



Oifig Fiontair Áitiúil

Local Enterprise Office

Local Enterprise Office Wexford Development Plan 2017 – 2020



Ireland's European Structural and
Investment Funds Programmes
2014-2020

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European Union

European Regional
Development Fund

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Executive Summary

The Local Enterprise Office (LEO) Wexford plays a leading role in supporting and stimulating entrepreneurial activity in County Wexford, thereby ensuring job opportunities in the micro and small business sector are maximised.

Brief overview of 2016:

2016 was a highly constructive year for LEO Wexford with the following achievements obtained:

- €389,034 allocated in grant aid to 28 Businesses:
 - 6 Feasibility Grants €49,000
 - 11 Priming Grants €125,265
 - 11 Business Expansion Grants €214,769

- 948 participants attended 82 Business Training Events
- 121 Business Mentoring Assignments
 - 348 mentor meetings arranged during 2016

- 48 Trading Online Vouchers Allocated worth €95,258
- 38 Trade Show Grants Allocated worth €25,691
- 12 Export Marketing Grants Allocated worth €19,116
- 20 Micro Finance Applications processed Total Loan Requests €162,000

- 1,290 students from 19 Second Level Schools currently participating on the Student Enterprise Programme due to finish in April 2017
- 8 GreenSave Project Applications completed
- 20 Owner Managers currently attending Waterford Institute of Technology (WIT) certified Owner Manager Development Programme Sept 2016 to March 2017
- 3 new craft businesses exhibited at Showcase in the RDS January 2016:
 - Pauline Quigley – Stained Glass
 - Allain, Kabira – Fashion Designer
 - Breen, Aine - Jeweller
- 3 Wexford food businesses representing the Wexford Food Family exhibited in the Local Enterprise Village at the National Ploughing Championships in Tullamore in September 2016:
 - Wexford Home Preserves
 - Naturally Cordial
 - O’Neill Foods
- Hentech Engineering represented LEO Wexford at the National Enterprise Awards in June 2016
- 64 Entries for Irelands Best Young Entrepreneur Competition in County Wexford:
 - Business Bootcamp held with 20 of the Ireland’s Best Young Entrepreneurs (IBYE) entries
 - Wexford County Final held on Tuesday 29th November 2016

Priorities of the Local Enterprise Development Plan over the next 4 years

Key upgrade goals for the next four years include:

| Strategic Areas | Key Upgrade Goal |
|--|--|
| Business Information & Advisory Services | <ul style="list-style-type: none"> Adopt the new client management system to offer an enhanced communication and advisory service of LEO Wexford clients |
| Enterprise Support Services | <ul style="list-style-type: none"> Introduce the Take Off Programme with Non-Executive Directors |
| Entrepreneurship Support Services | <ul style="list-style-type: none"> Foster and develop integration between third level students and new start-ups |
| Local Enterprise (Development Services) | <ul style="list-style-type: none"> Deliver the new INTERREG Building Clusters and Networks in Innovation, Enterprise and Research (BUCANIER) Programme to stimulate innovative business ideas and development |

The Enterprise Ireland (EI) Strategy 2017-2020 highlights a range of strategic ambitions to support entrepreneurship in Ireland including:

- Support new and existing start-ups to achieve scale
- Increase the level of entrepreneurship regionally by 25%
- Increase participation from under-represented groups in start-ups

Detailed actions which will be supported by LEO Wexford include:

- Developing a cohesive enterprise support infrastructure in conjunction with LEOs, Higher Education (HE) Institutions and Regional Accelerators.
- Introduce new client engagement model for start-ups to provide targeted supports based on agreed needs and scaling milestones.
- Inspire and drive ambition of entrepreneurs nationally by showcasing successful Irish founders/entrepreneurs.
- Introduce a new three-month Sprint Programme to help start-ups get investor ready and masterclasses and founder forums to help early stage start-ups achieve scale faster.
- Implement programmes to support participation in entrepreneurship from under-represented groups including female entrepreneurs and spin-outs from HE Institutions.
- Improve access to funding through investment in seed and venture capital programmes and the European Union's (EU) Horizon 2020 Research & Development (R&D) funding programme.

The vision in Wexford's Local Economic and Community Plan (LECP) includes the county will be:

- Where people will want to live, work and do business.
- Which offers its citizens quality, sustainable employment opportunities.

In order to achieve this vision, six High Level Goals (HLGs) were set and detailed relevant actions were identified for the LEO under the following HLGs:

HLG3: Continue to develop and promote County Wexford as a great place to live, work and visit.

HGL4: Develop and market County Wexford as an outstanding business environment for starting, growing and attracting business.

Within the LECP, there are detailed tables which indicate the range of actions that will be completed over a five-year period to support sustainable economic development in the county. The LEO Wexford

will play a major role in ensuring these actions are delivered upon and indicators of success will be used to measure progress.

Priority Actions for 2017 in the Context of the 4-Year Plan.

Key priorities for LEO Wexford in 2017 are to continue to develop an excellent first stop shop for businesses and to heighten awareness of the services and supports available locally and nationally and help develop relationships between businesses and these service providers, through:

- Supporting entrepreneurs, owners and manager in accessing financial supports and enabling them to plan, grow and sustain productivity, innovation and competitiveness;
- Providing access to training and mentoring supports to an increased number of participants;
- Support business in accessing and participating in exhibitions, seminars and networking events;
- Promotion of the Micro-Finance Ireland (MFI) Loan Fund;
- Promotion of Trading Online Vouchers;
- Liaise directly with EI regarding the progression pathways for new and existing clients;
- Refer enterprises to relevant support services;
- Support sectoral networks and promote the development of clusters;
- Promote the National Enterprise Awards; and
- Collaborate and continue work with other agencies, e.g. EI, Chambers of Commerce and South East Business Innovation Centres (BIC)

This Local Enterprise Development Plan provides a detailed framework for building upon the successes to date and ensures that enterprises and entrepreneurs continue to receive efficient and quality supports from LEO Wexford to sustain and develop their business and new markets.

LEO Personnel Numbers and Planned Staff Training/Development Initiatives: 2017

LEO Wexford has 5 full-time staff:

- Head of Enterprise – Tom Banville
- Acting Senior Enterprise Development Officer – Breege Cosgrave
- Administrator – Caroline McCrea
- Clerical Officer – Angie Malone
- Receptionist – Bernie Flood

LEO funding for 2017 (Total allocated to the LEO: Current and Capital)

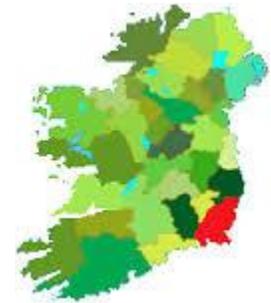
The total allocation to LEO Wexford is not known at present.

Section 1 – Context

1.1 Overview / 4-year Outlook for Enterprise Development in the County

Demographic Profile

County Wexford is an EU Local Administrative Unit located in the South East Region of Ireland (Nomenclature of territorial units for statistics: NUTS 3), along with the counties of Waterford, Carlow, Kilkenny and Tipperary. The population of County Wexford increased to 149,605 in 2016, which was a 2.9% increase from the 2011 census when there was a total of 145,320 people. This compares to the national population increase of 3.7% over this same five-year period.



Unemployment

Within County Wexford and the wider South East, there was a major unemployment crisis between 2007 and 2012. However, recent employment statistics reveal that the number of people out of work has decreased significantly over the last five years in County Wexford. In December 2016, 12,644 people were on the live register in County Wexford (Central Statistics Office: CSO, 2016), compared to 19,490 individuals in January 2011. Although a report published by Waterford Institute of Technology (WIT), in June 2016, highlights the persistent unemployment problem within the South East.

“The unemployment rate in the South East remains stubbornly above the national average.” (WIT, 2016)

Economic Growth Sectors

The South East Action Plan for Jobs Strategy 2015-2017 identifies the successful employment sectors for the region as tourism, agri-food and seafood, manufacturing and business services. The strategy also identifies the opportunity to grow competitive clusters in potential growth areas such as precision engineering, food nutrition, Information, Communications & Technology (ICT), business processes and financial services, pharmaceuticals and medical devices.

The major challenges highlighted in the South East Action Plan for Jobs Strategy includes the need to increase the rate of entrepreneurship and start-ups, raise productivity levels and create a competitive ecosystem for enterprise to flourish and invest in the region. Within the South East, the Gross Value Added (GVA) per job is only 71% of the national average. Reasons for this include the higher dependence on employment in lower-paid sectors such as agriculture, construction, wholesale and retail.

Key projects and actions highlighted in the South East Action Plan for Jobs includes:

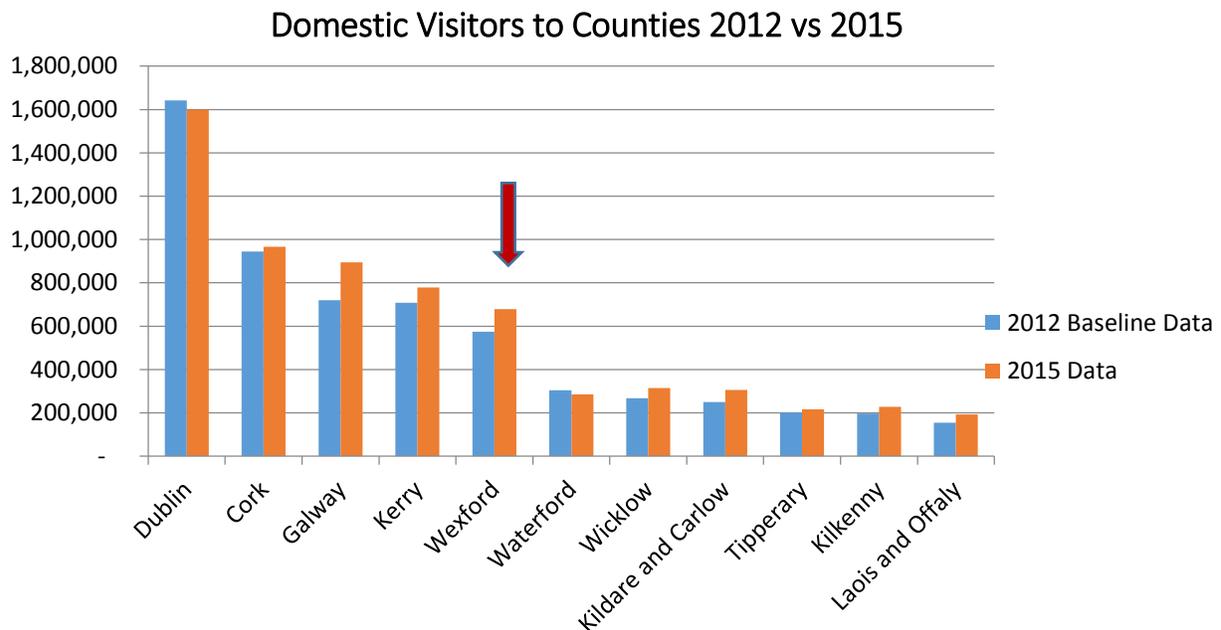
- **Entrepreneurship:** Promoting and supporting entrepreneurship across all sectors in the South East, through:
 - The EI New Frontiers programme
 - Support for incubators and Community Enterprise Centres
 - Mentoring and support for high potential start-ups and increasing their successful flow through regions enterprise hubs.

- Promoting female entrepreneurship, targeting up to 50% female participation on Start-Your-Own Business (SYOB) courses.
- **Competitive Sector Eco-systems:** Developing world-leading clusters in areas such as precision engineering, FinTech and business services, agri-food and drink, biopharma and medical devices and seafood.
- **Agri-Food:** Increase exports by 85% to 2025. Increase value-added of seafood products to 50% of output from 30% in 2015.
- **Tourism:** +300,000 overseas tourists and 5,000 associated jobs.
- **Smart Specialisms:** Exploit emerging technologies as new sources of growth in the South East.
- **Scaling and Exporting:** Support existing companies to scale up their business and win new markets overseas.

The South East Economic Development Strategy (SEEDS) 2013-2023, highlighted key areas for growth in the region including tourism, food, research and innovation. It also recognised the need to foster greater creativity, innovation and entrepreneurship in secondary schools through competitions and enterprise modules. It should be noted that County Wexford has one of the highest participation rates in the Student Enterprise Awards nationally.

Tourism

Over the last three years, domestic visits to County Wexford as a whole have increased by almost 18%, which is a very positive performance and illustrates the importance of the tourism industry to Wexford’s economy.

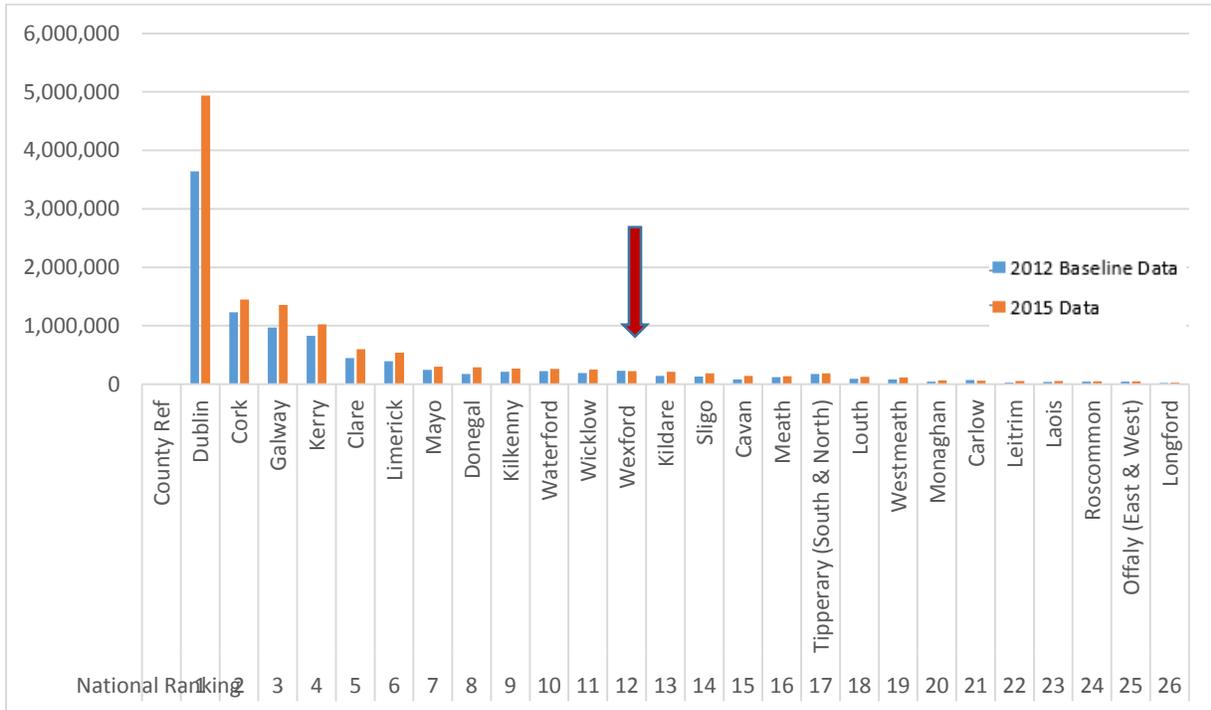


Source: Fáilte Ireland, 2016

Over the same period, however, the number of overseas visitors has remained static, at a time when nationally tourism figures have shown their greatest period of growth on record. Neighbouring

counties have managed to grow their overseas numbers quite significantly in the same period, and this must be a cause of concern for Wexford.

Overseas Visitors to Counties 2012 vs 2015



Source: Fáilte Ireland, 2016

This graph illustrates that County Wexford is ranked 12th in terms of overseas visitor numbers and indicates that there is significant potential to market and develop the tourism product further in the county so that overseas visitor numbers and revenue is increased.

Agri-Food

‘Food Wise 2025’ sets out a cohesive, strategic plan for the development of agri-food sector over the next decade. It identifies the opportunities that will arise as a result of significant population growth and greater access to international markets. In addition, it recognises that the increased pressure on global agricultural resources and the environment will offer potential further growth opportunity for the Irish agri-food and fisheries sector.

The long-term vision is to ensure that efficient and environmentally-friendly production delivers sustainable export growth on global markets. This will benefit primary producers, processors and the food manufacturing sector, as well as the wider economy.

The food Wise 2025 Report has set the following growth projections for 2025:

- Increasing the value of agri-food exports by 85% to €19 billion;
- Increasing value added in the agri-food, fisheries and wood products sector by 70% to in excess of €13 billion;

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

The South-East region has many opportunities to become a major player in the further development of the sector through the growth in its dairy industry and the emergence of an internationally traded precision agriculture sector. This strategy also recognises the importance of the artisan and seafood sectors within the South East.

Stimulating Entrepreneurship

The EI Strategy 2017-2020 highlights a range of strategic ambitions to support entrepreneurship in Ireland including:

- Support new and existing start-ups to achieve scale
- Increase the level of entrepreneurship regionally by 25%
- Increase participation from under-represented groups in start-ups

Detailed actions include the following, which will be supported by LEO Wexford.

- Develop a cohesive enterprise support infrastructure in conjunction with LEOs, HE Institutions and Regional Accelerators.
- Introduce a new client engagement model for start-ups to provide targeted supports based on agreed needs and scaling milestones.
- Inspire and drive ambition of entrepreneurs nationally by showcasing successful Irish founders/entrepreneurs.
- Introduce a new three-month Sprint Programme to help start-ups get investor ready and masterclasses and founder forums to help early stage start-ups achieve scale faster.
- Implement programmes to support participation in entrepreneurship from under-represented groups including female entrepreneurs and spin-outs from HE Institutions.
- Improve access to funding through investment in seed and venture capital programmes and the EU's Horizon 2020 R&D funding programme.

Local Economic and Community Plan 2016-2021

The vision in Wexford's LECP includes the county will be:

- Where people will want to live, work and do business.
- Which offers its citizens quality, sustainable employment opportunities.

In order to achieve this vision, six high level goals were set and detailed relevant actions were identified for LEO Wexford under the following HLGs:

HLG3: Continue to develop and promote County Wexford as a great place to live, work and visit.

HGL4: Develop and market County Wexford as an outstanding business environment for starting, growing and attracting business.

Within the LECP, there are detailed tables, which indicate the range of actions that will be completed over a five-year period to support sustainable economic development in the county. LEO Wexford will

play a major role in ensuring these actions are delivered upon and indicators of success will be used to measure progress.

Objectives and Actions in the Wexford LECP (2016-2021) Relating to LEO Wexford

HLG3: Continue to develop and promote County Wexford as a great place to live, work and visit

| Agency/ Organisation | Link to National or Local Plan | Specific Objective | Specific, Time- bound and Measurable Action | Specific Outcome | Measurable Indicator of Success | Timeframe | Ref No: |
|---|--|---|--|---|---|-----------|---------|
| Sustainable Economic Development Objective 3.1 Promoting Tourism as a Major Sector for Development | | | | | | | |
| Wexford County Council - Tourism and LEO Wexford | Visit Wexford Plan, Failte Ireland | Identify skills gaps and training needs within the Tourism industry and organise tourism specific training programme in association with business training providers | Include a number of Tourism Specific Training Courses in the yearly suite of business training programmes | 8 Tourism Specific training courses delivered per annum | Visitor Number and Tourism Spend | 2016-2020 | 3.1.6 |
| Wexford County Council, LEO Wexford, Business Representative Bodies, HEIs, ETBs | Visit Wexford Plan, Failte Ireland | Develop schools tourism initiatives such as 'Know your Own County' campaigns and online tourism induction programmes for schools. | Develop and deliver 'Know Your Own County' and online tourism induction programmes, to promote Wexford's tourism offering to those within the county to become ambassadors for Wexford Tourism. | a) Promote offerings within the region b) Develop future tourism ambassadors for the region c) to highlight potential career opportunities | Visitor Number and Tourism Spend | Q3 2016 | 3.1.12 |

HGL4: Develop and market County Wexford as an outstanding business environment for starting, growing and attracting business.

| Agency/ Organisation | Link to National or Local Plan | Specific Objective | Specific, Time-bound and Measurable Action | Specific Outcome | Measurable Indicator of Success | Time- frame | Ref No: |
|---|--|---|---|--|---|----------------|------------|
| Sustainable Economic Development Objective 4.1 Promoting New Business Start-ups Through Appropriate Support and Training | | | | | | | |
| LEO Wexford | South East Action Plan for Jobs, Wexford Enterprise Development Plan | Run 8 Start Your Own Business Courses in County Wexford annually. Two courses each in Wexford, Enniscorthy, Gorey and New Ross | Put 120 people through the SYOB programme annually | Increase in start up businesses as a result of the SYOB course. | 30% of participants go on to start a business within one year of completing the course | 2016- 2020 | 4.1.1 |
| LEO Wexford | Wexford Enterprise Development Plan | Establish a Monthly Start Up Business Network' for emerging start ups in the county. | Establish Support Network | Regular monthly meetings of network to support businesses through the start up phase | Network is established and meeting monthly | 2016 | 4.1.2 |
| LEO Wexford | Wexford Enterprise Development Plan | Target 10 Start Ups annually from the county to participate on the New Frontiers Programme in WIT or ITC | 10 Start Ups from the County participate on New Frontiers | Identifying and recommending businesses for the New Frontiers programme | Minimum of 2 companies achieve HPSU status with Enterprise Ireland annually | 2016- 2020 | 4.1.3 |
| LEO Wexford | Wexford Enterprise Development Plan | 10 Start Up Food Businesses annually participate on the Food Academy Start Programme with Bord Bia and Musgrave's (Supervalu) | 10 Start Ups from the County participate on Food Academy Start Programme | Help move small artisan producers on to larger scale production through the Food Academy Programme | Minimum of 2 companies achieve listing with Musgrave (Supervalu) | 2016- 2020 | 4.1.4 |
| LEO Wexford | Wexford Enterprise Development Plan | Allocate €250,000 in grant aid annually to eligible start up businesses in County Wexford | 10 Priming Grants allocated to Start up businesses | Providing grant- aid to start-ups to help ease the high start up costs | Minimum of 20 new jobs created as a result of the Priming Grants allocated within the first year | 2016- 2020 | 4.1.5 |
| LEO | Wexford | Target 50 Young | Shortlist 20 | Identify the 3 | 3 new | 2016- | 4.1.6 |

| | | | | | | | |
|-------------|-------------------------------------|--|--|--|--|-----------|--------|
| Wexford | Enterprise Development Plan | Entrepreneurs annually for the Irelands Best Young Entrepreneur competition | applicants for a Business Bootcamp and 10 applicants for interview | winning Entrepreneurs, across three categories, who will represent Wexford nationally. | businesses established as a result of the competition and minimum of 5 new jobs created within the first year | 2020 | |
| LEO Wexford | Wexford Enterprise Development Plan | Engage 1,000 secondary level students annually in the Student Enterprise Programme ranging from first year to transition year to foster an entrepreneurial culture | 1,000 Students Engaged in the Student Enterprise Programme | Junior, Intermediate and Senior category winners identified. | Minimum of 200 students participate in County Final and entries across all categories compete in the National Student Enterprise Final | 2016-2020 | 4.1.7 |
| LEO Wexford | Wexford Enterprise Development Plan | Run 4 Women in Business Network Events annually to encourage more female entrepreneurs to go for business growth | 4 Women in Business events held annually | Promote networking and business support among female entrepreneurs | Minimum of 100 Female Entrepreneurs engage with the Network annually | 2016-2020 | 4.1.8 |
| LEO Wexford | Wexford Enterprise Development Plan | Establish a Start Up Ambassador for success panel to champion entrepreneurship and business development in County Wexford to link in with Monthly Start Up Network | Appoint one Start Up Ambassador annually to the panel | Appointment of Start Up Ambassadors | Establishment of Start Up Ambassador panel and link in with Monthly Start Up Network and other support events | 2016-2020 | 4.1.9 |
| LEO Wexford | Wexford Enterprise Development Plan | Promote the Seedcorn Competition to give potential HPSU's the opportunity to improve their investor readiness | Increase awareness of Investor ready Business Plans | Identify potential seedcorn participants and facilitate the application | One company annually to enter the Seedcorn Competition | 2016-2020 | 4.1.10 |

| Sustainable Economic Development Objective 4.2 Providing Funds to Support Business Development and Growth | | | | | | | |
|--|-------------------------------------|--|---|--|--|-------------|-------|
| LEO Wexford Wexford County Council | Wexford Enterprise Development Plan | Work with and develop the Wexford Food Family to encourage more growth in Food Businesses, particularly with export potential through sponsorships, trade shows, conferences, consumer events and seminars | Hold/ attend annually: One Trade Show, One Consumer Event, One Trade Conference | Trade Show - National Ploughing Championship, Consumer Event - Feast of Wexford, Trade Conference- Wexford Food Summit | Wexford Food Family Membership to grow from 36 members to 50 members and grow employment from 1700 jobs to 2000 | 2016-2020 | 4.2.1 |
| LEO Wexford | Wexford Enterprise Development Plan | Allocate Trade Show Grants of €1,000 to 25 small businesses to help expand their business domestically | Increase Trade Show Activity among the small business sector | Support SMEs to attend Trade Shows to increase their profile and increase their awareness | Survey clients annually in receipt of Trade Show Grants and measure increase in sales performance | 2016 - 2020 | 4.2.2 |
| LEO Wexford | Wexford Enterprise Development Plan | Provide 1,000 training places across a range of training categories from Sales and Marketing to Management and Finance | Improve business capability of small business owners and employees | Provide industry lead training to equip entrepreneurs with the relevant skills for business | Increase in Survival rate of small businesses in the County and increase in labour force amongst small business sector | 2016-2020 | 4.2.3 |
| LEO Wexford | Wexford Enterprise Development Plan | Assist 100 businesses annually through business mentorship programme | Improve business capability of small business owners and employees | Help SMEs address specific business challenges with mentoring from business experts across a range of discipline | Increase in Survival rate of small businesses in the County and increase in labour force amongst small business sector | 2016-2020 | 4.2.4 |
| LEO Wexford | Wexford Enterprise Development Plan | Target 10 successful applications for microfinance loans from €2,000 to €25,000 annually from MFI | Facilitate MFI applications and give advice on business planning and projections, | 10 Microfinance Loans | Minimum of 10 new jobs created as a result of the microfinance loans | 2016-2020 | 4.2.5 |

| | | | | | | | |
|---|-------------------------------------|--|--|--|--|-------------|------------------|
| | | | to make the application process as smooth as possible. | | | | |
| LEO Wexford | Wexford Enterprise Development Plan | Allocate €250,000 in grant aid annually to eligible existing small businesses in County Wexford | Support the expansion of SMEs, through financial grant supports and advice/ business planning support. | 10 Business Expansion grants to Existing Small Businesses | Minimum of 20 new jobs created as a result of the Business Expansion Grants allocated within the first year | 2016-2020 | 4.2.6 |
| LEO Wexford Wexford Wexford County Council Wexford County Libraries | Wexford Enterprise Development Plan | Expansion of range of services provided and the number of local enterprises that are accessing the service. | Helping businesses expand their research skills and access the information they need to set up, grow and expand their business. | Helping businesses access information to make informed business decisions | Number of research enquiries received by BIS. Expansion of the range of services provided Increase in the number of local enterprises that are accessing the BIS service | 2016-2020 | 4.2.7 |
| LEO Wexford Enterprise Ireland | Wexford Enterprise Development Plan | Utilise the Enterprise Europe Network to help our clients find technical solutions/ partnerships across Europe, and grow and develop their businesses. | Facilitating 'offers' from Wexford businesses who are looking for international partnerships. Monitoring the network for business offers that could be opportunities for Wexford businesses. | Develop opportunities for Wexford businesses to collaborate with international businesses as 'requestors' or 'solutions' to a range of business challenges | Matching Wexford businesses with international counterparts to find technological solutions and form business relationships. Communicating possible opportunities to Wexford Businesses to work with international counterparts. | 2015 - 2018 | 4.2.10 4.2.11 |

| Sustainable Economic Development Objective 4.3 Supporting Businesses who wish to Export | | | | | | | |
|--|-------------------------------------|--|--|---|---|-----------|-------|
| LEO Wexford | Wexford Enterprise Development Plan | Allocate Export Marketing Grants of €2,500 each, to 15 exporting or pre-exporting businesses annually | Increase Export Activity among the small business sector | Through grant-aid and advice/ supports, we want to help SMEs begin their exporting journey and continue to support those already exporting. | Capture export activity in the Annual Employment and Development Survey and measure increase in export activity amongst LEO Clients | 2016-2020 | 4.3.1 |
| LEO Wexford | Wexford Enterprise Development Plan | Develop a Strategy for Growth training programme to encourage the progression pathway to EI growth companies | Engage 5 existing businesses annually in the Strategy for Growth Programme | Identify potential businesses and work with SMEs to grow and become EI clients | Annually progress 2 new companies to become EI growth companies | 2016-2020 | 4.3.2 |

Source: WCC - LECP 2016-2021

New Business Registrations

The Government's 2014 National Entrepreneurship Policy Statement set an objective to increase the number of start-ups by 25% and to increase the scaling and survival of start-ups by a similar number over the next five years. The South East Action Plan for Jobs 2015-2017 stated that the South East region had the potential to achieve the 25% increase and should aim to perform at a level above this national average.

*"Company registrations are below pre-crisis levels and would need to achieve a 30 per cent increase to get back above pre-recession levels."
(Department of Jobs, Enterprise and Innovation, 2015)*

| New Start Up Registrations 2016 | | |
|---------------------------------|-------------|-----------------------------|
| Month | Ltd Company | Business Name registrations |
| January | 30 | 63 |
| February | 35 | 37 |
| March | 53 | 84 |
| April | 35 | 89 |
| May | 26 | 57 |
| June | 53 | 80 |
| July | 33 | 72 |
| August | 41 | 68 |
| September | 31 | 66 |
| October | 26 | 57 |
| November | 40 | 44 |
| December | 36 | 75 |
| Total | 439 | 792 |

| | | |
|------------------------|-----------|-----------|
| Monthly Average | 37 | 66 |
|------------------------|-----------|-----------|

These baseline statistics can be used to measure business registrations over the next four years.

Microenterprise Profile

In total, 91.3% of all enterprises in Wexford employ less than 10 people (micro-enterprises). This is broadly in line with the State figure (90.7%) and the South-East figure (91.6%).

- Employment in micro-enterprises accounts for 30.9% of all employment in the county-a far higher rate than the State average of 20.3%.
- The high level of micro enterprises employment in the county highlights the entrepreneurial nature of the business sector in Wexford. Wexford has the 8th highest rate of entrepreneurial activity in the State.

These baseline statistics can be used to measure the micro-enterprise profile over the next four years.

County Wexford Economic Summary

The South East region is experiencing improving consumer and business sentiment with a broad increase in employment driving healthy increases in regional consumption. However, the WIT report states that it is still behind the national economic performance, and peer regions in Ireland. The chart below highlights the key statistics for County Wexford.



Analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT)

The LECP 2016-2021 details a SWOT analysis for County Wexford and relevant extracts from this report are outlined below.

County Wexford: Strengths

Location

- Unique location in Ireland with a rich and diverse geography at the south-east corner of the Ireland.
- With nearby access to the most populated part of the country - the Greater Dublin Area, key settlements in Wexford have a large population in proximity (280,000 within 1 hour of Wexford Town, 505,000 within 1 hour drive from Gorey).
- Continued infrastructural developments on the M11 motorway and the N25 will increase potential levels of accessible populations.
- The location of Rosslare Europort within the county is a major strength and is a key access route into Ireland from Europe and the UK. It is also a key external access route for goods destined for the United Kingdom (UK) and EU market.
- Wexford is within easy commuting distance of Dublin and Waterford airports.

Growing Population

- Wexford is the 13th most populated local authority in Ireland and the population has increased by over 10% in the last five years. Increasing levels in the young age cohorts is a positive sign and suggests a new demographic vibrancy for large parts of the county in the coming years.

Agriculture, Fishing, Aquaculture and the Marine

- Wexford has a long tradition in agriculture with its 'Model County' name emanating from the county's progressive farming methods and its model farms. The first agricultural school in Ireland was opened in Wexford in the 1850s.
- The agricultural sector remains strong. In 2011, 8.4% of the all workers were employed in agriculture, forestry and fishing which was significantly higher than the State average of 5.1%.
- These sectors are important revenue and employment generators in the county's coastal and rural areas and play an integral role in maintaining the social fabric of these areas.

Foreign Direct Investment (FDI)

- There are 10 FDI companies located in Wexford and while this figure is low, it does compare favourably with neighbouring counties: Waterford (12), Wicklow (10), Tipperary (10), Carlow (6) and Kilkenny (3).
- Although quite low, employment levels in State assisted companies in Wexford have remained relatively stable throughout the economic recession and have showed signs of recovery in recent years.
- The FDI companies are involved in five sectors: Medical Technology (3), ICT Hardware (1), Consumer Products (1), Consumer Goods (1) and Bio Pharmaceuticals (1); all of which offer sustainable jobs.

- Employment in FDI companies has shown no signs of decline and highlights the sustainability of this sector.

Tourism

- The county has a very strong tourism sector which is a significant and important revenue generator. The county has a wealth of built, cultural and environmental amenities, many internationally renowned.
- Wexford is the 5th most popular destination in the country for domestic tourists. Domestic expenditure is the primary source of tourism revenue for the county with Wexford the 5th highest domestic tourism earner in the State. As of 2013, a total of €107m was spent by domestic tourists in Wexford. This is considerably higher than any other county in the South-East with Waterford having the closest income at only €49m.
- The number of overseas visitors to Wexford has increased significantly in recent years with numbers increasing by 27% since 2009. In 2013, Wexford welcomed 229,000 overseas visitors to the county which represented 29% of the total visitors to the South-East region. Wexford generated the highest level of overseas tourism revenue than all the other counties in the region with €60m of a total €203m generated in Wexford.
- Wexford offers an excellent and sizeable accommodation base to serve both the overseas and domestic tourism market. The county has a higher than average proportion of 4* hotels (48%) compared to 36.4% in the South East Region and 32.6% in the State.
- The strength of tourism in the county is reflected by the numbers employed in the accommodation and food sector. It is a very valuable and sustainable sector in the county. In 2011, 6.9% of the county's total workforce was employed in this sector. This rate is considerably higher than the State average of 5.7%. Wexford has the 8th highest rate of employment in this sector amongst all counties.

Micro Enterprises

- In total, 91.3% of all enterprises in Wexford employ less than 10 people (micro-enterprises). This is broadly in line with the State figure (90.7%) and the South-East figure (91.6%).
- Employment in micro-enterprises accounts for 30.9% of all employment in the county-a far higher rate than the State average of 20.3%.
- The high level of micro enterprises employment in the county highlights the entrepreneurial nature of the business sector in Wexford. Wexford has the 8th highest rate of entrepreneurial activity in the State.

County Wexford: Weaknesses

Education

- Wexford has very high rates of early school leavers with 18.5% of those who have completed their education with No Formal/Primary education and 20.7% with a Lower Secondary education. These rates are well above the State averages of 15.2% and 16.6% respectively.
- In contrast, Wexford has the third lowest rate of third level education in the country with only 20.9% of those who have completed education with third level qualifications. This is well below the State average of 29.1%. This is a major concern and will have an impact on both the job prospects of Wexford residents and also the likelihood of attracting additional high skilled FDI to the county.
- The lack of 3rd level institutions in the county is also a key educational weakness. While nearby institutions such as WIT and ITC can cater for commuting students and the ITC Outreach in St Peter's College Wexford Town offers local opportunities, the lack of local options results in the loss of a significant proportion of the young adult population (18-24) in the county.

Socio-Economic Groups

- Wexford has higher than the national average proportions of its households in the traditionally lower paid and lower skilled groups. Wexford has the 6th highest number of occupied households in the manual skilled classification, 11th highest in the semi-skilled and the 2nd highest in the unskilled classification.
- Wexford has the 5th lowest rate in the higher skilled groups.

Employment

- The overall employment profile for the county is quite different from the State. It is characterised by a higher than average dependence on employment in some of the traditional lower end sectors (agriculture, low level manufacturing).

Large Employers

- Wexford has a lower than average level of large employers in the county. Employment in large enterprises (>250 employees) accounts for only 14.7% of all employment. This is much lower than the State average of 34.9%. This is a significant weakness of the enterprise base and is a key challenge for future economic development policy.

Broadband

- Many parts of the county have less than optimal broadband access.

Unemployment

- Wexford has the 3rd highest rate of unemployed people in all local authorities with only Longford and Donegal with higher rates.
- In 2011, 24% of the total labour force was unemployed. This was significantly higher than the South East (21.9%) and the State (19%).

- Spatially within the county, there are lower levels of unemployment in the immediate commuter belts of the main employment areas of Gorey, Wexford Town and New Ross. Highest rates are most evident in the south of the county and in more rural areas across the county. High rates are also evident in Taghmon, Clonroche and Bunclody and in the core of the main towns.
- In total, 9 of the 124 EDs have unemployment rates in excess of 30% including Rosbercon Urban (35.7%), Enniscorthy Urban (35.7%), New Ross Urban (34.95%), Killincooly (34.2%) and Taghmon (33.2%).

Relative Disadvantage

- Wexford is the 3rd most disadvantaged local authority in the State and its relative position is deteriorating slipping from 7th most disadvantaged in 2006.

County Wexford: Opportunities

Education

- The development of stronger linkages with WIT and ITC to provide more course and faculties. There are also opportunities to work with other third level education providers and private education colleges with a view to providing courses in the county.
- The development of improved local bus routes from key settlements in Wexford to both WIT and ITC would also provide easier access for resident Wexford third level entrants.
- As a result of unemployment there is an opportunity to re-educate a relatively low skilled workforce to provide better opportunities for employment.
- Given the young population in the county, there is an opportunity to develop a culture of education.

Tourism and Lifestyle

- The continued development of Wexford as a key tourist destination in Ireland for both overseas and domestic clients and to maximise the potential of key Wexford tourism destinations.
- Further market and develop the environmental (including rich biodiversity and coast) and cultural assets in Wexford and highlight quality of life associated with residing in the county, for tourism, and as an attraction to big/high value businesses

Access

- Increased access to key settlements in Wexford as a result of new infrastructural development on M11 and the N25.
- Further develop Rosslare Europort and maximise the presence of this significant port in the county by targeting and facilitating industries with export potential that would benefit from being in close proximity to such a port.

Broadband

- Potential to improve broadband accessibility to assist higher levels of the workforce to work from home and to help counteract commuting levels to employment in Greater Dublin Area.

Gas

- The extension of the gas network to County Wexford including Wexford Town and Taghmon offers significant opportunities to attract industry and businesses to the county.

Urban Structure

- The county has a strong urban structure with four strong large towns (Wexford, New Ross, Enniscorthy and Gorey) supported by a network of District Towns and Strong Villages. These provide key and attractive locations for employment opportunities and for people to live.

Retail Vacancy

- In Q1, 2014 the retail vacancy rate was 9.8%. This was the 3rd lowest rate in the country. These vacancies offer opportunities for new retailers to set up business in the county.

Entrepreneurs

- The level of micro-enterprises in the county is a testament to the culture of entrepreneurship in Wexford. There have been significant success stories in the county and these companies could provide mentoring and guidance for new entrepreneurs and for second level students to develop and maximise this successful area.

County Wexford: Threats

Large Employers

- Having regard to the limited number of large employers (>250 employees) in the county, the loss of any one of these employers (either FDI or indigenous) would have a major impact on the labour force.

Small Employers

- An over dependence on small enterprises could pose a threat to developing a sustainable employment base in the county as these enterprises proved more vulnerable during the recession.

Rosslare Europort

- The viability of the port may be threatened by competition and this would have a major impact on both the tourism and logistics sectors.

Transport

- Recent closures to railway lines and railway stations have had significant effects on accessibility both within and to/from the county.
- The limited bus routes within and to/from the county also present issues.

IDA Investment

- Any decline in IDA investment would be negative for the county and would threaten the county's image as a 'place to do business'

Infrastructure

- Inadequate wastewater and water infrastructure and associated environmental problems in some areas.

Source: WCC – LECP 2016-2021

Recent Statistics

| The tourism industry has an estimated value to the county of €205m, resulting in 69,701 jobs equivalent. | |
|---|---|
| Domestic Tourism | <ul style="list-style-type: none"> • Wexford is rated 5th in the country in terms of domestic tourism. There were 697,000 visitors in 2015 (increase of 13% on 2014 figures). This generated €140m in Revenue. |
| International Tourism | <ul style="list-style-type: none"> • Wexford is rated 12th in the country (down from 7th) in terms of overseas tourism. There were 221,000 visitors in 2015. This generated €65m in revenue. |
| | <ul style="list-style-type: none"> • In Q2, 2016 there was a commercial vacancy rate of 10.3% in County Wexford. |

Source: Fáilte Ireland 2016 & Geoview Commercial Vacancy Report, 2016

The actual and potential impact of Brexit on clients

“It has been widely acknowledged that as a small open economy, Ireland depends on the United Kingdom for 14% of its exports and 34% of its imports and therefore the decision by the UK to engage in the Brexit process has the profound ability to have a significant impact on the Micro Enterprise sector. While it is acknowledged that there are a variety of unknowns in respect of the impact of Brexit it has been ascertained that Micro Enterprises could be effected by:

- (1) Planning for Currency Exchange Challenges*
- (2) Difficult Economic Trading Conditions for start up's*
- (3) Pricing & Competitive Issues in the medium to long term*
- (4) Competitive & Sourcing Issues in respect of supply chain*
- (5) Forward Planning for Manufacturing Micro Enterprises*
- (6) Unique Border Issues in respect of Trading and the movement of goods, people and resources with Northern Ireland.” (LEO Network, 2016)*

Enterprise Ireland has identified a series of supports to assist businesses with the impact of Brexit. LEO Wexford will consider implementing these actions within County Wexford over the next four years to ensure that clients can effectively respond to the challenges posed by Brexit. Examples of relevant activities include: events, specialised training, information signposting and mentoring support. In addition, the following EI initiatives will be promoted and supported within County Wexford:

- Expand the LEAN programmes to help improve competitiveness and operational efficiencies;
- Tailor sector-by-sector and one-to-one client engagements to support clients in developing, sustaining and growing their exports;
- Further develop the LEO Wexford expertise in UK-markets and networks to respond to client needs;
- Implement the Innovation Toolkit to support client identification of innovation opportunities; and
- Promote the new UK communications programme to promote Irish innovation and key sectoral capabilities to targeted buyers.

The LEO Wexford strategy will actively support businesses during the Brexit process. Initiatives include:

- Export marketing grants
- Information workshops
- Mentoring support
- Procurement training
- Working in partnership with the Brexit Unit in EI to ensure consistency in terms of delivery of Brexit interventions which will be based on the fundamental process of information provision, analysis, planning and support mapping and delivery

Enterprise / Entrepreneurship Culture in the LEO Wexford area

LEO Wexford delivers a range of services to clients and is actively involved in National LEO programmes and policies. Examples include:

- Supporting entrepreneurs, owners and manager in accessing financial supports and enabling them to plan, grow and sustain productivity, innovation and competitiveness;
- Providing access to a comprehensive range of training & mentoring supports throughout the year targeted at upskilling and supporting entrepreneurs in County Wexford. These courses are aimed at individuals interested in starting or growing their business;
- Support business in accessing and participating in exhibitions, seminars and networking events;
- Promotion of the Micro-Finance Ireland Loan Fund;
- Promotion of Trading Online Vouchers;
- Liaise directly with EI regarding the progression pathways for new and existing clients;
- Refer enterprises to relevant support services;
- Support sectoral networks and promote the development of clusters; and
- Collaborating and on-going work with other agencies, e.g. EI, Chambers and South East BIC

Local Authority Contribution to Small Businesses and Start-ups in the County

The Local Authority is committed to supporting and facilitating commercial development in County Wexford through its Economic and Enterprise Development Section. The section acts as a conduit and an enabler to get help and supports in all areas from existing bodies and institutions located in the county and further afield, and strives to make Wexford a Business Friendly County for all industries. This Economic and Enterprise Development Section includes three economic pillars:

- LEO Wexford
- Visit Wexford
- Invest Wexford

In addition, a range of initiatives and policies have been developed to actively encourage the growth of small businesses and new start-ups including:

Promotion

Wexford County Council (WCC) is actively promoting a positive message about Wexford and its economic and enterprise potential through the following promotional campaign:

- Creation of a new brand called 'Invest Wexford'
- A revamped brochure website
- Relaunch of its social media platforms
- Publishing of a suite of industry specific brochures 'Choose Wexford' and a high-end profile magazine, capturing all that makes Wexford what it is.
- Activating a strong Wexford Network and Diaspora



Economic space

WCC is actively supporting the existing network of enterprise centres and is involved in the creation of new enterprise offices in each of the four towns in County Wexford. This includes:

- The Hatch Lab in Gorey which is an ICT cluster including 36,000 SqFt of office accommodation.
- The purchase of a 15 acre site in Enniscorthy in 2016 to facilitate the development of a Science and Technology Business Park with a focus on innovation and R&D.
- The establishment of 36,000 SqFt of Advance Factories in New Ross, with Full Planning Permission with PPP being pursued in 2017.
- The purchase of a 10 acre site in Trinity Wharf, Wexford to facilitate the development of a new Business Centre with mixed use.

Property

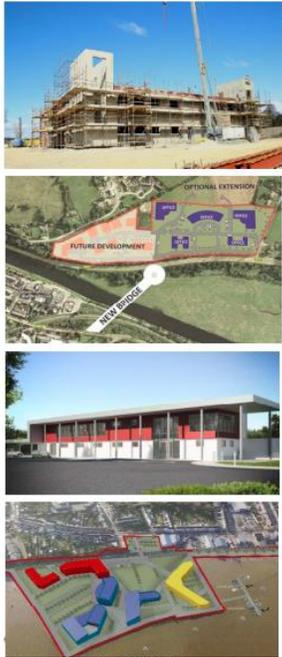



ICT Cluster
36,000SqFt Office, PPP

Business Park
Science & Technology

Manufacturing
FPP 35,000SqFt Advance Factories

Trinity Wharf
Corporate HQ, International Financial Services Hub




Rates

WCC is providing a Vacant Property Grant Incentive Scheme to encourage the use of vacant commercial and industrial property across the county. The grant is being offered as a contribution towards fit out costs. By encouraging the occupation of vacant properties WCC is supporting the appearance and attraction of an area, thereby contributing indirectly to increased footfall for existing business. The main driver behind the scheme is sustainable job creation by developing new markets while supporting existing businesses.

Visit Wexford

WCC is actively supporting the tourism sector through its Tourism Officer and its Visit Wexford marketing campaign.



1.2 Review of 2016 and broad focus for 2017

Table 1: LEO Staffing and Funding

| | | | |
|---------------------------------------|---------------------------------|--------------------------|---------------------------------|
| Total No. of Core LEO Staff: 5 | | | |
| Funding: | | | |
| M1 Budget Allocated 2017 | Not known | M2 Budget Allocated 2017 | Not known |
| M1 Spend (Year End 2016) | To be submitted at a later date | M2 Spend (Year End 2016) | To be submitted at a later date |

| |
|--|
| Refundable Aid Cash Balance at 31 st December, 2016 |
| To be submitted at a later date |

Achievements in 2016



Summary of Performance against Key Targets for 2016

| | Targets: 2016 | Achievements: 2016 |
|--------------------------------------|---------------|---------------------------------|
| Grants € (Measure 1) | | |
| Value of Grants Approved | | |
| Feasibility | 50,000 | 49,000 |
| Priming | 150,000 | 125,265 |
| Business Development / Expansion | 200,000 | 214,769 |
| Value of Grants Paid | | |
| Feasibility | 40,000 | To be submitted at a later date |
| Priming | 100,000 | To be submitted at a later date |
| Business Expansion | 150,000 | To be submitted at a later date |
| Training / Mentoring (Measure 2) | | |
| Mentor Applicants | 100 | 132 |
| Mentor Meetings | - | 348 |
| No. of Training Participants | 1,000 | 948 |
| No. of Training Events | 80 | 82 |
| Employment | | |
| Total Employment in LEO Clients | 1,219 | 953 FT / 229PT * |
| Gross Jobs Created | +200 | 165.5 FTE * |
| Full Time (FT) Created | +100 | +128 * |
| Other Time Created | +50 | +75 * |
| Net Increase (after Job Losses) | - | 65 FT + 44PT * |
| FTE Net Jobs | - | 87 * |
| No. of LEO Clients | - | 193 * |
| Other Programmes (Measure 2) | | |
| Trading Online Voucher | 34 | 48 |
| Student Enterprise Programme | 1,200 | 1,400 |
| Enterprise Awards (IBYE) | 50 | 64 |
| Trade Show Grants | 20 | €25,691 (38 applications) |
| Export Marketing | - | 12 |
| Food Academy Technical Support Grant | - | €5,666 (7 applications) |

* **Provisional Figures: Final results yet to be published**

Customer Care Survey Summary

The graph below illustrates the survey results for the LEO Wexford customer care survey in 2016.

LEO: Executive Summary

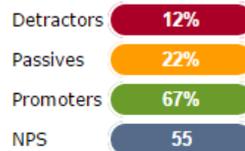
Complete 60

Overall NPS

Current NPS **55**



NPS Breakdown



LEO Wexford Communications Strategy/ Plan

LEO Wexford's Communications Strategy provides an overview of how best to communicate to the target audience. This includes a Plan for general information, supports, mentoring, training, networking, exhibitions, etc. Each of these activities is designated a specific strategy, with marketing methods best suited to the audience involved. The Wexford Plan will take into account the National Communication Strategy and the new Client Engagement Model.

Sample marketing activities include, but are not limited to:

- Social Media
- Press Releases
- Website promotion
- Twitter
- Database contacts
- Contact with business networks, e.g. Chambers of Commerce, Business Network International (BNI), Enterprise Centres etc.
- Case studies for all types of supports, including training, SYOB, mentoring, funding, exhibition, etc.

LEO Wexford will take the lead in the implementation of marketing initiatives regarding enterprise supports in the county.

Client Database and Social Media Performance

LEO Wexford currently has:

- 10,233 client contacts on the ACT Database
- 2,414 subscribers to LEO Wexford email newsletter
- 3,826 Twitter followers
- 1,331 Facebook Followers
- 2,336 followers of Head of Enterprise on LinkedIn

Financial Management Planning

LEO Wexford has cashflow management procedures in place to ensure that funding is evenly distributed throughout the year. This is undertaken by the following procedures:

- Monthly evaluation and approval of projects to ensure that funding is evenly distributed throughout the year.
- Monthly financial reports circulated to the Evaluation Committee who is responsible for monitoring the grant aid allocation and spend throughout the year.

Section 2 - Vision/Mission and Strategic Objectives

2.1 Vision and Mission for LEO Wexford

"We aim to promote entrepreneurship, foster business start-ups and develop existing micro and small businesses to drive job creation and to provide accessible high quality supports for your business ideas."

Business Information & Advisory Services:

- **First Stop Enterprise & Business Support Solution**

Provision of first stop shop activities in respect of Business Support, **Enterprise** Development and Promotion, **including Signposting**

- **Make It Easier to do Business**

Provide supports, guidance and solutions that make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment

Enterprise Support Services:

- **Maximise Business Potential**

Deliver support services that equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness, as well as encourage greater technology uptake.

- **Collaborate with Enterprise Ireland**

Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and innovation/research facilities, and two-way transfer of clients to ensure appropriate services and maximum impact.

Entrepreneurship Support Services:

- **Promote a Best Practice Enterprise Culture**

Act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population.

Local Economic Development Services:

- **Environment for Start-Ups**

Leverage the full range of potential enterprise support/economic development promotion mechanisms across the Local Authority economic development remit, including enterprise space, Rates framework, economic develop, etc. to start-ups and small businesses in county.

2.2 Strategic Overarching Objectives for LEO Wexford 2017-2020

Key Up-Grade Goal (KUG)s

Business Information & Advisory Services:

- Adopt the new client management system to offer an enhanced communication and advisory service of LEO Wexford clients.

Enterprise Support Services:

- Introduce the Take Off Programme with Non-Executive Directors.

Entrepreneurship Support Services:

- Foster and develop integration between third level students and new start-ups.

Local Economic Development Services:

- Deliver the new INTERREG BUCANIER Programme to stimulate innovative business ideas and development. This is a collaborative project between the South East region and Wales with the LEO Wexford, on behalf of Wexford County Council, as one of the programme partners. This programme was approved in January 2017. LEO Wexford is one of 6 partners with responsibility for rolling it out in County Wexford.

Table: 2 - Summary of Key Upgrade Goals 2017-2020

| Key Upgrade Goals 2017 – 2020 | | | |
|--|--|--|---|
| Strategic Areas | Key Upgrade Goal | Intended Outcome | Indicative timescale and key milestones |
| Business Information & Advisory Services | <ul style="list-style-type: none"> Adopt the new client management system to offer an enhanced communication and advisory service for LEO Wexford clients | <ul style="list-style-type: none"> Increased efficiency and responsiveness to client needs | <ul style="list-style-type: none"> To be advised by the Centre of Excellence |
| Enterprise Support Services | <ul style="list-style-type: none"> Introduce the Take Off Programme with Non-Executive Directors | <ul style="list-style-type: none"> 16 businesses from across the South East will participate to grow and scale their business | <ul style="list-style-type: none"> Procurement Jan. '17 Selection of Businesses Q2 '17 Completion of mentoring Q3 '17 Feasibility study with recommendations for wider roll-out Q3 '17 Completion Q4 '17 |
| Entrepreneurship Support Services | <ul style="list-style-type: none"> Foster and develop integration between third level students and new start-ups | <ul style="list-style-type: none"> Students to utilise their academic skills in a real business context | <ul style="list-style-type: none"> Establish the pilot scheme Q4 '17 Review of best practice Q4 '17 Selection of businesses and graduates Q1 '18 Work experience and work plan completed Q2 '18 |
| Local Enterprise (Development Services) | <ul style="list-style-type: none"> Deliver the new INTERREG BUCANIER Programme to stimulate innovative business ideas and development | <ul style="list-style-type: none"> To increase the intensity of knowledge transfer operations involving research organisations and SMEs in line with the shared priorities of the smart specialisation strategies | <ul style="list-style-type: none"> Q1 / Q2 '17 Project establishment and procurement Q3 '17 to 2020 Training, mentoring, networks, research Evaluation and publishing best practice in clustering and networks - 2020 |

2.3 National LEO Programmes

LEO Wexford is involved in a wide range of national programmes as outlined below:

National Ploughing Championships

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

National Women's Enterprise

- In 2016 a women's business conference was organised involving the South East region and the Mid-West. This promoted successful business women in Ireland and offered useful networking opportunities. Additional initiatives to support women in business will be organised over the next four years.

Student Enterprise Awards (SEAs)

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

National Enterprise Awards

- The Enterprise Awards Competition is designed to recognise and reward the commitment, dedication and entrepreneurial spirit of small businesses at local and national level. The competition for the awards involves two stages: a local competition, at county level, with the winner then representing the county at a National Final. The competition is open to businesses that have received direct financial support since its inception.

Trading on-line Vouchers

- Small businesses in County Wexford can apply for digital vouchers to assist in helping their businesses trade online. A total of 48 Trading Online Vouchers valued at €95,258 were approved in 2016. The voucher is designed to help businesses grow their online sales and explore new markets. The voucher covers 50% of costs up to a maximum of €2,000 towards developing an ecommerce website. Participating businesses in the scheme have reported that on average, they saw their sales increase by 20%, with an 80% jump in sales leads and 3 in 5 exporting for the first time.

Ireland's Best Young Entrepreneur (IBYE)

- This is the third year of Ireland's Best Young Entrepreneur which has seen applications grow as follows:

| Year | No. of Applicants for IBYE |
|------|----------------------------|
| 2014 | 36 |
| 2015 | 39 |
| 2016 | 64 |

This competition has proved invaluable in stimulating entrepreneurship between the ages of 18 and 30 and the age limit was extended to 35 in 2016. To date, up to 60 participants have been

through an intensive bootcamp and one to one mentoring that has helped them to gain a better understanding of key business concepts and an opportunity to fully develop their individual business plans. Previous participants such as Mark Whitney, Pillar Health Care has gone on to expand his business and is now selling products internationally.

Micro Finance

- Under a partnership between Microfinance Ireland and LEO Wexford, business loans are available to small businesses. The table below illustrates the results for County Wexford in 2016.

| Microfinance Status: LEO Wexford 2016 | Indicative | Actual |
|--|-------------------|---------------|
| Number of LEO Applications to be Submitted | 12 | 23 |
| Value of Applications to be Submitted | €180,000 | € 305,999 |
| Target Number of Applications to be Approved | 7 | 14 |
| Value of Approvals | €108,000 | €163,500 |
| Number of Jobs to be Created | 18 | 15.5 |
| Declined/Withdrawn | 9 | |
| WIP | 0 | |

Source: Microfinance, 2017

Showcase

- Showcase at the RDS is the first major trade event of each year, organised by the Design & Crafts Council of Ireland and promoted internationally by EI. The dedicated Enterprise Zone on the balcony area, co-ordinated by the Local Enterprise Offices, has become known as the home for emerging designers and craftspeople in recent years. A wide range of creative sectors is represented within the Enterprise Zone, such as ceramics, knitwear, jewellery, interiors, skincare and giftware.

Food Academy

- The Food Academy is an initiative designed collaboratively with Bord Bia, Musgraves and the Local Enterprise Network. Its aim is to give 'Small Producers a Big Chance'. The Food Academy works with and nurtures small businesses through their journey from start up to getting their products on SuperValu shelves. The LEO Wexford achieved the 4th best result in the country in 2016 as illustrated in the table below.

| | No. of Producers by LEO | TW | L4W | Year to Date (YTD) |
|---------|------------------------------------|-----------|------------|-------------------------------|
| Wexford | 16 | €30,038 | €207,706 | €2,719,362 |

Local Enterprise Week

- A Local Enterprise Week will be held during the week of 6th to 11th March 2017. The county will host a series of events aimed at stimulating business growth and new business creation to drive economic prosperity. A programme of events offers something for everyone, regardless of whether you want to develop a business idea, start a business or grow your existing enterprise.

2.4 LEO Objectives and Action Plan for 2017

1. Business Information & Advisory Services

| Strategic Objective | 2017 Action | Target / Output | Outcome | Timescale |
|--|---|---|--|---|
| <ul style="list-style-type: none"> KUG (1) | <ul style="list-style-type: none"> Adopt the new client management system to offer an enhanced communication and advisory service for LEO Wexford clients | <ul style="list-style-type: none"> Adoption of the new client management system in Co. Wexford | <ul style="list-style-type: none"> Increased efficiency and responsiveness to client needs | <ul style="list-style-type: none"> To be advised by the Centre of Excellence |
| LEO Wexford Objectives | | | | |
| <ul style="list-style-type: none"> Improve the conversion rate of business ideas to fully-formed enterprises | <p>One-to-one contact with potential entrepreneurs, providing general advice and information regarding starting a business, including:</p> <ul style="list-style-type: none"> Direct advice and support Start-up guides Training opportunities Business Plan and Research Templates Sources of funding and support Online resources LEO Wexford online and print resources | <ul style="list-style-type: none"> 5% increase in new meetings, calls, etc., with, and queries from, potential entrepreneurs 5% increase in follow-up meetings, calls, etc., with potential entrepreneurs | <ul style="list-style-type: none"> Promote enterprise and self-employment as a viable career option among the wider population Create awareness among potential entrepreneurs of the types of supports available Improve the conversion rate of ideas to fully-formed businesses Make it easier for potential entrepreneurs to start-up business | <ul style="list-style-type: none"> Q 1 –Q4 |
| <ul style="list-style-type: none"> Maximise business potential within existing entrepreneurs | <p>One-to-one contact with existing businesses, providing general advice and information regarding, e.g. Business Planning, Financial Advice, Management, Exporting, etc. This will include:</p> <ul style="list-style-type: none"> Direct advice and support Guides on relevant | <ul style="list-style-type: none"> 5% increase in new meetings, calls, etc., with, and queries from, new clients 5% increase in new meetings, calls, etc., with, and queries from, existing clients Annual business reviews to be carried out onsite | <ul style="list-style-type: none"> Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness Encourage greater technology uptake among businesses throughout | <ul style="list-style-type: none"> Q1 – Q4 |

| | | | | |
|---|--|---|--|---|
| | <p>issues</p> <ul style="list-style-type: none"> • Training opportunities • Business Plan and Research Templates • Sources of funding and support • Online Resources • LEO Wexford online and print resources | <p>with clients</p> <ul style="list-style-type: none"> • Identify and participate in training for LEO Wexford staff, e.g. customer service, social media, client engagement, etc. | <p>Wexford</p> <ul style="list-style-type: none"> • Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment • Create awareness among entrepreneurs and businesses of the types of supports available | |
| <ul style="list-style-type: none"> • Provision of first stop-shop activities to potential entrepreneurs | <p>Information on, access and referral to other government services:</p> <ul style="list-style-type: none"> • Revenue [Seed Capital Scheme, Employment Investment Incentive Scheme (EIS), Revenue Job Assist] • Social Protection/National Employment & Entitlements Service (NEES) [Back to Work Enterprise Allowance] • SOLAS [Employer Job Incentive Scheme, Training] • Companies Registration Office • Microfinance Ireland • Credit Review Office • Business support agencies such as Bord Bia, Teagasc, Crafts council of Ireland and Fáilte Ireland • Other services for example, Bord Bia, Fáilte Ireland, etc. | <ul style="list-style-type: none"> • 5% increase in new meetings, calls, etc., with, and queries from, new and existing clients leading to the provision of information on, access and referral to the relevant government services • Promotion of County Wexford as a destination for doing business through the Economic and Enterprise Development Unit in WCC | <ul style="list-style-type: none"> • Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services • Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment • Equip entrepreneurs owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness | <ul style="list-style-type: none"> • Q1 – Q4 |
| <ul style="list-style-type: none"> • Enhance | <p>Advice and information</p> | <ul style="list-style-type: none"> • 5% increase in new | <ul style="list-style-type: none"> • Improve knowledge | <ul style="list-style-type: none"> • Q1 - Q4 |

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| <p>expertise in procurement processes</p> | <p>for local businesses on accessing public procurement processes</p> | <p>meetings, calls, etc., with, and queries from, new and existing clients regarding information on the public procurement processes</p> <ul style="list-style-type: none"> • LEO Wexford to work with WCCs procurement officer regarding , additional expertise, etc., that can be provided directly to the relevant businesses • 1 public procurement training session, with at least 15 participants, to be held in 2017 | <p>and awareness among businesses of the public procurement process</p> <ul style="list-style-type: none"> • Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment • Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness | <ul style="list-style-type: none"> • 1 public procurement training session to be held in Q4 |
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2. Enterprise Support Services

| Strategic Objective | 2017 Action | Target / Output | Outcome | Timescale |
|--|---|---|--|---|
| <ul style="list-style-type: none"> KUG (2) | <ul style="list-style-type: none"> Introduce the Take Off Programme with Non-Executive Directors | <ul style="list-style-type: none"> Business growth as a result of participation in the Take Off Programme | <ul style="list-style-type: none"> 16 businesses from across the South East will participate to grow and scale their business | <ul style="list-style-type: none"> Procurement Jan. '17 Selection of Businesses Q2 '17 Completion of mentoring Q3 '17 Feasibility study with recommendations for a wider roll-out Q3 '17 Completion Q4 '17 |
| LEO Wexford Objectives | | | | |
| <ul style="list-style-type: none"> Support entrepreneurs to access resources | <p>Access to financial support for start-up and business development</p> | <ul style="list-style-type: none"> 12 Priming Grants to new businesses, totalling €150,000 in support 22 Expansion Grant to existing businesses, totalling €200,000 in support 6 Feasibility/ Innovation Grant, totalling €50,000 Minimum of 50 new jobs to be created through financial support | <ul style="list-style-type: none"> Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness Improve the conversion rate of ideas to fully-formed businesses Make it easier for potential entrepreneurs to start-up business Encourage greater technology uptake among businesses throughout Wexford | <ul style="list-style-type: none"> Q 1 –Q4 |
| <ul style="list-style-type: none"> Up-skill entrepreneurs to enhance their competitiveness, productivity and innovation | <p>Access to training supports, events and seminars</p> | <p>Twice yearly programme of training events including;</p> <ul style="list-style-type: none"> Start Your Own Business Food Academy Managing Your Finances Basic Book-Keeping Employment Law Mailchimp Facebook + Twitter Facebook Advanced Blogging for | <ul style="list-style-type: none"> Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness Encourage greater technology uptake among businesses throughout Wexford Make it easier for entrepreneurs, owners and | <ul style="list-style-type: none"> Q1 – Q4 |

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| | | <p>Business</p> <ul style="list-style-type: none"> • Website Optimisation • SEO + Google Analytics • Sales • Procurement • Exporting for First Timers | <p>managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</p> | |
| <ul style="list-style-type: none"> • Support the growth of new and existing businesses through ensuring they have access to suitable enterprise facilities | <p>Access to commercial/enterprise space</p> | <ul style="list-style-type: none"> • Provide relevant supports to new and existing clients regarding the identification and of potential commercial and enterprise space in Wexford • Promote the use of hot-desking facilities for clients in Wexford and Enniscorthy Enterprise Centre and establish if new facilities are needed | <ul style="list-style-type: none"> • Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness • Make it easier for potential entrepreneurs to start-up business | <ul style="list-style-type: none"> • Q 1 –Q4 |
| <ul style="list-style-type: none"> • Assist entrepreneurs to reach their full business potential | <p>Mentoring</p> | <ul style="list-style-type: none"> • 20 mentoring clinics, totalling 140 mentoring clients • 140 mentor assignments, totalling 350 meetings | <ul style="list-style-type: none"> • Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain and improve productivity, profitability, innovation competitiveness • Encourage greater technology uptake among businesses throughout Wexford • Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment | <ul style="list-style-type: none"> • Q1 – Q4 |
| <ul style="list-style-type: none"> • Support the marketing of | <p>Marketing</p> | <ul style="list-style-type: none"> • Continue to implement the | <ul style="list-style-type: none"> • Ensure greater co-ordination among | <ul style="list-style-type: none"> • Q1 – Q4 |

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| <p>businesses in County Wexford</p> | | <p>SMART Communication Plan including:</p> <ul style="list-style-type: none"> ○ Social Media ○ Press Releases ○ Website promotion ○ Twitter ○ Case studies for all supports ○ Contact with business networks, e.g. Chambers of Commerce and BNI. ● LEO Wexford will take the lead in the implementation of marketing initiatives regarding enterprise supports in the county | <p>service providers regarding the promotion of supports to enterprise in the County</p> <ul style="list-style-type: none"> ● Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services ● Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment | |
| <ul style="list-style-type: none"> ● Support effective business networks | <p>Access to dedicated business networks</p> | <ul style="list-style-type: none"> ● Support to businesses in accessing and participating in exhibitions, seminars and networking events: <ul style="list-style-type: none"> ○ Supporting a series of business seminars, through Wexford Business Network and providing both an opportunity for developing business skills and expanding networking prospects ○ Working with Chambers of Commerce and other enterprise groups to provide enterprise events and support networking opportunities ○ Supporting Wexford businesses to access and maximise use of national and international | <ul style="list-style-type: none"> ● Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population ● Improve connectivity leading to increase sales/employment | <ul style="list-style-type: none"> ● Q 1 –Q4 |

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| | | <p>networks, including the Enterprise Europe Network</p> <ul style="list-style-type: none"> • Provide tailored services clinics aimed at specific sectors, including Green Energy, and the Food, Craft and Tourism Sectors. • Support to businesses in attending local, regional, national and international exhibitions and seminars, e.g. National Craft Fair, Blás na hÉireann, Bloom. A target of 20 businesses is to receive support in 2017. | | |
| <ul style="list-style-type: none"> • Assisting entrepreneurs to grow their business | Product and Service Development | <ul style="list-style-type: none"> • New and existing clients to identify and avail of opportunities for product and service development, primarily through participation in Output Services, including: <ul style="list-style-type: none"> ○ Training ○ Mentoring ○ Networking activities ○ Financial assistance measures including feasibility Study grants | <ul style="list-style-type: none"> • Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness • Encourage greater technology uptake among businesses throughout Wexford • Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment | <ul style="list-style-type: none"> • Q1 – Q4 |
| <ul style="list-style-type: none"> • Assisting entrepreneurs to grow their business through enhanced online services | Development of web-enabled services with a focus on trading online | <ul style="list-style-type: none"> • New Trading Online Voucher, with a target of 45 for 2017 • New and existing clients to identify and avail of opportunities for online trading through participation in Output Services, including: <ul style="list-style-type: none"> ○ Training ○ Mentoring ○ Networking activities ○ Financial assistance measures | <ul style="list-style-type: none"> • Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, profitability, innovation and competitiveness • Increase employment potential and assist micro enterprises towards exporting • Encourage greater technology uptake among businesses | <ul style="list-style-type: none"> • Q1 – Q4 |

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| | | | <p>throughout Wexford</p> <ul style="list-style-type: none"> Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses Make it easier for potential entrepreneurs to start-up business | |
| <ul style="list-style-type: none"> Maximise the effectiveness of Community Enterprise Centres | Maximising the impact of Community Enterprise Centres in local areas | <ul style="list-style-type: none"> Ongoing support, in collaboration with Chambers of Commerce and WCC regarding contact with Community Enterprise Centres, including: <ul style="list-style-type: none"> Centre staff and committee members Existing and potential tenants | <ul style="list-style-type: none"> Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment Increase start ups and implement host clinics. Create a shared knowledge culture. | <ul style="list-style-type: none"> Q 1 –Q4 |
| <ul style="list-style-type: none"> Support entrepreneurs access financial resources to grow their business | Access to Micro-Finance Ireland Loan Fund | <ul style="list-style-type: none"> Promotion of the Micro-Finance Ireland Loan Fund through: <ul style="list-style-type: none"> All LEO promotional activities Training, mentoring, Meetings, calls, queries, etc. Support to 15 new and existing businesses regarding applications to the Micro-Finance Ireland Loan Fund | <ul style="list-style-type: none"> Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment | <ul style="list-style-type: none"> Q1 – Q4 |
| <ul style="list-style-type: none"> Support high-growth companies to achieve their full potential | Progression pathway for HPSUs and high-growth companies to EI, including access to Business Angels, New Frontiers Programme, etc. | <ul style="list-style-type: none"> Liaise directly with EI regarding the progression pathways for new and existing clients Target of at least 8 clients to progress to EI support in 2017 Target at least 4 participants from the county on each New Frontiers programme run in WIT and ITC | <ul style="list-style-type: none"> Enhance communication with EI to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities Make it easier for potential entrepreneurs to start-up business | <ul style="list-style-type: none"> Q1 – Q4 |

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| <ul style="list-style-type: none"> Promote successful entrepreneurs | <p>Access to promotional opportunities</p> | <ul style="list-style-type: none"> Include case studies of successful Wexford enterprises to be used in promotional material | <ul style="list-style-type: none"> Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population | <ul style="list-style-type: none"> Q1 – Q4 |
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3. Entrepreneurship Support Services

| Strategic Objective | 2017 Action | Target / Output | Outcome | Timescale |
|--|---|--|--|---|
| <ul style="list-style-type: none"> KUG (3) | <ul style="list-style-type: none"> Foster and develop integration between third level students and new start-ups | <ul style="list-style-type: none"> Graduates and SMEs to mutually benefit from this collaborative relationship between HE institutions and businesses | <ul style="list-style-type: none"> Students to utilise their academic skills in a real business context | <ul style="list-style-type: none"> Establish the pilot scheme Q4 '17 Review of best practice Q4 '17 Selection of businesses and graduates Q1 '18 Work experience and work plan completed Q2 '18 |
| LEO Wexford Objectives | | | | |
| <ul style="list-style-type: none"> Support an enterprise culture amongst young people in County Wexford | Education – Primary & Second level programmes | <ul style="list-style-type: none"> 19 schools, including 1300 students, to participate in the Student Enterprise Programme A dedicated schools' co-ordinator visits all schools and delivers a programme of enterprise education The schools co-ordinator liaises with the teacher (s) in every school to facilitate enterprise education | <ul style="list-style-type: none"> Promote enterprise and self-employment as a viable career option among the wider population | <ul style="list-style-type: none"> Q 1 –Q4 |
| <ul style="list-style-type: none"> Promote entrepreneurship as an attractive business proposition for women | Female Entrepreneurship | <ul style="list-style-type: none"> Target of over 500 women to participate in overall training, mentoring, etc., programmes through LEO Wexford. Referral to, and support through, the business networks for female entrepreneurs | <ul style="list-style-type: none"> Improve knowledge among female entrepreneurs, owners and managers of the range of supports available to businesses from government services Make it easier for female entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive | <ul style="list-style-type: none"> Q1 – Q4 |

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| | | | <p>business environment. Measure and evaluate female participation.</p> <ul style="list-style-type: none"> Promote enterprise and self-employment as a viable career option among women | |
| <ul style="list-style-type: none"> Support sectoral networks | Development of Clusters | <ul style="list-style-type: none"> Support sectoral networks to promote the development of clusters, e.g.: <ul style="list-style-type: none"> Green Energy through the Greensave Programme Food sector through the Wexford Food Family Craft sector through the County Craft Trail Tourism Sector through Visit Wexford Also outlined in the LECP. Include case studies of successful Wexford enterprises to be used in promotional material, supporting the benefits of clusters | <ul style="list-style-type: none"> Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive in a competitive business environment Encourage greater technology uptake among businesses throughout Wexford | <ul style="list-style-type: none"> Q 1 –Q4 |
| <ul style="list-style-type: none"> Promote entrepreneurship amongst young people | Enterprise Awards | <ul style="list-style-type: none"> Promote the National Enterprise Awards in press releases and/ or media promotions in 2017 IBYE - Target of 60 participants to enter in 2017. Apart from the County and National rounds, this will also include a boot camp for entrants, organised by Wexford LEOs | <ul style="list-style-type: none"> Promote enterprise and self-employment as a viable career option among the wider population Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses | <ul style="list-style-type: none"> Q1 – Q4 |
| <ul style="list-style-type: none"> Raise awareness | Enterprise Promotional | <ul style="list-style-type: none"> Implement marketing activities | <ul style="list-style-type: none"> Improve knowledge among | <ul style="list-style-type: none"> Q1 – Q4 |

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| of enterprise supports | Activities | identified in the Communication Plan <ul style="list-style-type: none"> • Hold enterprise promotion activities: <ul style="list-style-type: none"> ○ Enterprise Clinics ○ Information workshops ○ Representation at enterprise events • Collaborations and ongoing work with other agencies, e.g. EI, WCC, Chambers of Commerce, South East BIC, WLD, etc. • Support to specific and targeted enterprise initiatives, e.g. Local Enterprise Week. | entrepreneurs, owners and managers of the range of supports available to businesses <ul style="list-style-type: none"> • Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment • Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option | |
|------------------------|------------|--|---|--|

4. Local Enterprise Development Services

| Strategic Objective | 2017 Action | Target / Output | Outcome | Timescale |
|---|--|---|--|--|
| <ul style="list-style-type: none"> • KUG (4) | <ul style="list-style-type: none"> • Deliver the new INTERREG BUCANIER Programme to stimulate innovative business ideas and development | <ul style="list-style-type: none"> • 120 SMEs supported in the BUCANIER programme | <ul style="list-style-type: none"> • To increase the intensity of knowledge transfer operations involving research organisations and SMEs in line with the shared priorities of the smart specialisation strategies | <ul style="list-style-type: none"> • Q1 / Q2 '17 Project establishment and procurement • Q3 '17 to 2020 Training, mentoring, networks, research • Evaluation and publishing best practice in clustering and networks - 2020 |
| LEO Wexford Objectives | | | | |
| <ul style="list-style-type: none"> • Effective implementation of the local Enterprise Strategy | Development & implementation of local Enterprise Strategy | <ul style="list-style-type: none"> • LEO Wexford to plan, implement and monitor the local enterprise plan • Liaise directly with WCC regarding resources required to implement the plan | <ul style="list-style-type: none"> • Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis • Provide value-for-money in the use of resources, including | <ul style="list-style-type: none"> • Q1 – Q4 |

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| <ul style="list-style-type: none"> Support the formulation of strategic enterprise policies in the county | <p>Input into Local Area Plans</p> | <ul style="list-style-type: none"> Liaise directly with WCC regarding input the Local Area Plans Increased liaison with Planning Dept. on development of Local Area plans specifically in relation to economic development, tourism, town centre development recreation etc. | <p>finance, staff and infrastructure</p> <ul style="list-style-type: none"> Ensure greater co-ordination among service providers regarding the promotion and provision of supports to enterprise in the County Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services | <ul style="list-style-type: none"> Q1 – Q4 |
| <ul style="list-style-type: none"> Support enterprise networks nationally and internationally | <p>Development of partnerships with relevant agencies, e.g. North/ South Development</p> | <ul style="list-style-type: none"> Liaise with relevant agencies, e.g.: <ul style="list-style-type: none"> Invest Northern Ireland (NI) INTERREG Intertrade Ireland | <ul style="list-style-type: none"> Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment | <ul style="list-style-type: none"> Q1 – Q4 |
| <ul style="list-style-type: none"> Promote County Wexford as a destination for doing business | <p>Promotion and marketing of local areas as location for investment in conjunction with the appropriate national body</p> | <ul style="list-style-type: none"> Liaise directly with local representative of EI, to ensure a co-ordinated, effective and efficient approach to promotion and marketing Further develop the Invest Wexford facility on Wexford Means Business website to include the new role of the LEO Promotion of County Wexford as a destination for doing business through the Economic & Enterprise Development Unit in WCC | <ul style="list-style-type: none"> Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment | <ul style="list-style-type: none"> Q1 – Q4 |
| <ul style="list-style-type: none"> Secure non-core funds to deliver new programmes and services | <p>Identifying & developing policies & programmes, including leveraging resources to implement these programmes and those funded from non-core resources</p> | <ul style="list-style-type: none"> Liaise directly with WCC regarding new programmes, required resources and leveraging funds | | <ul style="list-style-type: none"> Q1 – Q4 |

Section 3: Associated Actions and Activities:

LEO Wexford plays a key role in shaping the enterprise culture within County Wexford and the South East in partnership with other organisations such as Community Enterprise Centres, Chambers of Commerce, WCC and Wexford Local Development (WLD). It actively collaborates with a wide range of partners and is leading a number of major programmes across the South East. WCC hosts an annual Business EXPO in partnership with LEO Wexford and the Chamber of Commerce to highlight and promote best practice in business.

3.1 LEO Wexford Protocols

Protocols have been agreed with the following agencies:

- Department of Social Protection
- Credit Review Board
- Fáilte Ireland
- Microfinance Ireland
- Skillnets
- Education & Training Boards Ireland (ETBI)
- Revenue
- National Association of Community Enterprise Centres (NACEC)

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

It should be highlighted that the service level agreement with Microfinance Ireland is particularly effective and is a model of best practice which could be replicated with other agencies.

3.2 Key Stakeholders within County Wexford

- | | |
|--|--|
| • Industrial Development Authority (IDA) | • EI |
| • WCC | • Chambers of Commerce |
| • South East BIC | • Enniscorthy Enterprise Centre |
| • Bord Bia | • Wexford Enterprise Centre |
| • Fáilte Ireland | • Bord Iascaigh Mhara |
| • Department of Enterprise | • Department of the Environment |
| • Department of Agriculture | • Department of Communications |
| • Department of Social Protection | • WLD |
| • Department of Education | • Waterford Wexford Education & Training Board |
| • WIT | • ITC |
| • Banks | • Credit Unions |

3.3 Involvement in major events

There are a large number of major events in which LEO Wexford are involved, either directly or through support being provided to business clients. Some of these, as described elsewhere in the document, include the following:

- Wexford Business Awards
- Wexford Business Expo
- Ireland's Best Young Entrepreneur
- National Ploughing Championships
- Showcase
- Irish Exporters Awards
- National Ploughing Championships
- Local Enterprise Week
- Food Academy
- Blás na hÉireann
- National Enterprise Awards
- SFA Small Business Awards
- Start-Up Awards
- Bloom

3.4 New Initiatives

There are three major new initiatives that LEO Wexford will be actively engaged with to support entrepreneurship in County Wexford. These include:

- **The INTERREG BUCANIER Programme** seeks to increase innovation capacity within SMEs and social enterprises by collaborating with Higher Education (HE) institutions and other public bodies to increase productivity across the Ireland Wales Programme area. BUCANIER aims to do this by using the 'INSPIRE Best Practice Guide: an Innovation Mindset' which is an innovation process that was the direct outcome of the INSPIRE project. BUCANIER will also invest in ideas for the design, development, testing and delivery of new products, processes and services by applying design based innovation that will bring new product/service ideas closer to the commercial market thereby contributing to the increase in cross-border productivity. BUCANIER intends to increase the number of cross-border collaborative research, development and innovation (RD&I) clusters and networks between research institutions and SMEs. The operation will work with renewable energy, food and drink and life science sectors across the Irish Sea Border.
- **The South Eastern Creative Corridor Programme** is an initiative of the Local Enterprise Offices funded under the Regional Action Plan for Jobs targeting supports to entrepreneurs and businesses who provide or could potentially provide products and services into the Creative Industry including the Film and wider Audio Visual industry. The wider aim of the South Eastern Creative Corridor Initiative is to create a vibrant, viable, and growing creative Audio Visual industry cluster in the region connecting through the 6 counties of Waterford, Wicklow, Carlow, Kilkenny, Wexford and Tipperary.
- **The TAKE OFF Programme** is a pioneering new LEO initiative to aid a carefully selected cohort of client companies deliver scalability by the introduction of complimentary dynamic Advisory Panels to accelerate and support enhanced management practices and sustainable growth strategies. Collaborative partners include: LEO – Wexford, Waterford, Wicklow, Tipperary, Carlow, Kilkenny, Kildare and Laois.

3.5 Specific Demographic Entrepreneurship Programmes

LEO Wexford has strategically identified women and young entrepreneurs as their target sectors for growth and support. Arising from this objective, LEO Wexford will actively support the '*Women in Business Network*' and '*Ireland's Best Young Entrepreneur*' Competition.

Section 4 Risks and New Initiatives:

4.1 Risks:

Potential risks that may adversely affect the delivery of proposed actions and activities during 2017 and the KUGs up to 2020 are detailed hereunder:

Identified Risks:

| Risks that can adversely affect the achievement of the objectives | Actions to mitigate this risk |
|--|---|
| Brexit | Delivery of actions identified by EI to mitigate risks |
| Limited Broadband | Capital supports to clients to assist with infrastructure costs such as broadband |
| Proposed changes to legislation could adversely impact on the engineering | Support and inform business clients in the engineering industry of proposed changes |
| Limited Human Resources constraints | LEO Wexford will seek to recruit graduates under the National Graduate Programme |
| Financial constraints limit the scope of some programmes | Seek EU and other funds where appropriate. Pool resources with other LEO's |

Section 5: LEO Personnel

5.1 LEO Staff complement 2017:

| Core LEO Staff | Total Number = 5 |
|------------------------|--|
| Number(s): | Staff Titles & Grade |
| Tom Banville | Head of Enterprise |
| Breege Cosgrave | Acting Senior Enterprise Development Officer |
| Caroline McCrea | Administrator |
| Angie Malone | Clerical Officer |
| Bernie Flood | Receptionist |

5.2 LEO Staff development activities for 2017:

The proposed staff development activities for 2017 include:

- Acting Senior Enterprise Development Officer to complete Master's Degree
- On-going Health & Safety Training
- On-Going Personal Development
- Continued involvement in the Internal Coaching Model for Graduates
- In-House Training

APPENDIX 1: Performance Metrics

Appendix 1 figures are pending final lockdown figures from the Centre of Excellence.

Targets are subject to budget allocations.

| Jobs: | Output 2016 | Target 2017 | Target 2020 |
|--|--------------------|--------------------|--------------------|
| Total Employment in LEO Clients | 953 FT/229PT | 1,275 | 1,500 |
| Gross Jobs Created | 165.5 FTE | 180 | 200 |
| Full Time Created | 128 | 140 | 160 |
| Other Time Created | 75 | 82 | 96 |
| Net Increase (after Job Losses) | 65FT + 44PT | 70FT + 48PT | 80FT + 55PT |
| FTE Net Jobs | 87 | 95 | 110 |
| Number of LEO Clients | 193 | 212 | 250 |
| Measure 1 | | | |
| Output 2016 | Target 2017 | Target 2020 | |
| Number of Applications Received: | | | |
| Feasibility/Priming/Business Expansion | 37 | 40 | 40 |
| Grant Applications Approved: | | | |
| Feasibility: Number / Value | 49,000 | 50,000 | 50,000 |
| Priming: Number / Value | 125,265 | 125,000 | 125,000 |
| Business Expansion: Number / Value | 214,769 | 215,000 | 215,000 |
| No. of potential new jobs associated with Priming | 17 F/TE | 15 | 15 |
| No. of potential new jobs associated with Business Expansion | 20 F/TE | 20 | 20 |
| Costs per job associated with approvals (Average Cost calculated on new jobs over three years) | 3,505 | 5,000 | 5,000 |
| Measure 2 | | | |
| Output 2016 | Target 2017 | Target 2020 | |
| Training: | | | |
| Total No. of Courses | 82 | 85 | 85 |
| Total No. of Participants | 948 | 1,000 | 1,000 |
| No. of Females | 607 | 630 | 630 |
| No. of Males | 341 | 370 | 370 |
| No. of Core Programmes/ Mgt. Dev. Programmes (Programmes specifically available to clients that target starting and growing a business e.g. Core Pillars of Management Development – Finance, Mgt. Dev., Sales & Marketing, IT, Operations/ Production, HR) | 1 | 2 | 2 |
| No. of SYOB Programmes | 8 | 8 | 8 |
| Network Events/Seminars | | | |
| No. of Participants | 262 | 270 | 300 |
| No. of Events | 5 | 5 | 5 |

| Mentoring: | | | |
|----------------------------------|---------|---------|---------|
| Number of Participants | 132 | 140 | 150 |
| No. of Mentors | 35 | 35 | 35 |
| No. of Mentor Visits/Assignments | 348/132 | 350/140 | 360/150 |
| No. of Clinics | 20 | 20 | 20 |

| Progression Pathway: | Output 2016 | Target 2017 | Target 2020 |
|---|--------------------|--------------------|--------------------|
| Number of Clients transferred to E.I. | 7 | 8 | 8 |
| <ul style="list-style-type: none"> Pre HPSU (Project resides in HPSU Div. of EI, has been assigned an HPSU DA and/or has received initial HPSU financial support e.g. Feasibility/CSF) | 5 | 5 | 5 |
| <ul style="list-style-type: none"> HPSU (project has received a full HPSU investment €250,000) | 1 | 1 | 1 |
| <ul style="list-style-type: none"> Established | 1 | 1 | 1 |
| FTE Jobs associated with transfer to EI | 92.5 | 50 | 50 |
| Clients received from EI Portfolio | 8 | 10 | 10 |
| FTE Jobs associated with transfer from EI | 20.5 | 20 | 20 |
| No. of Clients participating in:- | | | |
| <ul style="list-style-type: none"> New Frontiers | 3 | 4 | 4 |
| <ul style="list-style-type: none"> Competitive Start | 3 | 2 | 2 |

| Schools Entrepreneurship: | Output 2016 | Target 2017 | Target 2020 |
|---|--------------------|--------------------|--------------------|
| No. of Schools Participating (Secondary only) | 19 | 19 | 20 |
| Number of Students Participating | 1,290 | 1,300 | 1,400 |

| Trading On Line Vouchers: | Output 2016 | Target 2017 |
|---|--------------------|--------------------|
| No. of Trading Online Vouchers approved | 48 | 40 |
| No. of Trading Online Vouchers Paid | 34 | 34 |
| Value of Trading Online Vouchers Paid | 66,429.25 | 100,000 |

| MFI: | Output 2016 | Target 2017 |
|--|--------------------|--------------------|
| No. of MFI Applications Assessed by LEO | 23 | 20 |
| No. of MFI Applications recommended by LEO | 20 | 15 |

| Irish Best Young Entrepreneur: | | |
|---------------------------------------|----|----|
| Number of Applications | 64 | 60 |

| Lean for Micro Project: | Output 2016 | Target 2017 |
|--------------------------------|--------------------|--------------------|
| No. of Projects Completed | 0 | 1 |

| Measure 1 Projects to EI for Approval: | Output 2016 | Target 2017 |
|---|--------------------|--------------------|
| Number of Projects | 0 | 1 |
| Value of Projects Approved | 0 | 60,000 |
| Jobs Associated with Projects | 0 | 5 |

APPENDIX 2: Acronyms

| | |
|----------|---|
| AIRO | All Ireland Research Observatory |
| BUCANIER | Building Clusters and Networks in Innovation, Enterprise and Research |
| BIC | Business Innovation Centre |
| BNI | Business Network International |
| CSO | Central Statistics Office |
| ETBI | Education & Training Boards Ireland |
| ED | Electoral District |
| EIIS | Employment Investment Incentive Scheme |
| EI | Enterprise Ireland |
| EU | European Union |
| FDI | Foreign Direct Investment |
| FT | Full Time |
| FTE | Full Time Equivalent |
| GVA | Gross Value Added |
| HE | Higher Education |
| HPSU | High Potential Start Up |
| HLG | High Level Goal |
| IDA | Industrial Development Authority |
| ICT | Information, Communications & Technology |
| ITC | Carlow Institute of Technology |
| IBYE | Ireland's Best Young Entrepreneurs |
| KUG | Key Up-Grade Goal |
| LECP | Local Economic and Community Plan |
| LEO | Local Enterprise Office |
| MFI | Micro Finance Ireland |
| M | Million |
| NACEC | National Association of Community Enterprise Centres |
| NEES | National Employment & Entitlements Service NEES |
| NUTS | Nomenclature of territorial units for statistics |
| NI | Northern Ireland |
| PT | Part Time |

| | |
|--------|---|
| Q | Quarter |
| R & D | Research and Development |
| RD & I | Research, Development and Innovation |
| RDS | Royal Dublin Society |
| SMEs | Small to Medium Enterprises |
| SEEDS | South East Economic Development Strategy |
| SYOB | Start Your Own Business |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| SEAs | Student Enterprise Awards |
| WIT | Waterford Institute of Technology |
| WCC | Wexford County Council |
| WLD | Wexford Local Development |
| YTD | Year to Date |