

Contents

[Executive Summary 2](#_Toc476244044)

[Section 1 – Context 3](#_Toc476244045)

[1.2 Limerick SWOT Analysis 6](#_Toc476244046)

[1.3 Brexit and its effect 7](#_Toc476244047)

[1.4 Enterprise Culture in Limerick 7](#_Toc476244048)

[1.5 Limerick City and County Council Schemes 8](#_Toc476244049)

[1.6 Resources 9](#_Toc476244050)

[1.7 Summary of main achievements from 2016 9](#_Toc476244051)

[1.8 Customer Care Strategy/Plan 11](#_Toc476244052)

[1.9 LEO Limerick Communications Strategy/Plan 12](#_Toc476244053)

[1.10 Enterprise Culture 12](#_Toc476244054)

[1.11 Mid West Regional Action Plan for Jobs 13](#_Toc476244055)

[1.12 Limerick Food Strategy 2016 - 2018 13](#_Toc476244056)

[Section 2 - Vision/Mission and Strategic Objectives 15](#_Toc476244057)

[2.1 Vision and Mission 15](#_Toc476244058)

[2.2 Strategic Overarching Objectives for LEO Limerick for 2017 - 2020 16](#_Toc476244059)

[2.3 National LEO Programmes 17](#_Toc476244060)

[2.4 LEO Objectives and Action Plan for 2017 18](#_Toc476244061)

[Section 3: Associated Actions & Activities 29](#_Toc476244062)

[3.1 National Regional and Local Plans and Programmes 29](#_Toc476244063)

[3.2 Protocols 29](#_Toc476244064)

[3.3 Stakeholders 30](#_Toc476244065)

[3.4 Specific Demographic Groups 30](#_Toc476244066)

[Section 4: Risks and New Initiatives 31](#_Toc476244067)

[4.1 Risks 31](#_Toc476244068)

[4.2 New Initiatives 32](#_Toc476244069)

[Section 5: LEO Personnel 32](#_Toc476244070)

[5.1 LEO Staff complement 2017 32](#_Toc476244071)

[5.2 LEO Staff development activities for 2017: 32](#_Toc476244072)

# Executive Summary

Local Enterprise Office (LEO) Limerick is a unit of Limerick City and County Council, an integral part of the Economic Development Directorate and LEO acts as a “First Stop Shop” for anyone seeking information and support on starting or growing a business in Limerick City and County. The role of LEO Limerick 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 expansion of existing businesses 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.

2016 was a very productive year for LEO Limerick. 125 net new jobs were created as a direct result of grants approved and employment projections by the promoters of projects approved during 2016 has indicated that an additional 75 jobs will be created in 2017 as a direct result of the financial assistance already received. Enquiries were dealt with in Limerick on a daily basis and 2016 saw an increase in the number of participants in training courses, while mentoring assignments and business advice clinics saw a higher demand. All of these supports were promoted to, made available for, and tailored specifically towards the needs of small, micro and start-up businesses in Limerick. Dedicated programmes were designed and run to support target groups such as the creative industries, the food sector, steel fabrication, and women in business, etc.

In 2015, LEO Limerick ranked in the top ten of the highest Customer Care score and satisfaction ratings in the Country. A similar customer care survey was carried out in 2016, the results of which are not yet available.

Key priorities for LEO Limerick in 2017 are to further develop the first stop shop information service; to maximise the business potential of micro enterprise; to create a great environment for start up’s in Limerick; to assist enterprises to understand and mitigate the effects of Brexit; and to target growth and exporting potential in order to maximise job creation. LEO Limerick will invest or facilitate the investment of €1.3 m in the small business sector in Limerick and the target is to assist the creation, directly and indirectly of a further 150 net new jobs in the sector in 2017.

LEO Limerick has a dedicated team of 8 staff in the Enterprise Office and with the addition of its expert mentor panel is in a position to advise, assist and guide all sectors of micro enterprise. Business ideas, business planning, start ups are assisted with tried and trusted programmes to help them to get off the ground. Support is available to ensure that start up business survive the first 2/3 year period, and business with growth potential are nurtured to develop and grow.

The key upgrade goals, objectives and actions proposed by LEO Limerick for the period of this Local Enterprise Development Plan 2017 – 2020 are set out in this plan, are measurable and achievable during the period.

# Section 1 – Context

1.1 Limerick – a brief socio-economic review

**1. Jobs & Investment 2013 – 2016**

The *Limerick 2030 Economic and Spatial Plan*, launched by Limerick City and County Council in 2013, is a once in a generation plan to guide the economic, social and physical renaissance of Limerick City centre, the wider county and Mid-West Region. As part of this ambitious and transformational Plan, Limerick is investing over €1 billion in enterprise and investment infrastructure. The 2030 Plan aims to deliver 12,000 jobs, with 5,000 of these in the city centre, and Limerick has been very successful in delivering on this jobs target to date. During the period from 2013 to 2016 almost 9,500 jobs and €1.4 billion in investment has been announced for Limerick. Limerick’s success is being recognised internationally with Limerick ranked as one of the top 10 locations in Western Europe in which to invest by the sixth global ‘Best to Invest Report’ compiled by Site Selection.

**2. Labour Market Performance**

The unemployment rate in the Mid West, which is an indicator of Limerick’s unemployment rate, was recorded at 6% in Q4 2016. This was significantly lower than the national average unemployment rate of 6.7% for the same period. The Mid West unemployment rate has declined considerably in recent years as highlighted in Figure 1 below.

*Source: CSO Quarterly National Household Survey*

**3. Population Growth 2011 - 2016**

The CSO’s Census 2016 preliminary population results show that Limerick’s population has grown by close to 2% since the previous Census in 2011. In 2016 Limerick’s population was recorded at 195,175 persons which was an increase of 3,366 persons over the four year period. While the age profile of the population for 2016 has not yet been published, Census 2011 shows that Limerick has a very favourable age profile with close to 50% of the population under the age of 35.

**4. Disposable Income & Gross Value Added**

The CSO’s most recent *County Incomes and Regional GDP Report* shows that Limerick (€21,116) has the highest disposable income per person in Ireland outside of Dublin (€21,633). Figure 2 shows that disposable income per capita in Limerick was significantly higher than the national average (€19,309) in 2014.

**Figure 2: Mid West Disposable Income per Person 2011- 2014**

*Source: CSO County Incomes and Regional GDP*

The *County Incomes and Regional GDP Report* highlightsthat the Mid West Region, of which Limerick is the capital, has the 3rd highest gross value added in Ireland at €30,695 per capita. Gross value added per person in the Mid West has increased considerably by 11% from 2011 to 2014 compared to a national average increase of just 6.9% for the same period (Figure 3).

**Figure 3: Mid West Gross Value Added Per Person at Basic Prices 2011-2014**

*Source: CSO County Incomes and Regional GDP*

As regards business demographics and the size of firms the latest data available is from 2014. The following table shows that employment in small enterprises comprises approx 25.5% of total employment in Limerick while the number of small firms is approx 92% of the total number of enterprises. Jobs in the sector are in the following categories: Industry 18.5%; Services 52.2%; Construction 8.3%; Distribution 19.6%; and Financial Services 1.4%. It is clear if you analyse the data from 2008 – 2014 that the recovery took some time to recover in Limerick with employment numbers only really changing in a positive direction from 2013 to 2014. This trend has been maintained in recent years and the portfolio of LEO clients created 329 new jobs in 2016.

**Table 1: Business demography Limerick 2013-2014**

|  |  |  |
| --- | --- | --- |
| **All Enterprises** | 2013 | 2014 |
| Active Enterprises (Number) | 8869 | 8609 |
| Persons Engaged (Number) | 39463 | 41823 |
| Employees (Number) | 34082 | 36656 |
| **Employing Under 10** |  |  |
| Active Enterprises (Number) | 8194 | 7910 |
| Persons Engaged (Number) | 14126 | 14311 |
| Employees (Number) | 8916 | 9303 |

## 1.2 Limerick SWOT Analysis

## 1.3 Brexit and its effect

The challenges facing small business in Ireland continue to include a higher cost base relative to competing countries. Increasingly even those businesses only trading domestically are competing with international companies operating in Ireland or offering their products & services to the Irish market. On the positive side, Ireland’s traditional focus on export (driven by the small home market), means that Irish businesses are poised to take advantage of any uplift in the global economy. There is evidence that the small business export sector is growing and this is expected to continue, however there are serious concerns regarding the impact of Brexit on this sector.

Micro enterprises in Limerick operate in a wide variety of sectors including retail, construction, hospitality, professional services, agriculture, tourism, engineering, food & beverage manufacture, ICT, personal services etc. A common feature among many of these businesses is an increasing dependence on the use of technology and the internet. Many micro enterprises trade only in the home economy (approximately 70% in 2012), however increasing numbers are looking to export or have started exporting, with the main export market being the UK and Northern Ireland followed by the European Union.

Small businesses are also not immune to the effect of global trends. The technology advances that will transform the way people live and do business, the impact increasing global connectedness has on value chains and sources of competition, the implications of climate change and environmental considerations, the mobility of talent, the ageing population, the increase in demand for resources and the increasing urbanisation of communities all have implications for even very small businesses. In addition, the particular challenge posed by Brexit is significant as the UK is the main target market for small early stage exporters.

The key immediate challenge for micro enterprises is likely to be potential volatility over the short-term in the value of sterling. It is likely that there will be no changes to trade agreements for at least two years. During that time, LEO Limerick will work with client companies to help them re-evaluate their business plans, diversify into new markets, improve operational efficiencies and build new business relationships globally. The new export assistance grant will be used by LEO to support business to access new markets.

## 1.4 Enterprise Culture in Limerick

**Student Enterprise Programme**

The Student Enterprise Programme (SEP) is the biggest enterprise competition for students in Ireland. It helps students to grasp real life skills associated with running a real 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.

The programme runs throughout the academic year, and includes a national awards competition and a bootcamp for the top 20 transition year students each year.  In Limerick 20 secondary schools and over 1,100 pupils take part in the schools enterprise programme on an annual basis.

## 1.5 Limerick City and County Council Schemes

Limerick City and County Council has a number of schemes which are designed to support small business to set up and operate in Limerick. The main schemes are as follows.

**Retail Business Incentive Support Scheme**

Limerick City and County Council has introduced a Business and Retail Incentive Scheme which provides  financial incentives to encourage new businesses to open in the City and County. The scheme is intended to address property vacancy rates, improve streetscapes and  support the business community. In year 1, the grant relief provided is based on certified fit out costs subject to a maximum of 50% of the annual rates liability, and in year 2, the grant relief is based on original certified fit out costs (as submitted in year 1) subject to a maximum of 25% of the annual rates liability.

The Council aims to ensure that any incoming business, respects and enhances the multifaceted character of the city and county towns, and encourages a diversity of uses to increase the overall attractiveness for shopping, leisure and business purposes.

**Tourism Sector Support Scheme**

The Tourism Sector Support Scheme will pay a financial support to occupiers of commercial properties, directly linked to the tourism and hospitality Sector. The property types that qualify for the scheme include Hotels, Licensed Houses, Restaurants / Cafes and Hostels. In order to qualify, the total annual Commercial Rates liability must be in excess of €21,000 (Businesses with a Rate Demand less than €21,000 already qualify for the SME Scheme 2017) and is subject to a number of strict terms and conditions. The support grant payment which is aimed specifically at the Tourism Sector will be set at 4% of the total Rates, including arrears, for 2017.

**Small and Medium Enterprise Support Scheme**

Limerick City & County Council has agreed to allocate funding in 2017 to support small and medium businesses operating in Limerick City and County.The fund will be paid as a financial support to occupiers of commercial properties with total annual Commercial Rates bills of up to and including €21,000 but not less than €500 in 2017, subject to number of terms and conditions. The support payment, aimed specifically at small and medium-sized enterprises, is set at 9% of the annual cost of commercial rates for the rated occupier.

##

## 1.6 Resources

LEO Limerick is part of the Limerick City and County Council’s Economic Development and Strategic Planning Directorate which includes Economic Development, Forward Planning, LEO, Innovate Limerick, 2030 implementation team.

LEO Limerick has six full-time staff. The financial budget for LEO Limerick includes approximately €382,000 for Measure 1 supports, i.e. selective financial assistance, €373,500 for Measure 2 supports, i.e. Entrepreneurial activity including training and development, and €20,000 in training income. LEO Limerick also has refundable aid repayments on an annual basis and in 2016 it is expected that €200,000 will be available for recycling to assist projects by way of further grant aid. It is the policy of LEO Limerick to recover 30% of priming grants paid and 40% of business expansion grants paid by way of refundable aid.

**Table 2: LEO Staffing and Funding**

|  |
| --- |
| **Total No. of Core LEO Staff: 8** |
| **Funding:** |
| M1 Budget Allocated 2017 | €499,631 | M2 Budget Allocated 2017 | €409,184 |
| M1 Spend(Year End 2016) | €683,676 | M2 Spend(Year End 2016) | €365,094 |
| Refundable Aid Cash Balance at 31st December, 2016 |
| **€263,511** |

## 1.7 Summary of main achievements from 2016

**Student Enterprise Awards**

1100 students from 20 schools took part in the 2015/2016 SEA Finals. The winning schools were as follows:

* Senior category - St Clements, Limerick City
* Intermediate category - Desmond College/Gaelcholaiste Ui Chonba​, Newcastle West
* Junior category - Colaiste Ioseaf, Kilmallock

**National Enterprise Awards**

The Limerick overall winners, Global Sauce Company, Raheen won the best start up at the National Enterprise Awards in Dublin.

**Limerick Business Week**

This was held from 7th to 14th March and was a huge success. The week was supported by the Local Development Companies, LIT and The Chamber.

**Training and Development**

2 very successful programmes, Spring/Summer and Autumn/Winter, were completed. In all 95 events ranging from training/seminars/clinics to networking events were held. Courses/events included:

* Starting and Running your own business
* eBusiness and Digital marketing
* Business and management Development
* Women in Business

Programmes for start ups were also delivered by the 3 Local Development Companies PAUL Partnership, West Limerick Resources and Ballyhoura Development on behalf of the LEO.

In total 1,255 people attended events organised by LEO with the breakdown 525 male and 735 female participants.

**Microfinance Ireland**

The Local Enterprise Office processes loans for Microfinance Ireland. In 2016 the number of loans dealt with was as follows:

* Number of applications submitted – 16
* Applications Approved by MFI – 11
* Value of applications approved - €225,999
* Applications refused by MFI – 5

The average MFI loan approved is €20,000

**Financial Assistance (Measure 1) by LEO in 2016**

Applications for grant aid processed in 2016 -

* Applications brought forward from 2015 12
* Applications received in 2016 50
* Total applications 62
* Dealt with as follows
	+ Approved for grant aid 39 (36 clients)
	+ Withdrawn by agreement 10
	+ Rejected by Evaluation and approvals Cttee. 5
	+ On hands at year end 8

Approvals analysed as follows: Feasibility Grants – 4; Priming Grants – 16; Business Expansion – 19.

Grants approved in 2016 – 39 clients Value €851,094 of which €284,659 (33.45%) was refundable

Grants paid out in 2016 – 61 clients Value €683,676 of which €221,027 (32.33%) was refundable

Grants decommitted in 2016 – 21 clients Value €164,972 of which €54,936 (33.3%) was refundable

Approvals outstanding (to be claimed) at 31/12/2016 €367,362 of which €127,343 (34.66%) was refundable

**Jobs associated with LEO activity in 2016**

**2016**

Jobs in applicant companies (36) at application 107.5

Jobs associated with 2016 approvals 110 approx. 3 jobs per applicant

**Overall Jobs Survey 2016**

Total portfolio 302 clients

Gains **315**

Losses 190

Net zero jobs (same as 2015) from 150 clients

**Overall net gains in 2016 125 jobs**

**Total number of jobs in portfolio of 302 clients**

Full Time Other/Part time FTE Jobs All Jobs

1387 469 1621.5 1856 (average of 6 jobs per company)

**Figure 4: Analysis of Measure 1 grant approvals 2016 by industry sector**

## 1.8 Customer Care Strategy/Plan

#### Information

Good quality and timely information has been highlighted as one of the most consistently important areas for most customers. LEO Limerick has taken a proactive approach in providing information that is clear, timely and accurate and that it is available at all points of contact, and meets the requirements of people with specific needs. We also ensure that the potential offered by Information Technology is fully availed of and that the information available on public services web sites follows the guidelines on web publication. We continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

#### Timeliness and Courtesy

The LEO during 2015 has tried to ensure that we deliver quality services with courtesy, sensitivity and the minimum delay fostering a climate of mutual respect between provider and customer. Also we ensure that contact names are used in all communications to ensure ease of ongoing transactions. We will at all times treat our customers with courtesy, respect and privacy and make every attempt to accommodate any specific needs. Likewise we expect the same courtesy to be extended to our staff.

#### Consultation and Evaluation

LEO Limerick will provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services and will ensure meaningful evaluation of service delivery. Consultation mechanisms currently in place will be further developed over the next couple of years.

#### Privacy and Confidentiality

It is the policy of LEO Limerick to have all information, both personal and business provided by clients dealt with in total confidence and in a manner that respects client dignity.

#### Customer Care Survey 2015

Enterprise Ireland conducted a customer care survey in 2015. LEO Limerick rated very highly with a Net Promoter Score of 70 against a National average of 34, and an overall satisfaction rating of 79% compared to the National average of 67%. In fact 95% of clients surveyed were either satisfied (15%) or very satisfied (80%) with the service provided by LEO Limerick. During 2016 LEO Limerick will continue to provide an excellent service to clients and the public and will strive to maintain and improve the level of customer service and satisfaction provided.

## 1.9 LEO Limerick Communications Strategy/Plan

LEO Limerick’s Communications Strategy provides an overview of how best to communicate to the target audience. This includes a Plan for general information, supports, mentoring, training, networking, exhibitions, etc. Each of these activities is designated a specific strategy, with marketing methods best suited to the audience involved. The Limerick Plan takes into account the draft National Communication Strategy and will be updated as necessary as the National Strategy is amended and implemented.

Sample marketing activities include, but are not limited to:

* Social Media
* Press Releases
* Website promotion
* Twitter
* Database contacts
* Contact with business networks, e.g. Limerick Chamber, Network Ireland etc
* Case studies, for all types of supports, including training, SYOB, mentoring, funding, exhibition, etc.

LEO Limerick will take the lead in the implementation of marketing initiatives regarding enterprise supports in the City and County.

## 1.10 Enterprise Culture

The continuing development of an enterprise culture and the establishment of a best practice enterprise culture among start-ups, micro and small businesses is seen as fundamental to the achievement of the objectives of LEO Limerick. It is important that enterprise and self-employment is promoted as a viable career option among the wider population. Enterprise Culture is defined as a “set of values, attitudes and beliefs, supporting the exercise in the community of independent entrepreneurial behaviour in a business context”.

LEO Limerick seeks to influence these values, attitudes and beliefs through various methods including:

* Providing opportunities for young people to meet small business owners
* Promoting positive images of successful entrepreneurs
* Providing enterprise information
* Creating opportunities to promote awareness of enterprise

This objective is being implemented through a wide range of programmes, supports and activities and in particular through social media, press and media releases, networking events and once a year through the activities of Limerick Business Week.

## 1.11 Mid West Regional Action Plan for Jobs

The Mid West Regional Action Plan for Jobs 2015-2017, includes the following actions, the implementation of which will be supported by LEO Limerick.

* Each of the Local Enterprise Offices in the Mid West region will aim to increase employment in its baseline through increased start-ups and the scaling of existing clients. Annual Business Plans will be developed, setting out clear targets and objectives to support start-ups and enterprises in their region.
* The Local Enterprise Offices will maximise collaboration with the Community Enterprise Centres to assist start-ups and existing businesses to grow and develop.
* Promote national supports available to provide access to finance to start ups and existing businessesThe LEOs will utilise and make available a number of online resources such as local and national LEO websites, Nubie.ie, and SME online tool
* Support the development of early-stage ICT businesses by establishing mentorship and support
* Target an increase in the number of participants on the Food Academy Programme and progress a number of companies in the region to the next level -Food Academy Advance
* Examine the potential to Implement a project to engage and support traditional and artisan food-producing SMEs across the Mid West region
* The Local Enterprise Offices will collaborate with Skillnets to ensure a streamlined approach to training offerings in the region

## 1.12 Limerick Food Strategy 2016 - 2018

LEO limerick is responsible for the implementation of the short term recommendations in the Limerick Food Strategy 2016 – 2018. The following actions will be undertaken.

#### Develop a united food network

* Create a food network
* Develop a calendar of activity for food network
* Run an annual food showcase event (Bi-annual should be considered if the rate of new producers emerging is not significant)
* Create a local food producer directory

#### Improve business skillset

####

There is a need and a demand for upskilling and business improvement in micro food companies. For Limerick to excel in its food strategy it will need to ensure that all businesses have the opportunity to upskill. Upskilling will take the form of information, communication and education from pre start-up through to advance stages of the food journey and supports will be made available to producers, foodservice operators, food tourism operators and food retailers.

#### Create a food information point

LEO Limerick will create a dedicated single point of information for Limerick food stakeholders who will be linked to this space. Actions will include:

* + Limerick Food website with information from all related food agencies to be linked on this site
	+ Provide information on appropriate funding
	+ Provide information on training and support initiatives
	+ Facilitate improved interagency communication
	+ Develop a food education calendar

#### Create a Centre of Food Excellence at LIT

Limerick is fortunate to have a third level institute focused on food. LIT has already strong food credentials in both product technical supports and through their Food and Tourism department. It is envisaged that LIT would act as a physical centre of food education and upskilling for Limerick. LEO Limerick to co-ordinate activity with LIT to ensure that this is progressed.

#### Explore the creation of a new micro food enterprise kitchen network

Limerick has several incubation food facility spaces including the likes of St. Mary’s AID who have two kitchens which they are willing to lease for short durations to early stage entrepreneurs. There is also a possible kitchen development in Kilfinane and also Kilmallock. All of these available food facilities should be marketed as one entity even though they may be geographically spread. Care should be taken that no oversupply of kitchens is created.

#

# Section 2 - Vision/Mission and Strategic Objectives

## 2.1 Vision and Mission

***LEO Limerick’s aim is 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.***

During the period 2017 – 2020 LEO Limerick aims to achieve this through the following services.

**Business Information & Advisory Services:**

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

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

* **Make It Easier to do Business**

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

**Enterprise Support Services:**

* **Maximise Business Potential**

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

* **Collaborate with Enterprise Ireland**

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

**Entrepreneurship Support Services:**

* **Promote a Best Practice Enterprise Culture**

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

**Local Economic Development Services:**

* **Environment for Start-Ups**

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

## 2.2 Strategic Overarching Objectives for LEO Limerick for 2017 - 2020

The four main overarching strategic objectives of LEO Limerick for the period are as follows:

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

LEO Limerick has identified the key upgrade goals (KUG) associated with each of these strategic objectives and has also identified the interventions that will be required, either directly or in collaboration with partners, to achieve these objectives.

Table: 3 **- Summary of Key Upgrade Goals 2017-2020**

|  |
| --- |
| **Key Upgrade Goals 2017 - 2020** |
| **Strategic Areas** | **Key Upgrade Goal** | **Intended Outcome** | **Indicative timescale** **and key milestones** |
| Business Information & Advisory Services  | First Stop Shop Enterprise Information points located throughout the City and County in key Customer Service centres and Libraries | Information on Enterprise, the services of LEO as well as the key information from LEO’s protocol partners will be available in 13 locations in Limerick City and County | To be completed by the end of quarter 2 2017 and maintained on an ongoing basis. |
| Enterprise Support Services  | Based on an analysis of the client portfolio of LEO limerick it is intended to shift the balance of Measure 2, training and development activities, to business expansion and growth potential companies | Owner managers of business expansion and growth potential companies will have the tools to better manage and run their businesses, leading to increased turnover, jobs and export capacity during the period. | To commence in quarter 3 of 2017 and be ongoing until reviewed at the end of 2018 |
| Entrepreneurship Support Services | Develop a new “pilot” enterprise programme for Primary level schools in Limerick City and County in conjunction with Mary Immaculate College and nominated teachers in the area. | Introduce enterprise concept and terminology etc to 10/12 year old pupils across the City and County. Work in conjunction with partners to achieve this aim. | Once developed the programme will be offered, in 2018, on a 1 year pilot basis to selected schools in Limerick. On the basis of the analysis of the outcomes of the pilot it is hoped that the programme can be offered to all schools in Limerick in 2019 |
| Local Enterprise Development Services | To carry out a research project to examine the demand, supply and availability of quality enterprise space in Limerick City and County | Collaborate with Innovate Limerick and the Local Development Companies to research and prepare a report and strategy for Limerick in relation to the provision of quality enterprise space for small business in Limerick | Report to be commissioned in Quarter 3 2017, to be completed by quarter 1 2018. |

## 2.3 National LEO Programmes

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

* **Student Enterprise Awards**

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

* **National Enterprise Awards**

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

* **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.

* **Food Academy**

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

* **National Ploughing Championships**

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

* **Local Enterprise Week**

A Local Enterprise Week will be held during the week of 7th to 11th March 2016.  The County will host a series of Events aimed at stimulating business growth and new business creation to drive economic prosperity.  A programme of Events offers something for everyone, regardless of whether you want to develop a business idea, start a business or grow your existing enterprise.

## 2.4 LEO Objectives and Action Plan for 2017

In achieving the objectives of the LEO it is necessary for the LEO to leverage additional resources to complement its own budgets in order to fully deliver on the program. This is done by working in partnership and close collaboration with other sections of the City and County Council, other State Agencies and other bodies involved in enterprise creation in the City and County.

The LEO Limerick has adopted six key strategies for the period 2017 – 2019 as outlined below.

**Key Strategy No 1:** Enterprise Awareness and the Development of an Enterprise Culture.

**Key Strategy No 2:** Support for New Business start-ups.

**Key Strategy No 3:** Support for Growing Business.

**Key Strategy No 4:** Provision of Financial Assistance.

**Key Strategy No 5:** To support the economic growth and development of Limerick City and County.

**Key Strategy No 6:** Continuous improvement and staff development.

#### Key Strategy No. 1: Enterprise Awareness and the Development of an Enterprise Culture:

The creation and maintenance of an enterprise culture in Limerick is vital to ensure a flow of new business start-ups particularly among groups which have a low level of participation in starting up business at present. Some of the action areas include

* Enterprise Information and First Stop Shop
* Enterprise Education at Primary, Secondary and Tertiary level
* Ideas Generation Workshops
* Limerick Regeneration and Community Groups
* Limerick Business Week
* Media and Promotion activity and use of Social Media
* European Employment network (EEN)
* Annual Business and Implementation Plan

#### Key Strategy No. 2: Support for New Business start-ups

Providing a full range of supports for new business start-ups, in the period prior to starting the business, throughout the start-up process and for the first two years in business. Supports identified will help to address the needs of start-ups in order to ensure they get the best possible assistance to successfully start and run a new business.

 LEO will undertake the following actions:

* Enterprise Advice
* Business Planning
* Start Your Own Business Training
* Enterprise Workspace with other stakeholders
* Ethnic Entrepreneurs Programme
* Women in Business Programme

#### Key Strategy No. 3: Support for Growing Business

To identify businesses with growth potential that wish to grow, to export, and to create jobs. It is the task of the LEO to provide a range of services to enable these businesses to grow and fulfil their job creation potential. LEO will undertake the following actions:

* Provision of Quality Advice
* Business Development Programmes
* Networking Opportunities
* Innovation & Research & Development
* Sustainable Business Programmes
* Exporting and Internationalisation
* Enterprise Awards

#### Key Strategy No. 4: Provision of Financial Assistance

LEO will assist business from start up to the growth phase and a suite of grant aid is proposed which will be suitable for this purpose. Investment by LEO in enterprises will have the effect of increasing the turnover of businesses, increasing or maintaining employment, increasing the number of first time exporters and increasing female entrepreneurship. Actions in this area are:

* Grant Aid and Refundable Aid
* Investment in Limerick
* Technical Assistance Grants in the areas of Training, Mentoring, Ecommerce, Exporting and marketing
* Leveraging Banks and Financial Institutions

#### Key Strategy No. 5: Support the economic growth and development of Limerick City and County

LEO will work with all stakeholders to support and to ensure the economic growth and development of the Limerick City and County area.

* Contributing to positioning Limerick as a competitive knowledge economy in partnership with all key stakeholders
* Working to increase demand for the City centre and economic activity in the City.
* Work in partnership with all other economic stakeholders to deliver an outstanding business fund.
* Contribute to the provision of a Limerick single business portal and the First Stop enterprise support centre
* Work in partnership with Limerick Regeneration to achieve the economic development objectives from the Framework Implementation plan
* Provide sector specific training and supports in the area of retail and service industry to support the positioning of the City Centre as premier regional destination.
* Work in partnership with third level partners in the development of the knowledge econ

#### Key Strategy No. 6: Continuous improvement and staff development

* To promote staff training and development
* Completion of personal development plans for staff
* Best practice examples
* Industry briefings on an ongoing basis
* Continuous research into client needs

**LEO Objectives and Action Plan for 2017**

Linked to the four strategic areas set out in the SLA between EI and the Local Authority, the following tables outline the key objectives, activities and events that are proposed for 2017, with the anticipated outcomes and the timeframe for action / delivery. The table also includes delivery of National level LEO programmes such as IBYE, MFI etc.)

#### Key Strategy No. 1: Enterprise Awareness and the Development of an Enterprise Culture

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVE** | **2017 ACTION** | **TARGETS/OUTPUTS** | **OUTCOME** | **TIMESCALE** |
| To provide quality enterprise Information and to set up first stop shop information points throughout Limerick | * First stop shop information points in customer service centres and in the main library branches.
* Availability of quality materials – work with protocol partners to ensure that information is available and up to date.
* Implementation of Agency Protocols
* Taking Care of Business
 | * 12 centres
* Suitable materials available at all times
* Implement each protocol as appropriate
* 1 event in Limerick
 | Enterprise information to be available in all customer service centres and main library branches in City and CountyQuality information available throughout the City and CountyGood interaction with appropriate agencies and good quality information availableTaking care of business event run successfully | Completed by end of Q2 2017Completed by end Q2 2017Completed by Q3 2017Before end of 2017 |
| Enterprise Education Programme to be delivered | * Secondary Schools – To deliver the Student Enterprise Programme
* 3rd Level – Strategic Alliances
 | * 20 Second level schools in 2017
* All 3rd Level Colleges
 | 2016/2017 programme successfully completed2017/2018 programme launched and progressed to market daysTo have a LEO enterprise information session as part of all 3rd Level business courses | Q1 2017Q4 2017Q4 2017 |
| To be more proactive with the Media and the Promotion of LEO services | * Public awareness campaign
* To ensure that [www.localenterprise.ie/limerick](http://www.localenterprise.ie/limerick)

 website is up to date and relevant* To promote Enterprise and entrepreneurs on an ongoing basis.
* Case studies
 | * 1 per quarter
* Review each quarter as well as weekly updating
* Press releases as necessary
* 2 case studies to be done each quarter
 | To keep the public informed of programmes, training etcTo ensure that the website is regularly updated and relevantTo ensure that LEO Limerick is in mediaTo have material available when requested | 1 campaign each quarterWeeklyMonthlyQ1 – Q4 |
| Enterprise Awards | * To organise Enterprise Awards competition
* To run Irelands Best Young Entrepreneur event
 | * 1 each year
* 1 each year
 | To recognise success in small business and to compete in National Enterprise AwardsTo encourage entrepreneurship in 18 – 35 age group | Q1Q4 |
| Strategic Plan | * To complete Local Enterprise Development Plan
* Review Plan annually
 | * Plan for the period 2017 – 2020
* To carry out a review of plan on an annual basis
 | Plan to be completed and adoptedTo ensure that actions in the plan are delivered and that annual plan is relevant and up to date. | Q1Q4 |

#### Key Strategy No. 2: Support for New Business Start-ups

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVE** | **2017 ACTION** | **TARGETS/OUTPUTS** | **OUTCOME** | **TIMESCALE** |
| Enterprise Advice  | * To enhance the enterprise advice servicein order to provide a quality service to clients of LEO
 | * To meet all clients that request 1 to 1 advice and to ensure that business advisors are up to date with information and details of programmes.
 | All requests for advice are met and quality advice given. | Q1 – Q4 |
| Business Planning  | * Provide guidance to clients on completing business plans
* Ensure that template plans, information and cash flow templates are available on website
 | To meet the demands from clients for business advice* Quality resource materials available on website
 | Bernie MoloneyClients can source material as needed either directly or via website. | Q1 – Q4Q1 – Q4 |
| Start Your Own Business Training | * To organise SYOB courses in order to satisfy the demand.
* Review of SYOB course delivery and trainers
 | * 5 courses to be organised in 2017-02-06
* Review after each course
 | 5 courses successfully completed To ensure that only quality programmes are delivered | Q1 – Q4Q1 – Q4 |
| Skills training for start ups | * To deliver a range of basic skills to owner managers of start up business
* To work through the 3 Local Development Companies to ensure that training is available universally
 | * To deliver training as required in the area of running a business e.g. finance, marketing, E business.
 | Owner managers will be provided with the tools to run their business better. | Q1 – Q4 |
| Enterprise Workspace | * To provide information on available/suitable workspace for start ups
 | * Register of available workspace in Limerick, suitable for start ups to be available on the LEO Website
 | Clients better informed of options in this area | Q1 – Q4 |

#### Key Strategy No. 3: Support for Business Expansion and Growth

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVE** | **2017 ACTION** | **TARGETS/OUTPUTS** | **OUTCOME** | **TIMESCALE** |
| Business Advice | * Reconstitute Specialist mentor programme
* To organise Advice clinics
 | * To provide 1:1 mentor support to 40 companies
* 4 clinics organised
 | Needs of companies for mentoring metSpecialist advice available as demanded | Q1 – Q41 clinic each quarter |
| Business and Management Development  | * To organise Management Development Programmes for growth companies
* To organise Lean for Micro programme
 | * 2 programmes to be organised
* Identify growth potential and deliver Lean for micro programme to 6 businesses
 | Business owners given the tools and skills to better run their businessesSavings and productivity achieved in participants business. | Q2 – Q4Q2 2017 |
| Networking  | * Deliver networking to general and sectoral groups in the established business category including Women in Business; Childcare and Engineering Clusters.
 | * 3 networks active
 | More opportunities to network for these selected groups | Q1 – Q4 |
| Exporting and internationalisation | * Collaborate with Enterprise Ireland to deliver information and workshops business
* To promote and actively use the Enterprise Europe Network Programme
 | * 2 workshops
* Business to be aware of the EEN network
 | Increase the number of companies exporting.Increase the use of the EEN programme | Q1 – Q4Q2 and Q4 |
| Brexit  | * To keep business informed of developments and new information and to organise workshops and information sessions as required.
 | * Exporting companies who are effected by Brexit
 | Businesses better able to respond to Brexit in an appropriate manner | Q2 – Q4 |

#### Key Strategy No. 4: Provision of Financial Assistance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVE** | **2017 ACTION** | **TARGETS/OUTPUTS** | **OUTCOME** | **TIMESCALE** |
| Grant/Refundable Grant Aid | To administer the following grant schemes* Feasibility/Innovation
* Priming
* Business Expansion
* Refundable Aid
 | * 10% of approval capacity, 4/5 grants
* 16 approvals

40 jobs per annum* 20 approvals

60 jobs per annum* 30% of priming grant aid 40% of Business Expansion grant aid approved to be in refundable form.
 | Overall outcome is the creation of 100 extra net jobs in Limerick as a direct result of financial assistance. | Q1 – Q4 |
| Export Assistance Grant Aid | * To assist business who are export ready to get a foothold in selected export markets and to assist them to establish a presence in such markets.
 | * Target is to assist 10 business to access export markets
 | Increase in exports | Q2 – Q4 |
| LEO Microfinance Ireland | * Assist applicants to prepare applications
* Assess and submit applications to MFI
* Allocate mentors to approved clients
 | * 15 applications in 2017
* Applications from qualified business to be supported and recommended for loans
* For each MFI approval as requested by MFI
 | Business who require finance and cannot access bank finance will be assisted to access MFI | Q1 – Q4 |
| On-Line Trading Vouchers | * To promote the use of on line trading vouchers by assisting applicants to apply, get approval and drawdown the vouchers
 | * 50 voucher applications to be processed and paid out as required.
 | Increase the online presence of micro enterprise in Limerick | Q1 – Q4 |
| Evaluation and Approvals Committee | * To maintain an Evaluation and Approvals Committee and to keep the Committee Members up to date with current information.
* To ensure that the committee receive quality inputs
 | * 1 EVAC to be maintained and Members to be kept up to date with new projects etc.
* Quality reports and information to be given to the Committee at all times
 | A timely evaluation and decision to be made on all applications for grant aid. | Q1 – Q4 |

#### Key Strategy No. 5: Support Economic Growth and Development

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVE** | **2017 ACTION** | **TARGETS/OUTPUTS** | **OUTCOME** | **TIMESCALE** |
| To support economic growth and development of Limerick City and County | * To contribute to the economic growth of Limerick by assisting small business to grow and contribute jobs and wealth to the City and County
 | * An increase in the contribution from small business to the Limerick Economy in terms of investment, jobs and outputs.
 | Small business contributing to the economic development of Limerick | Q1 – Q4 |
| To develop Strategic Alliances | * To develop strategic alliances with as many partners as possible in order to achieve goals
 | * To ensure that LEO protocol partners are aware of LEO and to develop partnerships
 | A better co-ordinated service to small business in Limerick | Q1 – Q4 |

#### Key Strategy No. 6: Continuous Improvement and Staff Development

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGIC OBJECTIVE** | **2017 ACTION** | **TARGETS/OUTPUTS** | **OUTCOME** | **TIMESCALE** |
| Staff Training and Development  | * To complete the individual personal development plans for all staff and to identify training needs of staff to ensure that LEO Limerick has the necessary skills to deliver a quality service to clients.
 | * To ensure that LEO staff are up to date and in a position to deliver a quality service to clients
 | Reputation of LEO as relevant and offering a quality service to clients enhanced. | Q1 – Q4 |
| Industry Briefings | * To facilitate industry briefings for staff and clients
* To keep up to date with industry developments
 | * Staff and clients kept up to date with industry intelligence.
 | A better service to be delivered to clients | Q1 – Q4 |
| Research and Evaluation | * To carry out ongoing research into the needs of clients and the services/products offered by LEO
 | * Annual feedback from programmes and specific research as require to keep LEO up to date with enterprise sector information
 | Up to date information and services available to clients. | Q1 – Q4 |

# Section 3: Associated Actions & Activities

## 3.1 National Regional and Local Plans and Programmes

LEO limerick works in an environment which is guided by a number of National Regional and Local Strategies. Listed hereunder are the main plans and strategies which guide the LEO in its objectives for Limerick

* Ireland 2040 – Our Plan, National Planning Framework
* Regional Planning Guidelines
* Limerick City  Development Plan 2010-2016
* Limerick County Development Plan 2010-2016
* Limerick 2030
* Mid West Area Strategic Plan
* Action Plan for Jobs - Mid West Region
* Retail Strategy
* Housing Strategy
* Strategic Integrated Framework Plan for the Shannon Estuary
* Local Economic Community Plan for Limerick City & County
* Local Area Plans

## 3.2 Protocols

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

* Department of Social Protection
* Credit Review Board
* Fáilte Ireland
* Microfinance Ireland
* Skillnets
* ETBI
* Revenue
* NACEC

The protocols govern the use of information packs and information signposting by LEO staff. For example, such protocols can be used when contacted by employers seeking information on revenue or Dept of Social Protection programmes and schemes. LEO Limerick has direct contact with most of the above Agencies and works closely with them to assist in job creation and information sharing and awareness for all, also providing formal exchanges between all parties on mutual uptake of services between the agencies.

## 3.3 Stakeholders

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

|  |  |
| --- | --- |
| * IDA
 | * Enterprise Ireland
 |
| * Limerick City and County Council
 | * Limerick Chamber
 |
| * Innovate Limerick
 | * Limerick Institute of Technology
 |
| * LEO Clare
 | * University of Limerick
 |
| * Ballyhoura Development Ltd
 | * Bord Bia
 |
| * Craft Council of Ireland
 | * Mary Immaculate College
 |
| * West Limerick Resources
 | * LEO Tipperary
 |
| * PAUL Partnership Ltd
 |  |

## 3.4 Specific Demographic Groups

LEO Limerick implements entrepreneur programmes, supports and initiatives aimed at specific demographic groups, including, for example:

|  |  |
| --- | --- |
| Group | Description |
| Female Entrepreneurship | * Target of over 400 women to participate in overall training, mentoring, etc., programmes through LEO Limerick
* Ongoing support to be provided to Network Ireland and targeted initiatives such as Enterprise Ireland Women in Business programmes and events
* Referral to, and support through, the sectoral networks for female entrepreneurs
 |
| Senior Entrepreneurship | * Target of 20 senior entrepreneurs (55+) to participate in overall training, mentoring, etc., programmes through LEO Limerick
* Target of 1 SYOB Course for senior entrepreneurs in conjunction with Irish Smart Ageing Exchange (ISAX)
* Referral to, and support through, the sectoral networks for senior entrepreneurs
 |
| Student Enterprise | * 20 Secondary schools, including over 1000 students, to participate in the Student Enterprise Programme for 2nd level schools
* Enterprise Encounter - support schools with the programme by acting as conduit between schools and businesses
 |
| Diversity Entrepreneurship | * Ongoing support and involvement in programmes aimed at diversity entrepreneurs in conjunction with PAUL partnership, Doras Luimni and other community groups
 |

# Section 4: Risks and New Initiatives

## 4.1 Risks

Potential risks that may adversely affect the delivery of proposed actions and activities during 2017 and the key upgrade goals up to 2020, and the actions proposed to mitigate or remove these potential risks are detailed hereunder:

**Identified Risks:**

|  |  |
| --- | --- |
| List any risks that can adversely affect the achievement of the objective outlined above | Actions to mitigate this risk |
| 1. Lack of co-ordination between agencies regarding enterprise support
 | Ongoing and regular contact with all stakeholders, with particular attention to be paid to National, Regional and Local Plans identifying actions of relevance to LEO Limerick. |
| 1. 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. |
| 1. Closures of small businesses in Limerick, affecting employment levels significantly
 | Ongoing promotion of supports available to all businesses, reducing the likelihood of closure if addressed early and effectively, and/ or identifying supports to the business owner and staff in developing existing and new business markets. |
| 1. Over exposure to Foreign Direct Investment
 | Support indigenous enterprises to sustain, develop and grow their business; clustering programmes and matchmaking to ensure the development of sub-supply opportunities. |
| 1. Brexit Implications for Small Business
 | To put in place an information campaign to keep business informed of the possible implications of Brexit for their business and to assist business by way of various programmes to avail of opportunities that Brexit might present. |
| 1. Lack of capital finance
 | LEO Limerick will promote, and raise awareness of, business finance and start-up finance supports available to businesses and entrepreneurs. |

## 4.2 New Initiatives

|  |  |
| --- | --- |
| New Initiatives | Detail |
| 1. Limerick Food Strategy Implementation
 | Implementation of the recommendations in the Limerick Food Strategy 2016 – 2018The following are the targets:* 6% additional growth for the food tourism sector
* 10% additional sales growth for producers
* Achievement of food destination status for Limerick
* An energised and active food community
* 86 new jobs created over the life of the strategy
 |
| 1. Engineering Network
 | Implementation of the REDZ Programme to develop an engineering network in Kilmallock/Charleville area andprovide opportunities for networking and events |
| 1. Brexit Programme
 | Organise information sessions and workshops as appropriate. Introduce Lean for Micro Programme. |
| 1. Export Assistance Grant programme
 | Target business to avail of the new Export Grant Assistance Programme. |

## Section 5: LEO Personnel

## 5.1 LEO Staff complement 2017

|  |  |
| --- | --- |
| **Core LEO Staff** | **Total Number = 8** |
| **Number(s):** | **Staff Titles & Grade**  |
| 1 | Head of Enterprise |
| 2 | Senior Enterprise Development Officer |
| 1 | Business Advisor |
| 1 | Assistant Business Advisor |
| 2 | Administrator Grade 4 |
| 1 | Administrator Grade 3 |
| 1 | LEO Graduate |

## 5.2 LEO Staff development activities for 2017:

**The following activities will take place in order to develop LEO Staff in 2017:**

Strategic Planning Day with all staff twice annually

Training needs analysis carried out once annually as part of the Performance Management System

In house training and other training programme will take place for new staff (4) recruited in 2017

Other training will be made available to staff as required.

## APPENDIX 1: Performance Metrics

Details relating to the performance of the LEO in 2016 in the final version of the LEDP should agree with the lockdown figures taken from the GMIS / Annual Employment Survey.

|  |  |  |  |
| --- | --- | --- | --- |
| **Jobs:**  | **Output 2016** | **Target 2017** | **Target 2020** |
| Total Employment in LEO Clients | 1856 | 1995 | 2295 |
| Gross Jobs Created  | 315 | 180 | 600 |
| Full Time Created  | 224 | 130 | 432 |
| Other Time Created  | 91 | 50 | 168 |
| Net Increase (after Job Losses)  | 125 | 80 | 238 |
| FTE Net Jobs | 120 | 80 | 219 |
| Number of LEO Clients | 302 | 325 | 399 |
| **Measure 1** | **Output 2016** |  **Target 2017** | **Target 2020** |
| **Number of Applications Received:** | 50 | 50 | 200 |
| Feasibility/Priming/Business Expansion | 5/21/24 | 4/20/26 | 20/60/120 |
| **Grant Applications Approved:** | 39 | 40 | 160 |
| Feasibility: Number / Value | 4/€34,785 | 3/45,000 | 3/180,000 |
| Priming: Number / Value | 16/€293,379 | 16/250,000 | 16/1,000,000 |
| Business Expansion: Number / Value | 19/€522930 | 21/505,000 | 21/2,020,000 |
| No. of potential new jobs associated with Priming | 21 | 24 | 80 |
| No. of potential new jobs associated with Business Expansion | 39 | 50 | 200 |
| Costs per job associated with approvals (Average Cost calculated on new jobs over three years) | €9,465 | €10,000 | €10,000 |
| **Measure 2** | **Output 2016** |  **Target 2017** | **Target 2020** |
| **Training:** |  |  |  |
| Total No. of Courses | 98 | 70 | 250 |
| Total No. of Participants | 1302 | 955 | 2,500 |
| No. of Females | 766 | 554 | 1,450 |
| No. of Males | 536 | 401 | 1,050 |
| No. of Core Programmes/ Mgt. Dev. Programmes (Programmes specifically available to clients that target starting and growing a business e.g. Core Pillars of Management Development – Finance, Mgt. Dev., Sales & Marketing, IT, Operations/ Production, HR)  | 92 | 72 | 288 |
| No. of SYOB Programmes | 6 | 6 | 24 |
| **Network Events/Seminars** |  |  |  |
| No. of Participants | 232 | 290 | 1000 |
| No. of Events | 16 | 11 | 35 |
| **Mentoring:** |  |  |  |
| Number of Participants | 220 | 200 | 800 |
| No. of Mentors | 25 | 30 | 30 |
| No. of Mentor Visits/Assignments | 332 | 375 | 1,175 |
| No. of Clinics | 15 | 25 | 85 |
| **Progression Pathway:** | **Output 2016** | **Target 2017** | **Target 2020** |
| Number of Clients transferred to E.I. | 5 | 3 | 15 |
| * Pre HPSU (Project resides in HPSU Div. of EI, has been assigned an HPSU DA and/or has received initial HPSU financial support e.g. Feasibility/CSF
 | 0 | 0 | 0 |
| * HPSU (project has received a full HPSU investment €250,000)
 | 0 | 0 | 0 |
| * Established
 | 5 | 3 | 15 |
| FTE Jobs associated with transfer to EI | 50 | 30 | 150 |
| Clients received from EI Portfolio  | 8 | 5 | 5 |
| FTE Jobs associated with transfer from EI | 39.5 | 25 | 25 |
| No.of Clients participating in:- |  |  |  |
| * New Frontiers
 | 6 | N/A | N/A |
| * Competitive Start
 | Not known | N/A | N/A |

|  |  |  |  |
| --- | --- | --- | --- |
| **Schools Entrepreneurship:** | **Output 2016** | **Target 2017** | **Target 2020** |
| Number of Schools Participating (Secondary only) | 20 | 20 | 20 |
| Number of Students Participating | 1100 | 1100 | 1100 |

|  |  |  |
| --- | --- | --- |
| **Trading On Line Vouchers:** | **Output 2016** | **Target 2017** |
| No. of Trading Online Vouchers approved | 58 | 50 |
| No. of Trading Online Vouchers Paid | 26 | 30 |
| Value of Trading Online Vouchers Paid | €43,626 | €50,000 |

|  |  |  |
| --- | --- | --- |
| **MFI:**  | **Output 2016** | **Target 2017** |
| Number of MFI Applications Assessed by LEO | 16 | 20 |
| Number of MFI Applications recommended by LEO | 16 | 15 |

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

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

|  |  |  |
| --- | --- | --- |
| **Measure 1 Projects to Enterprise Ireland for Approval:** | Output 2016 | Target 2017 |
| Number of Projects | 1 | 3 |
| Value of Projects Approved | €66,500 | N/A |
| Jobs Associated with Projects | 5 | N/A |