is the Director of the Arts Council of Ireland. Prior to her appointment, she was the Director of Poetry Ireland. Other previous roles include Kilkenny Arts Festival Director, Mermaid Arts Centre Artistic Director, and Fishamble Theatre Company General Manager. She also previously worked with Druid Theatre Company, Cat Laughs Comedy Festival and the Design and Crafts Council of Ireland and was Primary Curator of the Mountains to Sea Book Festival and Programme Director of Cúirt International Literature Festival.

Introduction

Ray Yeates, the Dublin City Arts Officer⁴⁸ expressed his delight to be moderating the panel, comprised of:

- Justin Green, Managing Director, Wide Awake Communications⁴⁹
- Dr. Dáithí Downey, Head of Housing Policy, Research and Strategy, Dublin City Council⁵⁰
- Kevin McCarthy, Secretary General, Department of Rural and Community Development⁵¹
- Maureen Kennelly, Director, Arts Council of Ireland⁵²

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Software has been downloaded during the lockdown where we're not aware of the effects it's going to have when we reset our society and economy and come out of lockdown

He announced that he would be moderating 'while being a little disruptive, like most arts people are' and commented that 'you rarely see arts people seated beside the CEOs of major companies'. He reflected that culture and community are usually discussed at the end of summits and that 'it would be very interesting to see the previous CEOs and leaders of Dublin businesses sitting alongside us in this panel, to discuss the connections between culture, community, the arts, business and the economy', although he was confident that would be addressed through the panel discussions. Using the analogy of his iPhone regularly downloading software to fix a bug or update, he described how in the same way, 'software has been downloaded during the lockdown where we're not aware of the effects it's going to have when we reset our society and economy and come out of lockdown'. He introduced this as the subject that the panel would talk about, 'where are we now, what it's been like, how the context has changed, how we'll try to come out of lockdown and what the future could hold'.

He pointed to one of the great difficulties for people who work in the area of the arts, community and culture: 'we engage in the area of truth that has no proof', so for example, 'although we know that Seamus Heaney was a really valuable person to us all, we cannot prove how valuable he was, but can only feel and intuit this'. He suspected this was probably why people in this area are not put beside the aforementioned CEOs, 'because it could disrupt the idea that we could measure every single thing that we do'. In regard to the restrictions, Mr. Yeates stated that 'arts and culture have been tremendously important during the lockdown and have been revalued, reset and reframed'.

Justin Green, Managing Director, Wide Awake Communications

Mr. Yeates mentioned that some of the leaders of arts, culture and community 'are here with us today' as he introduced the first speaker, Justin Green the founder and CEO of Wide Awake Communications, the services of which are used by 'luminaries like U2 and Ariana Grande'. Mr. Yeates clarified that 'while he is coming from, perhaps the more commercial area of live entertainment and events, he also has a huge appreciation of how community, community service and community identity are a support mechanism'.

48. Dublin City Arts Office www.dublincityartsoffice.ie

49. Wide Awake Communications wideawake.ie

50. Dublin City Council www.dublincity.ie

51. Department of Rural and Community Development www.gov.ie/en/organisation/departments-of-rural-and-community-development

52. Arts Council of Ireland www.artscouncil.ie

Justin Green thanked Mr. Yeates and Dublin City Council for the kind invitation and stated that he would present an overview of the ‘commercial, live entertainment sector within a COVID context in terms of where we are and where we are going to’, while clarifying that this sector is not publicly funded. Over the years, his company has been involved in and promoted events ranging from 100 to 125,000 people from music, theatre and comedy to the Special Olympic World Games and visits to Ireland by the Pope, Royals and US Presidents.

He shared some figures related to the industry. In 2019, the live entertainment and events sector was worth €3 billion and employed over 35,000 people, ‘putting this into context’ he said, ‘it is more than tech giants Google, Apple, Yahoo, Facebook and Twitter combined employ in Ireland’. Last year, live entertainment alone attracted 4.8 million people to events, including 550,000 overseas visitors and directly delivered over 3.5 million bed-nights to the Irish tourism sector. He stressed, ‘the sector plays a huge role in generating tourism, particularly to the city of Dublin, driving the night-time economy’. However, he reflected that ‘since the 12th of March, the industry has been totally devastated as the sector was forced to close down under the government mandate and nearly nine months on, it remains 100% shut down with very little hope of reopening any time soon’. He continued: ‘we were the first to close and we will be the last to reopen’. He confirmed that the majority of workers have been forced to live and bring up their families on welfare benefits or else leave the sector. In this regard, the sector is unique. But despite this, he said that ‘it is extremely important to highlight that the sector is built on safety first and that this is of paramount importance’. Despite the huge impact the sector has suffered, it fully supports the government and health measures implemented.

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We were the first to close and we will be the last to reopen

Referring to the question ‘where things are going’, he said ‘our sector is very creative, resilient and determined so we’re all looking forward to the day when live events can return but only when the time is right and only when it is safe to do so. With that determination, our highly competitive sector united and pulled together to secure over €56 million in government support packages, for which we are truly grateful’. He outlined that his sector wants to be part of the solution, working with relevant stakeholders including government, the HSE and local councils. In June, they produced and submitted to government, a strategic roadmap and protocol for the safe return of organised and ticketed live entertainment events. This report embodies a full recovery plan for the sector with enhanced protocol measures that include social distancing for how events could return safely at the right time. Five months on, it is still being reviewed by the relevant ministers and their departments but he emphasised that the sector stands ready to support with meaningful engagement, when called upon to do so. In looking at how the sector in partnership with Dublin City Council can play a key role in resetting and reshaping the future of the economic development of Dublin, Mr. Green proposed his top ten interventions, supports and recommendations for the recovery that will help boost and drive economic growth:

- There is huge potential to grow live audiences, to attract over six million people to Dublin annually, generating billions of additional revenue for the city.



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The sector plays a huge role in generating tourism, particularly to the city of Dublin, driving the night-time economy

- The community will be a key driver in the return of city development, however, people require a ‘must see’ experience to travel back into the capital and the uniqueness of sought-after live events provides this very reason.
- It has been proven that live events drive the night-time economy while filling millions of bed nights across hotels, so let us exploit this factor.
- Cities like Dublin need to be more competitive, supportive and organised in competing for major events across European capitals. The establishment of a Dublin City Council economic focused and based development unit for events would not only enhance the city but also create thousands of new jobs and drive billions of euro back into the businesses across the city. For every €1 spent on a live entertainment ticket, an additional €6 is generated into the economy.
- The ticketing systems provided are an ideal opportunity for Dublin businesses and Dublin City Council to target additional visitor enhancements, for example hotels, family attractions, outdoor activities, and things to do while in Dublin. Last year, Dubliners attended twice the number of live music events compared to London pro-rata of population. Thus he said, ‘most Irish people purchased their ticket for shows, on average three months in advance so use this data to build back better post-COVID’.
- A huge support to venues coming out of COVID would be a rates waiver or credit along with a reduction in VAT, whereby encouraging increased activity seven nights a week.
- The urgent need for insurance cancellation protection support for venues and promoters who could face immediate closure due to a second or third wave of COVID-19. Currently, there is no support or way to recoup pre-production costs.
- An operational method statement agreed by the relevant authorities, including Dublin City Council, or a clearinghouse structure to be put in place to ensure the safe reopening and operation of venues and events.
- A consumer law protection regarding refunds to allow promoters and venues to reschedule event dates within a reasonable time period, similar to other European countries like Portugal, Germany and Belgium.
- The establishment of a permanent interdepartmental task force, led by Dublin City Council, with key stakeholders including the HSE, Dublin Fire Brigade, An Garda Síochana, Fáilte Ireland, the Department of Culture and Tourism together with representatives from the commercial live entertainment sector.

Dr. Dáithí Downey, Head of Housing Policy, Research and Strategy, Dublin City Council

In response, Mr. Yeates described how he suspected that the software that is coming in ‘is collaboration not competition, which is the centre of the commercial world in terms of individual choices’, saying, ‘it is a really interesting innovation that the sector seeks a joined-up approach to support commercial activity’ going forward. Mr. Yeates then introduced Dr. Dáithí Downey to contribute on the area of community resilience and how to build it further to support culture in the city.

Dr. Downey expressed his pleasure to be at the summit, immediately reflecting on Mr. Green’s ‘extraordinarily ambitious’ agenda to build back. He referred to a couple of previous points, namely: community as a driver and bringing that sought-after, must-see novelty back to our place. He continued ‘apart from the loss of lives and livelihoods, which is something that will be very significant for us to understand as we move forward in the reset and recovery, one of the things that is very obvious that we have lost is the opportunity to spontaneously move about and go and see and introduce ourselves to the novel, new or reimbrace the traditional in terms of the arts, activities, engagement and place’.

On the other hand, he revealed that ‘one of the things we have perhaps found, is the connectivity at the local level that has somehow emerged as strengths and resilience within which we are living, working and operating today’, saying ‘it may yet yield some very profound and long-lasting changes, that we do need to bring our debate and discussion back to’. He observed that is, ‘one of the major roles that community-based activation and development can have and the great expression of that will be instantly cultural, I expect it will come from all forms of cultural artefacts and production, first and foremost, as we try to express how we feel, how we understand and how we aspire to change’.

He was struck by some of the contributions from previous speakers, in terms of ‘how we might envisage connectivity in the city, the 15 minute city, the idea of having better public infrastructure and gamification within the city that changes our behaviour or allows for behaviour change’. He also referenced Mr. Campion’s rhetorical question that he then

“ **One of the major roles that community based activation and development can have and the great expression of that will be instantly cultural**

answered about: why you would continue to maintain a presence in Dublin in the current circumstances, reminding the forum that it came back to culture and the wider community, ‘so we’re in need of a way to re-express our sense of identity and place and to allow that to be participatory and inclusive and all of these key terms like sustainable are very important to that too’.

Dr. Downey proposed that if there was one major arena of collaborative work required at the moment, ‘it is to ensure that the levelling up of opportunities as we build back better are taken on’, and that ‘we have activation and engagement measures that bring back the skills and training opportunities for people to participate in all aspects of arts in terms of performance and production and the skills involved in doing everything around that, but also allows the participation just for the fun and enjoyment of it and to enable that to happen, not necessarily at a fully commercialised level, but to support the broadening of engagement in cultural and artistic activity in the city’.

On that basis, he explained that there have been a number of discussions in an area of work that he leads on the local and community development committee, about how community and culture will connect again and lead to greater integration and opportunities for the city. With responsibility for working with Lord Mayor Chu on the integration strategy for the city, amongst a few others, he highlighted that as one of the arenas for a more joined-up approach to what is being done, ‘allowing the local areas to connect with each other and the centre and ensuring that there is a foundation there to grow commercial and public cultural activity, I think that’s the aspiration for the future that we should embrace’.

“ **One of the things that is very obvious that we have lost is the opportunity to spontaneously move about and go and see and introduce ourselves to the novel, new or reembrace the traditional in terms of the arts, activities, engagement and place**

“ **Allowing the local areas to connect with each other and the centre and ensuring that there is a foundation there to grow commercial and public cultural activity, I think that’s the aspiration for the future that we should embrace**



Kevin McCarthy, Secretary General, Department of Rural and Community Development

Mr. Yeates reflected on one of the great enforced innovations of lockdown as ‘the way we started to treat time, as people had an hour or two to cook dinner and re-engage with their families’. He suggested, ‘the anxiety of time that consumer society brings

“ **We want a recovery that is going to put people first and prioritise the revival of an economy that works for everybody. There are a lot of elements in terms of social inclusion, social solidarity, the role of community and support for community that need to be part of that conversation**

has been detrimental to the building of community and, therefore, to the arts, which requires a lot more time, appreciation and deeper thinking. If that was brought forward as part of the download and one of the learnings, we could have a great renaissance of attention. I think if all we’re saying to people is that they are consumers dependent on their economic worth, we’re going to find it very difficult to have culture, arts and community that is meaningful’. Mr. Yeates then introduced Kevin McCarthy as Secretary General of the Department of Rural and Community Development and former Assistant Secretary General of the Department of Education and Skills, with a unique insight into how the government supports community identity and resilience, noting how enormously impressed he was in earlier discussions about how Mr. McCarthy understood the relationship between the economy and a strong community.

Kevin McCarthy opened his remarks by thanking the moderator and organisers, praising the event and the contributions thus far and wishing to reflect on some of these. He explained that the Department of Rural and Community Development was established in 2017 and that part of its mission is to seek to promote inclusive, vibrant and sustainable communities and as such, his focus as part of the panel was on the community dimension. In looking at the current challenge and the much mentioned ‘building back better’ initiative, he advocated, ‘placing community at the heart of our recovery now is what I would see as a really key dimension of how Dublin approaches this reset challenge. We want a recovery that is going to put people first and prioritise the revival of an economy that works for everybody. There are a lot of elements in terms of social inclusion, social solidarity, the role of community and support for community that need to be part of that conversation’.

Reflecting on Dr. Downey’s mention of the solidarity that has been seen and thinking back on what the experience of 2020 has been on everybody, he observed that one of the very positive aspects has been the solidarity, local leadership, innovation and volunteerism at local and community levels as part of the community response to the crisis. The challenge now, he believed, ‘is to draw on this, learn from it, capture it and build on it as we try to identify the elements of the recovery and reset agenda for Dublin’. Mr. McCarthy said that he would take that sense of renewal of community and appreciation of our interdependence as being really strong positives. He outlined part of the job of his department is creating the policy foundations to support that and community and voluntary organisations as well as social enterprise, the social economy and volunteering. ‘I suppose it’s really connecting the conversation around the role of arts and culture and if we think about what the opportunities and challenges are for Dublin in recovery, remembering that it is: an international city, the Irish capital and connected and it’s really important to see the Dublin and national economy as interdependent, it’s crucial for national economic recovery’, he explained.

Mr. McCarthy highlighted cities as important too, with a lot of reflection at the summit on the challenges Dublin has and is facing from the fall-off in office and retail activity. While considering the overseas perspective, he underlined international visibility and attractiveness for visitors and internationally mobile people as part of what it can offer as a cultural setting, as a lived in network of people and communities and part of what makes a community. Reflecting on the point, he commented that ‘the arts sector and the role of culture in creating and sustaining vibrant communities cannot be overstated and is a really important piece of that connection’. Mr. McCarthy acknowledged that there are lots of other elements in terms of what makes cities attractive and there are challenges in encouraging families to come in, live, visit and spend their money in the city as well as challenges around public infrastructure, public realm and what makes places attractive. He noted that some of the changes we are seeing in office accommodation and possible trends into the future may offer potential for reimagining parts of the city and thinking differently about how we plan and create those spaces that people will want to be part of and come into.

In relation to the social economy, Mr. McCarthy described how from a community perspective, ‘social enterprise is a hugely important part of what a recovery for Dublin should involve’. He emphasised that ‘the social enterprise sector in Ireland is still underdeveloped, but there is a huge potential to grow and support it, to see it as a vehicle for creating sustainable job opportunities into the future as there is an ethos in social enterprise around putting the person before the bottom line, that I think supports sustainable quality employment opportunity and also creates a really strong sense of community in terms of the impact of social enterprise and the social economy. We do need to think about that and its role as part of any vision for Dublin’s future’.

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The arts sector and the role of culture in creating and sustaining vibrant communities cannot be overstated and is a really important piece of that connection

He recognised that community development and supporting communities must be a huge aspect of this, stating: ‘if we are real about ensuring that everybody is part of the recovery, that everybody has a say in their own future, the vision of and for their community and how to realise that, we need to think about how we include all of those voices and in particular the most marginalised voices, newcomers and others on the margin’. He observed that younger people had been mentioned numerous times in the discussions and that it is very important to think about ‘how we involve them in the conversations around the future as they have the greatest stake in the shape of the recovery’. He revealed that all the evidence tells us that they are often the most distant from those conversations, even in terms of community leadership and community development, so we need to think about how we bring them into it. Mr. McCarthy concluded, ‘the values that need to inform the recovery are such an important part of that conversation. We faced choices in this crisis that we never had to face before, we now have choices to make in reflecting on that experience around how we want to grow and develop into the future, what we measure, what we want to capture, the need for well-being indicators. We need to think differently about what we value and how we measure what we value into the future, there’s a big agenda there that needs to be an important part of the conversation in terms of thinking about what that is’.

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It’s really important to see the Dublin and national economy as interdependent, it’s crucial for national economic recovery



Maureen Kennelly, Director, Arts Council of Ireland

Mr. Yeates highlighted in particular, Mr. McCarthy’s point about what we value and posed questions about, ‘what do we value, what is important to me now that my choices are reduced, what choices will I make when they are presented again, what will I spend on, and who will I spend time with’, all representing very big questions brought about by the lockdown. Mr. Yeates then introduced Maureen Kennelly, who he said had a unique introduction to the lockdown in that she went from Director of Poetry Ireland to being appointed Director of the Arts Council the week before it began. He observed that her role was transformed

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We are working in a very changed world and as we all know, the crisis has impacted hugely on jobs and livelihoods and it has undermined the financial viability of many arts organisations

by definition because she had almost a year in a completely different context than any of her predecessors. He congratulated Ms. Kennelly because he said, ‘like Mr. Green, you have been very central to the extra investment into live events’. He described her as being pivotal to an unprecedented increase of 75% for a new 2021 Arts Council budget, with probably the greatest challenge being how to distribute this great support by government.

Maureen Kennelly said it was great to be part of the summit and confirmed that she had been appointed the week before the lockdown was announced and took up her role mid-April, characterising it as a ‘baptism of fire’. She continued, ‘it has been an extraordinarily empowering time as well and we’ve obviously had this great news from government, which will be transformative for the arts’. The points made by her fellow panellists that particularly struck her were community, collaboration and values, saying that all those have been very clear in the last eight or nine months and commenting ‘how can we build back better is certainly a shared goal for all of us, so there are many good things to be wrought from this for sure’. She wished to speak about what the Arts Council has done since the onset of COVID and what it plans to do and as Mr. Yeates mentioned, ‘this increased investment is terrific but there are obviously many things to consider in terms of how best to plan to disperse that and to really transform the arts landscape for the future’.

She explained, ‘we are working in a very changed world and as we all know, the crisis has impacted hugely on jobs and livelihoods and it has undermined the financial viability of many arts organisations. With the first lockdown last March, all that planning ended overnight and we all recognised too that arts and entertainment is one of the sectors most affected by restrictions’. Speaking about two reports commissioned from EY, she revealed that the decline in economic activity in the arts sectors will be decreased by approximately 55% compared with 11% in the wider Irish economy and that the latest CSO data shows a 67% decline in economic activity in the sector. On the plus side, she outlined that the public response to and engagement with the work of artists online and in other smaller, bespoke, intimate ways has been enormously positive. She believed everybody would agree with that and quoted Joni Mitchell’s line of ‘you don’t know what you’ve got, til it’s gone’ as a mantra regarding COVID, for many people in highlighting ‘how much arts and culture has to help us as citizens and human beings’.

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For many years artist’s fees have been well below where they should be

Regarding the supports at the outset of the pandemic, she explained that the Arts Council fast-tracked payments to hundreds of organisations and asked them to prioritise payments to artists with whom they had hoped to work, ‘so even for people who

“ **Arts and culture matter and they are going to help us build back better**

had not been fully contracted, the council recognised that the individual artist was going to really experience hardship in an unprecedented way’. The Council, therefore, wanted these payments to be prioritised and to ‘make this 90% of funding available to people up-front’. She also introduced the new ‘pay the artist’ policy, which the council launched just before COVID-19 in February. This was instigated ‘in recognition of the fact that, for many years artist’s fees have been well below where they should be’. She stated that ‘it is an area of huge focus along with the equality, human rights and diversity policy, to ensure that there is as wide a range of artists involved in the arts in Ireland as possible and that they are appropriately paid for their work’, indicating that ‘the day of the artist as hobbyist or artist doing any of us a favour is over’. In relation to freelance artists, she stressed that the Council prioritises making bursary decisions quickly and distributing those funds across art forms, which she added have been expanded in many areas.

She remarked that before the initial additional investment from the government, €80 million was the Arts Council budget for the year, which did not offer a medium-term response to the crisis and much of that funding was committed by the time lockdown happened. Like many other organisations, including the national campaign for the arts, the council worked to ensure the arts was elevated in public policy considerations with the intention of getting an increased allocation of public expenditure, ‘so there was extensive engagement with the political and government system to make that case’.

“ **We have artists coming to us that would never before have seen us as relevant to their livelihoods, illustrating the effect of the pandemic**

Elaborating on funding, she explained that following discussions with the last government, the Arts Council received an additional €20 million of funding in late June and with the support of the current government under the new Arts and Culture Minister, Catherine Martin, received a further additional €5 million in the July stimulus package, bringing the council’s budget to €105 million. ‘More recently, the budget decision in October to increase the allocation to €130 million was a very welcome and historic decision and shows that the government has listened very carefully to the many voices that have been raised in such an articulate way to say, arts and culture matter and they are going to help us build back better’, she highlighted. While she recognised that money does not solve every problem, she believes that it is a very important endorsement of the role that artists play in Irish society. She also acknowledged that ‘the restrictions are going to continue to impact severely on artistic practice and how the public engage with the arts’ and that the artists and the public are the two important focuses of the council’s strategy in making great art work, ‘every day, that is who we’re considering, how is the artist and what do the public need’. She commented that they have been impressed by the exemplary behaviour of the artistic community and how it has reached towards the public via online and various communications as well as through very particular, bespoke things like Children’s Books Ireland sending books to disadvantaged children across many



family hubs and direct provision centres and Poetry Ireland engaging a fleet of poets to ring older people who were alone and vulnerable and to read them reassuring poems.

She shared examples of the massively increased demand due to the crisis that organisations faced, saying that up to the end of August they had received requests for €152 million in financial support which has further increased since. Last year, they received 3,500 applications for funding while this year it is about 6,500. The Arts Council provided an emergency stabilisation fund for sixteen key organisations in the national and regional arts infrastructure, many of them venues, which allowed them to avert closure in 2020, but ‘there is no doubt they will still face a challenging 2021’. Expanding on bursaries, she described how the increased investment allowed the Council to provide direct funding to 1,200 individual artists who otherwise would have been without work. The Council also introduced a new COVID award, that was ‘a very light-touch scheme which asked people to submit in a simple format, there were 67,000 new applicants, showing that the pandemic has reached widely into the artistic community. We have artists coming to us that would never before have seen us as relevant to their livelihoods, illustrating the effect of the pandemic’, she observed.

In terms of plans for next year, Ms. Kennelly noted that the core infrastructure is there and the strategic organisations have applied for their annual funding. She also spoke about the new capacity-building support scheme introduced this year and the new professional development award that ‘has had huge reach into the community’, and confirmed that the council will be continuing with these two schemes. She indicated that going forward, they will be considering individual artists and will explore how to further expand the bursaries and after evaluating, will make the necessary adjustments. She emphasised, ‘we’re very concerned that the restrictions continue to restrict artistic activity so we were delighted to be part of the Minister’s Culture Recovery Task Force. There are ten strong recommendations from that, one of them was about the restrictions that arts venues and arts producers are experiencing and looking to see how could these merit further consideration by government in terms of opening up’.

She concluded by highlighting the professionalism of the arts sector, as ‘almost unique in being able to present events to an extremely high quality’, something she saw at the Dublin Theatre Festival, the Abbey and the Kilkenny and Galway Arts Festivals, where the latter had registered 162,000 attendances at its slimmed-down version with no cases of COVID-19 registered. She pointed to the many examples from abroad that demonstrate that it is a sector that is exemplified by very high levels of professional safety and care for its audience.

Panel Discussion

Mr. Yeates proposed moving off the safe space momentarily to ask a series of questions, including ‘what do you think is going to happen, has the pandemic been traumatic and what will be the effect’. He referred to the ‘great online legacy’, wondering how that is going to impact live entertainment and if it is going to enhance it or compete with it. He asked ‘where is the for and against going to fall in the future, is there bad news coming that we’ve got to prepare for, is the recovery going to be staggered or fast, what is really going to be genuinely new in all of the panellists’ fields’.

Ms. Kennelly responded first, stating, ‘I do think that never again will the arts be taken for granted, I think that’s new, I believe it’s a discussion that needs to be constantly there, we can’t think that everyone now knows how valuable they are and so let’s just roll out the funding and let it happen. Paradoxically, it took them to be obliterated for everybody to see and be aware of the value of them. That’s the good point to take from it’. She emphasised her worry about the effect of the crisis on the arts community because it has suffered a trauma and while the support of the public, agencies like the Arts Council and the department has been good, she singled out young people in particular. She gave the example of a teenager considering a career in dance, who now might question, if having viewed what happened in this pandemic, it really is a viable career for them. She is therefore concerned that people would be lost out of the profession.

She also expressed worry for people who have been marginalised from the arts sector who might feel even further marginalised because the pandemic has been particularly severe on them. Using the example of ‘someone who is not fully abled’ she explained that it would take them longer to come back and be involved in the arts. Thus she said ‘it’s very important that we keep an eye on that and that we work even harder to make sure that people who have been marginalised from us in the past and from arts organisations are brought more centrally into the fold’. She broached the area of digital as being ‘very interesting’, while

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If it’s going to continue to be a mixture of digital and in-person, we absolutely need to find a way for artists to benefit financially from the digital space

believing that there is learning, she highlighted the critical part as how the artist gets paid. ‘I mentioned about paying the artist and the artist not being forgotten, but I believe the rush to digital meant that the artist was maybe even further side-lined, so I think the government needs to sign up to the copyright directive that is called for in the cultural recovery task force report as a matter of urgency. If it’s going to continue to be a mixture of digital and in-person, we absolutely need to find a way for artists to benefit financially from the digital space’.

Mr. Yeates complemented Ms. Kennelly’s ‘very specific points’ before asking Dr. Downey, ‘as we can’t form community, will community form in a different way permanently’.

Dr. Downey replied that he believes it will and that we are always shaping and reshaping. He reflected on the question about optimism and pessimism, and how it came to mind that the optimist is supposed to believe that we live in the best possible world and the pessimist worries that that just might be true, proposing that we are somewhere between the two. ‘We need to be very realistic about what’s in front of us, about the trauma and recognising and understanding the loss both of life and of livelihood and, in some way, trying to allow that space to be part of our build back, our return, our reset, and culture will be an arena in which that story is told,’ he concluded.

Mr. Yeates reminded Mr. Green of their previous conversation about, how a child, in accessing an instrument in a marginalised community in their local arts centre, is directly connected to the Gaiety Theatre, saying he knew some children who accessed instruments and ended up playing in the Olympia in a commercial concert. He asked him how he would make that connection real now, as equality and diversity are such important parts of this reset.

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I do think that never again will the arts be taken for granted, I think that’s new



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‘We need to be very realistic about what’s in front of us, about the trauma and recognising and understanding the loss of life and livelihood and, in some way, trying to allow that space to be part of our build back, our return, our reset, and culture will be an arena in which that story is told

built-up demand there’, asserting ‘we are fully confident that our sector will fully come back next year when it is safe to do so, bigger and better than ever before, and I know that people will want to see entertainment’.

Mr. Yeates asked Mr. McCarthy for his final thoughts, commenting how we should mark that Diego Maradona was a poor child playing football on the street before he became a world superstar and that this had been the theme of the panel discussion, the relationship between community and success.

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People are thinking locally much more than they were before and part of the challenge from the central perspective is how we connect investment priorities nationally with locally identified and locally generated ideas for a local, community led vision of its future

Mr. Green stated that there is a connection and suggested that COVID brought to the fore, the disconnect between the commercial and funded sectors and the objectives, links and community buy-in which he felt has been noted by government, departments and the Arts Council. He commented that ‘a lot of people, even in government, would have said that they weren’t aware of the commercial sector and assumed that the Arts Council looked after it too, which wasn’t the case’. Going forward, he stressed that there will be a lot more joined-up thinking and highlighted that, ‘the big concern for the commercial sector is the loss of the skillset’. He continued: ‘we have a unique skillset that we used to import from Europe for events to run here and that’s a big concern, that this could be lost as well as the SMEs’. In relation to digital, he explained that it

is not commercially viable unless you are funded and receive funding to sustain digital events. However, on the positive side, he confirmed that they are ‘seeing a lot of ticket sales for future events and there is a big

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We are confident that our sector will fully come back next year when it is safe to do so, bigger and better than ever before, and I know that people will want to see entertainment

In terms of what will be new and different, Mr. McCarthy believes ‘people are thinking locally much more than they were before and part of the challenge from the central perspective is how we connect investment priorities nationally with locally identified and locally generated ideas for a local, community-led vision of its future. It’s creating the supports and structures that can make that happen in a sensible way, place-based programmatic investment so that the investment priorities of different government departments and agencies can be brought together in a way that makes sense for communities, that they can translate into their vision of their future and that they have a say in it. That’s a big challenge for us, how we make that more effective’.



5. Closing Address

Councillor Claire O'Connor closed the summit by thanking the speakers, panellists and moderators for their collaboration and insightful discussions, which she explained are relevant to the current COVID-19 impact, the upcoming BREXIT impact and to future uncertainty. She commented, 'even with these uncertain times, with today's discussions and collaborations, we are building stronger connections to tackle the many issues facing our city and region together. These issues were facing us anyway but they have been accelerated by the COVID crisis'.

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Even with these uncertain times, with today's discussions and collaborations, we are building stronger connections to tackle the many issues facing our city and region together. These issues were facing us anyway but they have been accelerated by the COVID crisis

for delivering such an interactive summit with an ambitious agenda.

She emphasised that 'the summit series has a strong record for providing a valuable platform to exchange ideas on the future of Dublin' and Dublin currently. These conversations, she explained, 'allow us to not only reflect on the priorities of the day but to critically analyse the challenges that lie ahead. This has never been more important than in today's environment'. She acknowledged the participation of the Lord Mayor of Dublin, Commissioner McGuinness, the many contributors from Dublin City Council, the Department of Enterprise, Trade and Employment, Draper Espirit, Tech Ireland, Scale Ireland, Enterprise Ireland, DCU, VRAI, Cisco, SEAI, Fáilte Ireland, Dublin Regional Skills Forum, Ibec, Dalata Hotel Group, Cpl, Dublin Town, Wide Awake Communications, the Department of Rural and Community Development and the Arts Council.

Cllr. O'Connor remarked that the contributions will inform all the stakeholders who are actively working to support the city and economy. A summit outcomes report will be produced in order to record the contributions, insights and examples shared. This report will be disseminated to national government, policymakers, stakeholders and interested parties. 'Whilst we come to the end of the 2020 Reset Summit, the reality is that the conversation is only just beginning', concluded the chair.

She also conveyed her gratitude to all the participants for joining the summit in such large numbers, noting the benefit of virtual events as the ability to eradicate room capacity limits and, interestingly, that it was by far the highest attended summit to date. She was delighted to see and hear the great discussions and interactive comments throughout the summit. Cllr. O'Connor confirmed that the Economic Development Office and the Economic Development and Enterprise SPC would work on the post-event collation and report on the summit discussions. Whilst the current circumstances prevented participants from being together in person, she took the opportunity to congratulate the team

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Whilst we come to the end of the 2020 Reset Summit, the reality is that the conversation is only just beginning



6. Appendices

6.1 Reset Summit Contributors

Section	Role	Contributor	Title	Organisation	Website
Introduction & Closing Remarks	MC	Cllr. Claire O'Connor	Chairperson, Economic Development & Enterprise Strategic Policy Committee	Dublin City Council	www.dublincity.ie
Lord Mayor's Welcome	Speaker	Hazel Chu	Lord Mayor of Dublin	Dublin City Council	www.dublincity.ie/council/your-city-council/lord-mayor-dublin
Keynote Address/ European Context	Speaker	Mairéad McGuinness	Commissioner for Financial Stability, Financial Services and the Capital Markets Union	European Commission	ec.europa.eu/info/index_en
Dublin City Context	Speaker	Richard Shakespeare	Assistant Chief Executive	Dublin City Council	www.dublincity.ie
Dublin Region Context	Speaker	Declan Hughes	Assistant Secretary General	Department of Enterprise, Trade and Employment	enterprise.gov.ie/en

Panel 1 Innovation & Entrepreneurship

Role	Contributor	Title	Organisation	Website
Moderator	Brian Caulfield	Entrepreneur, Investor, Board Member, Chairperson	Draper Esprit/ Tech Ireland / Scale Ireland	draperesprit.com / www.techireland.org / www.scaleireland.org
Panellist	Niall Campion	Managing Director	VRAI	vraisimulation.com
Panellist	Eoghan Hanrahan	Regional Director, Dublin Region and Regional Development	Enterprise Ireland	www.enterprise-ireland.com/en
Panellist	Jamie Cudden	Smart City Programme Manager	Dublin City Council	https://www.dublincity.ie/business/economic-development-and-enterprise/smart-cities/smart-dublin
Panellist	Dr. Roisin Lyons	Assistant Professor of Entrepreneurship and Innovation	Dublin City University	www.dcu.ie



Panel 2 Sustainability & Climate Change

Role	Contributor	Title	Organisation	Website
Moderator	Dr. Sabrina Dekker	Climate Action Coordinator	Dublin City Council	www.dublincity.ie
Panellist	Brian Jordan	Head of Innovation & Industry Solutions	Cisco	www.cisco.com
Panellist	William Walsh	Chief Executive Officer	SEAI	www.seai.ie
Panellist	Shane Dineen	Environment & Planning Manager	Fáilte Ireland	www.failteireland.ie
Panellist	John O'Hara	City Planning Officer	Dublin City Council	www.dublincity.ie

Panel 3 Employment & Skills

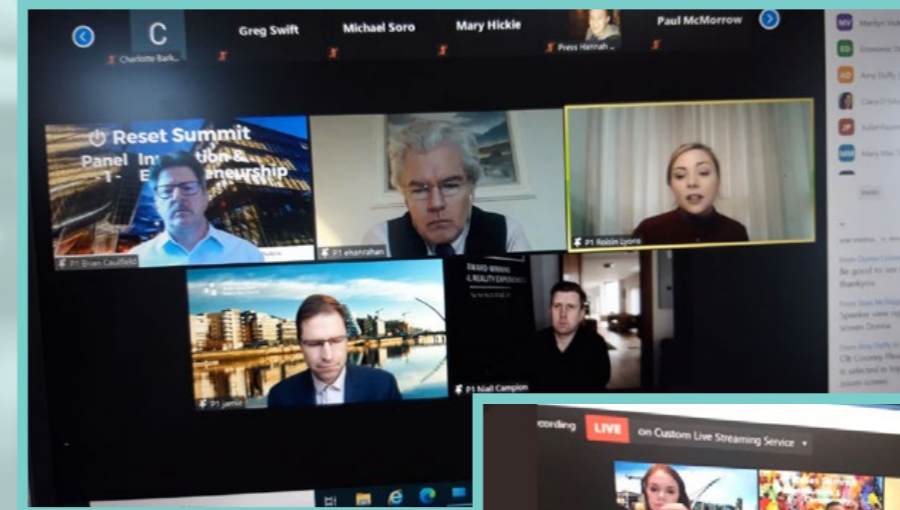
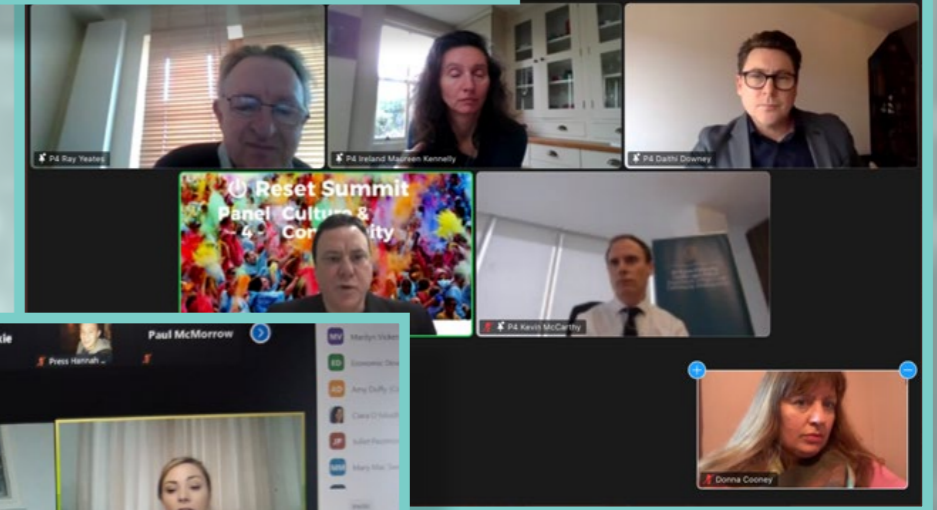
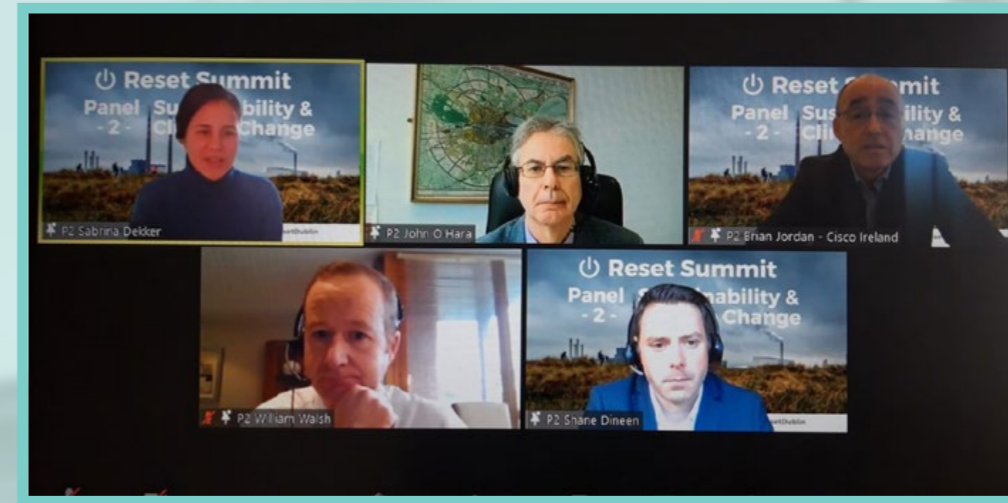
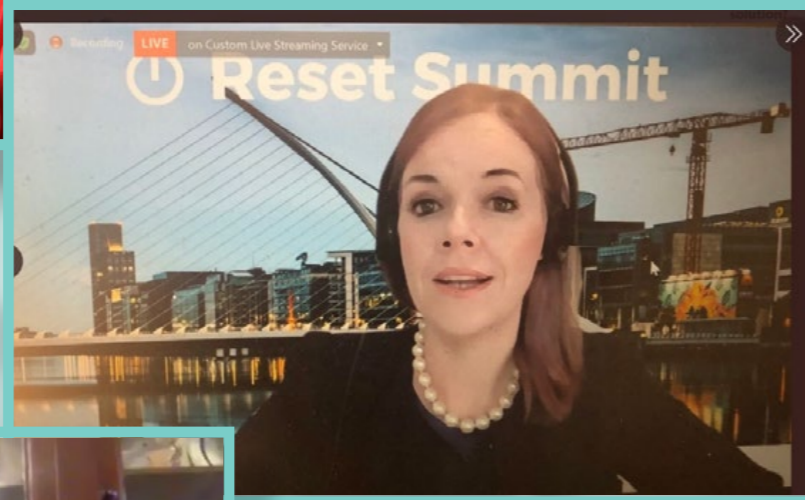
Role	Contributor	Title	Organisation	Website
Moderator	Natasha Kinsella	Regional Skills Manager, Dublin	Dublin Regional Skills Forum	www.regionalskills.ie/regions/dublin
Panellist	Danny McCoy	Chief Executive Officer	Ibec	www.ibec.ie
Panellist	Pat McCann	Chief Executive Officer	Dalata Hotel Group	dalatahotelgroup.com
Panellist	Siobhan O'Shea	Director Cpl / Chairperson Dublin Regional Skills Forum	Cpl	www.cpl.com
Panellist	Richard Guiney	Chief Executive Officer	Dublin Town	www.dublintown.ie

Panel 4 Culture & Community

Role	Contributor	Title	Organisation	Website
Moderator	Ray Yeates	City Arts Officer	Dublin City Council	www.dublincityartsoffice.ie
Panellist	Justin Green	Managing Director	Wide Awake Communications	wideawake.ie
Panellist	Dr. Dáithí Downey	Head of Housing Policy, Research and Strategy	Dublin City Council	www.dublincity.ie
Panellist	Kevin McCarthy	Secretary General	Department of Rural and Community Development	www.gov.ie/en/organisation/department-of-rural-and-community-development
Panellist	Maureen Kennelly	Director	Arts Council of Ireland	www.artscouncil.ie



6.2 Reset Summit Photograph Gallery





Reset

Summit

Outcomes Report



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

