



Oifig Fiontair Áitiúil  
Local Enterprise Office

Áth Cliath Theas  
South Dublin

Local Enterprise Office  
Development Plan  
2021 - 2024





Grange Castle Business Park

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Oifig Fiontair Áitiúil  
Local Enterprise Office

Áth Cliath Theas  
South Dublin

Meath

Fingal



Legend

- Population Centres
- Aerodromes
- Motorway
- Major Roads
- Local Roads
- Grand Canal
- Railway Line
- Luas Line
- Rivers
- Regional Parks
- County Boundary

Local Electoral Areas

- Clondalkin
- Firhouse-Bohernabreena
- Lucan
- Palmerstown Fonthill
- Rathfarnham - Templeogue
- Tallaght Central
- Tallaght South



# Executive Summary

## Mission Statement

Local Enterprise Office (LEO) South Dublin aim to promote entrepreneurship, foster sustainable 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. Entrepreneurs and Businesses are supported to:

- 🕒 Increase exports
- 🕒 Build resilience
- 🕒 Increase productivity
- 🕒 Prepare for the Low carbon economy
- 🕒 Embrace the Digital economy
- 🕒 Innovate
- 🕒 Be managed by ambitious & capable individuals
- 🕒 Fuel regional growth

During the past 2017 to 2021 period South Dublin recorded a steady level of achievement in the numbers of entrepreneurs, owners and managers who successfully accessed financial supports and enabling them to plan, grow and sustain productivity, innovation, and competitiveness.

Successful funding applications increased year on year from 18 in 2018 to 30 in 2020 across Feasibility, Priming and Business Expansion.

Training programmes attended by 1003 participants to 116 Training programmes in 2020 attended by 1798 participants. Start Your Own Business (SYOB) programmes increased from 8 to 10 in 2020 per year within excess of 100 attending. Mentoring supports were significantly expanded in the county and participants increased from 452 in 2018 to 881 in 2020.

A total of 781 Trading Online Vouchers (TOV) were approved over the period of 2017-2020 of which 672 vouchers were approved in 2020 alone. Technical Assistance for Micro Exporters (TAME)

vouchers grew from 8 in 2017 to 20 in 2019 but fell back to 8 during 2020 due to the impact of COVID-19.

Locally a total 274 attended our Get Ready Brexit and Customs Workshops and 109 attended Brexit Mentoring sessions to the end 2020.

COVID-19 was a significant impact during 2020 as we to support and sustain our micro and small businesses. In addition to exceptional TOV approvals of 672, South Dublin approved 552 Business Continuity Vouchers, 53 LEO Client Stimulus Grants and 4 Micro Enterprise Assistance Grants.

LEO South Dublin will continue to drive the development of local enterprise, putting local micro and small business at the heart of job creation. We will continue to 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 supports and work to deliver on the following key objectives over the next four years 2021 to 2025:

- 🕒 Promote South Dublin as a location for Tech Business Start-ups while we progress the construction and commissioning with Oxford Innovation of the Tallaght based innovation / enterprise centre due for completion December 2022.
- 🕒 Continue and expand the Sustainable Business Programme to small businesses across the County in collaboration with the South Dublin Chamber.
- 🕒 Build on the various projects and unit supports in business parks supported under SDCC Business Support Fund in the County.
- 🕒 Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual County wide business support and advisory function, including the roll out of the county wide business marketing and promotion plan.
- 🕒 Increase focus on expansion of existing Networks and growth of the following new networks; Exporters Network, Food Network, LEO Leaders Network, Craft Creative and Design Network and SYOB Network.
- 🕒 Promote and build awareness of South Dublin's **'Think Big Space'**

- LEO South Dublin, AWS and Foroige to build to develop skills and interest in Tech at Schools and youth level.
- Build on the increased interest in the Shopfront Grant scheme to encourage further uptake of the supports offered to maximise the impact of the scheme on the streetscapes of the County.
- Build participation of LEO clients in the Green for Micro Programme and get them started on their journey to greater sustainability and to the possibility to identify and progress further initiatives and investments over the 2021-2024 period.
- During 2020 LEO South Dublin collaborated with the other three LEOs in the Dublin

region and Dublin Business Innovation Centre (DBIC), to provide the “Breakthrough Innovation Programme” to small businesses that are seeking to adopt strong innovative practices and processes in their business. This programme, funded by the Regional Enterprise Development Fund, will continue to be provided to suitable businesses employing 3 to 50 staff in the period 2021-2024.

- Dublin Food Chain is a collaborative initiative of the four Local Enterprise Offices in the Dublin region, supported by Bord Bia. It offers a network of food producers, wholesalers, foodservice operators and food retailers, and is part of an ongoing effort to harness the power of the ‘collective’.



# Section 1 - Context

South Dublin County (the 'County') is one of four local authority areas in the Dublin region. Bounded by the River Liffey to the North and the Dublin Mountains to the South, the County lies 16 kilometres south west of Dublin city centre and has an administrative footprint of 223sq. kilometres. The County has 9 main villages Clondalkin, Lucan, Palmerstown, Rathfarnham, Tallaght, Templeogue, Saggart, Rathcoole and Newcastle and is bounded by adjoining counties of Wicklow, Kildare, Dublin City, Fingal and Dun Laoghaire.

Tallaght, the County Town, plays host to a number of major institutions which are also large employers: Tallaght Hospital, Institute of Technology Tallaght (TUD Dublin) and South Dublin County Council's headquarters at County Hall, Tallaght. 27% of business premises in the County are in Tallaght and surrounding areas. Clondalkin (15%) and Walkinstown (13%) are also significant business locations locally. Locations identified as key hubs for business in South Dublin, include successful business parks, including Grange Castle, Greenogue (Rathcoole), Ballymount, Citywest and Liffey Valley business area.

There are 39 industrial estates and 46 business parks accounting for approximately 2,200 firms in the County. 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. Key economic sectors in the County include bio pharma, information technology, communications, electronics, hospitality, transport, internationally traded services and prepared food. In addition, there are several larger retailing centres in the County that are significant sources of economic activity and employment and provide opportunity for further development and employment.

South Dublin County Council provides and funds a broad range of services including housing, roads, walking and cycling routes, parks and playgrounds,

libraries, sports facilities, litter control, arts centres, enterprise units, fire services and community infrastructure. It also serves as a platform for local democracy with 40 Councillors spread across six electoral areas.

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 Palmerstown (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. The County's strong and diverse economic base is shown in the wide mix of LEO clients with no dominant sectors prevailing to date but as outlined in this Plan we will look to connect LEO clients and other businesses with sectoral clusters including by developing physical centres in under-utilised industrial areas through the Business Support Fund where appropriate.

The Council is also committed to facilitating social or environmental objectives through procurement, for example by including green procurement criteria or social clauses in competitions as appropriate.

## National Policy and Plans

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:

- 1 Project Ireland 2040: which is the planning framework to guide development and investment nationally.
- 2 Regional Spatial and Economic Strategy for the Eastern and Midland Region 2019 - 2031: this guides development and investment at a regional level.

**Dublin Action Plan for Jobs 2016-2018** which contains a number of LEO led actions and which aims to work towards achieving sustainable full employment and having a further 66,000 people in employment by 2020. The Plan sets out six specific themes as follows:



SDCC LEO Offices, Tallaght

- ③ To realise a step up in enterprise performance and be internationally competitive, innovative and productive
- ③ Develop Dublin's global reputation for a number of key sectoral hubs
- ③ Enhance Dublin's standing as a world-class start-up city
- ③ Be a home for 21st century talent for enterprise
- ③ Be a city of the world that feels like a village
- ③ Be an ideas capital where innovation is the way of life

LEO and local authority actions will contribute to delivery of the plan with actions including:

- ③ Opportunities for collaboration on enterprise development through the Local Economic & Community Plans & Regional Enterprise Strategy will be pursued;
- ③ LEOs and Local Authorities to deliver LEAN 4 Micro programmes for micro-enterprises;
- ③ LEOs to lead Dublin wide offering on enterprise space for start-ups;
- ③ LEOs will co-ordinate delivery of Local Enterprise Week

#### The South Dublin County Development Plan,

**2016 - 2022** sets out the vision and an overall strategy for the proper planning and sustainable development of the County for a six-year period. It sets 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 also takes account of various national and regional strategies and guidelines and 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.

The Dublin Regional Enterprise Strategy to 2020 builds on the success of the Dublin Regional Action Plan for Jobs (2016-2018) to ensure that it remains effective and that it continues to deliver jobs across the Dublin region and can be robust to address the

## Section 1 - Context *(continued)*

challenges we face, including Brexit.

The Dublin Regional Enterprise Plan's Strategic Objectives and related key actions have been formulated through a series of stakeholder-led engagements that brought forward the economic developmental themes of:

- ③ **People** are the key to realise Dublin's future Economic Potential. The plan will focus on ensuring we have the availability of skills, resources and talent and on facilitating every individual to realise their full potential through engagement in economic activity.
- ③ **Enterprise development**, to ensure Dublin's continued economic growth. The plan will target, increasing enterprise engagement in sustainability, innovation, research, and development, and ensuring we have high quality incentives and supports to facilitate successful start-ups.
- ③ **Place**, to enhance the attractiveness of Dublin as a region to live, work, study, invest and visit.

### Key Objectives

- 1 Ensure the availability of skills and talent to realise Dublin's future economic potential.

- 2 Increase enterprise engagement in innovation, research and development to ensure Dublin's continued competitiveness and productivity.
- 3 Build a pipeline of sustainable and scalable start-ups in Dublin and provide quality support.
- 4 Strategically build on existing activities to enhance the attractiveness of Dublin as a region to live, work, invest and visit.
- 5 Facilitate every individual to realise their full potential through engagement in economic activity.
- 6 Support Dublin enterprises to adapt to more sustainable practices.

### The South Dublin Tourism Strategy 2015-2020

objectives will be further progressed:

- ③ Relaunch the Round Tower Visitor Centre with the new operator.
- ③ Progress the tourism project at Rathfarnham Castle Courtyard and outbuildings with the return to market in Spring 2021.
- ③ Identify funding for the Grand Canal Greenway, (Part Eight approved), and the proposed Canal Loop with Inland Waterways and neighbouring Authorities.



Rathfarnham Castle.

3 Continue to identify and promote events and festivals.

- Continue to promote the edge of Dublin City opportunity in implementing the 2017 County Tourism, Marketing and Branding Strategy supporting local operators including hotels activity and event organisers.
- Continue the positive working relationships through the Dublin Tourism Working Group with Fáilte Ireland in delivering on the potential of the “Grow Dublin” Tourism Project and the “Dublin-surprising by nature” marketing concept.
- Progress the roll out of the translation app (trialled in Clondalkin) for heritage walks throughout the County.

### Impact of Brexit and the COVID-19 crisis on businesses LEO clients and the local economy of the LEO area



### Brexit

The potential challenges of Brexit were explored with our client base when we conducted our Employment survey late in 2020. For the majority of our clients there was minimal impact expected from Brexit, other had taken some steps to prepare and a small cohort continued to sit it out until there was a clearer understanding on what type of Brexit we were going to have to deal with.

Client companies attended our training and seminars in good numbers in 2019 but numbers really fell away during 2020 because Brexit apathy and due to the greater and more immediate impact of COVID-19. Participation at our Brexit workshops did not pick up until December 2020 when minds were switched back to Brexit matters.

This interest continues into 2021 with good participation in our Customs Training workshops and Mentoring. Client companies have reported the benefit of participation on these workshops and subsequent mentoring sessions as they have finally started to come to grips with the highly technical nature of the level of administration required.

For those businesses who continue to source products from the UK Brexit is feeding into rising costs due to additional administration costs being added to supplies of goods and raw materials.

### COVID-19

The COVID-19 crisis has had significant impact across many sectors which has been reflected in the strong uptake of the COVID-19 supports. The response to our Business Continuity Voucher and Client Stimulus Fund highlighted significant challenges for promoters who sought professional support across a number of areas. Top of the list as Financial Management (in particular Cash Flow and Forecasting) followed by Sales & Marketing, and some fewer numbers across HR and Health & Safety.

On the positive note the uptake on TOV was very significant in 2020 the high level of applications resulting in approvals 672 for the year. Businesses took the time to concentrate on their online / e-commerce capability and many achieved very significant business activity on-line.

### Overview / 4-year outlook for enterprise development in the LEO Area

During the years 2017 – 2019 the Local Enterprise Office South Dublin had been building a strong and steady awareness and level of engagement of its core remit as 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. Steady growth supporting business start-ups, creating new jobs and increasing the job potential from our expanding number of new and existing micro and small

## Section 1 - Context *(continued)*

businesses who were supported with information, advice, training, mentoring, seminars and selective financial support.



However during 2020 the recognition of the LEO in South Dublin and LEOs throughout the country was been raised significantly as we expanded our role with the responsibility to provide the special COVID-19 supports as we worked to sustain our existing micro and small business ecosystem.

The LEO South Dublin became the central hub for the delivery of key services and supports including in particular Business Continuity Vouchers (BCV), Trading Online Vouchers (TOV), LEO Client Stimulus Grants plus the provision of mentoring and training supports during 2020. As a consequence, we have been connected with a much wider client base who have never previously engaged with LEO or Enterprise Ireland previously. New clients seeking support around Innovation, Digitalisation & Competitiveness, Agile, Green for Micro and Leadership training.

With the significant number of businesses who have availed of TOV and are now trading there are opportunities for many of these businesses to expand and grow nationally and internationally and participate on our Export Enterprise Development programmes.

The SYOB programme is currently under review with a view to meet the requirements and accelerate the progress of an increasing number of high potential businesses that are receiving LEO supports. South Dublin also wishes to attract a greater number of Tech businesses onto our programmes and attract them to locate in our Innovation Centre which is scheduled to be completed by end 2022.

Significant advances have been made building the promotion of our Enterprise community and entrepreneurial environment. Our response to and provision of supports and services have been enhanced with the support of adoption of on-line and virtual capabilities. We have forged strong relationships and developed our collaborations across with all four LEO in the Dublin Region, our agencies and wider stakeholders and wider Local Authorities.

**The following are the key objectives for South Dublin LEO over the next four years:**

- Promote South Dublin as a location for Tech Business Start-ups while we progress the construction and commissioning with Oxford Innovation of the Tallaght based innovation / enterprise centre due for completion December 2022.
- Continue and expand the Sustainable Business Programme to small businesses across the county in collaboration with the South Dublin Chamber.



- ③ Build on the various projects and unit supports in business parks supported under SDCC Business Support Fund in the County.
- ③ Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual County wide business support and advisory function, including the roll out of the 2020 county wide business marketing and promotion plan.
- ③ Increase focus on expansion of existing Networks and growth of the following new networks Exporters Network, Food Network, LEO Leaders Network, Craft Creative and Design Network and SYOB Network.
- ③ Promote and build awareness of South Dublin's "Think Big Space" SDCC, LEO South Dublin, Amazon Web Services (AWS) and Foroige to build to develop skills and interest in Tech at Schools and youth level.
- ③ Build on the increased interest in the Shopfront Grant scheme to encourage further uptake of the supports offered to maximise the impact of the scheme on the streetscapes of the County.
- ③ Build participation of LEO clients in the Green for Micro Programme and get them started on their journey to greater sustainability and to the possibility to identify and progress further initiatives and investments over the 2021-2024 period.
- ③ During 2020 LEO South Dublin collaborated with the other three LEOs in the Dublin

region and Dublin Business Innovation Centre (DBIC), to provide the "Breakthrough Innovation Programme" to small businesses that are seeking to adopt strong innovative practices and processes in their business. This programme, funded by the Regional Enterprise Development Fund, will continue to be provided to suitable businesses employing 3 to 50 staff in the period 2021-2024.

- ③ Dublin Food Chain is a collaborative initiative of the four Local Enterprise Offices in the Dublin region, supported by Bord Bia. It offers a network of food producers, wholesalers, foodservice operators and food retailers, and is part of an ongoing effort to harness the power of the 'collective'.

## Review of 2017-2020

South Dublin Development Plan 2017 included a number of key strategic objectives/upgrade goals from the Dublin Regional Enterprise Strategy 2017-2019 which informed the Local Enterprise Development Plan 2017-2020 many of which were achieved / delivered on over this period.



Under the guidance of the Dublin Region Steering Group the delivery of these key objectives demonstrated a collaborative and unified vision and enterprise proposition for the Dublin Region in action. Over the period strong working relationships were developed across Local Authorities, other agencies including Enterprise Ireland, Failte Ireland, Skillnets and four Dublin LEOs in delivering the following:

- ③ high-quality, efficient, responsive and supportive enterprise environment for all

## Section 1 - Context *(continued)*

businesses in the region.

- ③ Stronger work collectively with other Dublin Local Authorities to promote and foster enterprise in identified 'growth opportunity areas'.
- ③ targeted educational and training initiatives to meet the current and emerging future needs of enterprise.
- ③ Promotion of a culture of entrepreneurship and innovation across the wider community through supports, promotion, marketing and branding initiatives. The key priorities outlined for LEO South Dublin in 2017 were strongly aligned to the enterprise objectives/key upgrade goals outlined above and set out to continue to develop an excellent first stop shop for businesses, increasing the awareness of the services and supports available locally and nationally.



Picado, Mexican Pantry

### Performance overview for 2017-2020

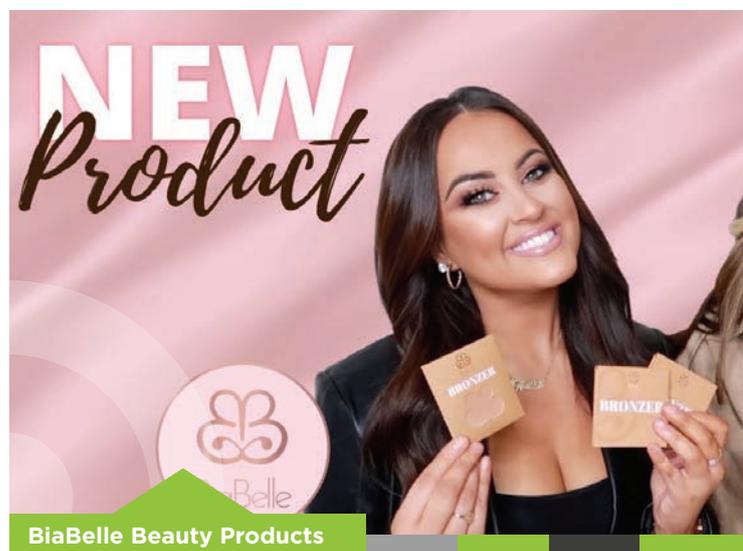
- ③ South Dublin recorded a steady level of achievement in the numbers of entrepreneurs, owners and managers who successfully accessed financial supports and enabling them to plan, grow and sustain productivity, innovation and competitiveness. Successful funding applications increased year on year from 18 in 2018 to 30 in 2020 across feasibility, priming and Business Expansion. Target for 2021 is 34 funding approvals.



Student Enterprise Awards

- ③ South Dublin LEO continued the implementation of client portfolio management with year on year expansion of our training, mentoring supports. From a base of 60 Training programmes attended by 1003 participants to 116 Training programmes in 2020 attended by 1798 participants. SYOB programmes increased from 8 to 10 in 2020 per year with in excess of 100 attending. Mentoring supports were significantly expanded in the county and participants increased from 452 in 2018 to 881 in 2020.

During 2020 we expanded both our Mentoring and Training Panels to meet our growing needs in terms of expertise and demand / interest from our clients. Target for 2021 is 120 Training Programmes and 1800 Participants and 800 Mentoring participants, SYOB 10 programmes and 150 participants.



BiaBelle Beauty Products

3 Brexit became of greater significance and concern to clients from 2019. South Dublin delivered a number of Get Brexit Ready and Customs Workshops supported with extensive Brexit Mentoring to clients to support their efforts in addressing impacts of Brexit on their business and also directed clients to LEO National Brexit workshops and seminar programmes. During 2019/2020 274 clients attended our Brexit workshops and 109 Brexit Mentoring.

3 While South Dublin continued to record improved take up of Trading Online Vouchers over the earlier years 2017-2019 with 49 vouchers average approved per year. However, due to the impact of COVID-19 during 2020 take up took on exceptional growth and 672 vouchers approved in the twelve month period alone. Regional Seminars were a standard and with the switch to virtual seminars they expanded into National Seminars to support extraordinary level of interest. The target for 2021 is 70 TOV approvals.

This growth on on-line trading has presented opportunities for many businesses to commence some/ grow Global business capability which will be targeted in 2021 and beyond with the rollout of our Export Enterprise Development Programme. The target is 5 participants on Export Development Programmes in 2021.

3 Over the period we have built up a close liaison with Enterprise Ireland regarding the progression pathways for new and existing clients and have regular meetings with their HPSU team; Number progressing over the period averaged 9 clients per year. The target for 2021 is to progress 10 Transfers to Enterprise Ireland.

3 Collaboration work with key stakeholders and other agencies has continued to strengthen and many collaborative events and initiatives take place annually in particular with South Dublin Chamber and TU Dublin.

3 The drive to provide appropriate staff development opportunities to improve connectivity and interaction with client base and wider business community continues. LEO Team participated on Team Development programme in 2019 which has



NWED Event

led to continuous efforts to improve our client engagement, interaction and communications with client and wider business community. South Dublin IT Department provided exceptional service and tech support to ensure we could maintain a high-quality service levels by the team while working remotely during COVID-19.

Oifig Fiontair Aitiúil  
 Local Enterprise Office

**Cifit**  
 THE KEY TO A NEW YOU

“LEO South Dublin has directly assisted many businesses like Cifit by providing much needed funding for the upgrade and improvements to their business premises through our Business Support Fund”

**Look to LEO South Dublin to part fund improvements to your Business / Industrial Area**

[www.localenterprise.ie/southdublin](http://www.localenterprise.ie/southdublin)

For further information on our Business Support Fund Scheme contact [southdublin@leo.ie](mailto:southdublin@leo.ie) or call 01 4149000

LEO Bus Shelter Ads

# Section 1 - Context *(continued)*

## SWOT Analysis South Dublin

### Strengths

- Key location within Dublin metropolitan area with regional, national and international links
- Comprehensive road system M50 orbital and M7/N7 and M4/N4
- Close proximity to Dublin Port and Dublin International Airport
- Excellent transport links including LUAS
- Young and well-educated local workforce
- Technical University Dublin, Tallaght Campus also close to city centre colleges and NUIM
- Good integration amongst local stakeholders with possibilities for collaborative initiatives
- Strong and diverse local economic base
- FDI and high profile indigenous companies in local business parks particularly Citywest and Grange Castle



High Res

- Excellent quality of living
- Tourism on foothills of Dublin mountains, with access to local greenways and blueways
- Strong Broadband connectivity (95% currently)

### Weaknesses

- Potential for local highly skilled workforce to commute to work outside South Dublin



Local Enterprise Awards  
One to watch award SchooVR

- Areas of disadvantage and high unemployment within the County
- Shortage of smaller industrial units

### Opportunities

- Continue to promote our location for enterprise and provide infrastructure and services to attract and support same
- Leverage relationships to attract Innovative Enterprises across Tech, Green and Health sectors into new Tallaght Innovation Quarter (currently under construction)
- Promote Business Support Fund to maximise enterprise space and occupation of vacant units by microenterprise
- Overconcentration of start-ups in city centre resulting in lack of innovation capacity presents opportunity locally
- Leverage support from Technical University Dublin, Tallaght and other 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
- Maximise potential and leverage relationships within existing FDI clusters and identified growth opportunity areas and create spin-off enterprises

- ③ Increase collaborations across public and private sectors
- ③ Actively promote strength of fibre broadband connectivity across county which is currently at 95% coverage (and projected to be 100% by end Q4.2021)
- ③ Build relationships and connect with other EU Cities/regions
- ③ Delivery of new Tourism (capital) projects will create new business opportunities

**Threats:**

- ③ Potential impacts of Brexit & COVID-19 on national, regional and local economy
- ③ Sluggishness at international level and global economic issues can impact local economy
- ③ Insufficient finance/credit to provide the necessary infrastructure, promote the county and to kick start new enterprise
- ③ Increase in new Innovation spaces planned/ recently constructed in neighbouring Dublin areas

South Dublin County Council (SDCC) continue to play a significant role in the support and sustainability of our small businesses and start-ups.

The Business Support Grant Scheme which was introduced in 2017 to address the high level of vacant industrial units in the county continues to attract Micro businesses who are seeking to expand and grow their businesses in our older industrial areas. Supports include grants towards refurbishment of units, industrial area and rates ‘holiday’ for microenterprises. The roll out of an expanded Business Support Fund Programme is included in SDCC 2019 -2024 Corporate Plan to build on the success of the various projects and unit supports across the business parks in the County.

SDCC Procurement have actively engaged with our small businesses and have organised ‘open days’ to connect with local businesses and encourage greater levels of application for the supply of products and services to the County.

SDCC have established the ‘Sustaining Business Programme’ in collaboration with South Dublin Chamber. This collaboration was recognised by Chambers Ireland when it awarded the Inaugural Local Authority Collaboration Award in 2020, describing it the one that best exemplified working with a local authority for the benefit of local

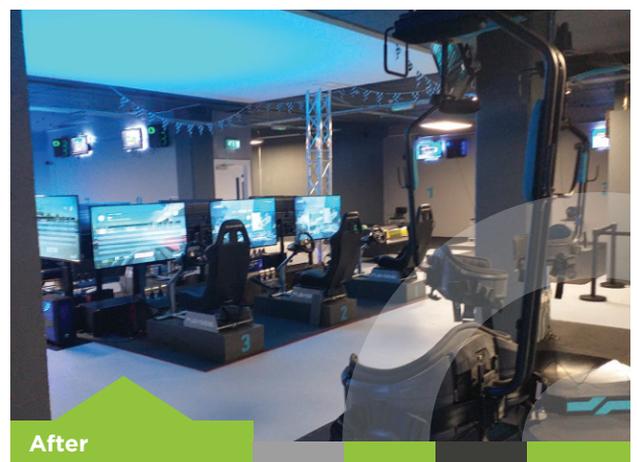


LEO Brexit Event

businesses. The objective of the programme is to ensure that businesses in South Dublin can get the support that they really need, in order to assure their sustainable growth. This is done by identifying the resources currently available to businesses in this county, as well as developing new programmes and supports for local businesses.



Before



After

## Section 2 - Vision/Mission and Overarching Objectives

### LEO Vision

“To develop and sustain a positive enterprise ecosystem at local level throughout the country that will in particular drive new added-value start-ups, the further growth of small and micro enterprises and enhance local economies.”

### Mission Statement

Local Enterprise Office (LEO) South Dublin aim to promote entrepreneurship, foster sustainable 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. Entrepreneurs and Businesses are supported to:

- ③ Increase exports
- ③ Build resilience
- ③ Increase productivity
- ③ Prepare for the Low carbon economy
- ③ Embrace the Digital economy
- ③ Innovate
- ③ Be managed by ambitious & capable individuals
- ③ Fuel regional growth

### Key LEO Supports and Services

#### Business Information & Advisory Services:

#### First Stop Enterprise & Business Support Solution

South Dublin has adopted all of the tools and supports from LEO Centre of Excellence to maximise the promotion and awareness of LEO South Dublin as the provider of first stop shop activities in respect of Business Support, Enterprise

Development and Promotion.

Further initiatives featuring our local Entrepreneurs to signpost potential clients were developed for local campaigns on bus shelters, local newspapers and social media to great effect.

South Dublin LEO is actively building up Case Studies on clients who have successfully secured LEO supports which further support our communications efforts in this new plan.

#### Make It Easier to do Business

South Dublin has recently expanded its panel of Mentors and their awareness of all the LEO supports and guidance to make it easier for entrepreneurs, owners and managers to first of all access and to identify opportunities and support them in their efforts to implement actions to start-up, grow and survive within a competitive business environment. This expansion to our panel will ensure we can maintain and grow our ability to Make It Easier to do Business in South Dublin.

### Enterprise Support Services:

#### Maximise Business Potential

South Dublin Mentor's panel includes expertise across key business management areas to deliver relevant and appropriate support services to equip our entrepreneurs, owners and managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness, as well as encourage greater technology uptake.

Focus on Lean for Micro participation, Leadership Development and more recently Enterprise Export Development and Green programmes will be key priorities at South Dublin into this new 2021-2024 period.

#### Collaborate with Enterprise Ireland

During the past couple of years, a formal arrangement whereby all four LEOs of Dublin Region meet with Enterprise Ireland to facilitate potential progression of companies from LEO to EI and efforts to identify earlier progression of LEO South Dublin clients to EI are in place.

On-going collaboration with regard to Agile / Research has been highly effective and LEO South Dublin are targeting Innovation and Research and Development in our new 2021-2024 plan.

Commenced collaboration with EI with regard to the Export Enterprise Development programme which is again a key focus in 2021-2024 plan.



Local Enterprise Office South Dublin Clients

## Entrepreneurship Support Services:

### Promote a Best Practice Enterprise Culture

Active programme to build a portfolio of 'case studies' taking place and is a key focus for the 2021-2024 period. These case studies which acts as a catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses.

South Dublin has an active and highly successful Schools Enterprise Programme at Primary and Secondary schools and LEO South Dublin also collaborates with TU Dublin at 3rd level to support the promotion of entrepreneurship and self-employment as a viable career option.

South Dublin actively collaborates with SDCC Libraries, South Dublin County Partnership and Partas to support the promotion of entrepreneurship and self-employment as a viable career option among the wider population. Focus on promotion of entrepreneurship and self-employment to Retired cohort will be added to 2021-2024 plan.

## Local Economic Development Services:

### Environment for Start-Ups

SDCC have and continue their commitment supporting the environment for Start-ups in the county and the Business Support Fund plays a significant role in the support and sustainability of our small businesses and start-ups.

The Business Support Grant Scheme which was introduced in 2017 to address the high level of vacant industrial units in the county continues to attract Micro businesses who are seeking to expand and grow their businesses in our older industrial areas. Supports include grants towards refurbishment of units, industrial area and rates 'holiday' for microenterprises. The roll out of an expanded Business Support Fund Programme is included in SDCC 2019 -2024 Corporate Plan to build on the success of the various projects and unit supports across the business parks in the county.

## Section 3 - Strategic Priorities

### Strategic Priorities for LEO South Dublin 2021-2024

South Dublin LEO continues to increase its efforts to stimulate, facilitate and develop Entrepreneurship throughout the county and at all levels.

Supported by our established relationships with South Dublin Chamber, Social Enterprise centres, Schools and Colleges LEO South Dublin we are continuing to build upon the development of South Dublin as a location that develops and demonstrates a strong entrepreneurship culture; a place for micro, small and medium enterprise to start develop end grow. We provide both awareness and opportunities for entrepreneurship as a career on one part and provide financial, training and mentoring to support entrepreneurs setup and grow their businesses on the other.

#### Initiatives planned include:

Following a review of our SYOB programme in late 2020 LEO South Dublin introduced a half day introductory SYOB programme to support the promotion and screening of candidates for our SYOB programmes.

This screening and early engagement with promoters provides the opportunity where possible to group more advanced / innovative promoters onto select/ programmes and likewise group early stage / lifestyle business promoters together. In doing so we aim to achieve greater peer to peer learning and networking opportunities within the groups and achieve a higher conversion rate of participants progressing to HPSU coming out of this more intensive programmes.

This will also see changes to the delivery of the SYOB into two options a 6 module programme for early stage promoters and an 8 module more immersive programme for promoters with a more advanced business ideas. All participants must complete a Lean Business Canvas and those on 8 module programme a Business Plan. Promoters will meet with Mentors on completion of programme to review their Business Canvas / Plan and explore next levels of LEO supports as appropriate.

In terms of inclusion our programmes are open to

all and importantly strive to provide participants essential skills required to succeed in a highly competitive landscape. We will continuously support third parties in the delivery of programmes tailored for specific clients needs such as disability, retired individuals and those on long-term employment. We have referral programmes for people who require support for social enterprises which is the most practical approach given the strains on the office meeting the current demands.

We actively engage with Enterprise Ireland and the regional New Frontiers programs at TU Dublin (Tallaght) ensuring that clients are signposted towards the most relevant training and funding that meets their needs.

We operate a client first policy ensuring that client's needs are carefully considered in partnership with Enterprise Ireland to ensure they are receiving the right level of funding.

South Dublin is a well-connected County in terms of broadband (95% coverage) and the council has a broadband officer to monitor improve and deliver the rollout under the national broadband plan to address delivery to the final 5%.

We work closely with the local South Dublin Chamber and the various business associations to understand the needs of the business community.

We have consistent engagement with trainers to understand the opportunities to increase the level of skills within our business community. This would include a strong relationship with Skillnet Ireland.

We regularly upskill our staff and our mentors to ensure they can signpost clients to the most appropriate supports and indeed advise them on their businesses generally.

We have active schools programme culminating in a school's competition at Primary and Post Primary level for Schools Enterprise. We also collaborate with TU Dublin on their 3rd Level Enterprise Programme all of which greatly support the efforts to grow the awareness of entrepreneurship as a career option and plant the seeds which may encourage future school leavers to follow an entrepreneurial path.

The IBYE programme is designed to encourage younger entrepreneurs, while positioned as a competition there is a very important training and networking element to this programme which has real impact.



High Resolution Lighting Ltd.

## Strategic Priorities

### Digitalisation & Competitiveness:

Faced with the challenge to survive and sustain their businesses during the Covid-19 our Micro and Small business clients have demonstrated great agility and resilience. Many businesses embraced the opportunity to add in digital tools such as on-line trading, virtual meetings client engagement to sustain and in many cases expand their business operations. For our micro businesses these early changes are an important step forward to sustaining them and maintaining their competitiveness as we move into a more digital landscape.

Dublin region is fortunate that it is supported by a widespread broadband coverage and local businesses were well positioned to avail of all of these basic digital supports but clearly there are only part of the journey, and we need to encourage our clients to increase the digitalisation of their business activities.

South Dublin is a well-connected County in terms of broadband (95% coverage) and the council has a broadband officer to monitor and improve where possible and necessary. It is envisaged that the rollout of the national broadband plan will address

any shortcomings in the medium term with 100% coverage expected in South Dublin by Q4 2021.

The four Dublin region LEOs will continue to support our SMEs to face challenges in boosting productivity, rapidly adopting digitalisation and actively pursuing innovation to increase competitiveness. We will continue to work closely with Enterprise Ireland to maximise client take up on relevant Enterprise Ireland products and services to drive competitiveness, accelerate the adoption and implementation of sustainable business practices and develop local sectoral networks and clusters to drive productivity, knowledge sharing and competitiveness at local and regional level.

### Key actions reflect wider National strategy and include:

- 🕒 Continue to promote and develop the LEAN for Micro programme. Plans are in place from 2021 to hold additional LEAN workshops to build awareness of the programme among the wider portfolio of clients (i.e. the LEO non-financial supports to firms up to 20 employees).
- 🕒 Selection and targeting of suitable clients for LEAN programmes will also be undertaken to accelerate progress on to the programme to drive efficiency and improve productivity.

## Section 3 - Strategic Priorities *(continued)*

- ③ Build a Case Study resource from participating Lean for Micro clients to share knowledge / use as a reference sell for other LEO offers.
- ③ Develop new, measurable productivity management development programmes for LEO clients to include modules on Digitalisation & Competitiveness.
- ③ Work with EI HPSU Section to drive scale within identified LEO enterprises.
- ③ Develop and deliver networking programmes at local level to maximise local sectoral strengths and ambitions.
- ③ Target the TOV Client base for participation on specialist training programmes to provide awareness and expertise on the digital tools that are available to grow their businesses.
- ③ Build a Case Study resource from high performing TOV recipients to share knowledge / use as a reference for others on the opportunities and growth in the digital economy.
- ③ Introduce training programme and workshops on Supply Chain Management for LEO clients to support on capability development in this area.

### Green/Sustainability

#### Green for Micro:

The 'Green for Micro' initiative will help small businesses decarbonise and become more sustainable. Making businesses more sustainable is not just the right thing to do from an environmental point of view, it also makes good business sense. The Triple Bottom line will become a consideration for many businesses considering not just profit but their impact on people and the planet also.

Recent survey results \*show that 33% of respondents plan to switch to businesses which are doing more about sustainability, while 49% also said they intend to become better informed about the impact their purchasing has on the planet. With climate change, changing regulations, rising resource costs and changing customer expectations, adopting a more eco-friendly approach is the best way forward for business.

The Green for Micro Programme will begin the journey to greater sustainability for many micro businesses and lead to further initiatives and investments over the 2021-2024 period.

(\*Survey source: AIB Sustainability Index, December 2020)



MODOS is a circular economy training programme for micro, small and medium size enterprises. It emerged as a joint initiative of the Economic Development Office (EDO) of Dublin City Council and the Eastern Midlands Waste Region Office (EMWRO). MODOS has garnered interest from stakeholders countrywide and will be a key resource to assist businesses meet their obligations under the green/sustainability agenda.

Over the coming years the Dublin region will be able to continue to develop such programmes in a collaborative way to best meet the needs of businesses.

When firstly launched in 2019, MODOS was the first Circular Economy Training Programme for micro, small and medium enterprises ever developed in the country. While initially targeting Dublin-based businesses, the programme rollout has subsequently been successfully promoted nationwide and has grown to include circular economy events and webinars, a mentoring service and a CE Innovation Award.

#### While Green for Micro and MODOS are two key approaches additional local initiatives include :

- ③ Build collaboration with Climate Change and Environmental at SDCC on a number of initiatives across business, tourism and arts / digital crafts sectors.
- ③ Develop a programme of Awareness seminars and Grant Supports for non-LEO client base and jointly promote South Dublin Chamber, SDCC and LEO.
- ③ Workshops and seminars will be undertaken to promote the Remote Working Agenda and

to assist the stimulation of balanced regional development.

- ③ Build up case studies of clients from Green for Micro programme to promote and accelerate engagement by small and micro businesses to take action to future-proof their businesses from an environmental perspective.
- ③ Expand scope and delivery of Business Sustainable programme an initiative led by South Dublin Chamber in collaboration with SDCC and LEO.

### Innovation

Innovation in product, service, management, and selling are increasingly important in the connected environment that Irish Businesses operate in. There is a challenge in raising the awareness of the need to be innovative as a starting point and to get companies to take the steps to be innovative which often requires reflection, change and financial/ time risk which is not always embraced. LEO South Dublin are committed to raising the level of innovation of companies in the region and will do so by;

- ③ Ensuring that the effort to support and promote innovation is a key focus for delivery in the offices.
- ③ Promoting Feasibility Study Funding for early-stage companies and Agile Innovation funding for more established companies which are the two primary LEO funding mechanisms which will be used to encourage innovation.
- ③ Promote the uptake of the Innovation toolkit/ scorecard with the wide LEO Client and wider portfolio of clients (i.e the LEO non-financial supports to firms up to 20 employees.
- ③ Promotion of Innovation in business thinking and processes will be supported by the LEAN for micro programme and other management programmes.
- ③ Delivery of seminars/ information sessions on innovation in partnership with Enterprise Ireland.
- ③ Build on the successful pilot 'Breakthrough Innovation Programme' and create awareness campaign supported by case studies from cohort from group of participants on this Pilot.
- ③ Mentors will be encouraged to signpost innovative clients to the most appropriate supports and will be made aware of these supports as they develop to ensure they are receiving the highest level of encouragement.

- ③ Mentors will be supported in improving their mentoring skills through initiatives such as [www.mentorsupport.ie](http://www.mentorsupport.ie) once Covid-19 allows.
- ③ Engagement with TU Dublin (Tallaght Campus) to identify potential spin out innovative companies for seed fund supports coming out of this system.

SDCC / LEO have in collaboration with AWS and TU Dublin are planning a series of workshops to grow the awareness of importance of innovation in business and explore opportunities to partner with AWS and TU Dublin for support and expertise.



Circle Vivendi

### Exporting / Internationalisation

The four Dublin region LEOs will continue to work together to increase the potential to their clients to export. The LEOs will work closely with Enterprise Ireland to maximise client take up on relevant Enterprise Ireland export products and services.

A number of small businesses continue to express interest in the TAME grant, these businesses are looking to export or expand into new markets. Any business approved for a TAME will be travelling overseas to develop new market opportunities. LEO offices will seek to assist these businesses with links to EI research and overseas offices, as appropriate.

The Covid-19 pandemic has greatly enhanced consumer confidence in E-commerce and the

## Section 3 - Strategic Priorities *(continued)*

capacity of business owners to take their business online and continue to meet consumer demand, where possible. While writing this strategy,

LEO South Dublin approved 672 Trading Online Vouchers over 11 months, showing the resilience and capacity of businesses in the Dublin region to pivot and develop their business online. These businesses are now in a prime position to attract new customers and continue to grow their business online, to a potential global market.

LEO business advisors will continue to review their portfolio of LEO supported clients on a regular basis and identify initiatives that will help these clients with their exporting activities

Over the next four years support will be provided to capitalise on the growth of e-commerce and assist entrepreneurs to exploit such opportunities.

LEO South Dublin will achieve this via the following strategic actions:

- ③ Development of tailored management Development Programmes on Export Development and Internationalisation
- ③ Monitoring of portfolio Clients to establish those with greater potential for programme
- ③ Engage with EI advisors to accelerate progression of high potential clients
- ③ Promotion of TAME to encourage greater participation at international trade events and development of web-site etc for International audience, European language
- ③ Target TOV clients for 'Export Development & Internationalisation' workshops to develop their digital export capability
- ③ Engage with EI European advisors for series of workshops on 'Exploring opportunities in Eurozone' areas
- ③ Creation of a Micro Exporters network to support best practice and knowledge exchange
- ③ Staff development to assist with identifying LEO clients with greater export potential

### Networks and Clustering

South Dublin has a strong and diverse economic base and efforts have been made over the past number of years to connect LEO clients and other businesses with sectoral clusters and these efforts are progressing.

Discussions have commenced with regard to the following :

#### ③ **Med-Tech/ Bio Tech Cluster in association with Tallaght Hospital and TU Dublin Tallaght**

Exploring the creation of a working group with a view to developing a cluster on the Hospital and College corridor which will also include opportunities to attract Tech companies to Tallaght Innovation Quarter currently under development.

#### ③ **South Dublin Food Cluster**

There are small clusters of food start-ups in Tallaght and Clondalkin (around the Enterprise Centres) and a small number have been supported under Council's Business Support Fund to set up in older industrial areas where some of our larger producers are located. Food nutrition is a growing group within the sector.

Opportunities to further expand SDCC Business Support Fund to support physical infrastructural improvements to facilitate/support food cluster will be a key objective of this plan.

#### ③ **South Dublin Design, Crafts & Creative Cluster**



Gary Byrne, Custom Wood Design

Opportunity to create a Design, Crafts & Creative in planning for 2021 and a new working group from LEO / SDCC and support agencies has been set up to support the development of a cluster and is a key objective covered under this plan.

Tourism Initiatives to promote South Dublin under Tourism Plan have been well advanced and include key projects at the Hellfire Club and Rathfarnham Stables. On-going initiatives to promote Tourism / Business opportunities including collaboration with South Dublin Chamber will be undertaken.

### South Dublin Tech cluster

South Dublin has strong ICT and with the growth in Tech start-ups there is an opportunity to explore the development of a Tech Cluster together with LEO clients, TU Dublin other established tech businesses in the area.

## Networks from 2017

### PLATO Management Development

**Programme:** LEO South Dublin provides significant resources annually towards Plato Dublin which runs a programme of events, network linkages and business/management development activities.

Significant investment has been made in developing the vibrant food sector in South Dublin and across the Dublin region in over the past number of years with strong support for the **Dublin Food Chain** network. Dublin Food Chain is a collaborative initiative of LEOs in Dublin supported by Bord Bia aimed at harnessing the power of the 'collective' to ensure that County Dublin's unique food heritage benefits from the attention it deserves, providing food training, marketing initiatives, better linkages and cross-promotion, with over 1,000 members currently.

This network (led by LEO Fingal) has successfully launched the Digital School of Food in 2020 with funding secured from Enterprise Ireland to develop an online learning platform geared at start-up and early stage businesses operating in the food sector. The project is targeted at Food Producers and focusses on the creation of an on-line video education platform to enhance knowledge, improve skill sets and develop producer competencies.

**Accelerate Training Programme** is an integrated management development learning and mentor

programme delivered by LEOs in Dublin designed to impact on the LEO clients and their businesses through enhanced leadership, management and personal skills and improved business results.



LEO South Dublin started the **Network of Enterprising Women in South Dublin (NEWS)** has grown from 60 back in 2016 when it was founded to 220 currently. Each year a series of engaging and informative events to address topics identified by network members are held together with general networking and social events.

The establishment of a **Business Exporting Network** which was a key objective for LEO South Dublin in 2017 has not yet been established and will be retained as a key objective of this plan. With the growth in interest and opportunities for Export Development it is an opportune time to act on the development of this network together with a programme of appropriate supports including from Enterprise Ireland and the Irish Exporters Association. This will network developed in partnership with South Dublin Chamber and through South Dublin County Council's Business Support Fund to assist local exporting businesses including LEO clients.

**LEAN 4 Micro Network:** the opportunity to develop a network of LEAN 4 Micro is being explored whereby South Dublin based company who have successfully completed the LEAN principles will meet for a series of 'peer to peer' meetings as part of a Network programme.

## Section 3 - Strategic Priorities *(continued)*

### National LEO Programmes

Below is a summary of the key National programmes and actions to be progressed by LEO South Dublin from 2021 through 2024. It is anticipated that additional National initiatives will be rolled out in due course, to address the ever-changing needs of clients and entrepreneurs.

#### 🕒 Student Enterprise Programme

The Student Enterprise Programme 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 some 20,000 students all over Ireland get to find out what it's like to run their own business by taking part in the Student Enterprise Programme. In Fingal, between 2,000 and 2,700 students participated in the programme each year from 2017 to 2020, from an average of 25 secondary schools. It is anticipated that this level of participation will be maintained, ensuring that South Dublin youth have a positive learning business learning experience with exposure to real-life start-ups.

#### 🕒 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 financial or soft supports from the LEO. South Dublin finalists have scooped the National award in 2018. The 2020 South Dublin finalist scooped the Regional award and was a National Runner Up. LEO South Dublin will continue to run the South Dublin Enterprise Award competition each year, from which a strong finalist will be selected to represent South Dublin at the National Enterprise Awards.

#### 🕒 Showcase

Showcase at the RDS is the first major trade event of each year, organised by the Design & Crafts Council of Ireland and promoted internationally by Enterprise Ireland. The

dedicated Enterprise Zone on the balcony area, co-ordinated by the Local Enterprise Offices, has become known as the home for emerging designers and craftspeople in recent years. A wide range of creative sectors is represented within the Enterprise Zone, such as ceramics, knitwear, jewellery, interiors, skincare and giftware. A number of South Dublin clients participate in this initiative each year. Owing to Covid-19, the trade show was held online in January 2021. It is hoped that the event can proceed in the RDS in January 2022 and each year thereafter, so that South Dublin craft and artisan producers have an opportunity to market themselves on a global stage.

#### 🕒 Food Sectoral Initiatives

Three National initiatives are currently offered through the 31 Local Enterprise Offices and will continue to be provided to encourage and enable food production start-ups:

- o **Digital School of Food:** an online learning resource to assist individuals to learn about how to set up a successful food enterprise
- o **Food Starter:** A “Start Your Own Business” programme aimed at food sector



- o **Food Academy:** The Food Academy is an initiative designed collaboratively with Bord Bia, Musgraves/SuperValu and the Network of Local Enterprise Offices. It aims to “Give Small Producers a Big Chance”. The Food Academy works with and nurtures small businesses through their journey from start up to getting their products on SuperValu shelves

### 🌀 National Ploughing Championships

The National Ploughing Championships is 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 an opportunity to showcase the quality and high standard of goods and services supported by the LEO. Post-Covid-19 it is hoped that LEO South Dublin will continue to support suitable clients at this promotional event.

### 🌀 Local Enterprise Week

LEO South Dublin has hosted a packed schedule of events during the LEO “Local Enterprise Week” each year, in the first week of March. The event was run online in March 2021. It is envisaged that the initiative will feature a blended approach of online and in-person events in future years.

Typically the programme focuses on providing supports for individuals at all stages of business development, from those with business idea to individuals starting up a new business or growing an existing enterprise.

### 🌀 Trading on line Vouchers

In recognition of the increasing importance for local small businesses to exploit online sales opportunities, South Dublin will continue to roll out the Trading Online Voucher scheme, actively promoting the programme to eligible small businesses with a view to maximising online sales among local suppliers. In the period 2017 through 2020, some TOVs were approved by LEO South Dublin. Of these, 672 were approved in 2020. This phenomenal growth was a direct consequence of Covid-19, whereby the scheme saw huge demand as small businesses focused on online selling. As well as continuing to provide the TOV scheme to South Dublin businesses during the period 2021-2024, LEO South Dublin will focus on identifying previous TOV recipients that have strong potential to accelerate their digital marketing strategy.

### 🌀 Ireland’s Best Young Entrepreneur (IBYE)

LEO South Dublin will ensure that previous finalists and winners are given every support necessary to maximise their prospects of success. Existing programmes and supports will also be promoted to IBYE applicants that did

not emerge as finalists.

### 🌀 Micro-Finance (MFI)

Microfinance Ireland provides small loan facilities to businesses that have difficulty raising finance from other sources. LEO South Dublin works very closely with MFI and has a dedicated resource to ensure that start-up and existing businesses have access to this source of funding, regardless of the business sector. In 2020 the numbers of applications for MFI loans processed by LEO South Dublin has been consistently strong and averages 19 per year.



Mindi Keane, Mama Nagis

### 🌀 LEAN for Micro

In conjunction with EI, LEO South Dublin will continue to roll out the LEAN programme to enable small businesses with real growth potential to streamline their business processes and give them an opportunity to enhance competitiveness. It is anticipated that the numbers of participants will grow year on year in the period 2021-2024.



Maria Hedderman, Stride Bootwear

## Section 4 - Associated Actions and Activities

### Protocols

The following protocols govern dissemination of information, information signposting and inter-organisation referrals. Local Enterprise Office South Dublin will continue to implement these protocols on an on-going basis and review locally as required. The aims of the Protocols are:

- To establish a structured link between the Local Enterprise Offices and Protocol Partners to support the provision of information and guidance measures for enterprise development;
- To provide for an efficient customer service in response to LEO client's queries;
- To provide for informing and updating staff from both organisations of respective programmes and services;
- To provide for cooperation on awareness and promotion activities;
- To provide for exchanges between the parties on the uptake and operation of the measures and levels of demand for information/guidance by clients of the LEOs;
- To provide for periodic review of the operation of the protocol;
- To Provide for collaboration and efficiencies in the provision of training programmes where appropriate.

**Department of Social Protection:** Agreed between the Department of Social Protection and The Department of Enterprise, Trade and Employment (on behalf of Enterprise Ireland).

This protocol aims to maximise the recruitment of appropriately skilled persons from the Live Register by enterprise agency client companies.

**Credit Review Office:** Agreed between the Credit Review Office and The Department of Enterprise, Trade and Employment (on behalf of Enterprise Ireland).

The Credit Review Office provides a simple, effective review process for Micro, Small and Medium Enterprises, including sole traders and farm enterprises, who have had requests for credit refused or existing credit facilities reduced or withdrawn.

**Fáilte Ireland:** Agreed between Enterprise Ireland and Fáilte Ireland.

Fáilte Ireland, the National Tourism Development Authority, whose role is to support the tourism industry and work to sustain Ireland as a high-quality and competitive tourism destination. Fáilte Ireland also works with other state agencies and representative bodies, at local and national levels, to implement and champion positive and practical strategies that will benefit Irish tourism and the Irish economy.

**Microfinance Ireland:** Agreed between Microfinance Ireland and The Department of Enterprise, Trade and Employment (on behalf of Enterprise Ireland).

Microfinance Ireland, a not-for-profit lender, has been established to deliver the Government's Microenterprise Loan Fund. All business sectors are eligible to apply. Companies may be Sole Traders, Partnerships and Limited Companies with fewer than 10 employees and an annual turnover of less than €2 million. Loans may be used to fund the start-up of a business, the purchase of stock, equipment, machinery, and business vehicles and are also available to established enterprises.

**Skillnet:** Agreed between Skillnet and The Department of Enterprise, Trade and Employment (on behalf of Enterprise Ireland).

Skillnet actively supports and works with businesses in Ireland to address their current and future skills needs on the basis that training and up-skilling are key elements in keeping Irish companies



LEO Event

competitive. Skillnet funds groups of companies in the same region/sector, and with similar training needs, through training networks that deliver subsidised training to Irish businesses.

**Education and Training Boards (ETBs):** Agreed between Enterprise Ireland and Education & Training Boards Ireland.

ETBs are statutory authorities which have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate second-level schools, further education colleges, multi-faith community national schools and a range of adult and further education centres delivering education and training programmes. Further education and apprenticeship training is also provided through 16 training centres nationally. ETBs are active in local communities through the direct provision of training and education programmes delivered in training centres, colleges and other training and educational settings.

**Revenue:** Agreed between The Revenue Commissioners and The Department of Enterprise, Trade and Employment (on behalf of Enterprise Ireland).

The role of the Revenue Commissioners is “to serve the community by fairly and efficiently collecting taxes and duties and implementing customs controls”. Specifically, in relation to business, Revenue provides information and support under three headings:

- 🕒 A comprehensive range of information and guidance on taxation issues, customs and Revenue requirements relating to starting and running a business, including the Revenue Online Service
- 🕒 Tax Simplification Initiatives for Smaller Businesses
- 🕒 Supporting Job Creation and other Enterprise Supports

**National Association of Community Enterprise Centres (NACEC):** Agreed between Enterprise Ireland and The National Association of Community Enterprise Centre.

The National Association of Community Enterprise Centres is a strong representative body of 120 community enterprise centres in the Republic of Ireland. It’s primary role is to support and develop the interests of community enterprise centres on a national basis.

**Leader:** Agreed between The Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and the Department of Enterprise, Trade and Employment.

The aim of the protocol between Local Enterprise Offices and Local Action Groups is to ensure that the available enterprise supports are complementary, are configured to meet local needs and ultimately, maximise the impact of both development bodies in their local areas.

## Section 4 - Associated Actions and Activities *(continued)*

### Údarás na Gaeltachta: Agreed between Enterprise Ireland and Údarás na Gaeltachta

The rationale for the development of this proposal was to ensure that all client enterprises of Údarás na Gaeltachta and LEOs have equal access to services and funded programmes and benefit from enhanced collaboration and information sharing between the organisations. Údarás na Gaeltachta manages its client base in the Gaeltacht and use its core funding (exchequer and own resources) to service existing commitments & Údarás led schemes (grant-based supports for employment and capital projects). LEOs in the eight Local Authority areas comprising of Gaeltacht and non-Gaeltacht areas continue to operate in the county and city areas outside of the Gaeltacht and Údarás na Gaeltachta continue to deliver enterprise support in the Gaeltacht.

### Other Initiatives

Promote South Dublin as a location for Tech Business Start-ups while we progress the construction and commissioning with Oxford Innovation of the Tallaght based innovation / enterprise centre due for completion December 2022.

- ③ Continue the Sustainable Business Programme to small businesses across the county in collaboration with the South Dublin Chamber
- ③ Build on the various projects and unit supports in business parks supported under SDCC Business Support Fund in the County
- ③ Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual County wide business support and advisory function, including the roll out of the 2020 County Wide Business Marketing and Promotion Plan
- ③ Increase focus on expansion of existing and growth of the following new networks including Exporters Network, Craft Creative and Design Network , Food Network, LEO Leaders Network and SYOB Network.
- ③ Promote and build awareness of South Dublin's 'Think Big Space'

LEO South Dublin, AWS and Foroige have signed a MOU to set up a 'Think Big Space' (TBS) in a shared facility with Foroige to develop skills and interest in Tech at Schools and youth level. The Tallaght based TBS is the first based in

Europe and will network with other facilities in US, India and South Africa.

- ③ Build on the increased interest in the Shopfront Grant scheme to encourage further uptake of the supports offered to maximise the impact of the scheme on the streetscapes of the County.
- ③ During 2020 LEO South Dublin collaborated with the other three LEOs in the Dublin region and Dublin Business Innovation Centre (DBIC), to provide the "Breakthrough Innovation Programme" to small businesses that are seeking to adopt strong innovative practices and processes in their business. This programme, funded by the Regional Enterprise Development Fund, will continue to be provided to suitable businesses employing 3 to 50 staff in the period 2021-2024.
- ③ Dublin Food Chain is a collaborative initiative of the four Local Enterprise Offices in the Dublin region, supported by Bord Bia. It offers a network of food producers, wholesalers, foodservice operators and food retailers, and is part of an ongoing effort to harness the power of the 'collective'.

Food businesses and Food Start-ups are continuing to expand in South Dublin and the Creation of South Dublin Network is underway and will be set up in 2021.



The Artizan Pizza Company

Risks that can adversely affect the achievement of the objectives outlined above.	Actions to mitigate this risk
<b>Brexit</b>	LEO to ensure continued delivery of appropriate supports to address exporting challenges and improve competitiveness
<b>COVID-19</b>	LEO to ensure continued delivery of appropriate supports to address the challenges businesses continue to experience during COVID-19 and prepare them for reopening post COVID-19
<b>Staff levels, resourcing and ability</b>	Proactive management, development, retention and recruitment of staff to ensure appropriate numbers and ability of staff to support the increasing levels of services demands from growing client base
<b>Lack of awareness among new and potential entrepreneurs regarding business supports available</b>	Implementation of the LEO Communications Strategy, ensuring that all supports received a tailored approach towards marketing and promotion, ensuring that available enterprise supports are clearly and widely understood
<b>Lack of co-ordination between agencies regarding enterprise support</b>	Ongoing and regular contact with stakeholders, including examining National, Regional and Local Plans identifying actions of relevance to LEO South Dublin
<b>Inadequate level of funding to implement Enterprise Plan</b>	LEO South Dublin to efficiently manage resources and apply for additional funding where available as required to support enterprise services in South Dublin
<b>Services relevant to business</b>	Engaging with and knowing our client base and their needs including through effective client portfolio management
<b>Lack of capital finance</b>	LEO South Dublin will promote, and raise awareness of, business finance and start-up finance supports available to businesses and entrepreneurs



# Section 6 - Delivering the Strategy

## Funding

LEO South Dublin is funded annually by Government through Enterprise Ireland from the Department of Enterprise, Trade and Employment (DETE). LEO South Dublin will continue to work with Enterprise Ireland and DETE on it's annual funding and resourcing requirements to drive our strategy. LEO South Dublin commits to maximising its budget allocation ensuring value for money in fulfilling its objectives and strategic priorities.

## Training

LEO South Dublin commits to the 2021-2024 Learning and Development plan for LEO staff and managers to ensure we have the necessary business development skillset to support our clients evolving needs to survive and thrive in the ever-changing business environment. A collaborative approach between Enterprise Ireland and the LEOs is taken to design programmes to support us in achieving the strategic priorities across Entrepreneurship, Competitiveness and Digitalisation, Green/Sustainability, Exporting/Internationalisation, and

Innovation. A best practice approach is adopted to deliver programmes such as the Professional Business Advisor programme, Green for Micro, Finance, social media and other business pillar programmes accordingly.

## Communications

Local Enterprise Office South Dublin communications strategy will be fully aligned with the national 'Making It Happen' marketing and communications strategy for the Local Enterprise Offices, as set out by the LEO Communications Committee and LEO Communications Team in Enterprise Ireland.

### This strategy will focus on four key pillars:

1. Promoting LEO-led programmes, supports and initiatives and those open to LEO clients from local authorities, Enterprise Ireland, protocol partners and other stakeholders
2. Showcasing LEO and client announcements, regular profiling through case studies and thought leadership
3. Rolling-out brand communications campaigns locally, to include 'Pre-Start,' 'Start' and 'Grow' themed campaigns
4. Increasing the LEOs digital footprint online and enhancing social media presence and reach.

The Local Enterprise Office South Dublin Communications Strategy will continue to support National Initiatives such as those focused on Exporting, Innovation, Green, Digitalisation and 'Look for Local'.



# Appendix 1: - Risks and New Initiatives

<b>Jobs:</b>	<b>Output 2020</b>	<b>Target 2021</b>
LEO Client Portfolio*	298	t.b.d.
Total Portfolio Employment (All Jobs, both FT & PT)	1427	
Gross Jobs Created (All Jobs both FT & PT)	235	
Net Jobs Increase (All Jobs created minus all Job Losses)	-105	

\*2021 Clients and Jobs under review

<b>Progression Pathway:</b>	<b>Output 2020</b>	<b>Target 2021</b>
Number of Clients transferred to E.I.	10	10

<b>Measure 1</b>	<b>Output 2020</b>	<b>Target 2021</b>
<b>Number of Clients Approved Funding:</b>		
Feasibility: Number:	7	8
Priming: Number:	15	16
Business Expansion: Number:	9	10
TAME: Number	8	15
No. of projected potential new jobs associated with Approvals (Priming & Business Expansion)	39	100

<b>Trading On Line Vouchers:</b>	<b>Output 2020</b>	<b>Target 2021</b>
No. of Trading Online Vouchers approved	672	70

<b>Agile R &amp; D</b>	<b>Output 2020</b>	<b>Target 2021</b>
No. of Companies approved Agile R & D	0	4

<b>EI Grant Support Measure administered through the LEO (e.g. Grad Start, IP Start, etc.)</b>	<b>Output 2020</b>	<b>Target 2021</b>
No. of Companies supported	0	2

<b>Measure 2</b>	<b>Output 2020</b>	<b>Target 2021</b>
Training/Development Programmes (All Training and Networking events)		
Total No. of All Programmes (Training/Networking/Events/Seminars)	116	120
Total No. of all Participants participating in above Programmes	1798	1800
No. of SYOB Programmes	10	10
No. of Participants attending SYOB Programmes	103	150
No. of Management Development Programmes	2	6
No. of Business Coaches assigned to Clients		45

<b>Mentoring:</b>	<b>Output 2020</b>	<b>Target 2021</b>
Total Number of individual mentoring - (participants availing of one to one mentoring - one to one engagement by a Mentor with one client)	772	600
Total Number of group mentoring participants - (are all group mentoring engagements or clinics where a mentor engages with a group of clients).	109	200
Total Number of Mentoring Participants (both one to one and group)	881	800

## Appendix 1: - Risks and New Initiatives *(continued)*

<b>Schools Entrepreneurship:</b>	<b>Output 2020</b>	<b>Target 2021</b>
Number of Schools Participating (Secondary schools only engaged in school enterprise programmes)	19	12
Number of Students Participating	643	400

<b>Competitiveness</b>	<b>Output 2020</b>	<b>Target 2021</b>
No. of Companies who have undertaken a Lean for Micro Assessment by a Lean Expert *	6	15
No. of Companies who will undertake Green Start Programme	0	6

<b>Export Enterprise Development Programme</b>	<b>Output 2020</b>	<b>Target 2021</b>
No. of clients undertaking Export Enterprise Development Programmes in Enterprise Ireland	0	5

<b>MFI:</b>	<b>Output 2020</b>	<b>Target 2021</b>
Number of Applications submitted	18	47



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