

# LEO South Dublin

## Local Enterprise Development Plan

### 2016

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## Contents

Executive Summary.....	2
Section 1 – Context.....	4
South Dublin County Economic Profile.....	4
National, Regional and Local Policies.....	6
Resources.....	7
Customer Care Survey 2015.....	9
Communications Plan.....	9
LEO South Dublin Strengths, Weaknesses, Opportunities and Threats.....	9
Section 2 - Vision/Mission and Strategic Objectives.....	10
Section 3: Associated Actions & Activities.....	11
Section 4: Performance Metrics.....	14
Section 5: New Initiatives and Risks.....	16
New Initiatives.....	16
Risks.....	17
Appendix I Objectives and Key Activities 2016.....	18
Key Activities Relating to Business Information and Advisory Services.....	18
Key Activities Relating to Enterprise Support Services.....	20
Key Activities Relating to Entrepreneurship Services.....	23
Key Activities Relating to Local Enterprise Development.....	24
Appendix II Case Studies.....	26
Appendix III LEO Metrics Data Sheet.....	28

# Executive Summary

Local Enterprise Office South Dublin is the “First Stop Shop” within South Dublin County Council for anyone seeking information and support on starting or growing a business in South Dublin County. Our role is to drive the development of local enterprise, putting local micro and small business at the heart of job creation. We support business start-ups and work to increase the job potential of new and existing micro and small businesses with information, advice, training, mentoring, seminars and selective financial support.

Two years on from our establishment, LEO South Dublin has moved into a period where it can stabilise and deliver consistent supports for the micro-enterprise centre in our key target areas of:

- Business Information and Advisory Services
- Enterprise Support Services
- Entrepreneurship Support Service
- Local Enterprise Development Services

In addition, the LEO role as first stop shop for business can be further enhanced with a range of initiatives in 2016 which are shaped by ongoing business engagement.

This Plan outlines the vision and strategic objectives for LEO South Dublin along with the associated actions and activities to deliver on these. There is also an overview of performance in 2015 as well as identifying 2016 targets. Finally, we outline new initiatives for 2016 and the risks faced by LEO in delivering on our objectives.

It is important to highlight that LEO South Dublin successfully delivered a range of supports to micro-enterprise clients in 2015 including the following headline achievements:

- Over **€550k in grant approvals** by our Evaluation and Approvals Committee for **32 projects** with a potential for **174 jobs**;
- **Measure 1 financial supports of €375k** paid directly to clients;
- **Training** programmes provided to **722 participants**
- **Mentoring** assistance given to **487 clients** through clinics and appointments

Notwithstanding potential risks identified in this Plan, LEO South Dublin will look to continue this level of client service this year, participating in a comprehensive range of national and local initiatives as well as placing ourselves to the forefront in engagement with the local business community and promotion of South Dublin County as a positive place to do business.

The key priorities for LEO South Dublin in 2016 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 by:

- 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 & 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 Loan Fund
- Promotion of Online Trading Vouchers
- Liaise with Enterprise Ireland regarding the progression pathways for new and existing clients
- Refer enterprises to relevant support services
- Promote the National Enterprise Awards
- Collaborating and ongoing work with other agencies, e.g. EI, South Dublin Chamber, etc.

This Local Enterprise Development Plan for 2016 provides a detailed framework for building upon the successes to date and ensuring that enterprises and entrepreneurs continue to receive efficient and quality supports from LEO South Dublin to sustain and develop their business and new markets.



# Section 1 – Context

## South Dublin County Economic Profile

The administrative area of South Dublin County is 223 sq. kilometres in extent and it is located approximately 16 kilometres south-west of Dublin City Centre. The County extends from the River Liffey in the north to the Dublin Mountains in the south and includes urban centres such as Brittas, Clondalkin, Edmondstown, Lucan, Newcastle, Palmerston, Rathcoole, Rathfarnham, Rockbrook, Saggart, Tallaght and Templeogue. In the 2011 Census, the population of South Dublin County was recorded as 265,205 persons, an increase of 7.4 % on 2006.

The County has a number of strengths that will continue to give it a competitive edge when it comes to doing business and promoting economic development including:

Our Location as an integral part of the metropolitan area of Dublin is a core economic strength. Significant numbers of residents commute to work in the city centre and other parts of the Metropolitan Area. Conversely, job creation in the County provides opportunities for residents of the Greater Dublin Area (GDA) to commute to work in the County. The edge-of-city location of the County and the availability of large brownfield and greenfield landholdings give the ability to provide opportunities and play host to a variety of uses that could not easily be accommodated in an urban area.

South Dublin County is well situated to access the national road network through excellent transport links. The N7 (serving the South), N4 (serving the West) and N81 (serving the South East) all intersect with the M50 in the east of the County, which in turn gives access to other arterial routes from Dublin to other parts of the country. The section of the Kildare route railway line (to Cork/Limerick/Galway) which runs through the County has been upgraded to provide a high quality commuter service from and to the city centre.

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The LUAS Red Line serves areas between Tallaght and the city centre and the recently opened extension serves residential communities in Fortunestown and Saggart and employees in the Citywest business park.





The County has a strong and diverse economic base that is well connected both to the rest of the country and wider international markets. Several blue chip national and multi-national corporations are located in the Grange Castle Business Park and Citywest Business Campus including Takeda, Pfizer, Johnson & Johnson and SAP. Many large Irish companies are also represented in the County including Kerry Foods, IAWS, and Independent News and Media.

Tallaght, the County Town, plays host to a number of major institutions which are also large employers. In addition to providing valuable services to residents and workers, the presence of these institutions also adds a critical mass to the Tallaght Town Centre, reinforcing its position as County Town. Tallaght Hospital (The Adelaide and Meath Hospital Dublin, incorporating the National Children's Hospital and St. Loman's) provides child-health, adult, psychiatric and age-related healthcare on one site. Institute of Technology Tallaght (ITT Dublin) is the only higher education institution in South Dublin County. The student population of the Institute is over 4,600 (full-time and part-time). ITT Dublin attracts students from a wide area of Greater Dublin and surrounding counties and promotes itself as the Institute of choice for students in the immediate catchment areas of Tallaght and Clondalkin. South Dublin County Council's headquarters is located at County Hall, Tallaght. The head office of County Dublin VEC is located in Tallaght town centre.

There are 39 industrial estates and 46 business parks accounting for approximately 2,200 firms. Large employment centres are located in 16 major industrial estates and 2 international business parks at Grange Castle and Citywest. The National Digital Park is situated in the Citywest Campus. The key economic sectors in the County are bio pharma, information technology, communications, electronics, hospitality, transport, internationally traded services and prepared food. In addition, retailing centres in the County such as The Square in Tallaght, Liffey Valley Centre in Quarryvale, the Mill Centre in Clondalkin, Rathfarnham Shopping Centre, Fortunestown Shopping Centre and Lucan Shopping Centre are significant sources of economic activity and employment and provide opportunity for further development and employment.

Tallaght and surrounding areas account for 27% of business premises in the county. Clondalkin (15%) and Walkinstown (13%) are also significant business locations locally. Areas which are primarily residential include: Saggart, Ballyfermot, Firhouse, Knocklyon and Newcastle. Unsurprisingly there were a number of locations identified as Key Hubs for business in South Dublin, many of these being existing successful business parks, including Grange Castle, Greenogue (Rathcoole), Ballymount, Citywest and Liffey Valley business area.

Although the size of the activity cluster can vary widely (Retail being the most significant sector, and agriculture being the smallest), it is important to recognise the location of the clusters in order to

understand and develop sustainable clusters of economic activity in the future. Tallaght and the Tallaght area provide the location for a number of clusters (including Distribution, Education, Energy, Industrial and Manufacturing, ICT, Professional Services, Recreation and Retail). Clondalkin is also an active centre, with clusters of Financial Services and Tourism. The Rathcoole/Newcastle area as a cluster of Construction and Scientific enterprise. There are a number of centres with focussed clusters of business sectors including Palmerston (Medical and Healthcare cluster), Citywest (Pharmaceutical cluster) and Walkinstown (Transportation cluster). While professional services are a growing aspect of economic activity in the County, the continued support for Science and Technology to encourage growth in this sector is required in the County.

## **National, Regional and Local Policies**

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

- Dublin Action Plan for Jobs 2016-2018 which contains a number of LEO led actions including:
  - The LEOs in Dublin will collaborate on delivering an integrated mentoring offering across the region;
  - LEOs will drive the development of a Dublin wide offering on enterprise space for start-ups;
  - Opportunities for collaboration on enterprise development through the Local Economic & Community Plans will be pursued;
  - LEOs and Local Authorities will combine to offer LEAN Micro programmes for micro-enterprises;
- The South Dublin County Development Plan, 2016 – 2022 which will set out a vision and an overall strategy for the proper planning and sustainable development of the County for a six-year period is currently being prepared. It will also set out guiding policies and objectives for the development of the County in terms of physical growth and renewal, economic, social and cultural activity, and environmental protection and enhancement. The Plan must take account of various national and regional strategies and guidelines. The Plan reflects consultation with the general public and other interested bodies.
- The South Dublin Local Economic and Community Plan (LECP) 2016-2021 was developed by South Dublin County Council through the Economic and Enterprise Development Strategic Policy Committee (SPC) and the Local Community Development Committee (LCDC) in line with Department of the Environment, Community and Local Government guidelines. The LECP contains a series of economic objectives and actions many of which are being led by LEO South Dublin and form part of this LEDP.

## Resources

LEO South Dublin currently (at March 2016) has six full-time staff as follows:

Colm Ward	Head of Enterprise
Des English	Senior Enterprise Development Officer
Ena Coleman	Business Advisor
Jacqueline Sweeney	Staff Officer
Donal O'Connell	Graduate
Breda Humphreys	Administrator

The financial budget for 2016 from Enterprise Ireland includes approximately €283,000 for Measure 1 supports, i.e. direct financial grant assistance to local microenterprise for feasibility, priming and business expansion, and a further €265,000 for Measure 2 supports, i.e. training and development. In addition, local training income of approximately €20,000 and refundable aid income of at least €80,000 is projected in 2016 which together with existing refundable aid resources and the budget and staffing provisions made by South Dublin County Council for LEO South Dublin in 2016, ensures that the resources are in place to enable LEO South Dublin to continue to deliver targeted supports to maximise local employment creation and enterprise development.

As outlined earlier, we have delivered substantially in terms of grant approval and financial aid to clients as well as providing significant levels of mentoring and training. This shows the ability of LEO South Dublin to deliver significant outputs and provides solid grounds for confidence in similar levels of service delivery in 2016 with similar resource levels.

Our continued emphasis on developing the enterprise/entrepreneurship culture in South Dublin will see us maintain our central involvement in various student enterprise education initiatives, Start Your Own Business programmes (including in partnership with the SICAP programme delivered locally by South Dublin County partnership), business training and network programmes such as PLATO, Accelerate and Hi-Start during 2016.





As a place for business, South Dublin benefits from our location in the Dublin Metropolitan Area together with the associated transport links and economic base. The location of major agencies and businesses including South Dublin County Council, the Institute of Technology, Tallaght Tallaght Hospital, Grange Castle Business Park amongst others along with the County's young age profile and educated workforce provide considerable enterprise opportunities and emerging skills which LEO South Dublin will look to develop and support, in particular through the delivery of a Dublin Regional Enterprise Strategy during 2016.

Notwithstanding these, we must be cognisant of the significant areas of disadvantage in the County and work with local agencies to address this through delivering our LECP commitments. The issue of derelict and vacant business areas is also a problem that LEO South Dublin can tackle through the Business Support Fund. Our continued emphasis on developing the enterprise/entrepreneurship culture in South Dublin will see us maintain our central involvement in various student enterprise education, Start Your Own Business programmes (including in partnership with the SICAP programme delivered locally by South Dublin County partnership), business training and network programmes.

Improving the profile of LEO South Dublin is another key challenge in 2016. A combined communications strategy featuring regular training and news e-zines, focused advertising, active social media and a well-promoted Local Enterprise Week will all serve to communicate and promote the LEO South Dublin services and assistance in 2016. In addition, awareness campaigns are also planned for later in 2016 to highlight and promote the supports offered by LEO South Dublin to local businesses. This will be combined with the strong and consistent LEO Network PR message to ensure a co-ordinated approach.



## Customer Care Survey 2015

In 2015, Enterprise Ireland commissioned customer care surveys of Local Enterprise Offices services. The results for LEO South Dublin highlighted both an office that was undergoing refurbishment and staff instability as impacting on customer service levels. Subsequently, with, the opening of the newly refurbished LEO reception and training facilities as well as staff consistency, supported by dedicated customer care training for staff, LEO South Dublin is better placed to be more responsive to customer needs and requirements.

## Communications Plan

Our Communications Plan includes designated specific strategies to promote and market general LEO information, supports, mentoring training, networking, exhibitions, etc. including the use of social media, website, press release, e-newsletters etc. It takes into account the draft National Communication Strategy and will be updated as necessary as the National Strategy is amended and implemented.

## LEO South Dublin Strengths, Weaknesses, Opportunities and Threats

### Strengths

- Key location within Dublin metropolitan area with regional, national and international links
- Good integration amongst local stakeholders with possibilities for collaborative initiatives
- Excellent transport links
- Strong and diverse local economic base
- FDI and high profile indigenous companies in local business parks especially Citywest and Grange Castle
- Young and well-educated local workforce

### Weaknesses

- Potential for local highly skilled workforce to commute to work outside South Dublin
- Vacancy rate amongst commercial properties (particularly in older industrial parks)
- Areas of disadvantage and high unemployment within the County

### Opportunities

- Promote our location for enterprise and provide infrastructure and services to attract new enterprise
- Business Support Fund potential to maximise enterprise space and occupation of vacant units by micro-enterprise
- Leverage support from third level institutes to add value to local enterprise through research, innovation, training and placements
- Sustainable Business Programme in conjunction with South Dublin Chamber provides direct access to local business

### Threats

- Insufficient finance/credit to provide the necessary infrastructure, promote the county and to kick start new enterprise
- Sluggishness at international level and global economic issues can impact local economy
- Future strengths of ITT related to positive integration with Dublin Technological University project

## Section 2 - Vision/Mission and Strategic Objectives

### Vision/ Mission Statement

*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.*

### Strategic Objectives

#### 1. Maximise business potential

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

#### 2. Collaborate with Enterprise Ireland

- Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities

#### 3. First-stop-shop

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

#### 4. Make it easier to do business

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

#### 5. Promote a Best Practice Enterprise Culture

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

#### 6. Environment for start-ups

- Implement actions and initiatives that create awareness among potential entrepreneurs of the types of supports available, thereby improving the conversion rate of business ideas to fully-formed enterprises

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

## Section 3: Associated Actions & Activities

During 2016, we have planned a wide range of national and local actions and activities which will contribute to our mission and strategic objectives.

There are a number of national initiatives which LEO South Dublin will continue to embrace and support for both client benefit and promoting entrepreneurial and enterprise activity.

For the first time, a nationally co-ordinated **Local Enterprise Week** will be held from 7th to 13th March 2016 during which LEO South Dublin, in partnership with the other LEOs in Dublin, will host a series of events aimed at stimulating business growth and new job and business creation to improve levels of local economic activity. Our aim is to provide a diverse programme of events that is well publicised in local media and which offers something for everyone, regardless of whether you want to develop a business idea, start a business or grow your existing enterprise.

The **National Enterprise Awards** celebrate the achievements of Ireland's micro-enterprise sector. The awards recognise and celebrate the success stories of small business owners from all over the country. LEO South Dublin will offer the opportunity for local micro-enterprises to compete for this prize in 2016 with our County Final taking place in March as part of Local Enterprise Week. As well as promoting the LEO offering this competition gives competitors the opportunity to gain prestige, credibility and recognition as well as associated networking and PR benefits.

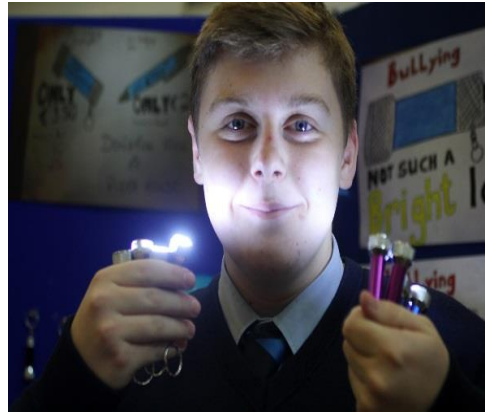
The **IBYE Awards** have proven to be an opportunity to stimulate entrepreneurial activity and awareness in the County and we have targeted continued support for previous and potential entrants. The 13 County finalists in 2015 represented a diverse mix of new faces and existing LEO clients across various sectors. Our commitment to the IBYE will continue in 2016 and we aim to increase the number of local participants by at least 10% in 2016.

LEO South Dublin's strong involvement in **youth enterprise** at all levels continues in 2016. We organise, support and sponsor a number of initiatives in schools throughout the county.

The **Student Enterprise Awards** is a second-level start your own business competition and LEO South Dublin's Schools Enterprise Co-ordinator assists teachers in delivering enterprise education and helps students to prepare their business projects for this competition. Prizes are awarded for Best Business, Most Innovative and Best Display in Junior, Intermediate and Senior Categories with local winners proceeding to represent South Dublin in the National Finals.

Our **Bi Gnothach** Enterprise Education programme provides multi- media enterprise educational materials for primary schools with additional classroom visits and support from our Schools Co- ordiantor, engaged by Local Enterprise Office South Dublin.

LEO South Dublin is the primary sponsor of the **Synergy Student Enterprise Competition** for third-level students in the Institute of Technology in Tallaght and in 2016 we will again provide funding for the programme as well as participating in the judging process.



We will continue to invest in the vibrant food sector in South Dublin and across the Dublin region in 2016 with regional support for the **Dublin Food Chain** network and the **Food Academy** projects. The Food Academy is an initiative designed collaboratively with Bord Bia, Musgraves and the Local Enterprise Offices with the aim 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. It has been particularly successful in Dublin due to the collaborative work of the LEOs in Dublin.

We will promote involvement in the **Trading Online Vouchers** scheme for suitable business to meet the ambitious target given to LEO South Dublin of 86 approvals in 2016

Where appropriate clients will be provided with supports, including assistance from experienced mentors in completing applications, to submit requests for funding to **Microfinance Ireland**. We have consistently delivered significant applications to MFI in terms of jobs created and supported and we aim to continue this with a target number of 18 applications in 2016.

We will also actively support our client participation in the various national events that the LEO network nationally participates in including the **National Ploughing Championships, Showcase, Women's Enterprise** events etc. as well as examining collaborative opportunities under **Competitive Funds**.

As the first stop shop for business in the County, LEO South Dublin has **Memorandums of Understanding** in place covering our relationship with key state agencies relevant to microenterprise support including Revenue, Department of Social Protection, Credit Review Office, Employment Training Boards, Skillnets, Microfinance Ireland, Failte Ireland and the National Association of Community Enterprise Centres. These provide agreed signposting and referral

mechanisms which will continue to facilitate client support, job creation and information sharing in 2016. LEO South Dublin will seek to continue to implement these protocols on an on-going basis and review locally as required.

LEO South Dublin will provide supports to clients affected by the downsizing of Lufthansa Airmotive in Dublin under the **European Globalisation Fund** in 2016.

We will also continue to explore opportunities to develop and strength our relationships with **key stakeholders**. Our services are guided by the Corporate Plan for South Dublin County Council 2015-2019 and the Service Level Agreement in place between the Council and Enterprise Ireland regarding the delivery of LEO services. At the heart of LEO South Dublin is our relationship with clients, and contracted business mentors and training partners and we will to renew and improve these in 2016. In addition, we will continue to work closely with a broad range of local agencies including South Dublin Chamber, Synergy/ITT, ACE & Partas who operate local Enterprise Parks, South Dublin County Partnership top ensure that we are responsive to local needs.



**Innovation Enterprise (IE) Network** is a jointly funded Dublin Local Authority initiative supported by LEO South Dublin and its objective is to support and encourage job seeking professionals, including potential senior entrepreneurs, to achieve their goals, such as returning to work or starting their own business.

The establishment of a **Business Exporting Network** is also an objective of LEO South Dublin in 2016 based on recent business contacts and feedback. This will be pursued in conjunction with initiatives under the Council's Business Support Fund to assist local exporting businesses.

The development of a local **Women in Business** network or the connection of LEO South Dublin clients to an existing regional similar network will be pursued this year to ensure appropriate opportunities for this demographic.

A detailed list of key activities/ events for 2016 is provided in Appendix I.



## Section 4: Performance Metrics

During a period of considerable change in 2015 LEO South Dublin continued to deliver a consistent level of key services to clients as can be seen from the table below. It is due to the aforementioned change and impacts on the office that some targets were not reached. However, as the opportunity for stability within the office emerges and subject to sufficient resource allocation from EI, we aim to slightly increase the level of financial assistance and the quality of training and mentor supports to clients in 2016.

The jobs potential of projects will continue to be a key assessment criteria for Measure 1 Financial supports for our Evaluation and Approvals Committee. We are committed to bringing local client projects to the Evaluation and Approvals Committee EVAC in a timely manner and anticipate a continued strong pipeline of projects in 2016.

A key objective of our Measure 2 supports is sustaining employment in the County and as well as using procurement and regional collaboration to improve the quality of our training and mentor services in 2016 and we will also utilise the funding available under the Business Support Fund to provide additional and diverse training based on local business needs. These measures should deliver increased numbers of participants in 2016.

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

	<b>2015 Targets</b>	<b>2015 Outputs</b>	<b>2016 Targets</b>
Value of Grants Approved (Total)	€690,000	€552,532	€600,000
of which Feasibility	€60,000	€87,582	€100,000
Priming	€450,000	€346,950	€300,000
Business Development / Expansion	€180,000	€118,000	€200,000
Value of Grants Paid (Total)		€375,976	€400,000
of which Feasibility		€51,042	€50,000
Priming		€200,617	€225,000
Business Development / Expansion		€124,317	€125,000
Jobs Associated with Funding – FT / OT / WTE <sup>1</sup>	70	41.5	45
Total Employment in LEO Clients (Year start) – FT / OT / WTE	No target set	679/203/780.5	710/395/907.5
Gross Jobs Created / Lost	No target set	223/121	
Full Time Created / Lost	No target set	140/42	
Other Time Created / Lost	No target set	83/79	
Whole Time Equivalent (WTE) Created / Lost	No target set	100	100
Total Employment (Year End) – FT / OT / WTE	No target set	710/395/907.5	1007.5
	<b>2015 Targets</b>	<b>2015 Outputs</b>	<b>2016 Targets</b>
<b>Training</b>			
Total No. of Courses Run		53	55
Total No. of Participants	500	722	750
<b>Mentoring</b>			
Total Number of Mentoring Assignments	40	55	50
Total Number of Mentoring Clinics	400	487	500

<sup>1</sup> These figures derive from GMIS lockdown grant approvals for the LEO rather than from the AES (three year jobs potential figures).

In addition to targeting an increased level of Measure 1 and Measure 2 services in 2016 we are also focused on the expanding role of LEO under the Council's Local Economic and Community Plan. The LEO is a key stakeholder in the delivery of actions under the seven economic objectives contained in the LECP and reporting mechanisms are being developed to report on the actions and outcomes which will inform end of year reporting by LEO.



## Section 5: New Initiatives and Risks

### New Initiatives

The **Business Support Fund** managed by LEO South Dublin underlines both LEO South Dublin and South Dublin County Council's ongoing close collaboration with business as a priority. The fund will be used to support a number of initiatives in 2016:

- A rates support fund to assist SME's as has operated for the last two years.
- A fund for remedial works to industrial estates.
- A grant scheme for the refurbishment of vacant industrial premises for use as micro enterprise space.
- A rates holiday for LEO supported micro enterprise that locate in refurbished premises.
- A training programme for local business based on their surveyed requirements.



An **Enterprise Strategy 2016-2018** will be developed by LEO South Dublin on behalf of the region to improve and refine the approach to Enterprise Development and build on the collaborative approach of the Dublin Regional LEO structure. This will also serve as an opportunity to identify new and emerging possibilities to develop enterprise locally.

Considerable resources are being provided to give a high profile to **the first nationally co-ordinated Local Enterprise Week** in March 2016 here in South Dublin to maximise awareness of LEO and increase client engagement. As part of this, a number of pilot initiatives will be undertaken which we hope to build on in 2016 including a regional Women in Business event, an Exporting event and a green business seminar. LEW 2016 also includes the local finals for the **National Enterprise Awards**. The opening of the **National Enterprise Awards** as a local competition again will highlight enterprise activity in the County and afford the County winner the opportunity to gain national exposure.

## Risks

A number of risks to the effective operation of LEO South Dublin have been identified and appropriate control measures to mitigate against potential risk have been identified in the table below:

Risks that can adversely affect the achievement of the objective outlined above	Actions to mitigate this risk
1. Lack of co-ordination between agencies regarding enterprise support	Ongoing and regular contact with all stakeholders, with particular attention to be paid to National, Regional and Local Plans identifying actions of relevance to LEO South Dublin.
2. Lack of awareness among new and potential entrepreneurs regarding business supports available	Implementation of the LEO Communications Strategy, ensuring that all supports received a tailored approach towards marketing and promotion, thereby ensuring that the message regarding enterprise support is clearly and widely understood.
3. Staff resourcing and ability	Proactive management, development, retention and recruitment of staff to ensure appropriate numbers and ability of staff.
4. Inadequate level of funding to implement Enterprise Plan	LEO South Dublin to apply for additional funding where available to support enterprise services in South Dublin.
5. Services relevant to business	Engaging with and knowing our client base and their needs including through the Sustainable Business and promoting the first stop shop
6. Lack of capital finance	LEO South Dublin will promote, and raise awareness of, business finance and start-up finance supports available to businesses and entrepreneurs.

# Appendix I Objectives and Key Activities 2016

## Key Activities Relating to Business Information and Advisory Services

Ref.	Objective	Activity	Outputs	Outcomes	Timescale
1.	1, 3 and 4	<p>One-to-one contact with potential entrepreneurs, providing general advice and information regarding starting a business, including:</p> <ul style="list-style-type: none"> <li>• Direct advice and support</li> <li>• Start-up guides</li> <li>• Training opportunities</li> <li>• Business Plan and Research Templates</li> <li>• Sources of funding and support</li> </ul>	<ul style="list-style-type: none"> <li>• Heightened profile of LEO within the County resulting in increased support applications, mentoring sessions, training participants etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> <li>• Create awareness among potential entrepreneurs of the types of supports available</li> <li>• Improve the conversion rate of ideas to fully-formed businesses</li> <li>• Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>
2.	1, 3, 4 and 6	<p>One-to-one contact with existing businesses, providing general advice and information regarding, e.g. Business Planning, Financial Advice, Management, Exporting, etc. This will include:</p> <ul style="list-style-type: none"> <li>• Direct advice and support</li> <li>• Guides on relevant issues</li> <li>• Training opportunities</li> <li>• Business Plan and Research Templates</li> <li>• Sources of funding and support</li> </ul>	<ul style="list-style-type: none"> <li>• Annual business reviews to be carried out with portfolio of clients (including on site where possible);</li> <li>• Increased support applications, mentoring sessions and training participants from existing LEO client base;</li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Create awareness among entrepreneurs and businesses of the types of supports available</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
3.	3, 4 and 6	<ul style="list-style-type: none"> <li>• Information on, access &amp; referral to other government services, e.g. <ul style="list-style-type: none"> <li>○ Revenue [Seed Capital Scheme, Employment Investment Incentive Scheme (EIS), Revenue Job Assist]</li> <li>○ Social Protection/National Employment &amp; Entitlements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing dissemination of information about protocol partners and referrals to appropriate agencies.</li> <li>• Improving the profile of LEO South Dublin as the first stop shop for business support in the County.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

		<p>Service (NEES) [Back to Work Enterprise Allowance]</p> <ul style="list-style-type: none"> <li>○ SOLAS [Employer Job Incentive Scheme, Training]</li> <li>○ Companies Registration Office</li> <li>○ Microfinance Ireland</li> <li>○ Credit Review Office</li> <li>○ Business support agencies such as Bord Bia, Teagasc, Crafts council of Ireland and Fáilte Ireland</li> </ul>		<p>to start-up, grow and survive within a competitive business environment</p> <ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> </ul>	
4.	3, 4 and 6	<ul style="list-style-type: none"> <li>• Advice and information for local businesses on accessing public procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>• Quality public procurement information resources made available to local SMEs through <a href="http://www.sdcc.ie">www.sdcc.ie</a> (signposted from LEO website)</li> <li>• Liaise with Procurement Unit of the Council to hold procurement and tender training sessions in LEO training room for local SMEs</li> <li>• Minimum of 2 public procurement training sessions/workshops for 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge and awareness among businesses of the public procurement process</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 - Q4</li> </ul>
5.		<ul style="list-style-type: none"> <li>• Develop Business Space in the County Library</li> </ul>	<ul style="list-style-type: none"> <li>• Provide potential entrepreneurs with key business information resources</li> <li>• Signposting to LEO South Dublin and other relevant agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> </ul>	<ul style="list-style-type: none"> <li>• Q3</li> </ul>



## Key Activities Relating to Enterprise Support Services

Ref.	Obj.	Activities/ Outputs- Services	Outputs – Participants	Outcomes	Timescale
6.	1, 3, 4, 5 and 6	Access to financial support for start-up and business development	<ul style="list-style-type: none"> <li>15 Priming Grants approved to new businesses in 2016 totalling €3000,000 in support for 30 jobs</li> <li>10 Expansion Grant approved for existing businesses in 2016 totalling €200,000 in support for 20 jobs</li> <li>10 Feasibility/ Innovation Grants in 2016 totalling €50,000</li> <li>Target 50 new jobs associated with newly approved funding in 2016</li> <li>Meet 30% refundable aid targets in financial support provided</li> </ul>	<ul style="list-style-type: none"> <li>Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness</li> <li>Improve the conversion rate of ideas to fully-formed businesses</li> <li>Make it easier for potential entrepreneurs to start-up business</li> <li>Encourage greater technology uptake among local businesses</li> </ul>	Q 1 –Q4
7.	1, 3, 4, 5 and 6	Access to training supports, events and seminars	<ul style="list-style-type: none"> <li>Provide a range of demand led, high quality business training programmes including: <ul style="list-style-type: none"> <li>Start Your Own Business <ul style="list-style-type: none"> <li>Marketing</li> <li>Sales Skills</li> <li>Social Media &amp; Digital Marketing</li> <li>Wordpress</li> <li>Mail Chimp</li> <li>Food Academy</li> <li>Kick Start Your Own Food Business</li> <li>Taxation</li> </ul> </li> </ul> </li> <li>Explore opportunities to expand the training options available to clients</li> </ul>	<ul style="list-style-type: none"> <li>Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness</li> <li>Encourage greater technology uptake among local businesses</li> <li>Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive in business</li> </ul>	Q1 – Q4
8.	4 and 5	Access to commercial/ enterprise space	<ul style="list-style-type: none"> <li>Provide supports to new and existing clients regarding the identification and of potential commercial and enterprise space in South Dublin County.</li> <li>Promote the use of Community Enterprise Centres in the County</li> <li>Assessment of availability and demand for enterprise space in the County</li> </ul>	<ul style="list-style-type: none"> <li>Support entrepreneurs, owners and managers in accessing the resources required to plan, grow and sustain productivity, innovation and competitiveness</li> <li>Make it easier for potential entrepreneurs to start-up business</li> </ul>	Q 1 –Q4
9.	1, 4, 5 and 6	Mentoring	<ul style="list-style-type: none"> <li>Examine the possibility of a shared mentor panel regionally as per the Dublin Action Plan for Jobs</li> <li>Provide a minimum of 50 mentoring clinics to support 500 mentoring clients</li> </ul>	<ul style="list-style-type: none"> <li>Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain and improve productivity, profitability, innovation competitiveness</li> </ul>	Q1 – Q4

			<ul style="list-style-type: none"> <li>Support emerging and developing businesses by providing 50 mentor assignments in 2016</li> </ul>	<ul style="list-style-type: none"> <li>Encourage greater technology uptake among local businesses</li> <li>Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive in business</li> </ul>	
10.	1, 4, 5 and 6	Marketing	<ul style="list-style-type: none"> <li>A Communication Plan will be implemented, including actions for: <ul style="list-style-type: none"> <li>Social Media</li> <li>Press Releases</li> <li>Website promotion</li> <li>Twitter</li> <li>Case studies for all supports</li> <li>Contact with business networks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive in business</li> </ul>	Q3
11.	1, 4, 5 and 6	Access to dedicated business networks	<ul style="list-style-type: none"> <li>Provide support to businesses in accessing and participating in exhibitions, seminars, networking events:</li> <li>Develop supports for specific sectors based on the profile of local businesses and in conjunction with local business groups including South Dublin Chamber</li> <li>Examine the potential for a local Exporting Business network and develop same</li> <li>Support to businesses in attending local, regional, national and international exhibitions and seminars.</li> </ul>	<ul style="list-style-type: none"> <li>Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population</li> <li>Improve connectivity leading to increase sales/employment</li> </ul>	Q 1 –Q4
12.	1, 4, 5 and 6	Development of web-enabled services with a focus on trading online	<ul style="list-style-type: none"> <li>Promotion of the Trading Online Voucher Scheme with 86 approvals targeted for 2016</li> <li>New and existing clients to identify and avail of opportunities for online trading through participation in Output Services, including: <ul style="list-style-type: none"> <li>Training</li> <li>Mentoring</li> <li>Networking activities</li> <li>Financial assistance measures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Equip entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, profitability, innovation and competitiveness</li> <li>Increase employment potential and assist micro enterprises towards exporting</li> <li>Encourage greater technology uptake among local businesses</li> <li>Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses</li> <li>Make it easier for potential entrepreneurs to start-up business</li> </ul>	Q1 – Q4

13.	1, 4, 5 and 6	Maximising the impact of Community Enterprise Centres in local areas	<ul style="list-style-type: none"> <li>• Ongoing support for Community Enterprise Centres in South Dublin County including through referrals, cross-promotion and other actions agreed under the NACEC protocol.</li> </ul>	<ul style="list-style-type: none"> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	Q 1 –Q4
14.	4 and 6	Access to Micro-Finance Ireland Loan Fund	<ul style="list-style-type: none"> <li>• Promotion of the Micro-Finance Ireland Loan Fund through: <ul style="list-style-type: none"> <li>○ LEO promotional activities</li> <li>○ Training, mentoring, etc.</li> <li>○ Meetings, calls, queries, etc.</li> </ul> </li> <li>• Support 15 new and existing businesses with applications to the Micro-Finance Ireland Loan Fund in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
15.	2	Progression pathway for HPSUs and high-growth companies to Enterprise Ireland, including access to Business Angels, New Frontiers Programme, etc.	<ul style="list-style-type: none"> <li>• Liaise with Enterprise Ireland regarding the progression pathways for new and existing clients</li> <li>• Target of at least 3 client to progress to EI support in 2016</li> <li>• Work with Enterprise Ireland on transition of clients from EI to LEO South Dublin where required.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities</li> <li>• Make it easier for potential entrepreneurs to start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
16.	1, 4 and 6	Access to promotional space	<ul style="list-style-type: none"> <li>• Provide LEO clients with appropriate showcase opportunities to allow business development and step up.</li> <li>• Produce case studies of successful LEO South Dublin supported enterprises to be used in promotional materials</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses</li> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

## Key Activities Relating to Entrepreneurship Services

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
17.	4	Education – Primary, Secondary & Third Level programmes	<ul style="list-style-type: none"> <li>• Deliver Bi Gnothach programme to primary schools in 2016</li> <li>• Promotion of second level student enterprise awards programme in the County</li> <li>• Continue to sponsor Student Enterprise Awards for third-level students in Institute of Technology Tallaght</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> </ul>	<ul style="list-style-type: none"> <li>• Q 1 –Q4</li> </ul>
18.	6	Enterprise Awards	<ul style="list-style-type: none"> <li>• Promote the National Enterprise Awards in press releases and/ or media promotions in 2016</li> <li>• Include Local Enterprise Awards Ceremony as part of Local Enterprise Week 2016</li> <li>• IBYE - Target increased participation in South Dublin IBYE competition and work with LEOs in Dublin to deliver Regional Final of IBYE 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Promote enterprise and self-employment as a viable career option among the wider population</li> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
19.	3, 4, 5 and 6	Enterprise Promotional Activities	<ul style="list-style-type: none"> <li>• Implement specific marketing activities to be identified in the Communication Plan</li> <li>• Hold enterprise promotion activities, e.g.: <ul style="list-style-type: none"> <li>○ Enterprise Clinics</li> <li>○ Information workshops</li> <li>○ Representation at enterprise events</li> </ul> </li> <li>• Collaborations and ongoing work with agencies, e.g. South Dublin County Council, Enterprise Ireland, South Dublin Chamber, IT Tallaght, Community Enterprise Centres to promote enterprise and supports available.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
20.	4 and 5	Female Entrepreneurship	<ul style="list-style-type: none"> <li>• Connect local female entrepreneurship to appropriate business networks locally and/or regionally.</li> <li>• Promotion of and support for female entrepreneurs in South Dublin participating in National Women's Enterprise Day events</li> <li>• Referral to, and support through, the sectoral networks for female entrepreneurs</li> <li>• Measure and evaluate female entrepreneurial activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among female entrepreneurs, owners and managers of the supports available to businesses.</li> <li>• Help female entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within in business.</li> <li>• Promote enterprise and self-employment as a viable career option among women</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>

## Key Activities Relating to Local Enterprise Development

Ref.	Objective	Outputs - Services	Outputs – Participants	Outcomes	Timescale
21.	2, 5 and 6	Local Economic and Community Plan 2016-2021	<ul style="list-style-type: none"> <li>Participate in Local Community Development Committee meetings, actions and activities together with other participants;</li> <li>Deliver specific economic actions for 2016 in conjunction with various Council Departments and other key stakeholders as identified in LECP 2016-21</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis</li> <li>Provide value-for-money in the use of resources, including finance, staff and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>
22.	2, 5 and 6	Enterprise Strategy	<ul style="list-style-type: none"> <li>Appoint and work with appropriate consultants to develop a longer term Enterprise Strategy for South Dublin County that provides a strategic approach to continued development of enterprise including               <ul style="list-style-type: none"> <li>Detailed analysis of the enterprise landscape;</li> <li>Key recommendations to further develop and promote an enterprise culture</li> <li>Focus on innovation and entrepreneurship supports and initiatives in the County</li> <li>Analyse local education and skills profile provision, trends and future projections</li> <li>Development of a business opportunities register in the County;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ensure greater co-ordination among service providers regarding the promotion and provision of supports to enterprise in the County</li> <li>Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>Q3</li> </ul>
23.	2, 5 and 6	Business Support Funds (Sustaining Business in South Dublin County)	<ul style="list-style-type: none"> <li>Promote and manage delivery of supports for local business including:               <ul style="list-style-type: none"> <li>Business Support Grant (for ratepayers under €10,000)</li> <li>Industrial Area Improvement Schemes</li> <li>Individual Unit Supports</li> <li>Microenterprise Development Fund</li> <li>Microenterprise Start-up Support (Rates)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ensure the planning, implementation and monitoring of the local enterprise plan is carried out in an efficient and effective basis</li> </ul>	<ul style="list-style-type: none"> <li>Q2 – Q4</li> </ul>
24.	2, 5 and 6	Promotion and marketing of South Dublin County as location for investment	<ul style="list-style-type: none"> <li>Liaise with Enterprise Ireland, IDA and other agencies to ensure a co-ordinated, effective and efficient approach to promotion and marketing of South Dublin County as a place to do business.</li> </ul>	<ul style="list-style-type: none"> <li>Provide value-for-money in the use of resources, including finance, staff and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>
25.		Sustainable Business Initiative	<ul style="list-style-type: none"> <li>Work with Sustainable Business Executive in South Dublin Chamber to ensure that local business needs are known and met to assist the ongoing sustainability of local business.</li> <li>Provide training programmes for local businesses based on Training Needs Survey 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure greater co-ordination among service providers regarding the promotion and provision of</li> </ul>	<ul style="list-style-type: none"> <li>Q1 – Q4</li> </ul>

26.	1, 4 and 6	Develop the LEO role as the window for local business to local authority services	<ul style="list-style-type: none"> <li>• Liaise directly with sections of South Dublin County Council on local business needs and supports</li> </ul>	<ul style="list-style-type: none"> <li>• supports to enterprise in the County</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 – Q4</li> </ul>
27.		Dublin Economic Monitor	<ul style="list-style-type: none"> <li>• Work with Dublin Local Authorities and LEOs in Dublin to support the production of the Dublin Economic Monitor quarterly publication.</li> <li>• Promote and circulate DEM issues on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge among entrepreneurs, owners and managers of the range of supports available to businesses from government services</li> <li>• Make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Q1-Q4</li> </ul>



## Appendix II Case Studies

### Case Study 1: Wyldsson Ltd

Using an initial small Feasibility Study grant from LEO South Dublin, Lucan based promoter Dave McGeady identified an unserved need among elite sports / health conscious individuals for tasty nutritious quality food products. In response he set up Wyldsson Ltd and launched an ecommerce website [www.wyldsson.com](http://www.wyldsson.com) to sell an initial range of product that included Trail Mix, Muesli & Nut butters. Encouraged by buoyant webstore sales in 2014 and supported by a Priming grant from LEO South Dublin, he moved into a Food production facility in Tallaght creating 4 new jobs in the process. He currently produces a range of 29 products and product innovation is a core strength of the business. All product is free from additive and only high calibre ingredients are used. Current customers from the world of elite sport include Andy Murray, Rory McIlroy, Manchester United etc. Significant sales were generated in 2015 from the webstore with further projected sales increases targeted in 2016. An application for a Business Expansion grant to take on 2 additional staff including an in house nutritionist has been recently approved by LEO South Dublin.

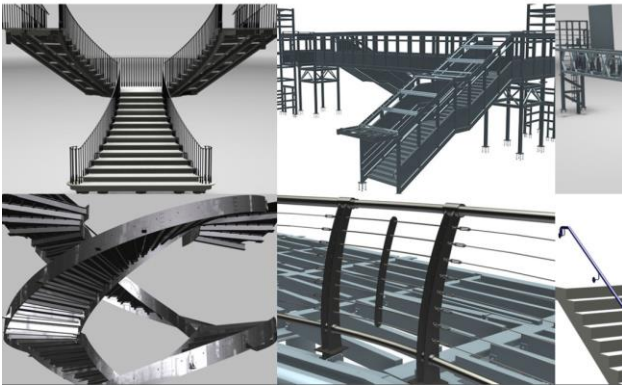
**LEO Supports:** The promoter has availed of a broad range of supports from LEO South Dublin – Measure 1 (Feasibility, Partly Refundable Priming and Business Expansion) and Measure 2 soft supports such as Mentoring, Food Academy, Trading Online Vouchers and Business Step up grants to help with export focused trade shows.



### Case Study 2: Advanced Draughting Services Ltd (ADSL)

Garreth Sloan set up ADSL in 2006 following a distinguished career as a metal fabricator, QC technician & Draughtsman. The company specializes in 3D modelling, draughting and 3D scanning for structures such as bridges and motorway gantries and architectural features such as staircases, train station access and bespoke. Decreasing turnover in the Irish market during the recession prompted the promoter to focus on the export market and currently 90% of sales are to the UK with flagship projects also secured in Milan & Chile. Sales in 2015 exceeded their ambitious targets and projections. The focus in the company is on industry knowledge, quality, new

## ADSL | ADVANCED DRAUGHTING SERVICES



technology, Building Infrastructure Modelling and strong referrals based on reputation. The company has received a number of industry awards and recently increased employment to 9 skilled staff.



**LEO Supports:** ADSL has availed of mentoring support, training programmes and Business Expansion grants to grow employment. The company was nominated South Dublin Enterprise of the Year 2015.

### Case Study 3: Bi Gnothach Showcase Event 2015

Bi Gnothach is an enterprise education programme that introduces 5<sup>th</sup> and 6<sup>th</sup> class Primary school students to setting up and running an enterprise. Students complete an Enterprise Diary recording their activities and submitted diaries and materials are shortlisted for a series of awards presented at our annual Bi Gnothach presentation in the County Library. 2015 marked the 10<sup>th</sup> Anniversary of our Primary School Enterprise Programme and saw 29 schools and 950 students taking part in Bi Gnothach. Participating schools submitted colourful posters, samples and materials depicting their efforts which were displayed in the County Library in Tallaght. The shortlisting process resulted in 10 finalists being selected for awards which included overall Enterprising School of the Year 2015, Sales and Marketing Awards, Eco Business Award and a number of Special Merit awards. Winning businesses included Natural Cosmetics, Recycled and upcycled products, Jewellery, Arts and Crafts, seasonal produce, Bee Hotel and Café / Bakery projects. Close to 50 primary school children and their teachers attended the Awards presentation in 2015 to celebrate their enterprise achievements.



# Appendix III LEO Metrics Data Sheet

 Dífíog Fiontair Áitiúil Local Enterprise Office		<b>LEO METRICS SUMMARY DATA SHEET</b> (Appended to Local Enterprise Development Plan)		 <b>ENTERPRISE IRELAND</b>	
<b>Local Enterprise Office (LEO)</b>		<b>REPORT NUMBER</b> _____		<b>Year</b>	
				<b>2015</b>	
<b>County</b>		South Dublin		<b>Address</b>	
				<b>Local Enterprise Office, County Hall, Belgard Square          North, Tallaght, Dublin 24</b>	
<b>Head of LEO</b>		Colm Ward		<b>E-mail address:</b>	
				<a href="mailto:info@leo.sdublincoco.ie">info@leo.sdublincoco.ie</a>	
				<b>Tel:</b>	
				01-4149000	

<b>M1 Budget Allocation (€)</b>	<b>M1 Budget Spend Year End (€)</b>	<b>M2 Budget Allocation(€)</b>	<b>M2 Budget Spend Year End (€)</b>	<b>Staffing Resources</b>
€271,996	€375,976.97	€276,001	€296,001	6 Staff

## Economic Impact

<b>METRICS</b>	<b>SUBMITTED TARGETS</b>	<b>END OF YEAR</b>	<b>SUBMITTED TARGETS</b>
	<b>2015</b>	<b>2015</b>	<b>2016</b>
<b>LEO Clients Portfolio</b>		End of year survey	
Total Portfolio clients(number)	240	250	260
Total Portfolio jobs (number)		907.5	1007.5
Gross jobs created (number)	No target	181.5	No target
Net jobs created (number)		100	100
<b>MI Projections</b>			
M1 job projections (number)		41.5	45
MI Budget Approved (€)	€422,000	€375,976	€400,000
Cost per (M1) job calculation(€)		€9,059	€8,888

## LEO Portfolio Activity

<b>METRICS</b>	<b>SUBMITTED TARGETS</b>	<b>END OF YEAR</b>	<b>SUBMITTED TARGETS</b>
	<b>2015</b>	<b>2015</b>	<b>2016</b>
<b>Grants (M1 &amp; M2)</b>			
Feasibility Grants approved(No.)	8	11	10
Priming Grants approved(No.)	16	15	15
Expansion Grants approved(No.)	9	6	10
	33	32	35

## Training Programmes &amp; Mentoring

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Start Your Own Business (SYOB) Programmes</b>			
Numbers run	8	8	8
Participant numbers	128	108	128
<b>Core Programmes / Management Development Programmes</b>			
Numbers run	42	42	42
Participant numbers	672	573	600
<b>All LEO Programmes</b>			
Total programmes(number)	50	53	50
Total participants (number)	800	722	750
<b>Mentoring</b>			
Mentoring assignments (number)	40	47	45
Mentoring clinics(number)	400	432	450

## EI/LEO Interactions

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Pathway Progression</b>			
Client Transfers to EI(number)	2	5	3
Client Transfers from EI(number)			
<b>Initiatives</b>			
Online Vouchers(number progressing)	101	28	80
Ireland's Best Young Entrepreneur (IBYE)Applications completed	48	33	35
<b>MFI Loans</b>			
No. Applications Assessed/Recommended	15	21	18

## Student Entrepreneurship Programmes

METRICS	SUBMITTED TARGETS	END OF YEAR	SUBMITTED TARGETS
	2015	2015	2016
<b>Schools Entrepreneurship</b>			
Schools participating (number)	50	53	55
Applicants/Participants (number)	2500	1658	1800