

DUBLIN

**ACTION
PLAN
FOR
JOBS**

2016-2018



Foreword

by the Minister for Jobs, Enterprise and Innovation, Richard Bruton, T.D.



When this Government came into office we were faced with addressing a significant challenge to help to get people back to work and to stem the tide of job losses. One of our key priorities was to rebuild an economy that would be sustainable over the longer term, to embed resilience based on competitive enterprise, innovation and exports. The Action Plan for Jobs has been Government's main initiative to support job creation and enterprise, involving a whole of Government response. We have achieved a significant amount since 2012 when the Action Plan for Jobs process was started. We set the ambition to increase the number of people at work by 100,000 by 2016. We have exceeded that ambition, as figures published by the Central Statistics Office for the third quarter of 2015 show that over 136,000 additional jobs have been created. We now have more people at work than we did a decade ago.

We need to build on this progress and stretch ourselves further. Our longer term enterprise policy Enterprise 2025 set an ambition to reach a total of 2.18 million in employment by 2020. We want to ensure that all of our regions benefit from the recovery. We have published an Action Plan for every region to focus action on accelerating the pace of progress throughout the country.

As a Dublin Deputy and Minister I know that the Dublin region has a key role to play, not only in terms of contributing to our national ambition, but also in terms of driving sustainable growth and job creation. The Dublin Action Plan for Jobs is somewhat different than the others. Today, cities compete with cities globally for investment and talent and this competition is fierce. Dublin has punched above its weight over the past decades as a relatively small city in a global context – and we need to take action as we return to growth to ensure that this remains the case. In addition, we know that Dublin is not homogenous, and could best be described as a city of villages. Areas throughout the Dublin region boast different characteristics, nature of sectoral strengths, skills profile and potential. We want to identify, nurture and deliver on that potential.

This Plan has considered Dublin both in the national context and in terms of how it is positioned in an international context and perceived from an external perspective. Dublin's diversity and the dynamic already evident give us a strong base from which to build. There is a lot going on already, with many agencies, Local Authorities, bodies and industry associations focused on making a difference in Dublin.

The focus of this Plan is firmly on ways in which we can, by working together across the city region, deliver a greater impact for our efforts. We can realise a step change in enterprise performance and strengthen the resilience of our economy to provide sustainable jobs and a quality place in which to live, work and play. We can ensure that a strong, successful Dublin benefits the country as a whole. We will collaborate effectively, we will elevate what is happening to raise the profile of the region and share best practice and we will differentiate Dublin's offering in a global context.

The key actors engaged closely with my Department in developing the Plan, and are committed to implementing the actions set out. In addition, this Plan complements the Local Economic and Community Plans developed by the Local Authorities and the Regional Spatial and Economic Strategies to be developed by the Regional Assemblies.

I want to thank all those who contributed to the development of the Plan and look forward to their continued participation in the process. This is only the start.

To further support enterprise growth and job creation in the regions, the Government will provide up to €250 million over the next five years to support the Regional Action Plan process. €150 million of this funding will support an IDA property programme, while up to €100 million will be made available through Enterprise Ireland for three separate competitive calls for proposals which will support innovative and collaborative approaches to drive job creation across the regions.

Richard Bruton, T.D.

Minister for Jobs, Enterprise and Innovation

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Executive Summary

Context and objectives

There are now more people at work in Ireland than there was a decade ago. Today, the Dublin region has 605,600 people in employment and an unemployment rate of 8 percent, down from the high of 13 percent in 2010. There are over 60,000 more people back at work in the region since the Action Plan for Jobs process was launched by the Government in 2012¹.

There is still some way to go to reach the national ambition set out in *Enterprise 2025* to have 2.18 people in employment by 2020, and an unemployment rate of 6 percent – with each region in the country benefiting from the recovery.

As our capital city region, Dublin has punched above its weight over the past decades as a relatively small city in a global context, and is rebounding well from the economic downturn. However, we need to ensure that further growth is based on a sustainable model, with exports as a key driver. We need to see a continued strengthening of our enterprise base through innovation, skills development, enhanced productivity and competitiveness. We need also to be aware that cities compete with cities globally for investment and talent and this competition is intensifying.

Dublin has an important role to play in Ireland's future economic growth, not just as a *contributor* to our national ambition for growth over the next decade, but as a key *driver* of our future growth. The Dublin Action Plan for Jobs considers Dublin both in the national context and in terms of how it is positioned in an international context, and perceived from an external perspective.

Our vision for Dublin envisages:

Dublin - The best capital city in which to succeed in business
delivering
sustainable employment and higher standards of living for all.

Enterprise – competitive, productive and globally connected
enabled by
our entrepreneurial and innovative culture that is embodied in people, place and policy.

Our goal for Dublin is to achieve **sustainable full employment**, with a further 66,000 people in employment by 2020.

This Plan encompasses the whole of enterprise, aimed at delivering opportunities across the city region and including both manufacturing and services activities. Our ambition is that Dublin will drive Ireland's economic recovery, will build its international visibility and will:

- deliver an internationally **competitive, innovative and productive enterprise base** – through a **step change in enterprise performance** across all sectors in Dublin;

¹ Based on Q3 2015 & Q3 2011, CSO, QNHS

- develop **hubs with a global reputation in Dublin for a number of key sectors** building on its strengths in software, financial services, internationally traded services, design, food, bio-pharma and tourism – and with the ability to capture new areas of opportunity as sectors evolve and as digitisation becomes more pervasive;
- enhance Dublin’s standing as a **world-class start-up city** – supported by a dynamic, vibrant sense of place that stimulates entrepreneurship and creativity;
- make Dublin a **home for 21st century talent for enterprise** – offering enterprise a multicultural, multidisciplinary highly skilled population and people with a can-do attitude;
- create a city region with a rich variety of location with their unique sense of place, where people choose to work, invest, live and play in a **city of the world that feels like a village**; and
- create an **‘Ideas Capital’** – where innovation is the way of life.

Dublin – making a difference

Dublin’s scale, diversity and the dynamic already in evidence as well as its role in the international context make this Plan somewhat different from the other Regional Action Plans. We know there is much already underway in the region and this Plan does not intend to document what is already happening. The focus is firmly on ways in which we can, by working together *across* the city region, deliver greater impact for our efforts and realise a step change in enterprise performance. It is in this context that we aim to:

- **elevate** activities that are having an impact - activities that work as demonstrators that can be replicated across the city region and that raise Dublin’s profile internationally;
- **collaborate** where, by working together we can achieve more than might otherwise be realised and can facilitate clustering activities with scale and international visibility; and
- seek always to **differentiate** Dublin in terms of innovativeness, place-making, talent and its connectedness regionally, nationally and globally.

Realising a step change in enterprise performance requires a coordinated approach that addresses a number of inter-related levels: providing incentives and advisory services to build capabilities and stimulate investment at the level of the enterprise; stimulating greater sectoral clustering and keeping abreast of, and responding to new areas of opportunity as they arise; and strengthening the wider ecosystem that is supportive of business. The actions are mutually reinforcing.

Actions encompass the ‘big ideas’ that are internationally visible (or have the potential to be) as well as the ‘small ideas’ - that if elevated or strengthened through collaboration could deliver greater impact than might otherwise be achieved.

The Plan spans the three year period from 2016 to 2018 but the reality and strength of this process is that it represents the start of a rolling agenda of collaborative action to accelerate enterprise development in Dublin that will continue beyond 2018.

Taking action

Actions have been set out under six thematic areas aimed at delivering on our ambition.

We aim to achieve sustainable full employment, with a further 66,000 people in employment by 2020. The following provides a snap shot of actions set out in the Action Plan.

1 We will realise a step up in enterprise performance – internationally competitive, innovative and productive

We will realise a step change in our enterprise base by placing a strong focus on transformation, and embedding innovation and competitiveness at the core of enterprise. Dublin’s reputation as a great place to do business will stimulate more investments from overseas, a deepening of capabilities within existing enterprises and potential for expansion

We will focus on transforming Dublin’s enterprise base and on attracting further investment.....

- IDA Ireland will deliver 430 FDI investments for Dublin over the period 2015-2019
- The enterprise development agencies will stimulate more Dublin based companies to invest in RD&I activities and deliver a 20 percent uplift in expenditure by foreign owned companies and have 20 percent more RD&I active Irish owned enterprises
- IDA Ireland, Enterprise Ireland and the LEOs will work together to deliver an integrated approach to LEAN – stimulating greater take-up in both manufacturing and services enterprises across Dublin
- Enterprise Ireland, IDA Ireland and the LEOs will work with enterprises to realise a doubling of enterprise investment in training and upskilling for employees in Dublin
- The agencies will work with enterprises to stimulate increase engagement between Dublin based enterprise and the research and technology centres, delivering at least one third more collaborations and seeding intensified clustering activities

We will leverage Dublin’s distinctive enterprise mix to stimulate greater collaboration for greater economic impact

- Enterprise Ireland will issue a regional competitive call for proposals aimed at stimulating structured collaboration and leveraging regional assets. Enterprise, HEIs, industry associations and other key stakeholders will be encouraged to submit compelling proposals
- The HEIs will further deepen Dublin’s research capabilities and infrastructures and their impact on the region’s enterprises using the SFI support programme and gaining increased involvement by enterprise
- Relevant public bodies, including the four Local Authorities and Enterprise Ireland will work collaboratively to identify and roll out SBIR initiatives that present opportunities to leverage the capabilities of our Irish owned innovative enterprises
- The four Local Authorities will coordinate activities across the region, informed by the Local Economic and Community Plans to realise greater impact in areas such as retail, Dublin Food Chain, public Wi-Fi, tourism, entrepreneurship in schools, events and festivals
- We will position Dublin as a centre of excellence in Corporate Social Responsibility, with key initiatives driven by Business in the Community Ireland, industry associations, chambers and HEIs aimed at addressing youth unemployment, sustainability (Green) and accessible education

Raising the bar for small and micro enterprises to deliver more for Dublin

- The four Local Authorities and LEOs will work with industry associations to deliver coordinated promotion of existing initiatives for micro and small locally trading firms to stimulate increased take-up to enhance innovation, competitiveness, management capability and productivity

2 Developing Dublin's global reputation for a number of key sectoral hubs

We will strengthen Dublin's sectoral mix, staying at the forefront in the areas in which we have comparative advantage, enhancing the competitiveness of employment intensive sectors and stimulating clusters of scale and international visibility to build long term resilience

Taking action to deliver increased scale and visibility in clustering activities that leverage our key sectors and research capabilities....

- The agencies and industry associations will work collaboratively with enterprises and HEIs in Dublin to seize the opportunity offered by the national challenge centric approach to **build clusters of scale** and international visibility – based on Dublin's areas of strength in industry and research
- The enterprise development agencies will work with enterprises in our **key export oriented sectors** to embed and grow activities in Dublin, through focused sector specific actions for financial services, software, digital, internationally traded services, design and creative industries, food, bio-pharma and other manufacturing, and for example:
 - IDA Ireland and Enterprise Ireland will stimulate greater awareness of and support investments in innovation in services and business processes amongst enterprises
 - The Industry Associations, HEIs and agencies will strengthen the provision of work placements to undergraduates in data analytics – a capability that is required by a range of sectors
 - Enterprise Ireland will undertake a review of food incubation facilities for innovative food start-ups to assess adequacy and to identify ways to address gaps as needed
 - The Design and Crafts Council of Ireland, working collaboratively with Enterprise Ireland and Fáilte Ireland, will elevate our capabilities in design and the creative sector through Showcase 2016, and raise Dublin's profile as an attractive place to visit and to do business
- We will realise the potential of our **employment intensive sectors and activities** – including:
 - Fáilte Ireland will drive the implementation of Destination Dublin to deliver a 7 percent increase year on year in visitor numbers to reach 6.2 million by 2020 and a doubling of spend to reach €2.5 billion
 - The four Local Authorities will raise awareness of licences.ie, and will place license applications on line with a particular focus on the retail sector in the first instance
 - Enterprise Ireland and business associations will promote the use of Business Information Modelling (BIM) within the Irish construction sector to enable enterprises to compete successfully in end markets where BIM is a requirement

3 We will enhance Dublin's standing as a world class start-up city

We will increase the number of start-ups in the Dublin region by a minimum of 25 percent and increase the survival rate of start-ups in the first five years by a minimum of 25 percent by taking a coordinated and collaborative approach to deliver on our ambition:

We will raise Dublin's profile internationally as a dynamic start-up city

- Dublin City Council, through its work on the Dublin Economic Monitor, will identify the key indicators where an uplift in performance is required to influence Dublin's overall ranking in an international context, and provide the evidence to stimulate coherent responses by relevant stakeholders;
- Ireland's embassy network, together with the enterprise development agencies, will engage in targeted networking overseas to raise Dublin's visibility and profile as a start-up city
- Fáilte Ireland, in collaboration with industry associations, agencies and other stakeholders will assess the potential to host an international start-up event in Dublin aimed at raising Dublin's profile on the world stage and showcasing Ireland's technology rich enterprises and entrepreneurial capability

A joined up offering on enterprise space for start-ups in Dublin

- Dublin City Council will take first steps to create *StartupSpaceDublin* aimed networking Dublin's start-up space and start-up support programmes city-wide

We will strengthen capabilities in our entrepreneurs and start-ups to deliver sustainable growth

- Enterprise Ireland will pilot its reformulated New Frontiers programme and will also undertake workshops and one to one mentoring support under the Enterprise Start programme to encourage entrepreneurs with the potential to develop innovative export oriented projects. Enterprise Ireland will also deliver tailored mentoring programmes for the benefit of more than 300 of its clients nationally in 2016
- The Dublin Commissioner for Start-ups will roll out its start-up-MNC engagement initiative to assist start-ups to leverage knowledge, information and experience

4 Dublin – as a home for 21st century talent for enterprise

Dublin will be *the* place for talent – a home for 21st century talent for enterprise – and will ensure that it keeps abreast of how sectors, occupations and skills are evolving so that our people will differentiate Dublin's offering in a global context

We will deepen engagement between education and enterprise

- The Department of Education and Science, together with the further education and training providers, will collaborate with industry through a Regional Skills Forum to embed an agile assessment and response mechanism that will ensure availability of skills that are relevant to Dublin's key sectors
- Dublin City University, together with the education sector and key stakeholders will host an annual education-enterprise conference to discuss and plan for future skills needs for the enterprise sector in Dublin
- The Department of Education and Science, together with the relevant institutes, will establish a Technological University for Dublin

- The Institutes of Technology and Enterprise Training Boards will increase apprenticeship and traineeships in Dublin linked to defined enterprise needs as part of the National Skills Strategy

We will embed entrepreneurial behaviours in our people & enterprises

- Higher Education Institutes will promote and develop entrepreneurial behaviours of postgraduates and postdoctoral researchers by implementing practical initiatives such as master class webinars, short term enterprise-based research scholarships, and/or sector specific industry information sessions & training initiatives
- Dublin City Council will evaluate the Design4Growth pilot initiative with the intention of rolling out the programme across the Dublin region to stimulate design thinking, creativity and entrepreneurialism among micro and small enterprises
- Dublin City University, in collaboration with other HEIs, will host at least one Hackathon per quarter, stimulating innovation, and raising Dublin's profile as a Hub for Hackathons

5 Dublin – a city of the world that feels like a village

We will celebrate and promote the unique offerings of Dublin neighbourhoods, prioritise the infrastructure investments needed to support our international city, and strengthen connections between Dublin and Belfast as core to the Dublin-Belfast economic corridor development

- The four Local Authorities and Fáilte Ireland will examine how the unique offerings of Dublin neighbourhoods, villages and town centres from a living, working and investment perspective can be elevated in the context of Dublin promotional activity, informed by actions set out in County Development and the Local Economic and Community Plans
- InterTrade Ireland and the LEOs will promote and increase the take up of Acumen and Elevate programmes to provide financial assistance to local companies based in Dublin to pursue export opportunities in Northern Ireland as part of a wider agenda to drive connections along the Dublin-Belfast Corridor
- Informed by the National Planning Framework, The East and Midland Regional Assembly will reinvigorate a focus on development of the Dublin Belfast economic corridor, working with the West and Border Regional Assembly and other key stakeholders

6 Dublin – the 'Ideas Capital' where innovation is the way of life

We will elevate Dublin's reputation nationally and internationally as the Ideas Capital, demonstrating that innovation is embedded in how we do things, in how we work, collaborate and deliver an improved environment in which to do business, to live, work and play

- The Smart Dublin Project Team (led by Dublin City Council) will develop strategic partnerships across agencies, HEIs, and SMEs in the Dublin Region to identify and advance smart city initiatives as part of a sustained programme of activities using Dublin as a test bed
- The Smart Dublin Project Team, in collaboration with other key stakeholders will launch a series of open calls for new solutions to the challenges faced by cities that will in turn, create new business opportunities for the Dublin Region
- The Dublin BIC will deliver a conference on emerging technologies building on the Silicon Stroll Bootcamp event in 2015 to include a session focused on 'Dublin Street of the Future' to generate ideas and to activate the concept

Implementing the plan and monitoring progress

The Dublin Action Plan for Jobs has been developed following wide local stakeholder engagement. It is in reality a rolling agenda which will allow additional actions and ideas to be added as they emerge over the period of the Plan and beyond.

An Implementation Committee will be established with a Chairperson appointed by the Minister for Jobs, Enterprise and Innovation, to oversee monitoring of implementation. A six-monthly Progress Report will be published by this Committee twice yearly. The Progress Reports will also identify areas for further action in a rolling framework. The Minister will also appoint Enterprise Champions for Dublin to drive the enterprise and jobs focus of the Plan.

Measuring success

The following metrics have been incorporated in actions set out above where relevant. They are summarised here for ease of reference. By 2020, we will:

- Have 66,000 more people in employment and reach an unemployment rate of 6 percent²;
- increase the number of start-ups in the region by a minimum of 25 percent;
- increase the survival rate of start-ups in the first five years by a minimum of 25 percent;
- deliver a minimum of 430 FDI investments for Dublin over the period 2015-2019;
- improve the capacity of Irish owned agency supported enterprises to grow to scale by a minimum of 30 per cent across a number of turnover thresholds³;
- increase RD&I performance within enterprises, with an increase:
 - of 20 percent in RD&I expenditure in foreign owned entities (by 2019);
 - of 20 percent in numbers of Irish owned enterprises engaging in RD&I activities; and
 - more collaborative activity involving enterprises and state funded research institutes, delivering at least one third more collaborations and seeding intensified clustering activities;
- double enterprise investment in training and upskilling for employees;
- deliver a 7 percent increase year on year in visitor numbers to reach 6.2 million⁴; and
- achieve a doubling of spend by visitors to reach a total of €2.5 billion⁵.

² Based on 2014 baseline employment of 578,300, aligned with Enterprise 2025 and the other Regional Action Plans – annual average employment over four calendar quarters (CSO)

³ Sales out of Ireland of more than €3 million, €20 million and €100 million

⁴ Destination Dublin set out targets for the Tourism Sector in Dublin to be reached by 2020

⁵ Destination Dublin, A Collective Strategy for Tourism Growth to 2020, Fáilte Ireland

Setting the context for action

Introduction

Ireland's return to growth

We are emerging from the most severe recession of recent decades. Nationally, there are now 1,983,000 people at work (Q3 2015). There are more than 136,000 people in work today than when the Action Plan for Jobs process was implemented in 2012. We are seeing increased confidence in the business community and positive indications for Ireland's economic future.

The development of this action plan for Dublin is timely. *Enterprise 2025*, Ireland's national enterprise policy for the next decade was launched in November 2015. This set out the challenging, yet achievable ambition to have 2.18 million people at work by 2020 – this will be the highest number of people employed since the establishment of the State.

Dublin should and will play a key role in Ireland's future economic development and in realising this national employment ambition.

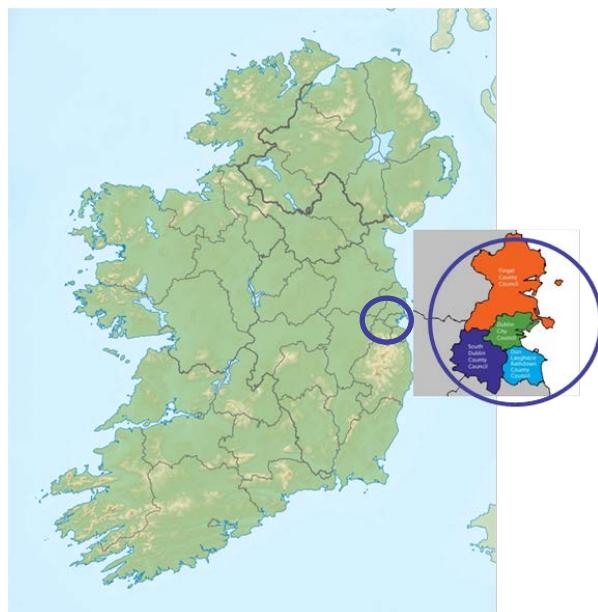
A key question arises – Is Dublin ready to capture growth potential?

We need to put in place the enablers to ensure that Dublin not only contributes to delivering to the national ambition – but also plays its role as our capital city to *drive* economic growth. Any constraints to making full employment a reality throughout the Dublin region also need to be addressed.

Dublin ... defining 'place'

The area of Dublin for the purposes of this Action Plan encompasses the functional area of the entire city and acknowledges that the responsibility for Dublin's development and administration falls to four separate local authorities in the main – Fingal County Council, Dublin City Council, South Dublin County Council and Dun Laoghaire -Rathdown County Council.

We know too, that Dublin's functional reach extends beyond the four local authorities, supporting its performance as a key economic driving force for the entire country.



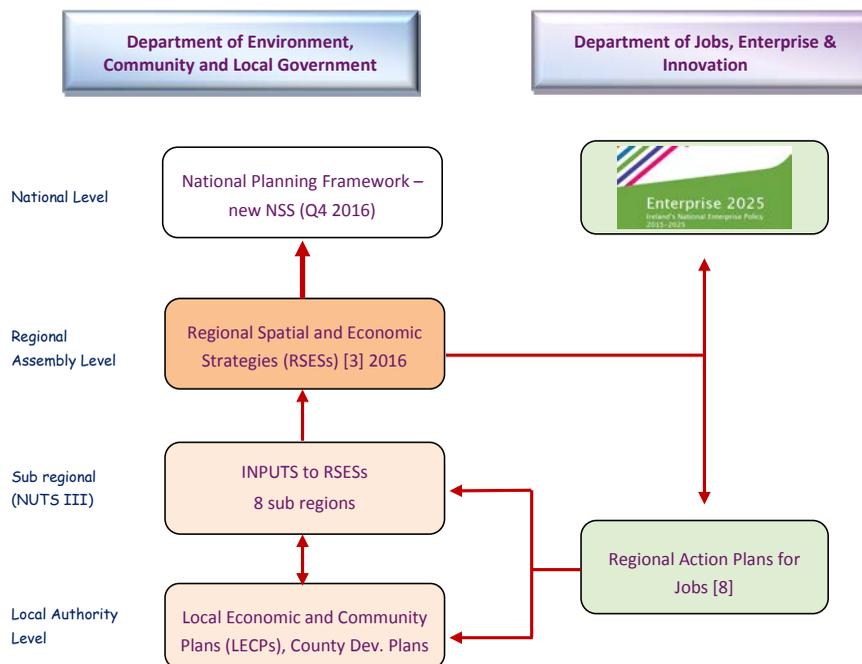
Developing a Dublin Action Plan for Jobs

Regional action plans serve to translate national policies into regional action – building on the specific strengths and potential of that region⁶.

This Dublin Action Plan for Jobs places an emphasis on delivering a step change in enterprise performance – ultimately to deliver jobs, growth and higher standards of living for all.

Dublin’s development needs to be environmentally sustainable in the longer term as we return to economic growth (and likely net inward migration). There is a strong interplay between a well-designed urban planning framework and enterprise development. This Action Plan for Jobs therefore highlights the importance of place-making in Dublin’s attractiveness for investment and talent, and sets out some key actions that should be accelerated over the short term. It is not intended to be, nor should it be interpreted as, a comprehensive urban plan. This Dublin Action Plan for Jobs, *Enterprise 2025* and the other regional action plans will inform the work of the Department of Environment, Community and Local Government (DECLG) as it undertakes the development of the Regional Spatial and Economic Strategies in the context of the National Planning Framework⁷ (Figure 1).

Figure 1 Synergies between DJEI and DECLG regional and national plans



Source: DJEI

A broad agenda requiring a cohesive response

We know that the Department of Jobs, Enterprise and Innovation (DJEI) and its agencies cannot, on their own, deliver on the enterprise development and growth agenda. So although DJEI is the principal governmental advocate for the enterprise sector, many other government departments,

⁶ Action Plans have been developed and published for each of the other seven regions in Ireland and are available at www.djei.ie/en/Publications

⁷ Towards a National Planning Framework – A Roadmap for the Delivery of The National Planning Framework 2015, December 2015

agencies and bodies play a crucial role in delivering on complementary actions to provide an environment that is conducive to job creation and supports the development of a competitive and sustainable enterprise mix.

The development of the Dublin Action Plan for Jobs itself has been as a result of collaborative engagement and inputs from the relevant stakeholders who are committed to making it a reality (refer to Appendix A).

In developing the Plan, we acknowledge it is somewhat different than those developed for the other regions – not least because of the scale and scope of the range of agencies, bodies and industry associations and the extensive activities focused on making a difference in Dublin already underway. For example, recently published Local Economic and Community Plans set out detailed actions across a broad agenda including enterprise, unemployment, disadvantage, planning etc., for each of the individual four Dublin Local Authorities – involving almost 1,000 actions in total.

This Action Plan does not intend to document what is already happening ... the focus is on ways in which we can, by working together deliver greater impact for our efforts.

...elevate – collaborate – differentiate

The actions set out how we can *elevate, collaborate and differentiate* what Dublin has to offer to stimulate a step change in enterprise performance. This involves:

- ***elevating*** activities that are having an impact - activities that work as demonstrators that can be replicated across the city region and that raise Dublin's profile internationally;
- ***collaborating*** where, by working together we can achieve more than might otherwise be realised and can facilitate greater clustering activities with scale; and
- ***differentiating*** Dublin in terms of innovativeness, place-making, talent and its connectedness regionally, nationally and globally.

Actions encompass the 'big ideas' that are internationally visible (or have the potential to be) as well as the 'small ideas' - that if elevated or strengthened through collaboration could deliver greater impact than might otherwise be achieved.

Informing the national agenda

Throughout our consultations, a number of suggested actions were put forward that inform the overarching national agenda as distinct from being Dublin specific. These include, for example, fiscal, taxation, education, investment, and labour market policies and regulation etc. In relation to infrastructures the Capital Investment Programme 2017-2021 sets out the agenda – and we have highlighted aspects that are critical to the future of Dublin and its ability to respond to the needs of an increasing population, the efficient movement of goods and people, as well as national and international connectivity.

Dublin – a driving force in Ireland’s future economic development

As a driving force in Ireland’s future economic development, Dublin is considered as a place in its own right; in terms of its national role as our capital; and in an international context.

Dublin is not homogenous and can be described as a city of villages and communities. Different areas of the city offer different strengths and challenges. There is an understanding and energy at local level that informs the tailored actions taken by local actors to create opportunities for people to live and work.

Internationally cities compete with cities for investment, start-ups and talent attraction. The reality is that Dublin is small relative to other cities and capitals in Europe and elsewhere. Nevertheless, Dublin has punched above its weight over the past decades and is rebounding well from the economic downturn.

Dublin plays a key role in a number of ways:

- **New business investments** - as a dynamic city region, Dublin attracts more new business investments than the rest of the country. As Ireland’s main international access point, Dublin’s attractiveness is a key factor in securing new business investment for any Irish location.
- **A magnet for mobile entrepreneurs** - as a magnet for fast growing young internationally mobile companies, entrepreneurs and talent, Dublin can provide a unique business and living experience.
- **A vibrant location for start-ups** - as a vibrant location for start-ups, Dublin provides access to a like-minded community and to a range of competitive service providers. For companies who are mobile at an earlier stage of their lifecycle, and for entrepreneurs making choices as to where to start a business and live, Dublin offers a very attractive proposition. It is equally important that we continue to provide an attractive location for our own entrepreneurs as it is for mobile ‘born globals’.
- **A centre for talent** – Dublin boasts a high concentration of multi-disciplinary and multi-lingual talent, with over 36 percent of the population holding a third level qualification, and a range of internationally renowned Higher Education Institutes.
- **International access** – Dublin provides a location with easy access to international destinations, which is increasingly important to both Irish owned and foreign owned companies operating globally in terms of business and research and development activity.

Data snapshot

- There are over 1.3 million people living in Dublin representing 28% of the total population
- Projected to grow to 1.39 million by 2021, and to almost 1.55 by 2031
- There are 605,600 people at work and unemployment stands at 8% (lower than the State average of 9.3%)
- Disposable incomes of €50,857 are 28% higher than national average
- GVA per person at €51,839 relative to the State average of €34,308
- 36% have a third level qualification, relative to the state average of 29 %
- Youth dependency at 31% is slightly less than the national average of 34%

- **Connected nationally** – Dublin is a critical element of the business ecosystem in Ireland from the perspective of enterprises located in all regions throughout Ireland and also Northern Ireland.
- **A cohesive community** – a substantive market place in its own right, Dublin offers a sense of community, a vibrant labour market and customer base, and an attractive environment in which to invest, work, learn and live.
- **As the national administrative hub** – Dublin houses the seat of national Government, the bulk of government department headquarters, and many national institutions and agencies.

Part of Dublin’s charm and attractiveness is that it has evolved organically. However, it is proactive and cohesive planning and action that will sustain this over the longer term.

Dublin employment trends and analysis

Today there are 605,600 people employed in Dublin representing 31 percent of the total working population in Ireland. As a dynamic urban location, Dublin offers employment across a range of sectors and activities and is poised to take advantage of a return to growth.

Looking back over the past decade, Dublin, as with other regions, was significantly impacted by the recession, with employment falling from a peak of 640,000 in 2007 and an unemployment rate of 4.5 percent to an unemployment rate of 13 percent by 2010. As much of the growth in the 2000s was related to construction, retail and consumption, it proved unsustainable over the longer term.

With a renewed focus on sustainable enterprise and job growth, based on exports, innovation and skills, more sustainable jobs are being created by enterprises in Dublin, and following a period of intensified and coordinated action by government since the launch of the Action Plan for Jobs process in early 2012, the unemployment rate in Dublin is back to just above eight percent. Increases in foreign earnings are playing a key part in the recovery with tourism visitor numbers have increased and there were a record number of arrivals recorded at Dublin airport having reached over 1 million arrivals in June 2015 (an increase of 19 percent over the previous year).

Figure 2 Employment and unemployment, 1998 - 2015



Source: CSO Quarterly National Household Survey

For Ireland (and for Dublin) as a small open economy, sustainable long term growth is dependent on continued success in international markets. Over the coming decade our enterprise policy is predicated upon growth fuelled by foreign earnings derived from exports in the first instance as distinct from being driven primarily by domestic consumption.

The enterprise development agencies have both announced positive outcomes for 2015 – continuing an upward trend in employment growth since 2010, driven by export growth. Enterprise Ireland supported the creation of an additional 6,039 gross full time jobs in 2015 and a net change of 3,098, or an increase of six percent, bringing total full time employment to 54,859. Similarly, IDA Ireland supported the creation of 8,683 gross new full time jobs and a net change of 5,676, an increase of 8.7 percent bringing employment to a total of 70,790 in Dublin.

Sectoral analysis

Dublin boasts enterprise activity across a variety of sectors, offering employment opportunity across a range of occupational profiles. At a high level, based on CSO data, employment in Dublin today is distributed across thirteen broad sectors of economic activity, with five of these (wholesale/retail, health/social work, professional activities, financial, activities, and accommodation/food) accounting for half of all employment. This includes both public sector and private sector employment.

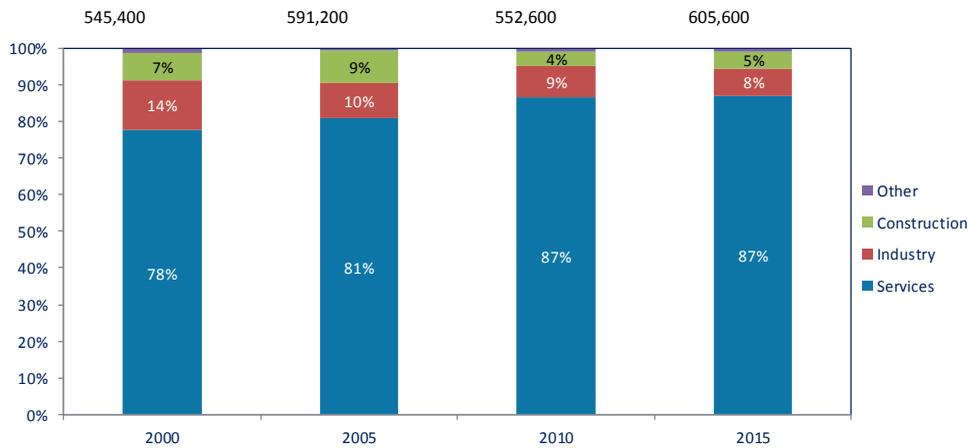
In 2012, the latest year for which the CSO has published its business demography, there were almost 58,000 active enterprises in Dublin, accounting for 31 percent of the State's total number. The largest number of active enterprises were in professional activities (13,100, or almost a quarter), followed by wholesale and retail (just over 11,000 or almost a fifth); one-in-ten enterprises were in the ICT sector, the highest share of all regions. When compared to other regions, Dublin had the highest share of medium and large enterprises, and consequently the lowest share of micro enterprises.

In terms of employment in Q4, 2014, the wholesale and retail sector was the largest sector, employing 81,300. Approximately 44,200 persons were in the ICT sector, representing eight percent of the region's employment, while there were approximately 55,600 persons in financial services and related activities. Knowledge intensive services (market, high tech and financial) accounted for 26 percent of employment, the highest share of all regions. 13 percent were self-employed, of which two thirds with no employees and 1.6 percent were in State subsidised employment schemes.

In 2014 (Q4) there were approximately 38,000 persons in the Dublin region employed in Manufacturing. Of these, 41 percent were employed in high technology manufacturing and almost an identical share (40 percent) was employed in low technology manufacturing, and there were eight percent in medium-high, and 11 percent in medium-low manufacturing. Dublin had the highest share of high technology manufacturing of all regions; it also accounted for about one quarter of all high technology manufacturing employment in the State.

The underlying trend over the past fifteen years (since 2000) shows a steady increase in the proportion of people working in services activities (including public sector). As a proportion, the share of employment represented by industry has fallen from 14 percent in 2000 to 8 percent in 2015. In terms of employment numbers, there has been an increase of 104,000 people employed in services and a decrease of 30,000 in industrial activities. The increase in services activities is not distinctive to Dublin and has been an ongoing trend in developed economies generally, coupled with what is termed a servicisation of manufacturing (with companies providing a full solution involving customised services complementing the product).

Figure 3 Distribution of employment in Dublin by broad sector, selected years



Source: CSO Quarterly National Household Survey

In terms of construction there has been an increase in employment of 5,400 since the beginning of 2014. Within services activities, the tourism sector has grown by eight percent since 2000, and employs 46,200 today. This tourism sector employment growth is in a context where the number of overseas trips to Ireland by non-residents has increased since 2014 by 13.5 percent to reach 2.771 million trips in Q3 last year.

Figure 4 Distribution of employment in Dublin in services, selected years

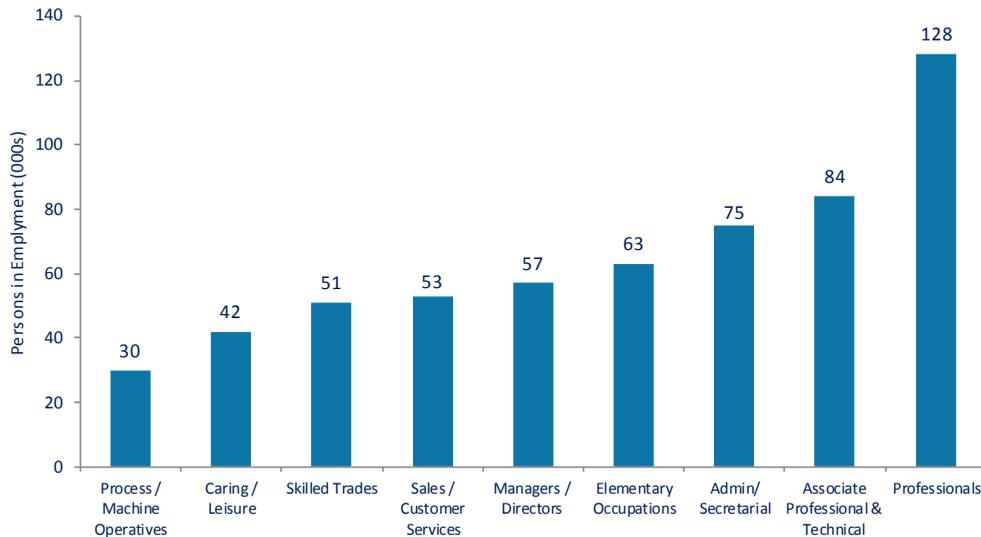


Source: CSO Quarterly National Household Survey

In terms of occupations, Dublin provides employment opportunities across a wide spectrum, with over a third of all employees working in associate professional, professional and technical occupations. In 2014, 46 percent of professionals worked in the public sector, 14 percent in the ICT sector and 10 percent were in financial services and related activities. Elsewhere, 11 percent were employed in elementary occupations and five percent as operatives. In addition, over seven

percent worked in caring, leisure and other personal service occupations, while nine percent worked in skilled trades including as chefs, metal work, electricians, mechanics, carpenters and IT service trades.

Figure 5 Distribution of employment in Dublin across occupations, 2014



Source: SOLAS

Agency supported employment

The Annual Employment Survey (DJEI) provides additional insight into the export and research intensive sectors and company base supported by our Enterprise Development agencies – activities upon which sustainable growth depends over the longer term.

Agency supported enterprises contribute circa 85 percent to Ireland’s total exports and are key drivers of Ireland’s economic growth potential. Total exports from Ireland in 2014 were the highest exports on record at €215 billion⁸ – over three times higher than in 1998. Dublin based agency supported enterprises play a key role in delivering on this success.

Following three years of decline in the early 2000s, employment grew steadily from 2003 to 2007 in Dublin, reaching almost 111,000. In the wake of the economic crisis, employment fell to 98,400 in 2010 before rebounding strongly. Such has been the success of agency supported exporting firms, a record-level of full-time employment (116,000) was reached in 2014, with a further 17,000 people working in part-time positions. As noted above, data from the DJEI 2015 Annual Employment Survey indicate a very positive result for the Dublin region, with an increase in permanent jobs reported for Enterprise Ireland and IDA Ireland agency client companies of over 8,800 jobs – more than seven per cent over the previous year.

The estimates above suggest that the enterprise development agencies support 28 per cent of all private sector employment in Dublin. The ratio of employment in Irish-owned firms to that of foreign-owned firms has remained relatively consistent⁹ over the period 2010-2014. Agency

⁸ Latest data available at time of going to print

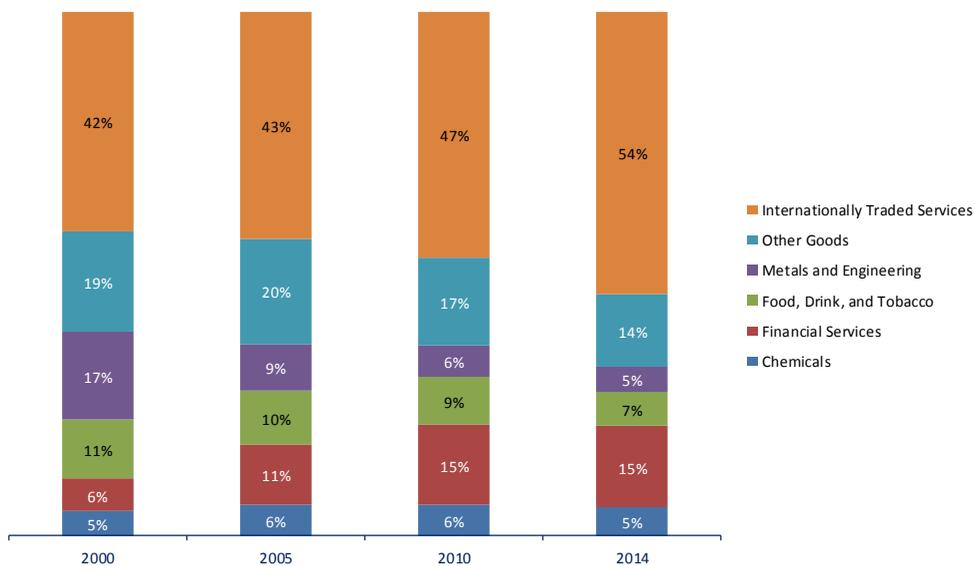
⁹ About 45 percent to 55 percent Irish : foreign owned over the period 2000-2014

assisted employment is distributed throughout Dublin, involving a range of sectors and activities, and companies through from start-ups to medium and large scale employers.

Overall, the sectoral distribution of employment in these exporting firms mirrors the change seen more generally in the composition of the economy, with employment in services growing, and the proportion of people employed in food/drink, engineering and other goods manufacturing activities reducing steadily since 2000 - having reduced from representing 52 percent of agency supported employment in 2000 to 31 percent today. Nevertheless, manufacturing does, and will remain a key element of Ireland’s enterprise fabric, firmly supported by policy¹⁰.

There are over 35,000 people employed directly in agency supported manufacturing activities in Dublin, generating almost the same number of jobs through indirect employment. Sustained growth continues in our high exporting pharma/biopharma sector, with Dublin being home to a number of global players. Food Wise 2025 has set out the roadmap for growth that presents opportunities for food companies, and initiatives such as LEAN are critical for this sector that faces intense competitiveness pressures. There was a significant decline in employment in engineering/paper & printing activities over the five year period to 2000 when Ireland’s international competitiveness was weakened. However, engineering in particular appears to have stabilised over the past four years and, as with the food sector, demonstrates further potential as companies embrace LEAN principles and invest in RD&I activities.

Figure 6 Full-time employment in agency-assisted firms by sector (Dublin), selected years¹¹



Source: DJEI Annual Employment Survey

Today, approximately 69 percent of agency supported enterprises based in Dublin are involved in services activities that encompass financial services, software and IT services, headquarter, shared services, business services, business process outsourcing (refer to later section Theme 2). In 2014, there were over 60,000 ICT-related agency-assisted jobs in Dublin, which was over half of all such jobs in Ireland. There is a strong cohort of Irish owned technology rich enterprises based in Dublin, alongside the leading global players.

¹⁰ Making it in Ireland: Manufacturing 2020, DJEI, 2013

¹¹ Latest available data for comparison across time

Recent job announcements suggest that job opportunities will continue to arise in the ICT sector, in manufacturing (biopharma, medtech etc.), in a range of services (including professional services as well as transport), in wholesale & retail, in construction (associated with office building & completions), and in finance; opportunities will also include openings for a range of customer service/support roles across the above sectors.

Foreign Direct Investment

Dublin has benefitted immensely from a high concentration of foreign owned enterprises. As the capital city and the main population centre in Ireland, Dublin acts as a major attractor of FDI for Ireland and its regions. A significant proportion of foreign owned enterprises locate in Ireland to serve the domestic economy, primarily in areas such as retail, telecoms, natural resources etc¹². They enhance Dublin's consumer experience and quality of life as well as strengthening competition and stimulating innovation. In terms of agency supported enterprises, IDA Ireland secured over 430 mobile investments for Dublin over the period 2010-2014 and is targeted to achieve 430 investments over the period 2015-2019. Dublin hosts a number of investments of significant scale in the technology, content, financial services and biopharma sectors.

Winning FDI has become increasingly competitive and complex as more sophisticated and forensic lead generation and client engagement processes are being deployed by investment promotion agencies (IPAs) internationally¹³. It is important to acknowledge that FDI is ultimately a business decision made by the companies themselves. Continuing to compete successfully for the right FDI for Ireland's economy, ensuring that those investments are sustainable and contributing optimally to job creation and economic growth is important for Dublin and Ireland. As increasingly cities compete directly with cities for FDI, Dublin's value proposition needs to be well developed and distinctive. How it is effectively promoted to meet the particular strategic needs of potential investors remains a key role for IDA Ireland.

Start-ups

Dublin boasts a vibrant start-up community. We know that nationally there are over one thousand start-ups (enterprise births) set up each month. Although the data is not available on a regional basis, we can assume that a significant proportion of these establish in Dublin. These start-ups span a range of sectors, including retail, hospitality, construction etc., generally targeting the domestic market. The Dublin Commissioner for Start-ups is developing a database of Dublin based start-ups that are product based (goods/services) and underpinned by RD&I. At the end of 2015 there were 1,200 start-ups included on the database.

In 2015, Enterprise Ireland approved funding for a total of 105 High Potential Start-ups (of which 54 percent are Dublin based) and invested a further 112 new early-stage businesses through its Competitive Start Fund¹⁴ of which 44 (39 percent) were Dublin based. The Dublin based investments included start-ups backed by overseas entrepreneurs (5 from a total of 15 nationally) and 11 (from a total of 61 nationally) in companies led by female entrepreneurs. Enterprise Ireland provides direct financial and advisory supports to innovative technology rich enterprises that are targeting export markets.

¹² Approximately 3,300 foreign owned enterprises are based in Ireland employing approximately a quarter of a million people directly. Of these, IDA Ireland supports approximately 1,100 that are based here to serve international markets

¹³ Policy Statement on Foreign Direct Investment in Ireland, July 2014

¹⁴ Enterprise Ireland, Annual Statement 2015

In addition, approximately 500 start-up companies received financial support from the Local Enterprise Office (LEO) network nationally. Of these 20 percent were in the Dublin region.

A sustainable growth path over the next decade

Overall, the story of Dublin through the boom, bust and recovery period is clear from the changes in the employment market. Those sectors most likely to trade locally and linked to the credit-fuelled property boom (e.g. construction, retail and accommodation/food), were hardest hit, with the rapid rise in employment from 2004 to 2007 (+27,100) followed by an even more rapid decline by 2010 (-58,100). Other sectors less likely to be dependent on the boom (e.g. export oriented and R&D intensive industry, technology and financial services) did see a rise in employment levels pre-2007, but it was less dramatic. Both categories of employment have recovered since 2010, but whereas employment in more outward looking sectors has surpassed 2004 employment levels, employment in locally traded sectors has not.

Job creation needs to be continuously monitored to ensure that any further increase in job numbers in locally traded sectors is on a more sustainable basis than in the past. This Action Plan is based on building on Dublin's strengths in export led growth as key drivers of sustainable economic growth, on enhancing the competitiveness and productivity of locally trading enterprises and on embedding resilience with a well-balanced enterprise mix.

Theme 2 later in the report provides brief synopses of our key sectors in Dublin, acknowledging that sectors contribute differently to economic performance – with some being employment intensive and others export oriented and R&D intensive.

Dublin – monitoring economic performance

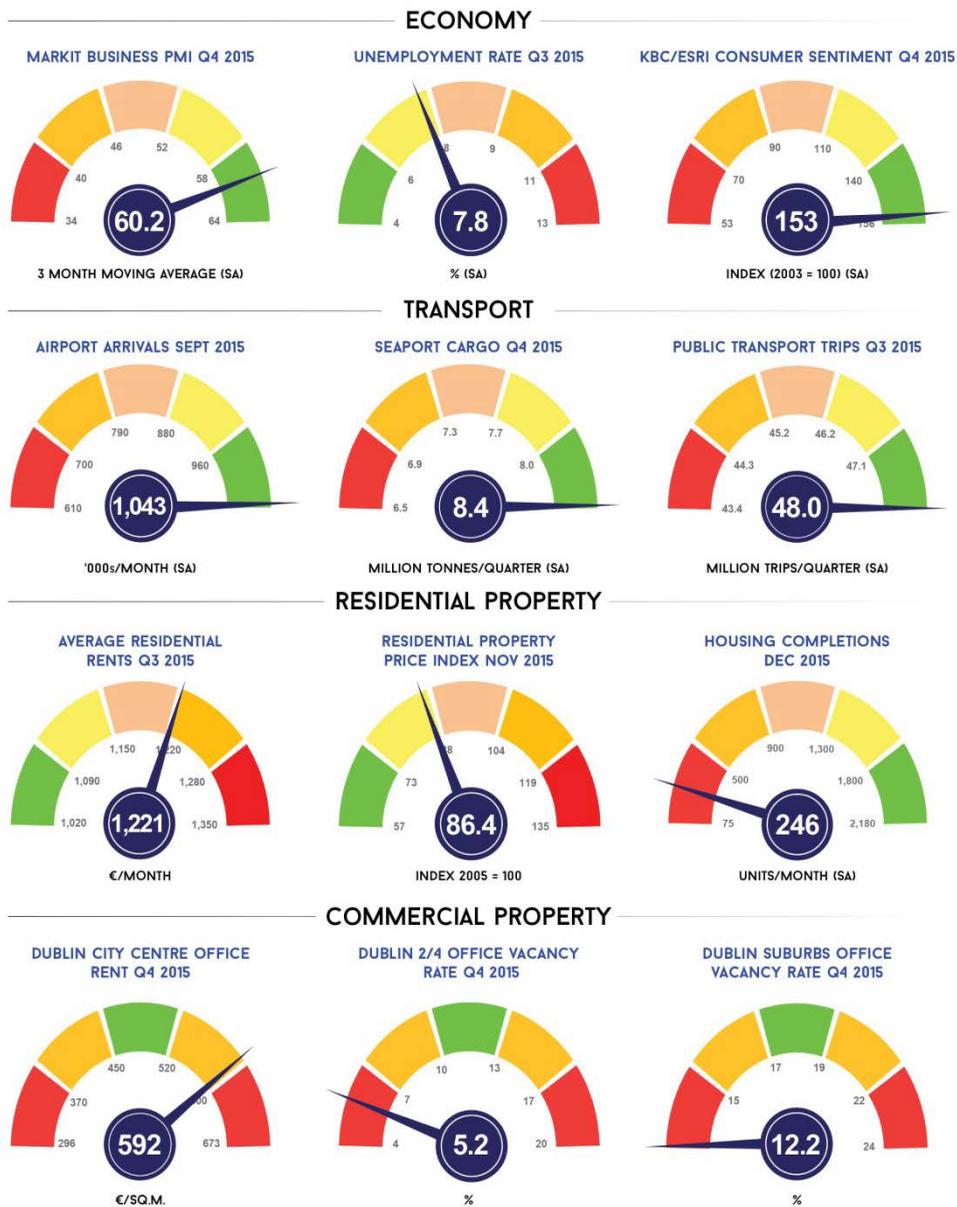
In addition, the four local authorities deliver the Dublin Economic Monitor on a quarterly basis as a joint initiative coordinated by the City Council. DKM Economic Consultants have been engaged to produce the monitor with KBC, ESRI to develop consumer sentiment data and with Markit to develop a Dublin Purchasing Managers' Index. It provides an excellent snapshot of Dublin's economic performance across a range of metrics (including transport and property) and provides indicators to benchmark Dublin's standing internationally. Figure 7 overleaf provides a snapshot of Dublin's Economic Scorecard.

First implemented in early 2015, this initiative demonstrates a strong collaborative approach to building a cross regional overview of Dublin with information that is relevant for the business community, investors and policy makers. With the leadership of the Local Authority CEOs, the Monitor provides a dashboard for all stakeholders to take concerted action to address the key challenges and opportunities for Dublin.

Figure 7 Dublin Economic Score Card

DUBLIN: ECONOMIC SCORECARD Q4 2015

Note: These "petrol gauge" charts present the performance of the particular indicator relative to a range of performances from most positive (green) to least positive (red). Each gauge presents the latest value compared to the peak value and the trough value over the last decade (except for public transport trips which cover the past 5 years).



Source: Dublin Economic Monitor

Dublin – supporting our enterprises

There is a wealth of activity and a range of initiatives underway by various groups, agencies, bodies and private sector associations aimed at stimulating enterprise investment and growth and at creating a 'better' Dublin, offering quality of life and opportunities for employment across a range of occupations. In addition to Dublin Local Authorities, the following provides a snapshot only.

Dublin and community focus

- The Local Enterprise Offices (LEOs) provide a first stop shop for small enterprises, offering a range of supports and services to small enterprises, either directly or by way of signposting to relevant providers (operating within the auspices of the Local Authorities). Direct financial supports are provided to start-ups involved in manufacturing or internationally traded services, while a comprehensive suite of soft supports are available across all business sectors whether domestically or internationally trading. There are four LEOs based in Dublin, each of which is embedded into their respective Local Authorities.
- Dublin Business Innovation Centre (DBIC), various incubation centres, and the Community Enterprise Centres (CECs) offer enterprise space to start-ups and small companies – with many also providing ready access to a range of support services.
- The Dublin Commissioner for Start-ups' mission is to develop a voice, image and platform for Dublin as a great start-up city, nationally and internationally.
- Other public sector bodies/initiatives include the delivery of activation programmes at a local and community level.
- A strong public library service throughout the region plays a key role, helping individuals and communities to realise their potential and enhance their skills and capabilities.

National remit – with a regional focus

- IDA Ireland is responsible for attracting FDI into Ireland. The Agency has a national remit together with a regional focus in the delivery of its Winning strategy (2015-2019). A dedicated IDA Regional Manager for Dublin and the Mideast has been recently appointed. The agency offers a range of supports and after-care services to foreign owned enterprises that establish here as a base from which to access international markets (operating under State Aid guidelines). IDA Ireland operates globally in an environment of intense international competition for investment.
- Enterprise Ireland is responsible for the development and growth of Irish owned enterprises in world markets and works in partnership with them to help them start, grow, innovate and win export sales on global markets. The agency offers a broad suite of supports aimed at enhancing competitiveness and developing capabilities of Irish owned enterprise. It is also involved in strengthening Ireland's venture capital (VC) environment, commercialisation of state funded research and in stimulating RD&I collaboration. The agency has responsibility for attracting food-related FDI to Ireland.
- The Sustainable Energy Association of Ireland's (SEAI) mission is to play a leading role in transforming Ireland into a society based on sustainable energy structures, technologies and practices. SEAI programmes include those available to support businesses in helping to improve energy efficiency and reduce costs, which improves overall competitiveness.
- Science Foundation Ireland (SFI) has a specific mandate as the national foundation for investment in scientific and engineering research. It invests in academic researchers and

research teams who are most likely to generate new knowledge, leading edge technologies and competitive enterprises in the fields of science, technology engineering and maths. SFI has supported the establishment of a number of National Research Centres with particular domain expertise¹⁵, based on a collaborative model and engagement with enterprises throughout the regions. Research funding to Ireland's higher education institutes is also provided through the Irish Research Council as well as other national providers.

Sector specific - national remit building on regional strengths

- Fáilte Ireland – is the National Tourism Development Authority. The Authority provides a range of practical business supports to help tourism businesses better manage and market their products and services. Fáilte Ireland also works with other state agencies and representative bodies to implement practical strategies that will benefit Irish tourism and the Irish economy. It promotes Ireland as a holiday destination through discoverireland.ie. It promotes Dublin to both an international and domestic audience through visitdublin.com and works with the Dublin tourism industry to ensure that the new Dublin tourism brand is embraced: *Dublin - A breath of Fresh Air. Destination Dublin: A Collective Strategy for Tourism Growth to 2020* was launched in January 2014 that sets out a clear roadmap to significantly enhance and differentiate Dublin's tourism offering that encompasses a variety of attractions across the region includes Dublin's coastal villages and mountains.
- Tourism Ireland is responsible for marketing the island of Ireland overseas as a holiday and business tourism destination. They deliver programmes in 23 markets across the world and reach a global audience up to 600 million each year. Promoting *Dublin - A breath of Fresh Air* is a major focus in their overseas marketing activity.
- The agricultural and food sectors are supported by a number of bodies with distinct mandates. In addition to direct supports provided by Enterprise Ireland to export oriented food producers, Bord Bia plays a key role in marketing Irish produce in overseas markets and has recently initiated its Origin Green promise as the only sustainability programme in the world that operates on a national scale, uniting government, the private sector and food producers. Ornuia, (formerly the Irish Dairy Board) markets and sells dairy products on behalf of its members as Ireland's national agri-food commercial cooperative. Teagasc provides integrated research, advisory and training services to agriculture and the food industry.
- The Irish Film Board (IFB) is the national development agency for Irish filmmaking and the Irish film, television and animation industry, investing in talent, creativity and enterprise. The agency supports writers, directors and production companies across these sectors by providing investment loans for the development, production and distribution of film, television and animation projects. The IFB also supports and promotes the Irish screen industries at major international markets and festivals, promotes inward investment, the use of Ireland as a location for international production and provides support for companies filming location in Ireland. The agency provides a strategic vision for industry training through Screen Training Ireland.

¹⁵ Aligned with the research priority areas set out in Ireland's research prioritisation exercise and more recently published Innovation 2020, DJEI, December 2015

Industry associations and chambers

- Industry associations headquartered in Dublin with a national remit include: the Irish Small and Medium Enterprises association (ISME), American Chamber of Commerce, Construction Industry Federation (CIF), Banking and Payments Federation (BPF), Irish Exporters Association (IEA), Irish Hotels Federation (IHF) and the Irish Business and Employers Confederation (Ibec). Ibec encompasses a range of sector specific industry associations such as Food and Drink Industry Ireland (FDII), Irish Medical Devices Association (IMDA), Financial Services Ireland (FSI), Property Industry Ireland (PII), Telecom Internet Federation (TIF), and others, as well as the Small Firms Association (SFA) and has recently established a Dublin Regional Economic Forum. Primarily membership based, these associations provide a range of advisory and information services to members and also lobby on behalf of members to bring business specific issues to the attention of policy makers.
- Chambers of Commerce in Dublin provide a range of networking and information events for its members. Dublin Chamber has been a key player in driving and developing the *Activating Dublin* initiative. This initiative involves collaboration between the Chamber, Dublin City Council, Central Government and other partners from the private, public and social sectors aimed at generating growth and employment in the Dublin region. The initiative has delivered three projects including: Tech Start-ups, Trading Online and Youth Activation.

The wider eco-system

- Dublin is well served in terms of Higher Education Institutes, other education and skills providers, research institutes and technology centres, Accelerator Programmes, business parks, technology parks, industrial estates, incubation centres and Community Enterprise Centres.
- Dublin based projects and initiatives include accelerators, start-up communities, Dublin Food Chain, Business Improvement Districts (BIDs), Business in the Community Ireland (Corporate Social Responsibility), Activating Dublin, PIVOT Dublin, Smart Dublin ... some of which span the entire Dublin areas and some of which are delivered within a local authority area.

This is by no means a comprehensive listing but it illustrates the range and scope of activities currently underway across Dublin. It also highlights what could be considered to be a fragmented myriad of bodies and incentives that is challenging for the entrepreneur, potential investor or business person to navigate.

It reinforces the focus of this Action Plan which is to identify ways in which, through collaborative action, greater impact can be delivered than might otherwise be achieved.

Much will continue to be progressed in the normal course of business.

Dublin – realising its full potential

The past decades of boom and contraction have had implications not only for employment levels, but also in terms of investment in physical infrastructures, for example the demands on public transport networks, and on commercial and retail property. The return to growth in more recent years has highlighted the reality that Dublin may not be as ready as it could be to manage a significant uplift in population growth and enterprise activity.

This action plan highlights a small number of pinch points that may hinder potential in the immediate term – but it is primarily focused on pump-priming job creation and enterprise growth and building on Dublin's evident strengths and the activities already underway.

In addition, and as a note of caution – notwithstanding (and also because of) the imperative to realise the potential of all regions throughout Ireland, it is critical that Dublin continues to realise its full potential and that Dublin’s positioning is not inadvertently compromised. Enterprise development throughout Ireland is premised on a strong and ambitious growth scenario to 2020 and beyond, with all regions positioned to take advantage of (and to contribute to) the recovery.

Dublin Action Plan for Jobs 2016-2018

Dublin – realising and driving national ambition

The development of the Dublin Action Plan for Jobs for Jobs is timely.

Dublin will contribute to achieving the national ambition as set out in *Enterprise 2025* and indeed will be pivotal to *driving* economic growth over the coming decade. The national objective is to have 2.18 million people in employment and to attain further reduction in unemployment levels to 6 percent by 2020. Key to the national objective is that growth will be *sustainable* over the longer term and that Ireland’s enterprise base will be more resilient in the context of international volatility. We know that it is difficult to predict the future with certainty. We are acutely aware of potential disruptive geopolitical, technological and financial forces that could have implications for our future growth in today’s increasingly interconnected world.

Nevertheless, we can take action to address those elements that are within our control; to build on our strengths; to seek out new areas of opportunity; and to address constraints. A competitive enterprise base will be at the core of economic development, creating quality jobs and delivering higher standards of living for all.

A vision and plan for Dublin – *stimulating enterprise and growth*

Dublin - The best capital city in which to succeed in business
delivering

sustainable employment and higher standards of living for all.

Enterprise – competitive, productive and globally connected
enabled by

our entrepreneurial and innovative culture that is embodied in people, place and policy.

Our ambition is to have 66,000 more people at work in the Dublin region by 2020.

This plan encompasses the whole of enterprise aimed at delivering opportunities across the region including both manufacturing and services activities.

Sectors contribute to economic growth in different ways. Some tend to be more export oriented or R&D intensive, others are more employment intensive such as retail or hospitality. Dublin’s already diverse enterprise mix will provide the potential for job creation across a range of occupations and capabilities over the term of this Plan 2016-2018. Growth that is led by strong export performance, where enterprises are innovative, productive and internationally competitive together with a strong sectoral mix will provide the basis for sustainable economic performance in Dublin. The return to growth is already evident, but we must remain vigilant and ensure that we continue to capture new areas of opportunity in an evolving sectoral landscape.

Our ambition is that Dublin will drive Ireland's economic recovery and will build its international visibility and will:

- deliver an internationally **competitive, innovative and productive enterprise base** – through a **step change in enterprise performance** across all sectors in Dublin;
- develop **hubs with a global reputation in Dublin for a number of key sectors** building on its strengths in software, financial services, internationally traded services, design, food, bio-pharma and tourism – and with the ability to capture new areas of opportunity as sectors evolve and as digitisation becomes more pervasive;
- enhance Dublin's standing as a **world-class start-up city** – supported by a dynamic, vibrant sense of place that stimulates entrepreneurship and creativity;
- make Dublin a **home for 21st century talent for enterprise** – offering enterprise a multicultural, multidisciplinary highly skilled population and people with a can-do attitude;
- create a city region with a rich variety of locations with unique sense of place, where people choose to work, invest, live and play in a **city of the world that feels like a village**; and
- create an **'Ideas Capital'** – where innovation is the way of life.

Measuring success – key metrics

As Ireland's capital, Dublin's success will be key to delivering on our national ambition. Dublin currently contributes 31 percent to Ireland's total employment and agency supported employment equates to 28 percent of private sector employment.

The following metrics have been incorporated in actions set out above where relevant. They are summarised here for ease of reference. By 2020, we will:

- Have 66,000 more people in employment and reach an unemployment rate of 6 percent;
- increase the number of start-ups in the region by a minimum of 25 percent;
- increase the survival rate of start-ups in the first five years by a minimum of 25 percent;
- deliver a minimum of 430 FDI investments for Dublin over the period 2015-2019;
- improve the capacity of Irish owned agency supported enterprises to grow to scale by a minimum of 30 per cent across a number of turnover thresholds¹⁶;
- increase RD&I performance within enterprises, with an increase:
 - of 20 percent in RD&I expenditure in foreign owned entities (by 2019);
 - of 20 percent in numbers of Irish owned enterprises engaging in RD&I activities; and
 - more collaborations involving enterprises and state funded research institutes, delivering at least one-third more collaborations and seeding intensified clustering activity;
- double enterprise investment in training and upskilling for employees;
- deliver a seven percent increase year on year in visitor numbers to reach 6.2 million¹⁷; and
- achieve a doubling of spend by visitors to reach a total of €2.5 billion¹⁸.

¹⁶ Sales out of Ireland of more than €3 million, €20 million and €100 million

¹⁷ Destination Dublin set out targets for the Tourism Sector in Dublin to be reached by 2020

¹⁸ Destination Dublin, A Collective Strategy for Tourism Growth to 2020, Fáilte Ireland

Dublin – making a difference

Dublin's scale, diversity and the dynamic already in evidence and its role in the international context make this Plan somewhat different from the other Regional Action Plans. We know there is much already underway in the region and this Plan does not intend to document what is already happening. The focus is firmly on ways in which we can, by working together *across* the city region, deliver greater impact for our efforts and realise a step change in enterprise performance. It is in this context that we aim to:

- **elevate** activities that are having an impact - activities that work as demonstrators that can be replicated across the city region and that raise Dublin's profile internationally;
- **collaborate** where, by working together, we can achieve more than might otherwise be realised and can facilitate clustering activities with scale and international visibility; and
- seek always to **differentiate** Dublin in terms of innovativeness, place-making, talent and its connectedness regionally, nationally and globally.

Actions encompass the 'big ideas' that are internationally visible (or have the potential to be) as well as the 'small ideas' - that if elevated or strengthened through collaboration could deliver greater impact than might otherwise be achieved.

The Plan spans the three year period from 2016 to 2018 but the reality and strength of this process is that it represents the start of a rolling agenda of collaborative action to accelerate enterprise development in Dublin that will continue beyond 2018. The actions are mutually reinforcing.

Theme 1 Dublin – a step up in enterprise performance

The increasing integration of the global economy and freer movement of people, information and finance has accelerated the pace of change for businesses. There are implications for how, with whom, and in what territories, companies do business. There are demands for competitive and increasingly customised new products, services and solutions. Companies themselves need to be anticipatory, agile and responsive to identify and capture opportunities as they arise in a way that is meaningful for their own strategy.

In addition, the international competition to attract mobile investment and talent is fierce. People are increasingly mobile and are making decisions about where they want to work and live. While this presents new opportunities for FDI, it also means that our Irish owned companies and our entrepreneurs are mobile from a much earlier stage than may have been evident only a decade ago.

This section provides a brief overview of where we should focus our efforts, followed by a new approach to stimulate increased uptake of existing interventions by small and micro enterprise. We can and must leverage the distinctive enterprise base that we have built up over the past decades – and stimulate increased collaboration between enterprises, and between enterprises and the research base, that will deliver greater economic impact and resilience.

A sustained focus on transformation and investment

The enterprise development agencies, IDA Ireland, Enterprise Ireland and the LEOs continue to play a key and effective role in supporting enterprises including start-ups, Greenfield investment, expansion and growth utilising a range of financial and advisory supports. Our enterprise ecosystem must be supportive of companies throughout their life-cycle from start-up to high growth. We know that 2015 has been a particularly successful year in terms of job creation for both IDA Ireland and Enterprise Ireland and that such success does not come about without sustained and continuous effort in an intensely competitive global context.

We need to ensure a continued focus on assisting enterprises to realise a step change in performance – putting in place the building blocks for growth that is sustainable, and for an enterprise base that demonstrates resilience in the face of unpredictable external shocks. The enterprise development agencies and LEOs will continue to deliver to their specific mandates and will¹⁹:

- incentivise new company formation and first time investment (including greenfield investment) focusing on improving survival rates and longer term sustainability;
- build leadership and management capabilities – interventions focused on management demonstrate a significant impact in terms of mind-set change, levels of ambition and strategic capability to deliver on an accelerated growth path;
- support capability building at enterprise level from the outset – ensuring, for example, that mentor services and/or management development are provided either in advance of any other financial incentives and/or as part of the overall capacity building financial support package;

¹⁹ See also Winning Abroad, IDA Ireland strategy for the period to 2019, Enterprise Ireland's Strategy 2014-2016 and Local Economic and Community Plans for each of the four Local Authorities (2016)

- realise transformational change and competitiveness, targeting areas where there is currently less take-up of interventions to date including Lean, Innovation Vouchers (including technology adoption) and management development, across the enterprise base and including both Irish owned and foreign owned entities;
- target and support low-RD&I performing entities to increase investment levels and work with already RD&I performing enterprises to further deepen capabilities (Irish and foreign owned); in the case of foreign owned entities based here aim to strengthen their strategic importance within the corporation based on expertise and ability to innovate and develop globally relevant products, services and processes;
- work with enterprises to increase awareness of the value of developing and exploiting Intellectual Property (IP) based products and services;
- stimulate increased collaboration between enterprises and between enterprises and the research and technology centres to leverage State investment in RD&I, deepen capabilities, contribute to developing clustering activities of international scale and visibility, and to develop innovative products, services and solutions for global markets; and
- contribute to the development of wider eco-system infrastructures and supports to address market failures in areas such as VC funding environment, technology centre infrastructures, commercialisation etc.

The range of supports is continuously reviewed, evaluated and refreshed to ensure that it meets the needs of enterprise *and* delivers additionality to meet national and regional policy objectives²⁰.

There is scope to improve the alignment and coherence across the range of services available and to facilitate access to the most appropriate intervention at the most appropriate time. For example, as foreign owned enterprises become mobile at a much earlier stage of their lifecycle, the supports and services provided by Enterprise Ireland to its clients are likely to be more relevant to new name FDI (in particular) than they were in the past. Likewise, there are a number of mid-tier foreign owned entities that have been established in Dublin for some time that would benefit from initiatives such as the well-structured/tiered Lean programme delivered through Enterprise Ireland.

It is not intended to set out here what might be termed ‘business as usual’ activities of the agencies and other relevant bodies, but more to highlight specific actions that place a spotlight on areas currently ‘underperforming’ and/or that require a collaborative engagement across the agencies to ensure effective use of State resources to deliver an existing intervention to a ‘new’ cohort.

Throughout the Plan the lead actor is the first mentioned actor in the table of actions.

	Action	Timeline	Lead and partners
1	Deliver a minimum of 430 FDI investments for Dublin over the period 2015-2019 including ‘new name’ investments.	2016-2019	IDA
2	Drive a greater number of client companies to engage in RD&I and to deepen existing RD&I capabilities across manufacturing and services to develop new processes, services, solutions and products.	2016-2018	IDA, EI

²⁰ See www.djei.ie/en/publications – for a suite of reports on evaluation of enterprise agency supports published over the years 2011-2015

3	Stimulate increased engagement between Dublin based enterprises and the research and technology centres throughout Ireland to contribute to the national ambition set out in <i>Enterprise 2025</i> for increased collaboration between the enterprise community and researchers.	2016-2018	IDA, EI, SFI
4	Deliver an integrated approach to a LEAN programme, relevant to both manufacturing and services enterprises from micro to MNCs, working closely with IDA and LEOs to provide their respective clients with a LEAN offering.	2016-2018	EI with IDA and LEOs
5	Deliver an Export Awareness Event in Dublin working in close cooperation with the four Dublin LEOs and other stakeholders. To maximise the impact, deliver a follow-on Export Workshop for a select number of pre-exporting companies to drive their export capability.	Q2 2016	EI
6	Elevate and celebrate the success of Irish enterprises that act as lighthouses for Dublin’s reputation as a best capital city in which to succeed in business and which in turn can stimulate ambition in others.	2016 and ongoing	DFAT (Local Market Teams), Industry Associations, EI & LEOs
7	Promote and assist the delivery of cost savings through energy efficiency programmes and training for businesses and public sector organisations in Dublin.	2016-2018	SEAI

Leveraging our distinctive enterprise mix

Dublin’s enterprise dynamic boasts leading edge global players, technology and innovation rich agile enterprises, including both foreign and Irish owned. It encompasses enterprises large and small, whether trading on international markets or focused exclusively on the local market. Being a relatively small city region, Dublin’s environment provides an ideal location for highly entrepreneurial and innovative activities that spark through peoples’ interactions with one another, together with open access to networks, associations and policy makers. Dublin embraces a multi-cultural community that fosters new thinking and an enviable external perspective.

This mix is distinctive. This mix is something that differentiates Dublin from many cities of similar and larger scale – it has enabled Dublin to punch above its weight in terms of economic performance.

There is further potential to leverage the fact that many leading edge foreign MNCs are established in Dublin (accepting that the decision making and control is not necessarily vested in the operation here) combined with strengths in our leading Irish owned enterprises.

Following on from the competitive call for the Community Enterprise Initiative in 2015 under the Government’s Regional Enterprise Development Initiative²¹, a second competitive call for proposals

²¹ Up to €100 million in Enterprise Ireland funding was announced by Government in February 2015 that would be made available over 5 years through a series of competitive calls to support and to encourage regional stakeholders to collaborate. Under this initiative, in 2015 Enterprise Ireland ran a competitive Community Enterprise Initiative Scheme

will be launched in 2016. This will present the opportunity for Dublin based organisations/enterprises to collaborate in a meaningful way to deliver greater economic impact and to leverage the distinctive enterprise mix on our doorstep.

Enterprise Ireland and IDA Ireland have engaged in a global sourcing initiative for a number of years. The partnering approach for sourcing on the €900 million biotech project for College Park is an excellent example of how a targeted and structured approach can present significant opportunity. There is potential for different forms of interfirm relationships to develop over the coming years.

	Action	Timeline	Lead and partners
8	<p>Under the Government’s Regional Enterprise Development Initiative, launch a competitive call with an objective of driving enterprise capability, seeding future capability for competitive advantage and to ultimately drive economic impact and jobs.</p> <p>Structured collaboration between the public and private sectors, and the leveraging of national assets and resources will be key features of this call.</p> <p>This will present the opportunity for Dublin based organisations/enterprises to develop proposals and to collaborate in a meaningful way.</p>	2016	EI
9	<p>Progress the existing global sourcing initiative to broaden inter-firm relationships with existing clients that would deliver synergies and potential for economic benefit, and introduce relevant Enterprise Ireland clients to IDA site visits.</p>	2016 – 2018	IDA and EI

Excellence and scale in research and development through national collaborations

Ireland’s investments in building our research and technology centres²² is based on the premise of excellence in research on a national basis, and developing a strong collaborative approach with enterprise. State investments are focused in areas that underpin Ireland’s development of a resilient and internationally competitive economy – supporting enterprises to develop higher value-added products and services and more efficient processes. The priority areas for research funding are positioned within six broad themes including ICT, manufacturing & materials, health & medical, food, energy, and services & business processes²³.

Embedded within our higher education system is a strong foundation and network of 12 National Research Centres, funded by SFI – aimed at building scale, international visibility and reputation and collaborating on specific research thematic areas.

²² See Directory of Research Centres and Technology Centres 2015, DJEI

²³ Innovation 2020, Excellence, Talent, Impact, Ireland’s strategy for research and development, science and technology, Interdepartmental Committee on Science, Technology and Innovation, Dec 2015

Dublin and its research institutes play a key role in driving these collaborations, including for example, ADAPT (Centre for Digital Content Platform Research) involving TCD, DCU, UCD and DIT; AMBER (Advanced Materials and BioEngineering Research) involving TCD, UCC and RCSI; and Insight (Centre for Data Analytics) involving UCD, DCU, NUIG UCC, NIUM, RIA, Tyndall and TCD. Engagement with industry partners is critical, and the aim is to add new industrial and academic partners to the SFI supported centres over the coming year.

A number of industry-led technology centres operate on the same collaborative basis, supported by Enterprise Ireland and IDA Ireland, connecting with other institutes and with companies throughout Dublin and nationally. The R&D undertaken is informed by sectors/activities in which Ireland (and Dublin) has the potential to realise economic impact through the development of goods, services and solutions. Examples of technology centres that leverage Dublin’s capabilities include CeADAR (Centre for Applied Data Analytics Research), IC4 The Irish Centre for Cloud Computing and Commerce involving DCU, UCC and AIT, and FMC² involving UCD, NUIM and DCU.

The enterprise development agencies have an ongoing role to raise awareness amongst their client base of what research of relevance to them is underway in Ireland, to broker introductions and to strengthen collaboration. Enterprise Ireland supported a record 875 collaborative research projects nationally between companies and higher education funds in 2015.

Knowledge Transfer Ireland

Fruitful collaboration between enterprises and the public research system is essential if the full value of investment in the public research system is to be realised. A concerted effort will be made by the enterprise development agencies and Knowledge Transfer Ireland (KTI) to increase the breadth and depth of that collaboration. KTI enables the enterprise sector to leverage the commercial potential of Irish research and innovation by connecting businesses with cutting edge research, expertise and opportunities. KTI has promoted the use of Ireland’s IP Protocol across the public research system and industry and will publish a revision of the Protocol in early 2016 to take account of the experiences of users. The Protocol will be complemented by practical ‘how to’ guides to help researchers and enterprises to engage with each other on matters relating to IP.

Dublin based research institutes have a role to play in reaching out to enterprises through their Technology Transfer Offices to realise the transfer of economically valuable research outputs to enterprise drawing on KTI infrastructures as appropriate. The Enterprise Ireland supported Technology Gateway network provides local access points to research resources throughout the country to deliver technology solutions for Irish industry close to their market needs. The Dublin based MICRA at IT Tallaght and CREST based in DIT play a key role in this regard. The Gateways have completed more than 800 near to market projects since 2103 nationally.

	Action	Timeline	Lead and Partners
10	Further strengthen Dublin’s research capabilities and infrastructures by preparing and submitting proposals under SFI’s calls during 2016, providing the required evidence of significant industrial relevance and strong economic impact and including the Research Centres 2016, Research Infrastructure Calls.	2016	SFI Research Centres

11	<p>Work in collaboration with industry to develop a proposal/submission to SFI Research Centres Spokes (fixed call) to allow new industry partners and/or new academic partners to join an existing SFI Research Centre – with industry contributing a 30 percent cash contribution. [Note there is a 10 percent cash contribution required for advanced manufacturing].</p> <p>The development agencies have an ongoing role in raising awareness and to broker introductions to strengthen and expand industry engagement and collaboration with research centres.</p>	2016	<p>SFI Research Centres IDA, EI</p>
12	<p>Raise the awareness amongst Dublin based enterprises and stimulate greater use of State funded research capabilities relevant to them so that Dublin plays a key role in contributing to national targets for the transfer of economically valuable research outputs to enterprise, supported by KTI and the revised IP protocol.</p>	2016 and ongoing	EI, IDA, KTI, HEIs

Innovative procurement – a win:win

Government Departments, public sector bodies and agencies can play a key role in stimulating innovation and helping to drive sustainable enterprise growth. Through public procurement there is an opportunity to create a marketplace for enterprises to win contracts with innovative approaches that can serve as commercial reference points for competing in overseas markets.

Ireland’s Small Business Innovation Research (SBIR) initiative launched in 2014 has resulted in engagement between procurers and innovative SMEs in the areas of:

- Smart Electric Vehicle Charging Solution for Shared Parking Areas – a collaboration between SEAI, ESB eCars and Enterprise Ireland; and
- Smart Technology Solution for Homeowner Utilisation, Presentation, or Interpretation of Building Energy Rating (BER) datasets – involving collaboration between SEAI and Enterprise Ireland.

SBIR is a competitive process, underpinned by a sharing of risk and benefit by both procurers and suppliers. It has the benefit of stimulating greater innovation within the public sector, enhancing service delivery, strengthening sustainability, delivering positive outcomes and quality of life benefits for our citizens.

It is an initiative that could be utilised more widely across the public sector and has significant potential to pump-prime the development and success of our leading-edge technology start-ups.

It also sits within the context of *Dublin – the Ideas Capital* (refer to Theme 6) as a demonstration of how innovation and innovative thinking permeates our way of working across the system to deliver sustainable growth and a strong enterprise dynamic.

The announcement of the establishment of the National Health Innovation Hub (NHIH) following the success of a demonstrator project in Cork opens potential for our Dublin based companies in the medical technologies, pharmaceutical and ICT sectors to more easily gain access to the health system to test and develop their products and services. The health system gains easy access to innovative companies that can provide solutions to problems that it faces.

Innovation in procurement provides a win:win for all parties delivering more resilient and successful enterprises, more jobs, more efficient public sector services and better outcomes.

At a practical level, the consultation process highlighted ongoing issues pertaining to small businesses' engagement with public sector procurement including for example, tender process timeframes, costs and documentation – which is a national concern beyond the scope of this Action Plan.

	Action	Timeline	Lead and partners
13	Raise awareness of the benefits and impacts of adopting SBIR to Public Procurers on a systematic basis.	2016 - 2018	EI
14	Identify potential Small Business Innovation Research (SBIR) projects in Dublin as part of the SBIR initiative nationally.	2016	Public sector bodies, incl 4 LAs
15	Promote engagement by Dublin based enterprises with the National Health Innovation Hub and publicise demonstrators of success that highlight the benefits for both parties.	2016 - 2018	EI, NHIH

Collaboration across Local Authoritiesdelivering more....

Local Enterprise and Community Plans (LECPs) have been developed by each of the four Local Authorities: Dublin City, Dun Laoghaire-Rathdown, Fingal and South Dublin. These are comprehensive plans that span a breadth of activities and demonstrate that there is an extensive range of initiatives underway throughout the region. The economic development units (encompassing the Local Enterprise Offices) have a specific enterprise/economic development focus. Delivering to local needs remains important and it is that local knowledge which ensures that initiatives are tailored accordingly.

Nevertheless, there is potential to identify and implement a number of initiatives on a collaborative and coordinated regional basis to strengthen the impact on job creation and enterprise performance. In an era of constrained resources, the coordinated use of for example, common collateral, information, survey/data gathering, promotion and delivery across the region where it makes sense would serve to enhance value for money and efficient use of State resources.

	Action	Timeline	Lead and partners
16	Review LECPs and identify a small number of specific areas that lend themselves to a coordinated approach ensuring efficient use of collective resources and potential for greater impact on job creation - e.g. Retail, Dublin Food Chain, public wi-fi, tourism, entrepreneurship in schools, and events & festivals.	Q2 2016	4 LAs
17	Elevate and promote case study examples of partnership and collaborative approaches between the Local Authorities (and with other stakeholders) that demonstrate strengthened job creation and economic impact.	Q2 2017	4 LAs

Connecting locally – creating shared value

Corporate Social Responsibility (CSR) is a concept whereby enterprises integrate social and environmental concerns into their mainstream business operations on a voluntary basis. It is a sustainable business model which maximises the creation of shared value through collaboration with all stakeholders. CSR can play an important role in enhanced business performance, through risk management, cost savings, enhanced customer relationships and reputational capital, talent attraction, motivation and retention, and increased capacity for innovation²⁴.

In April 2014 Ireland published its first National Plan on Corporate Social Responsibility. A CSR Stakeholder Forum has been established by DJEI with a key objective to increase awareness of CSR and its benefits to business and wider society.

There are numerous initiatives already underway involving many businesses in Dublin in areas such as education and community development. Business in the Community Ireland (BITCI) for example operate two programmes under its Business Action on Employment initiative which supports marginalised people in getting back into work in the Dublin area. This initiative is part funded by the Department of Justice, ESF and the Department of Social Protection. In addition, the national BITCI's Business action on Education (part funded by the Department of Education and Science) matches Dublin businesses with schools and aims to encourage younger people to stay on in school.

In 2015, BITCI launched a new Responsible Business for SMEs initiative. As part of this initiative, BITCI partnered with Dún Laoghaire-Rathdown (DLR) County Council and Econcertive to implement a new sustainability project that supports the 'greening' of the supply chains of two DLR-based entities: Bank of Ireland and Amgen Technology Ireland. The project was co-funded by the Environmental Protection Agency (EPA). The project is aimed at enhancing the procurement policies and practices of the two larger companies in terms of sustainability, and at the same time promoting the responsible and sustainable business practices of 12 SME suppliers of the two businesses.

Also under the auspices of BITCI, a partnership model is being developed with East Wall Youth, SWAN Youth Project, BITCI member companies (A&L Goodbody, Accenture, Compass Group, Central Bank of Ireland, Citi, Deloitte, Diageo, KPMG, Oracle, PWC, State Street, M&S, Three, Transdev, and Ulster Bank) and Trinity College Dublin to pilot an employability project to support a group of young, hard to reach individuals with multiple barriers to employment. The pilot project will be delivered during 2016 and aims to engage 120 young people (aged 18-24) in the specified catchment area.

There is potential for wider and deeper impact from these types of initiatives if experiences and learnings are shared, the resources involved pooled, more companies participate and/or the reach of successful projects are extended across the region.

The CSR Stakeholder Forum convened by DJEI should continue to play a key role and ensure a cohesive and pragmatic approach to encouraging greater engagement with CSR initiatives.

²⁴ The Business Case for a Responsible Business, Business in the Community Ireland

	Action	Timeline	Lead and partners
18	<p>Position Dublin as a centre of excellence in Corporate Social Responsibility:</p> <ul style="list-style-type: none"> continue to garner participation from businesses in the Dublin area to roll out pilot CSR initiatives such as the youth employability project; explore the potential, with project partners, of extending the Greening Supply Chains project to include a greater number of businesses in the Dublin area; and encourage businesses in Dublin to achieve the Business Working Responsibly Mark (if and as appropriate and audited by NSAI based on ISO 26000). 	2016-2018	<p>BITCI, with project partners</p> <p>BITCI, with project partners</p> <p>Chambers, Industry Associations, agencies, BITCI</p>

Raising the bar for small and micro enterprises – delivering greater economic impact

Many of our companies will remain small by choice, and will continue to trade on domestic markets. Having said that, many Irish owned small companies are now facing international competition on their doorstep - this is particularly evident, for example in the hospitality and retail sectors. Many companies offering locally trading, professional and business services play a key role in terms of input costs for business and the cost of living for individuals. Transport, logistics and sub-supply manufacturing companies form a crucial part of Dublin’s ecosystem for business investment and competitiveness (See also brief synopses of selected sectors under Theme 2).

In aggregate, these sectors tend to be employment intensive and involve a significant proportion of micro and small entities²⁵. They are often termed ‘traditional’ or ‘mature’ sectors. The reality is, however, that disruptive technologies are changing the face of these sectors, and there is also greater opportunity to address international markets than was the case a decade ago.

We need to make concerted efforts to improve the competitiveness of our small and micro enterprises – distinguishing this cohort from the ‘high-potential’ start up or exporting enterprise. In Dublin, we aim to realise a step change in the management capabilities of these enterprises, their capacity to innovate and adopt/adapt new technologies, and to enhance their productivity levels.

There are a number of interventions already available to help enhance the competitiveness of our small and micro enterprises. Our LEOs are the first stop shop for companies of this scale. The Community Enterprise Centres, HEIs and organisations such as Skillnets and PLATO provide relevant services and supports. The Chambers, Local Authorities and other industry bodies play a developmental role, and many have undertaken local initiatives including to determine training needs, to stimulate networking etc.

The Dublin LEOs will host a coordinated enterprise week in March 2016. The purpose is to highlight the services and supports available to SMEs and Start-ups within their locale and provide events and workshops tailored to the needs of local businesses.

²⁵ Defined as employing up to and including 9 people (micro) and between 10 – 49 people (small)

An additional step can be taken to proactively increase participation levels in relevant enterprise initiatives across Dublin. By designating a specific month to promote a specific intervention in a coordinated way aims to pump-prime interest and increase participation levels.

The objective is to deliver a step change in the capabilities of small and micro enterprises in terms of competitiveness, innovation and productivity. This initiative requires a lead champion/body to coordinate effort. The action requires engagement by LEOs, CECs, Innovation Centres, industry associations, chambers, Banks etc.

By harnessing local community efforts it ‘allows’ for tailoring of initiatives and/or areas of focus specific to the needs of the local businesses (whether by sector, scale, existing capacity etc.), and could also engage foreign owned multinationals to offer mentor engagement opportunities on a voluntary basis for example. Consideration could also be given to identifying a sector specific CEO who would champion the initiative for a period of time.

	Action	Timeline	Lead and partners
19	Deliver a coordinated Enterprise week across the Dublin region to raise awareness of supports and services available and to stimulate networking and engagement.	Q1 2016	4 LAs/LEOs
20	<p>Strengthen promotion and take-up of existing initiatives for micro and small locally trading firms to enhance enterprise performance, innovation and productivity by driving a coordinated approach to designate a specific month to promote a specific initiative city-wide:</p> <ul style="list-style-type: none"> ▪ mentor services across a range of mechanisms from the formal longer term engagement to ‘light-touch’ office hours, peer-networking approaches; ▪ more formalised management development & specific business topic courses and events (e.g. Finance, marketing, motivation, eBusiness); ▪ LeanStart & LeanPlus – to include both manufacturing and services entities; ▪ innovation vouchers, including assessing the potential to deliver on a ‘one-to-many’ approach where companies identify a common area of interest; ▪ show-case business examples – an ‘Innovation Voucher’ event / open ‘peer-visits’ for Lean; and ▪ seek media opportunities for coverage – developing/placing case study examples in relevant industry journals. 	Over the year 2016	4 LAs (economic development units)/LEOs working collaboratively with industry associations

The importance of attractive world class property solutions

The availability of commercial property to address the needs of enterprise is critical to ensure that Dublin is positioned to take advantage of future growth. Dublin requires ongoing investment to ensure it remains competitive in winning FDI and facilitates the ongoing needs of Irish owned enterprises, from start-ups to growth, and addresses the needs of manufacturing and services

activities and headquarter functions. The construction sector was particularly badly impacted by the downturn and there has been some market readjustment since - we are seeing increasing activity in commercial property construction.

In terms of the needs of FDI investments, IDA regularly assesses the needs of its client base and works closely with all key stakeholders on property (and infrastructure) in order that appropriate and cost effective solutions are delivered to meet the ever changing requirements of mobile FDI.

Initiatives for Dublin set out here have not been included as specific actions for 2016-2018 as they reflect IDA's ongoing engagement and usual way of working:

- liaising with NAMA and respective private investors to expedite delivery of office solutions within Dublin;
- managing and leveraging the solutions available within IDA's property portfolio in Dublin to meet the needs of FDI;
- advising key stakeholders, local authorities and estate agents of IDA client current and potential future requirements;
- acting as an enabler and influencer among the multiple stakeholders to deliver future property solutions, related infrastructure and a quality built environment to meet the needs of FDI;
- supporting co-branding opportunities on appropriate facilities / value propositions that meet the needs of emerging companies; and
- continuing to partner with stakeholders e.g. Local Authorities in the development and delivery of site solutions to meet the needs of mobile FDI.

NAMA will continue to make funding available for development of office space in key areas of Dublin, including Dublin Docklands and Dublin's Central Business District.

The provision of attractive property solutions in the vicinity of research active HEIs has a key role to play, not only in terms of providing accommodation for research intensive start-ups and new name mobile investment, but also as a locus for stimulating clustering activities. The success of DCU's innovation campus (DCU Alpha) in attracting 35 companies and over 400 employees in its first two years shows the benefits of such approaches.

Theme 3 sets out a proposed approach for a more streamlined service offering for start-ups. Economic infrastructures and housing are set out in Theme 5.

	Action	Timeline	Lead and partners
21	Continually review property options across Dublin to identify and market suitable options for new and existing clients.	2016-2018	IDA, 4 LAs, private enterprise

Theme 2 A changing sectoral dynamic

Dublin will build its reputation for innovation, creativity and competitiveness – a city in which a range of sectors and activities can spawn, grow and thrive. As Ireland’s capital and administrative core, Dublin’s connections both nationally and internationally are key to its success as a dynamic hub of economic activity and impact. In this context, Dublin is ‘borderless’ and although we focus on developing specific sectors, such activities are set within the national context, and more often than not involve engagement with actors and enterprises throughout the country.

The sectors of today are evolving, converging with others and creating new and sometimes disruptive change to the current state of play.

Digitisation is pervasive in its impact, driving transformative change across all sectors of the economy, including what may be termed ‘traditional’ sectors such as retail, tourism, construction and transport. Digitisation is fundamentally changing the way in which companies do business, engage with customers, reach new markets and innovate. It is ‘creating’ new markets, disrupting well established industries including the hospitality sector, publishing and financial services, to name a few.

The environmental sustainability agenda presents similar implications, and enterprises are adapting in terms of product lifecycle management, minimising environmental impacts, and enhancing energy efficiencies to ‘green’ their product and service offerings.

Just as digital and ‘green’ are pervasive and are shaping opportunities for all sectors, there is a greater understanding being developed in Ireland of the importance of design in innovation and national competitiveness. Already ID2015 has built momentum and Dublin has the opportunity to further leverage design for economic growth and to differentiate its offering.

In addition new market segments such as ‘smart ageing’, smart cities, the Internet of Things (IoT) and wellness present opportunities for a range of existing sectors in which Dublin is strong including ICT (software and hardware), financial services, food, tourism, healthcare services, construction etc. as well as relevant research capabilities in our national research and technology centres. New concepts and business models such as the sharing economy and software as a service (SaaS) can have a disruptive force on well-established sectors.

Dublin’s enterprise mix and strengths in research position it well to play a key role in building clusters of scale, that raise both Dublin’s and Ireland’s profile internationally.

Enabling clustering with scale and international visibility

Clustering involves interaction between enterprises, HEIs, researchers and other players in the ecosystem that ultimately delivers mutual gain above what might otherwise be achieved by ‘going it alone’. Strong dynamic clusters have the potential to deliver a significant step change in enterprise performance and to raise Dublin’s (and Ireland’s) profile internationally in key sectors and activities.

Clustering ideally happens organically but cluster enabling policy interventions internationally have been effective in seeding and encouraging more extensive collaboration, and in enhancing the scale and competitiveness of clusters²⁶. While co-location of enterprises on a sectoral basis is a

²⁶ The Cluster Initiative Greenbook, Sölvell, Ö., Lindqvist, G. and Ketels, C., (1st Ed.), Stockholm, Ivory Tower, 2003

feature of the Irish enterprise landscape, there is further potential to strengthen and expand clustering activity and to 'raise the bar' in terms of ambition.

Initiatives have been progressed in recent years that play a key role in seeding early stage clustering activities through Enterprise Ireland supported programmes; a number of industry-led networks are pursuing developmental agendas for their members; the national Research Centre & Spokes programme has over time built internationally competitive research focused clusters; our Technology centres play a key role in shaping self-sustaining networks of enterprises; and the global sourcing initiative led by the enterprise development agencies, has led to new inter-firm relationships.

Much *is* already happening...

We will deepen our sectoral competences in areas of comparative advantage in Dublin including for example ICT, pharma & biopharma, internationally traded services, financial services, food and the creative sector that trade on international markets. We will strengthen collaborations with our research and technology centres so that we leverage our collective competences to deliver quality jobs; to support the development of enterprises that are leaders in their field; and to realise growth that is sustainable over the long term. We have set out a brief synopsis of sectors below together with specific actions.

We can do more here in Dublin...

Enterprise 2025 sets out an ambition to deliver a new approach for a National Clustering Initiative. The ambition is to help build enterprise clusters on a larger scale than has been the case to date, to promote clusters which have the potential to achieve a substantial international profile and/or develop a specific brand in the market that effectively differentiates Ireland (and Dublin in this context) in a globally competitive environment.

We are not starting from scratch...

The national clustering ambition sets the framework through which a grand challenges (or challenge centric) approach can be progressed²⁷. A challenge centric approach aims to address national priority areas by leveraging research and technological capabilities of research institutes, HEIs and our Irish and foreign owned enterprises. In effect the challenge sets the opportunity to 'create' new markets, leverage State investments in R&D, focus investments in test bed infrastructures, to build on existing nascent initiatives and to tap into Dublin's sectoral strengths. The challenges are complex and often involve inherently contradicting ambitions and constraints including climate change, fiscal constraints, greater demands on services, changing demographics, exposure to global volatility etc., and require expertise from a number of disciplines to resolve. Such an approach will require a different way of working across the system.

The overarching outcome would deliver benefits for:

- enterprises - in terms of market testing and validation for products, services and solutions; access to Global Value Networks (GVNs) for Irish owned enterprises; reference/demonstration sites when selling into international markets; enhanced international visibility and strong demonstrator effect for the attraction of talent and FDI;
- government - in terms of efficiencies, better utilisation of resources, better outcomes and realisation of objectives and longer term sustainability, greater numbers of spin-outs and

²⁷ Both *Enterprise 2025* and *Innovation 2020* highlight the key role that government can play in stimulating opportunities for innovation with enterprise by taking a 'grand challenge' approach

licencing agreements, demonstrable returns on State investment in RD&I through testbeds and collaborations with enterprise to deliver economic impact;

- the economy – in terms of job creation, exports and sustainable economic growth; and
- society – in terms of better healthcare and health outcomes, improved transport management and a better quality of life and living environment.

Identifying challenges in the first instance requires collaboration, engagement and agreement across a range of stakeholders – and is a process that is worth spending some time on. Dublin is ripe with potential to contribute to the overall national ambition including for example, in the areas of healthy ageing, smart cities²⁸, sustainable energy and sustainable transport etc., The national challenge areas identified should tap into our key sectoral strengths, our depth of research in areas of direct relevance and provide the basis for strengthened collaborations across a range of sectors, activities and disciplines in Dublin itself and with other relevant players throughout Ireland.

The focus nationally should be on elevating a very small number of such projects so as to ensure the sustained investment and commitment that would be required by all parties over the medium term to deliver something truly compelling and leading-edge on the international stage.

The national Action Plan for Jobs 2016 seeks to develop and roll out a demonstrator ‘grand challenge’. It is important that Dublin based enterprises engage effectively in the process.

	Action	Time line	Lead and partners
22	<p>DJEI, the enterprise development agencies and industry associations will work with Dublin based enterprises and will participate in developing a demonstrator ‘grand challenge’ clustering approach.</p> <p>The national initiative will invite industry, higher education and research institutions and other relevant stakeholders to collaboratively engage in identifying key national and international societal and/or economic challenges and in developing solutions.</p>	2016	DJEI, SFI, HEIs, IDA, EI industry associations and other Government Departments as appropriate

The talent imperative – addressing sector specific needs

Skills development to address current and future sector specific needs is absolutely critical to ensure that our people and our enterprises remain to the fore-front as sectors and ways of doing business evolve. Access to talent, skills and capabilities is core to our ability to compete for FDI and for our enterprises to compete successfully on international markets.

The skills and talent agenda is a national one. The new National Skills Strategy (forthcoming), The ICT Skills Action Plan, the revised Apprenticeship programme and the ongoing work of the EGFSN and recent studies are key – the implementation of recommendations is paramount. Therefore we have not included skills related actions in the commentary below *unless* identified as a Dublin specific sectoral need during our consultations (which involved a wider agenda). Actions relating to the establishment of a Regional Skills Forum for Dublin and entrepreneurship education are set out in other sections of this report.

²⁸ Refer also to Theme 6: Dublin – the ‘Ideas Capital’

Other actions set out in this Plan aim to create the environment that allows for new activities to arise, to 'create' new market places and to improve collaboration and enterprise performance overall have a relevance for most if not all sectors/activities operating within Dublin.

Deepening resilience – a strong enterprise mix in Dublin

Headline employment potential does not reflect the changing dynamic within and across all sectors. It is not possible to be definitive about exactly where jobs will come from in the future, what the 'new' sectors or activities might be and/or how occupations themselves might evolve. Suffice to say that continuous evolution in and across sectors is the norm.

Rather than attempt to specify where and how the sectoral mix might evolve in the Dublin region, we provide a brief snapshot of the main sectors and areas of potential - which is not intended to be prescriptive or exhaustive. A small number of sector specific actions follow that serve to raise Dublin's profile internationally and/or to coordinate existing resources to greater effect.

Export oriented sectors/activities

In line with our national enterprise policy, the enterprise development agencies will continue to work with others to ensure that Dublin offers the skills, research and broader business environment that remains relevant to the needs of key growth sectors and areas of opportunity that are primarily export oriented, including:

International financial services

Ireland today has a thriving and growing international financial services (IFS) sector, which is making an important contribution to the economy. Although initially concentrated in the International Financial Services Centre (IFSC) there is evidence of an increasing number of enterprises establishing operations throughout Dublin and Ireland. The sector employs approximately 35,000 people directly in 430 client companies supported by IDA Ireland and Enterprise Ireland²⁹, the higher proportion of which are based in Dublin. There are a number of business organisations that support the development of the sector and that work closely with the enterprise development agencies and other key stakeholders.

Foreign owned entities contribute approximately 75 percent of total employment and are involved in front, middle and back-office services across the range of established IFS sub-sectors including funds; banking and payments; insurance and reinsurance; investment and asset management; and aircraft leasing and financing. As is the case with other sectors, IFS is evolving with technologies in particular giving rise to new areas of opportunity that our Irish owned enterprises are capturing – specifically in the areas of fintech and non-bank payments. Our investments in research capabilities including in areas such as data analytics, governance, risk and compliance, and communications will help drive the success of the sector over the coming decade.

The recently published IFS2020 strategy sets out the ambition to realise a further net 10,000 jobs for Ireland by building on areas of recognised strength and by taking focused action to build capabilities in Irish owned enterprises. Delivery of the strategy is being driven by the IFS2020 Public Sector High Level Implementation Committee and the Industry Advisory Committee, and supported by the Public Sector Coordination Group.

²⁹ IFS 2020, A Strategy for Ireland's International Financial Services Sector, Department of the Taoiseach, 2014

Although more widely dispersed today, Dublin and the IFSC provide an internationally visible beacon to attract further investment to Ireland. Our technology rich Irish owned enterprises are competitive and successful in their own right as they target export markets, and they also serve to strengthen Dublin’s attractiveness proposition for the sector. There is an opportunity to raise Dublin’s (and Ireland’s) profile for IFS as a location of choice for new investments, talent, technology and for a coordinated and cohesive approach to sectoral development.

	Action	Timeline	Lead and partners
23	Host the European Financial Forum based in Dublin to raise the profile of Ireland’s IFS sector internationally, to showcase Irish technology potential and to attract key decision makers and potential investors.	Q1 2016	IDA, EI
24	Launch and deploy a new banner brand for promoting Ireland’s IFS sector that will be used by agencies and stakeholders involved in supporting and promoting the sector in Ireland. The agencies will jointly develop and disseminate marketing and promotional content using the new banner brand livery.	Q1 2016	IDA, EI and industry associations
25	Launch a competitive start fund specifically targeted at the international financial services and FS technology enterprises.	Q4 2016	EI

Software & Digital – including IT services, data analytics, digital content...

As well as being a sector in its own right software and IT is pervasive across all sectors and employment opportunities for IT skilled personnel arise across the enterprise base. Today the sector itself employs almost 45,000 people in Dublin, having grown by almost 10,000 since 2000³⁰.

Software as a sector is continuing to face change directly at an unprecedented pace. Its fundamental business model continues to evolve as Software as a Service (SaaS) and Platform as a Service (PaaS) become more commonplace. Software is embedded in more and more products; the rise in data collection, analysis and demands for ‘just-in-time’ information has been phenomenal and now termed Big Data; the demand for access from any device/platform has become ‘business as usual’; the demand for appropriate, useful and location-based digital content has increased substantially.

The proximity of Dublin’s software community and major ICT Hardware players, as well as our research strengths in data analytics, sensor technologies, networks etc., positions us well to take advantage of the Internet of Things – the next industrial ‘revolution’.

Dublin (and Ireland) has developed a strong reputation for its technology rich Irish owned companies and for its ability to attract the leading edge global technology players. It is home to strategic global and regional centres for many of our software, analytics and digital content enterprises including for example, Accenture and SAS in data analytics, IBM, Microsoft, Google, Facebook, some of whom have been established here for many years while others are part of the ‘new generation’ of social media and Internet era including high tech and Born on the Internet Irish owned enterprises.

³⁰ CSO QNHS Q4 2000 and Q3 2015

We have the opportunity to build on these strengths through the ongoing work of the development agencies and through initiatives set out here such as Smart Cities as well as to raise technology adoption in a wider range of sectors within Dublin (including e.g. retail, tourism, transport).

Absolutely critical will be the national endeavours to ensure that for Dublin, enterprise can continue to access the IT skills required within the context of a global demand for such skills – the proposed Regional Skills Forum, the ICT Skills Action Plan 2014-2018 and its ongoing implementation are directly relevant in this regard. The ICT Skills Action Plan was developed in close collaboration with industry. Its aim is to meet 74 percent of skills demand for ICT professionals from the education system by 2018. Actions under the Plan include incentivised Higher Education places in ICT-related areas and the use of ICT conversion programmes which include 3-6 month placements with an enterprise partner.

Given the significance of the ICT sector to Dublin and its relevance across a breadth of sectors, it is critical that the High Level Steering Group - ICT Skills Action Plan continues to assess potential and/or constraints and to set out a rolling agenda of action and implementation on an ongoing basis. The following actions highlight where Dublin based enterprises and institutions can play a key role in delivering on the national ambition. [refer also to Clustering above and Theme 6 on Smart Cities].

	Action	Timeline	Lead and partners
26	Drive participation and inputs from Dublin based enterprises in national initiatives such as Smart Futures, programme content, provision of work placements and promotion of ICT conversion programmes, to contribute to meeting national objectives.	2016	Industry associations, EI, IDA and LEOs and others as relevant
27	Contribute to delivering on the national ambition for in excess of 20 Summer Computing Camps to encourage second-level students, including those targeted by the access programmes of institutions, to consider ICT careers, through the Information Technology Investment Fund.	2016	HEA
28	Continue to support Coder Dojo in provision of space, administrative supports and mentoring strategies.	2016 and ongoing	HEIs

Internationally Traded Services

Internationally Traded Services (ITS) includes customer support services, business process outsourcing (BPO), and international education as well as a range of headquarter functions and shared services activities. Although ITS encompasses a number of different sub-segments, there are a number of similarities between them. The ways of doing business, of accessing new market segments, of tailoring services specific to customer needs is constantly evolving, providing both opportunity and the necessity for companies to innovate in this space.

Innovation in services is somewhat different than is the case for physical product development – and requires deep connections with, and an understanding of, the customer and consumer behaviours and experiences. It generally involves an iterative approach to developing solutions, new services, new ways to market and new ways of doing business etc. Data analytics, technology platforms and tailored software solutions are all relevant to this cohort. A number of Dublin based

services companies are highly innovative. There is the potential to promote case study examples and for the agencies to increase the awareness and relevance of existing RD&I supports.

DJEI’s recently published strategy for research and development, Innovation 2020³¹ highlights the potential in the area of Innovation in Services and Business Processes (ISBP). The actions aim to increase capacity in the higher education sector by appointing a number of ‘star’ researchers with proven track record of solutions-driven research in SPB; and to address the identified enterprise need for Research Technology Organisation (RTO) support, building on the existing network of research centres.

We need to raise awareness of the fact that principles such as Lean, Six Sigma etc., can be adopted in, or adapted to, the service environment. Lean isn’t about *manufacturing*. It is about standardising work processes including services processes to make problems visible. It involves a cultural shift, openness to learning, emphasis on an empowered workforce with enhanced capabilities in problem solving. Progress is being made by Enterprise Ireland in terms of engaging services based companies in its Lean programmes. In Dublin we can build on this to drive a leading position in Lean in our services companies, and identify ways in which we can promote shared learnings amongst companies including both Irish and foreign owned.

Data analytics capabilities, data security/protection, and access to competitively priced broadband are fundamental requirements to underpin the development of this sector. Ireland offers an attractive location for housing data centres, and our temperate climate reduces the energy requirements in comparison with some other European locations.

Access to language skills remains key to these services activities and will depend on Dublin’s continuing attractiveness for overseas talent as well as the development of language skills with cultural awareness through the Irish education system. The proposed Regional Skills Forum will play a key role in terms of identifying skills needs and supplier responses.

	Action	Timeline	Lead and partners
29	Raise awareness amongst Dublin based enterprises of the benefits of adopting Lean principles and increase uptake of Lean initiatives for services activities.	2016-2018	EI IDA (as appropriate)
30	Stimulate greater awareness of innovation in services and business processes amongst Dublin based enterprises; create an environment that facilitates sharing best practice case studies; and inform and drive the development of appropriate research infrastructures (at nearer to market technology levels) building on the existing base.	2016-2018	SFI, IDA, EI
31	Stimulate engagement by enterprises in industry placements to undergraduates in data analytics (and other related disciplines) to build capabilities in addressing ‘real world’ challenges in a workplace environment, noting that data analytics capabilities are relevant to a broad range of sectors. [Note new BSc programme introduced by DCU]	2016-2018	Industry Associations, IDA, EI, LEOs, HEIs

³¹ Innovation 2020, Excellence, Talent, Impact, Ireland’s Strategy for Research and Development, Science and Technology, Interdepartmental Committee on Science, Technology and Innovation, 2015

Design and creative industries

Design is pervasive across all sectors of the economy and can add significant value to products and solutions – particularly if design thinking is embedded in the innovation cycle from the outset (refer to design thinking in action within Theme 6). Irish Design 2015 (ID2015) was established as the start of a job creation journey, exploring, promoting and celebrating Irish design and designers through events and activities in Ireland and internationally³². By encouraging investment in design as a key component of competitiveness and innovation, the overall objective is to sustain and grow employment opportunities and realise the sales and export potential of the Irish design sector into the future.

As a sector in its own right, the design and creative industries encompass a broad range of activities, including brand creation and management, graphic design, advertising, crafts, architecture, media³³ and the performance arts. It provides direct employment and adds to Dublin’s dynamic enterprise mix, with the performing and cultural arts playing an important role in Dublin’s quality of life and tourism offering. Many enterprises offer services on the local market, and there is potential to capture opportunities on export markets.

A number of projects were delivered during 2015 as part of ID2015, including, for example Showcase (led by the Design and Crafts Council of Ireland - DCCOI), Ireland’s largest international trade fair that attracted over 5,000 buyers from 26 countries. Showcase will be the first international trade event to be hosted in Dublin in 2016 and marketing of the event by Enterprise Ireland encourages attendees to ‘Discover Dublin, one of Europe’s most vibrant and happening Cities’ – again demonstrating the benefits of collaborative action.

The international entertainment industry continues to grow rapidly and is experiencing significant disruption in how content is being produced and consumed across multiple channels. Dublin (and Ireland) with its history and culture of storytelling already has a successful and recognised audio visual industry with several notable achievements by recent Irish film makers in Europe and the US. The Irish Film Board (IFB) aims to set out a clear audio visual roadmap to expand the sector. Companies and stakeholders in Dublin will need to engage effectively to promote Dublin as a potential location for production (including film, animation, TV drama), and to further develop the range of creative sectors based here.

	Action	Timeline	Lead and partners
32	Optimise the potential to elevate Dublin and Ireland’s capabilities in design and the creative sector through Showcase 2016 and by so doing further promote Dublin as an attractive place to visit and to do business.	Q1 2016	DCCOI, EI, Fáilte Ireland
33	Work with the Irish Film Board and other agencies to explore the capacity to expand the audio-visual sector, and Dublin’s role in that context – both as a production location and as a pool for talent and enterprise.	2016-2018	DAHG, IFB

³² See also Action Plan for Jobs 2015 & 2016, DJEI; Enterprise 2025, Innovative, Agile, Connected, Ireland’s National Enterprise Policy, 2015-2025, DJEI, 2015

³³ There is definitional challenge today as regards media and digital content, given the pervasive use of underlying technologies in the development of content today – the allocation of media to this section of the report is not intended to be prescriptive or limiting

Manufacturing activities

Manufacturing remains a core plank of Ireland's national enterprise strategy and will continue to be an important aspect of Dublin region's enterprise mix. Manufacturing activities include a range of sectors including food, biopharma (see below), medical technologies and engineering.

Manufacturing 2020³⁴ set out policy actions to support the sector, which are being actively progressed. The agencies continue to proactively market a suite of Lean programmes to meet requirements of enterprises from start-ups to larger scale entities and SFI's call for proposals in 2016 for its Research Spokes programme requires a lesser contribution for advanced manufacturing proposals than is the case for other activities. In addition, there is an opportunity for Dublin to raise its profile and enhance its offerings to stimulate start-ups in manufacturing activities.

The Ibec Irish Manufacturers Association³⁵ will host a one day conference in Dublin in June 2016 'Creating the future and celebrating Irish manufacturing success'. Other manufacturing related events are hosted in Dublin throughout any given year, and it is important that these are actively promoted to both international and national audiences through relevant websites.

Accelerating hardware innovation

Manufacturing 2020 highlighted the need to assess the feasibility to establish a facility that provides open access to entrepreneurs and early stage start-ups to equipment, software tools and expertise to facilitate proto-type development of new products and solutions.

Commercial 'maker spaces' such as TechShop provide such solutions. It is a membership based model and is a globally-recognised platform for innovation that helps hardware entrepreneurs to reduce product development costs by up to 98 percent. A Tech-shop model can lead to a collaborative community of makers, students, academics, individual entrepreneurs, start-ups and MNCs, resulting in significant innovation and employment dividends for its host city or region. There are ongoing discussions to determine the most appropriate funding model to attract investment into 'maker spaces' in Dublin to support our start-up community.

Food

The Irish agri-food sector is a significant component of the Irish economy and Dublin is home to a number of large scale prepared consumer food producers and smaller, innovative companies delivering a range of authentic, high quality Irish products. Like all sectors, the food sector is evolving at an unprecedented pace, and facing considerable global challenges – including a significant increase in global demand, the criticality of food security and the importance (and value) of brand in this context; as well as environmental obligations. Food Wise 2025³⁶ sets out Ireland's ambition for the agri-food sector, and the enterprises in Dublin have a key role in realising the sector's full potential.

The sector is highly export oriented and enhancements in innovation, productivity and competitiveness are critical as companies seek to gain traction in overseas markets. Enterprise Ireland supports companies to invest in Lean principles, RD&I, training and upskilling to deliver a step up in capability, scale and survival rates. Bord Bia plays a key role in raising the international

³⁴ Making it in Ireland: Manufacturing 2020, DJEI, 2013

³⁵ The Irish Manufacturers Association draws together industry leaders from Ibec's food and drink, pharmaceutical, medical technology, ICT, software and engineering sectors

³⁶ Local Roots, Global Reach: Food Wise 2025, Department of Agriculture, Food and the Marine, 2015

visibility and promotion of the Ireland brand in food, underpinned by quality, traceability, sustainability (green) and authenticity. These initiatives will continue to be delivered.

We have been successful in stimulating more export oriented food start-ups over 2014 and 2015 than has been the case for a number of years (including through Enterprise Ireland's Competitive Start Fund that supported a number food companies over the past two years). Aligned with this increased activity, is the demand for incubation/testing facilities relevant to a sector that has to meet high quality standards.

There are considerable opportunities arising as the food sector becomes more science based, and sub-segments such as functional foods and nutraceuticals deliver to the increased focus on health and wellness. Ireland's strategy on ageing well³⁷, the ageing well network and the proposed challenge centric approach set out earlier offer considerable opportunity for food based companies in Dublin to contribute.

In addition, high quality produce in the food sector plays a key role in supporting Dublin's authentic experience for visitors and our home-based consumers – and its alignment with our tourism offering is undeniable. There are a number of attractive food markets operating across the city, and many of our restaurants actively promote the traceability and quality of Irish food. Initiatives such as the Dublin Food Chain help to elevate the activity in Dublin - networking players from across the value chain, including producers, retailers and distributors that are based throughout the region.

BioPharma/pharma

Ireland has an excellent track record and international visibility in the pharmaceuticals sector, a sector that is undergoing considerable change. Dublin hosted Ireland's first biopharma large scale plant and there is now a number of leading edge biopharma manufacturing entities based here.

Dublin's success to date demonstrates an ability to compete in what is a highly regulated sector and to be at the forefront of the evolution that has been happening in the life-sciences sector overall in the 'shift' toward personalised healthcare³⁸. Nevertheless, we need to acknowledge that that there is ongoing consolidation within this sector globally, that companies are facing increased pressures to demonstrate efficacy of new products, and that aspects such as speed to market are becoming increasingly important without compromising the paramount importance of safety.

Our operations in Dublin need to be at the leading edge of production if we are to continue to attract FDI here and if our Irish owned enterprises are to compete successfully in what is a marketplace that works in a different way to many others³⁹. The Government's investment in The National Institute for Bioprocessing Research and Training (NIBRT) are crucial in this regard. NIBRT is located in a new, world class facility in Dublin. The NIBRT facility is purpose built to closely replicate a modern bioprocessing plant with state of the art equipment. The enterprise agencies and others work to ensure that enterprises engage with the Centre and leverage its world class expertise and capabilities.

³⁷ A Mapping of Smart Ageing Activity in Ireland and An Assessment of the Potential Smart Ageing Opportunity Areas, Technopolis, 2015 (an independent report for DJEI), The National Positive Ageing Strategy, Department of Health, 2013

³⁸ Pharma relates to drugs based on small molecules and is chemical based; biopharma relates to drugs based on large molecules and the manufacturing process is particularly challenging

³⁹ And involves patients, insurance companies, hospitals, consultants and where the end user (the patient) is not the payer

	Action (Manufacturing, Food and Pharma)	Timeline	Lead and partners
34	Manufacturing: Deliver a Manufacturing International Conference in Dublin to raise the profile of the sector in Ireland and overseas, to showcase capabilities of technology rich manufacturing enterprises based here and to define the future of the industry.	Q2 2016	Industry representative associations
35	Manufacturing: Develop a proposal to establish a Dublin ‘maker space’/TechShop as a catalyst for the hardware start-up ecosystem, based on its potential as a self-sustaining model over the medium term.		DCU engaging with EI, IDA & other stakeholders
36	Food: Undertake a review of food incubation facilities for innovative food start-ups in Dublin to assess the adequacy or otherwise of facilities and to identify ways to address gaps as needed.	Q1 2017	EI
37	Food: Develop an engaging and distinct food story for Dublin to enhance the visitor experience that will help to promote Dublin food producers and raise Dublin’s and Ireland’s profile as a quality food centre.	Q4	Fáilte Ireland
38	Pharma/BioPharma: Continue to collaborate with NIBRT to ensure success of recent biotech investments in Dublin and potential new investments from Irish owned companies and expansions of established biotech sites.	2016-2018	IDA Ireland EI

Employment intensive sectors and activities

The following sectors are employment intensive including tourism, retail, construction, and freight, transport, distribution & logistics (FTDL). Combined, they employ 187,400 people, contributing 31 percent to total employment in Dublin today. The vast majority of companies involved trade primarily on the domestic market (although Tourism generates foreign earnings from overseas visitors). Increasingly enterprises within these sectors face international competition on their doorstep as foreign owned entities invest here to serve the domestic market. This is not necessarily a negative, but points to the reality that Dublin operates in a small open economy and in an increasingly globalised environment.

As well as providing direct employment opportunities, these sectors provide a valuable wider contribution to economic development such that their competitiveness is vital to enterprises in a range of other sectors and activities – in effect playing a dual role in the economy.

Tourism

Dublin’s tourism offering is often the first exposure an individual has to Ireland. Tourism plays a significant role in how Dublin is perceived and in promoting the city in overseas markets. The Tourism strategy for Dublin envisages a vibrant capital city bursting with a variety of surprising experiences where city living thrives side by side with the natural outdoors. The most stretching scenario envisages growth in visitor numbers of seven percent per year in the seven year period to

2020⁴⁰. In this scenario, the total number of visits reaches 6.2 million by 2020 with international tourist spending doubling to just under €2.5bn. The achievement of this target is predicated on an unprecedented level of collaboration among stakeholders, the maintenance of the prevailing level of public sector funding and the creation of a new private sector funding stream.

Fáilte Ireland and the Grow Dublin Tourism Alliance have been working to make sure that Dublin builds on recent growth. The recent launch of *Dublin: A breath of fresh air* is a significant milestone in establishing an internationally visible and distinctive message for Dublin’s tourism offering. Through a public/private funding model Fáilte Ireland will bring the brand to life through experiences around the city in order to deliver on the brand promise to the visitor.

It will be important too, that we ensure continued availability of quality accommodation and hotel beds to meet demand as Dublin returns to a phase of sustained economic growth.

	Action	Timeline	Lead and partners
39	Implement relevant actions as set out in the Destination Dublin strategy and Grow Dublin Tourism Alliance’s Action Plan. The focus will be on: brand activation; enhancing the visitor experience; cross-promotion; and growing the quality accommodation base.	Q4	Fáilte Ireland & relevant stakeholders
40	Activate a suite of festivals to drive increased tourism business in the off-peak season, e.g., St Patrick’s Festival, Bram Stoker in October, and New Year’s.	Q4	Fáilte Ireland

Retail

The retail sector currently employs 81,200 people in Dublin⁴¹ and has experienced a return to growth in 2015 following a lengthy period of stagnant/negative growth rates. Retail provides a range of services and is important in terms of enhancing the dynamic of the Dublin region that encompasses a number of village centres with different character. The retail environment also serves to enhance quality of life and contributes to Ireland’s overall attractiveness for investment and mobile talent.

Retail itself is facing competition as increasingly consumers purchase goods and services online, and individual retailers need to adapt accordingly. The balance between ‘bricks and clicks’ is not a one size fits all and trends indicate that in many circumstances the consumer values the ‘experience’ of shopping. It is important to acknowledge that e-tailing is not ‘just’ about a web presence and is not necessarily relevant to all enterprises - the strategic management capabilities required of the business owner/manager should not be underestimated. There are good examples of Irish based retailers selling internationally, facilitated through online selling and underpinned by distinctive service offerings, technology platforms and capabilities including Avoca, Paddy Power, Mick’s Garage etc. Companies that demonstrate a strong proposition for delivering services to overseas markets and/or technology platforms/innovative business models may be considered for

⁴⁰ Destination Dublin: A Collective Strategy for Tourism Growth to 2020, Fáilte Ireland (Grow Dublin Task Force) - Developed and set within the context of the ambitious growth targets for Irish tourism set out in the Government’s Tourism Policy Statement: People, Place and Policy; Growing Tourism to 2025. See also Grow Dublin Tourism Alliance Progress and Action Plan

⁴¹ CSO QNHS, Q32105

support by Enterprise Ireland in line with the agency’s legislation and policy framework (and as is the case with all potential projects, subject to certain criteria, delivering additionality and economic impact).

In addition, as purchasing patterns change, there may be implications for streetscapes, warehousing and logistics and urban planning.

We need to continue to build the capabilities of our Irish based retailers to ensure that they have the relevant strategic marketing, branding and management skills to successfully address opportunities in international markets. The Retail Consultation Forum, chaired by DJEI, set up a working group to examine ways during 2016 in which the retail sector can maximise the opportunities presented by the digital economy. It also aims to identify how training programmes which are particularly relevant to the retail sector can be expanded or re-introduced to enhance the skills profile of the sector. This focus is critical and requires sustained engagement by both retailers and service providers to deliver meaningful outcomes. These actions are not presented here, however, Dublin based enterprises, including through relevant business associations, should participate in the process.

In addition, there is potential through more local initiatives to refresh, revive and/or differentiate ‘town/village centre’ areas throughout Dublin that involve improvements to the public realm and citizen engagement. Examples include the Baggot Street ‘urban village’ initiative that has been led by retailers in the area; a Diageo supported initiative in the Liberties area and initial engagement through Invest North East that encompasses Balbriggan (refer also to Theme 5). The Retail Consultation Forum has also set up a sub-group to consider the actions needed to realise this potential.

In response to issues raised by small business⁴² (and particularly retailers) the Government launched Licences.ie, the new licensing portal in 2015. This allows retailers and others to register and apply for licences they are obliged to have for trading purposes in one location. Businesses and start-ups will enter their information once and then re-use that information as required. They will also be able to apply for multiple licences and pay fees in one single transaction. As more and more Government transactions are brought on-line over the next two years Licences.ie will provide a one-stop-shop application portal thereby even further reducing the administrative burden for businesses.

	Action	Timeline	Lead and partners
41	Raise awareness of the existing case study examples of Irish owned retailers that have successfully targeted international markets including through on-line offerings, delivering distinctive services and/or based on innovative business models/technology platforms with the support of Enterprise Ireland.	2016-2018	Retail associations
42	Raise awareness of licences.ie and ensure that relevant licence applications are available to businesses through the website, with a focus on retail in the first instance.	2016	4 Local Authorities

⁴² The Voice of Small Business, A Plan for Action, November 2011, The Advisory Group for Small Business (supported by DJEI and Forfás)

Construction

Construction provides and maintains the physical infrastructures and buildings on which every industry and society depends. The construction sector forms a crucial part of the business environment and is a critical competitiveness factor underpinning enterprise investment and growth. It is highly labour intensive with a diverse range of occupations including casual labourers, skilled craftspeople, project managers, engineers and architects. The sector has a high multiplier effect in terms of expenditures on professional services, property management services, building supplies and equipment as well as on interiors, white goods and landscaping.

Dublin's construction sector contains a range of construction services firms, many of which have world class competencies in areas such as civil and structural engineering, large scale project management in a variety of sectors (e.g. pharmaceuticals, data centres), power/energy maintenance and generation, design and architectural services. Many are delivering international projects across Europe, Middle East and China. A number of Dublin based architecture firms are working overseas on high profile projects and Irish design has a good international reputation through the work of these companies. The experience and expertise developed domestically has provided a strong basis for international expansion of activities.

The sector also includes a diverse cohort of construction products companies that are growing their international reach, and involved in developing advanced building materials, off-site construction, timber products, building systems, insulation products, and a range of fittings used in construction and building fit-out.

Climate change concerns provide a major challenge and opportunity for the sector. The challenge will be how the sector adapts its products to meet energy performance and efficiency regulations and standards. The opportunities are diverse as new innovative 'green' products and materials are being constantly developed and we are seeing convergence with clean tech, IT and engineering/electronics industries. Advances in science and technologies are enabling 'smart' building development and project management (e.g. building information modelling), new materials and processes and the increased use of off-site building processes.

There is growing R&D capability in the areas of 'smart' building and green construction, for example the TCD TrinityHaus innovation centre. The CRANN research centre at TCD has developed strong competence in radio frequency identification (RFID) and sensor technologies that are relevant to 'smart' buildings. The availability of historic building skills and expertise is also important in the context of Dublin where preservation of the historic fabric can provide employment opportunity and also add to the attractiveness of the city region. Links between the construction sector and education and training providers will be important to ensure alignment between emerging skills needs in the sector and education and training provision (for example the Construction IT Alliance or CITA established out of DIT and WIT).

The Government published Construction 2020 – A Strategy for a Renewed Construction Sector in 2014⁴³. The Strategy sets out a series of actions to increase the capacity of the sector, to create and maintain jobs, and to deliver a sustainable sector. It is important that the potential within the sector in the Dublin context is realised through effective engagement with, and implementation of, the Construction 2020 action plan.

⁴³ The Construction 2020 Strategy built on Forfás' construction strategy and the Government's policy statement on construction of July 2013

	Action	Timeline	Lead and partners
43	Work with industry organisations to promote the use of Building Information Modelling and LEAN and develop the appropriate technical skills amongst Irish construction sector firms so that they can successfully compete in markets where BIM is widely adopted or a requirement.	2016 - 2018	EI, with business representative bodies, HEIs

Freight, Transport, Distribution and Logistics (FTDL)

As Ireland’s main national and international transport hub, the freight, transport, distribution and logistics (FTDL) sector in Dublin is of critical importance both from the point of view of its effectiveness in fulfilling the majority of the import and export requirements of the State, and in the movement of goods internally. Companies often have complex supply chains and operating them optimally is a key competitiveness factor. As a direct employer in its own right, the FTDL sector accounts for 5.4 percent of employment in Co. Dublin (transportation and storage) representing over 36 percent of the total employed in the sector overall in Ireland⁴⁴. Aircraft leasing and finance employs approximately 1,000 people directly and 2,000 indirectly in highly paid professional positions, the majority of which are located in Dublin⁴⁵.

Technological change is having a major impact on the FTDL sector. Responding to the changing logistics objective (from cost-orientated to customer-orientated), the focus of technological innovation is moving towards helping companies meet higher customer requirements and adding more value to their services. This innovation includes the automation of warehousing activities, Radio-frequency identification (RFID), Real time location systems (RTLS) and in-cab technology, including computer assisted support of vehicle drivers.

Third party logistic providers are evolving into technology providers with their own software. Many large cargo ports operate mostly autonomously with people mainly working in tech based planning, controlling and programming roles. More stringent EU regulations and consumer concern about CO² emissions are increasing pressure on the FTDL sector to become more sustainable and considerable investment is now taking place in eco-friendly technologies including the use of electric vehicles, improved vehicle emission technology, and the use of compressed natural gas for freight movement. This movement towards more energy efficient freight transport is resulting in demand for skills areas such as logistics planning, carbon reporting and the ‘greening’ of operations⁴⁶. In addition, organisations are increasingly seeking to consolidate the management of their supply chain in a single location in response to more complex arrangements and demand for greater efficiencies.

Since the publication of an EGSFN report on skills needs for the sector, the National Institute of Transport and Logistics (NITL) based in DIT has been appointed as the lead institute with responsibility for implementation. NITL is also well placed to undertake research projects in the

⁴⁴ These figures do not include those employed in various related services activities such as the aviation finance industry, wholesale, food distribution, and maintenance, repair and overhaul (MRO) in the aviation sector

⁴⁵ A National Aviation Policy for Ireland, Department of Transport, Tourism and Sport, 2015

⁴⁶ See Addressing the Demand for Skills in the Freight Transport, Distribution & Logistics Sector in Ireland 2015-2020, Expert Group on Future Skills Needs, 2015

area of the contribution of logistics for the economy of the Dublin region including the environmental performance and greater use of multi-modal transport solutions, working with research capabilities in the School of Transport, Engineering, Environment and Planning (STEEP).

Elsewhere, new opportunities are emerging in the area of aviation as highlighted in the National Aviation Policy, for example: expansion of aircraft financing activity, aviation transitioning, and maintenance, repair and overhaul (MRO) services, and it is important that Ireland and Dublin is well positioned to realise growth opportunities, supported through the establishment of a National Aviation Development Forum. A key element in enhancing Ireland and Dublin’s attractiveness for aircraft leasing, finance and maintenance, repair and overhaul, will be to fully adopt the Cape Town ‘Alternative A’ insolvency arrangements as highlighted in the IFS2020 Strategy.

	Action	Timeline	Lead & partners
44	Develop an industry led Logistics Skills Engagement Group with a common purpose of enhancing Ireland’s logistics and supply chain skills capability.	2016 and ongoing	NITL, Industry bodies, Freight Transport Association, SOLAS
45	Act as a voice for 3 rd level education institutions that deliver programmes relevant to the FTDL sector and as a first point of contact for industry.	2016 and ongoing	NITL/DIT with other HEIs
46	Undertake research to determine the contribution of logistics for the economy of Dublin region including the environmental performance and greater use of multi-modal transport solutions.	2017	NITL & STEEP
47	Ensure alignment and engagement of Dublin based aviation and finance sectors through the IFS2020 Industry Advisory Committee and other structures such as the National Civil Aviation Development Forum (to be established Q1 2016), as appropriate, in relation to the development of the sector.	Q2 2016 and ongoing	Aviation finance and leasing industry in Dublin

Theme 3 Dublin – a world class start-up city

Dublin has a vibrant start-up community across a range of activities. Innovative start-ups will be central to Dublin's economic success and are a vital component of Ireland's economic growth and performance. New businesses drive change, innovation and competitiveness, and a dynamic start-up environment is an attractiveness factor for internationally mobile investment of all kinds.

It is people – entrepreneurs – that create new businesses. Creating a sense of shared purpose, energy and sense of community that stimulates entrepreneurship requires a focused, coordinated and complementary approach by a range of actors to continuously evolve, enhance and develop the environment. Understanding the practical aspects of getting started is also key for the individual navigating his or her way through the early stages.

In this regard, there are elements of national enterprise and fiscal policies that are critically important in terms of Ireland's start-up and entrepreneurship eco-system. These wider policy areas are generally well documented and it is not intended to include national policy items here. The National Policy Statement on Entrepreneurship in Ireland launched by DJEI in 2014 has considered the start-up environment. The Department of Finance's consultation on Tax and Entrepreneurship elicited observations from a wide community, which in turn resulted in the introduction of a number of enterprise friendly measures in Budget 2016.

Although much progress has been made⁴⁷, we need to do more if Dublin is to become renowned as a hot spot for entrepreneurs and sustainable start-ups.

We have addressed the aspects of embedding entrepreneurialism, design-thinking and creativity in our next generation in Theme 4 on Talent.

Raising Dublin's profile internationally and nationally as a start-up hub

In this Dublin Action Plan for Jobs we focus on a number of key areas that aim to raise Ireland's profile as an internationally competitive location for start-ups, to expand on ideas proposed during consultations and to strengthen collaboration to deliver a more streamlined and readily accessible offering.

Suffice to say that there is already a significant amount of activity underway in Dublin focused on stimulating entrepreneurship and start-ups. Enterprise Ireland and the LEOs offer a breadth of supports and services to help businesses to start and grow. There is a range of serviced offices and incubation centres available, as well as a broad spectrum of mentor services and a number of high quality accelerator programmes. For example, the accelerator programme at the NDRC was ranked the No.2 university business accelerator in the world at the prestigious UBI Awards in London in November 2015. The Dublin Commissioner for Start-ups was appointed in 2014. Startup Ireland, an independent not-for-profit partnership for Ireland's start up community delivered the Startup Gatherings throughout Ireland in October 2015 and has established www.startupireland.ie.

With all of this activity – the challenge is how to elevate strong initiatives and collaborate across Dublin as a whole in order to strengthen and differentiate what the city region has to offer to

⁴⁷ For example, the consolidation and simplification of the Companies Act, continued focus on streamlining and reducing the costs of registering a business and the launch of an integrated licencing system

entrepreneurs and new businesses in order to stimulate more start-ups with greater survival rates and potential for growth.

Improving Dublin's position on key international start-up rankings

These days, entrepreneurs can and do look beyond national borders for sources of capital, talent and access to markets. There are a growing number of entrepreneurs who will go anywhere to make a successful business – and they want to do it quickly. This of course applies to ambitious start-ups that are Irish born as much as those emerging internationally. An interconnected, global start-up landscape is very much a reality⁴⁸ and Dublin's competition is global in this context.

Dublin's entrepreneurship ecosystem not only needs to deliver to start-ups, it also needs to be *seen* to deliver – in an international context. Dublin's performance in international start-up ecosystem rankings is vital in this respect.

The 2015 edition of the Global Startup City Ranking (Compass.co - formerly Startup Genome, with the support of Crunchbase) ranked start-up ecosystems around the world along 5 major components: Performance, Funding, Talent, Market Reach, and Startup Experience. Dublin was named as a strong contender for a top 20 position, however five other European start-up hubs did make the top 20: London, Berlin, Paris, Moscow and Amsterdam.

An achievable ambition for Dublin over the period of this Action Plan is to realise that top 20 position.

In a European context, Dublin is ranked eighth out of 35 cities in the European Digital City Index (EDCi) which describes how well different European cities support digital entrepreneurship. Dublin scores very well in some aspects, including entrepreneurial culture and mentoring and managerial assistance (both third place). However other aspects have had a negative impact on Dublin's overall ranking, including: cost of office space (31), cost of living (28) and digital infrastructure (27).

Dublin's position on international rankings can be improved through the effective implementation of many of the initiatives in this Action Plan. The various international benchmarking analyses provide important indicators of where improvements need to be made and also provide insights into the changing needs of fast growing start-ups. Monitoring Dublin's performance and understanding what affects the overall rankings in order to inform policy emphasis needs to be carried out as an ongoing exercise.

In what is a globally connected start-up community, Dublin also needs to continue to elevate its profile within the international arena, forging partnerships and networking with the global tech hubs, including Silicon Valley, New York, Boston, London and emerging centres such as Hong Kong and Singapore through the activities of Enterprise Ireland, IDA Ireland and the embassy network. The key focus of such activity includes globally-focused funders, accelerators, tech networks, and tech media as well as local economic development and trade promotion agencies.

⁴⁸ The Global Startup Ecosystem Ranking 2015, Compass.co - formerly Startup Genome, with the support of Crunchbase

	Action	Timeline	Lead and partners
48	<p>Monitor Dublin’s performance specifically on the key international start-up ecosystem rankings, including the Global Start-up City Ranking, the European Digital City Index and others and report the current rankings in the Dublin Economic Monitor:</p> <ul style="list-style-type: none"> Identify the key indicators where uplift in performance is required to influence the overall ranking and provide the evidence to stimulate coherent responses by relevant stakeholders (and including the Local Authorities themselves); and ensure that the information pertaining to Dublin used in these rankings is accurate and up to date. 		Dublin Economic Monitor (led by DCC in collaboration with other Dublin LAs)
49	<p>Actively seek to increase Dublin’s visibility and profile internationally as a start-up location through targeted networking within tech/start-up hubs aimed at internationally-focused funders, accelerators, tech networks, and tech media as well as local economic development and trade promotion agencies.</p>		DFAT (Local Market Teams), EI

Generating visibility nationally and internationally

Major international events play a key role in raising Ireland’s profile on the world stage. Successful events attract business people, venture capitalists and entrepreneurs from a range of countries. They serve to highlight our technology rich and innovative companies, our talented people and our supportive ecosystem and to showcase Dublin as a good place to visit, work and live.

There is a range of enterprise related events that take place in Dublin of differing levels of scale and focus and these play a valuable role in showcasing enterprise capabilities, sharing experiences, networking, information dissemination etc. Some are more nationally focused. A number are tailored specifically to the entrepreneur and early stage enterprises with potential for fast-tracked growth. Enterprise Ireland publishes a searchable online calendar for their events. There would be additional value in providing easy access to a calendar of all relevant and targeted events for start-ups using existing platforms such as the soon to be relaunched www.dublin.ie.

The development and hosting of a significant international event specific to start-ups could play a key role in strengthening Ireland’s visibility and positioning Dublin as a start-up city in international rankings. Such an event would likely require a collaborative approach with commitment from a range of stakeholders to ensure its success and compelling proposition with ‘must see’ speakers to attract attendance from overseas attendees.

The Dublin Action Plan stakeholder forum held in December 2015 generated a number of ideas including the potential to run an international start-up competition that would have the dual outcome of raising Dublin’s profile as a start-up capital as well as attracting high growth early stage business to establish here. There are international approaches that could serve as examples

including StartTLV, the Boston Mass Challenge and Start-up Chile⁴⁹. Such an initiative would need to be clear as to objective, targeted cohort, outcomes and impact, as well as resourcing and ‘ownership’ to develop and deliver on it. Enterprise Ireland will launch a competitive start up call for overseas entrepreneurs in 2016 (refer to section below on untapped potential).

Destination Dublin, the Tourism Strategy for Dublin to 2020, with implementation led by the Grow Dublin Tourism Alliance set out an action to develop a large business conference bid strategy with key stakeholders⁵⁰.

	Action	Timeline	Lead and partners
50	Assess the potential to host an international start-up event in Dublin aimed at raising Dublin’s profile on the world stage, showcasing Ireland’s technology rich enterprises and entrepreneurial capabilities, and attracting overseas entrepreneurs, business people and investors.	Q4 2016	Fáilte Ireland in collaboration industry associations, agencies & other key stakeholders
51	Assess the feasibility of running an international start-up Competition to complement an international event with clear objectives, outcomes, ownership and resource commitments (including private sector).	Q4 2016	Aligned with above action

A joined-up offering on enterprise space for start-ups

The availability of suitable property for enterprise start-ups is a key competitiveness factor for cities internationally. Sustained enterprise growth and job creation is maximised where a full landscape of required enterprise space is available to meet the needs of companies as they develop and market test their fledgling products and services, and move on to scale their businesses to full potential.

The provision of enterprise space is primarily a private commercial activity, however the State has played a strong role in addressing market failures in relation to the provision of space for start-ups in particular, such as in the provision of incubation space and the development of community enterprise centres and other initiatives. The State also has a key role to play, both in Local Authority forward planning processes (e.g. zoning of lands) and also through the broader planning system.

There is an opportunity for Dublin to differentiate itself in a competitive international environment by ensuring that enterprise start-up space needs are met with a unique city-wide offering. The overall aim is that Dublin’s offering on enterprise space for start-ups will be a joined up one, involving both public and private sector providers, and seamless from the perspective of the start-up enterprise. In practical terms, this will mean that individual providers, especially those supported by the State, will each be effectively a gateway to a broader network of providers, associated support programmes (e.g. business accelerators, mentoring, management development

⁴⁹ <http://embassies.gov.il/beograd/start-tlv-2015/Pages/default.aspx>; <http://masschallenge.org/>; <http://startupchile.org/>

⁵⁰ Much progress has been made to deliver on the strategy, although there is no indication in the Grow Dublin Tourism Alliance Progress and Action Plan that this particular initiative has been progressed to date

etc.) and start-up business networks. It is not intended to ‘homogenise’ property solutions – specific centres may focus on a particular sector or activity and build reputation and depth of expertise in a specific area.

The joined-up Dublin offering on enterprise space for start-ups will:

- deliver to a common set of high standards and display a common brand;
- be extensively networked – city-wide;
- be responsive to evolving needs and planned in an integrated way;
- make best use of scarce resources;
- be fully linked to the available support programmes for start-ups ;
- facilitate business networking, sharing of knowledge, and partnering opportunities; and
- can facilitate business expansion over time, through the network of providers.

An integrated city-wide offering will make it easier for entrepreneurs and start-ups to access the resources they need in a timely manner and provide immediate access to a peer network. From the perspective of the State, there is potential for greater levels of efficiency and economies of scale in the delivery of both space and related support programmes, through pooling of resources. For all providers of enterprise space, public and private, an integrated approach that delivers to a high and common standard and that carries an associated common brand that reflects a quality offering as *StartupSpaceDublin*, is a significantly more attractive offering for start-ups, including those considering relocation to Ireland from overseas.

Given the scale of Dublin, the concept of a fully joined up offering on *StartupSpaceDublin* is ambitious but it is achievable over time. It is envisaged that the initiative will be delivered through a phased roll-out. A number of steps will be delivered within the timeframe of this Action Plan and the initiative will continue with a rolling agenda.

As part of the proposed audit of available enterprise space we will identify currently under-utilised space across the city to assess its potential for start-ups/co-working spaces etc.

A virtual incubation resource towards a virtual science park

As part of *StartupSpaceDublin* the main players in HEI incubation (as distinct from acceleration) could act as a larger virtual incubation resource where start-ups based in any one incubator could tap into research programmes and facilities at another HEI. This would require all HEIs to adopt agreed support mechanisms that would facilitate finding experts or specialist advisors that could contribute to the business objectives of the start-up.

Being based in any one location would not be a barrier to fast-track access to any of the research communities. It would also ensure that the start-up programmes of each centre could develop to complement each other rather than being the same (that leads to inefficiencies and duplication). One incubation centre might be strong on life science, for example, another on energy and another on ICT etc. The overall effect over time, once critical mass was achieved would be to have a ‘virtual science park’ available in the greater Dublin region using advanced communications technologies.

	Action	Timeline	Lead and partners
52	Undertake an audit of available enterprise incubation/start-up and scaling space in the public and private sector in Dublin City Council area, with the aim of extending the audit across the four Local Authority areas over time. Make the information available through the Dublin.ie web portal and update on a quarterly basis.	Q2 2016 and ongoing	Activating Dublin & relevant partners
53	Drive the development of an integrated city-wide offering on enterprise space for start-ups - <i>StartupSpaceDublin</i> and as a first step: <ul style="list-style-type: none"> ▪ Link & promote the community enterprise centres in the city region as a joined up offering; and ▪ Develop a virtual incubation offering that optimises specialisms and enables access to resources across Dublin HEIs. 	Q 3 2016	LEOs, EI, in conjunction with NACEC HEIs collaborating, led by DCU

Strengthening start up capabilities for sustainable growth

Launch an enhanced New Frontiers Programme

The National Entrepreneur Development Programme (New Frontiers) is delivered locally through the Institutes of Technology and funded by Enterprise Ireland.

New Frontiers seeks to foster the development of sustainable early stage businesses across the country and to provide a pipeline to Enterprise Ireland’s HPSU programme and the LEO client-base.

In delivering on the above objectives, the programme is a key contributor to regional enterprise development. Based on a review of the programme in 2015, which involved consultation with the IOTs, the programme has been redesigned to address a number of areas, such as, the earlier identification of HPSU prospects. The redesigned programme will be rolled out on a piloted basis in 2016.

	Action	Timeline	Lead and partners
54	To drive capability of entrepreneurs in Dublin, launch a reformulated New Frontiers programme based on recommendations from a recent review, working closely with the successful Institute of Technology providers in Dublin.	2016	EI and IOTs

Mentoring Dublin start-ups for sustainable growth

Our national ambition is to harness the entrepreneurial capabilities of individuals and to support them in setting up a new business that will fuel growth and create employment opportunities for others. The National Policy Statement on Entrepreneurship in Ireland set out clear ambitions not only to stimulate an increase in new start-ups, but also to improve survival rates overall.

Translating ideas into a business reality and into a successful and sustainable business over the longer term does not just happen. Successful business is about people – people who have the

ambition and the practical know-how to see what needs to be done to grow revenue, to manage costs and to get the best out of employees. In Ireland’s case, as a small open economy, it also means that entrepreneurs need to get to grips with understanding how to access international markets at an early stage of the company’s lifecycle (refer also to Theme 1 which highlighted the importance of delivering initiatives to strengthen leadership and management capability across all enterprises).

Mentoring is internationally recognised as a highly impactful mechanism in helping entrepreneurs to navigate the myriad of challenges they face at the initial phases of start-up and growth⁵¹. Ireland is well placed to deliver a comprehensive suite of mentoring services because of the success of many of our Irish entrepreneurs (and emerging serial entrepreneurs) and capabilities within the MNC cohort. The reality too, is that a single ‘programme’ will not and cannot be ‘all things to all people’ based around one engagement model. Dublin offers a mentoring landscape that delivers a number of different approaches from a structured and brokered programme delivered by Enterprise Ireland, through to ‘bootcamp’ intense, to more ‘light touch’ office hours, and peer-to-peer mentoring type approaches.

In addition, there is potential to centralise the mentor panel data for Dublin based LEOs and Enterprise Ireland (currently held separately within each entity)⁵². This increases efficiency as well as allowing for individual mentors to access specific and/or complementary expertise to assist a particular start-up (if sector specific expertise is required in games or Internet of Things for example)

As part of improving our start-up support system in Dublin for entrepreneurs, it is important that awareness and access to mentoring services (from whatever source) is improved, that there is a strengthened approach to coordination, complementarity of offerings, and cross sign-posting where relevant. The LEOs have a key role to play and it is important that they are well informed as to what services are available within their locale.

Enterprise Ireland will run a number of workshops and one to one mentoring supports to stimulate a focus on developing and delivering innovative and differentiated products and services to export markets at an early start-up stage – acknowledging the challenges specific to targeting export markets.

	Action	Timeline	Lead and partners
55	Create a single business mentors database for use internally by the main State supported services, building on the existing databases held by Enterprise Ireland and individual LEOs. This database would be centrally managed and maintained by Enterprise Ireland, with the aim of widening access to mentors as appropriate, reducing duplication and increasing efficiencies. The search function will allow information to be distilled regarding expertise, e.g. functional and/or sectoral, experience, interests, regional reach etc.	Q4 2016	EI, LEOS

⁵¹ the role of the mentor is defined as “to listen, guide and challenge, to consider a range of options and help the client to prioritise opportunities – the role is not that of a consultant, it is the client’s responsibility to choose the option and implement the plans

⁵² See also, Review of Business Mentoring Services in Ireland, DJEI (Forfás) 2014

56	Undertake workshops (16 nationally, including Dublin) and one to one mentoring support under the Enterprise START programmes aimed at encouraging entrepreneurs with the potential to develop innovative export orientated projects.	2016	EI, HEIs
57	Implement tailored mentoring programmes to Enterprise Ireland clients in Dublin as part of contributing to the national target of 300 initiatives for 2016 as set out in the National Action Plan for Jobs 2016.	2016	EI, HEIs

Start-up/MNC engagement programme

The office of the Dublin Commissioner for Start-ups has engaged with 50 MNCs in relation to the development of a start-up programme for Dublin. Many of these larger companies have variously made available a range of supports to innovative start-ups through their individual corporate engagement with entrepreneurs and emerging companies. Currently there is limited awareness of the benefits available through this channel to start-ups and entrepreneurs in the Dublin context and likewise, MNCs would not have full sight and appreciation of the rich diversity of talent and innovation that exists within the Dublin start-up community.

A number of actions have been proposed as part of a proactive *start-up-MNC engagement programme* facilitated by the Dublin Commissioner for Start-ups in 2016, including a benefit portal, where multinationals can make information about their supports to start-ups available; a calendar of events that brings the two communities together around focused strategic themes to share knowledge and thought leadership; and a pitch event, where a multinational company can set out a problem they need to solve to Dublin based entrepreneurs and start-ups which the latter subsequently pitch their proposed solutions either individually or collaboratively, leading to a deepening of productive relationships.

	Action	Timeline	Lead and partners
58	Roll out a series of linked initiatives as part of the start-up/MNC engagement programme under the auspices of the Dublin Commissioner for Start-ups to include: themed networking events; MNC pitch events; information dissemination.	2016	Dublin Commissioner for Start-ups with industry representatives

Realising untapped entrepreneurship potential

In order to fully realise our ambition for entrepreneurship in Dublin and Ireland, we need to tap into the potential of individuals that are currently underrepresented in start-ups.

In 2014 Enterprise Ireland launched a competitive call for proposals specifically targeted at the female community. This tailored approach uncovered and delivered a significant response and helped to side-line constraints in relation to self-belief and confidence often evident in the potential female entrepreneur⁵³. It is planned to run a start-up initiative for women in 2016 in collaboration with NDRC.

⁵³ Global Entrepreneurship Monitor (GEM) – Report for Ireland 2014, July 2015

Today, Dublin is a multi-cultural city and has proven to be an attractive location for non-Irish nationals to study, work and live. Enterprise Ireland’s remit includes attracting mobile overseas entrepreneurs to choose Ireland (and Dublin) as a preferred location from which to start a business. In 2015, 15 of its investments in start-ups were those backed by overseas entrepreneurs. These individuals bring a different culture, mind-set and market knowledge to bear on developing and delivering new products, services and solutions to a wide range of geographic markets.

During 2016, Enterprise Ireland will issue a competitive call for proposals to attract overseas entrepreneurs.

	Action	Timeline	Lead and partners
59	Run a female start-up initiative with NDRC: Making Ventures Happen.	Q4 2016	EI
60	Launch two Competitive Call for Proposals targeted at attracting overseas start-ups to establish in Ireland.	Q4 2016	EI

Theme 4 Dublin – 21st Century talent for enterprise

Talent has been described by businesses as the key differentiator and asset in the 21st century. We know too that the war for talent is global. Ireland has benefitted in the past not only from its well-educated workforce, but also because of the inherent ‘can-do’ and problem solving attitude that is embedded in our culture. Our people are our primary asset and can differentiate Dublin’s competitive positioning, deliver high levels of productivity and innovativeness.

We aim to develop our own people through the education system across a range of skills levels⁵⁴, to embed a culture of workplace learning and to create an environment that attracts talent from overseas to live and work here. There are broader environmental factors that are relevant to both attract and retain talent – including quality of life (transport networks, healthcare etc.), cost of living, income tax etc., all of which need to be considered as part of Ireland’s National Talent Drive⁵⁵ to ensure we are competitively positioned internationally.

Dublin (and Ireland generally) is well equipped with further and higher education institutes (HEIs) that are a critical part of our ability to produce high quality graduates and researchers. Our higher education system is internationally competitive and performs well against international benchmarks with: the highest tertiary attainment rate for 30-34 year olds in Europe and a 4th place ranking within EU for the proportions of STEM graduates. Ireland is ranked 1st place in terms of the availability of skilled labour globally in the World Competitiveness Index⁵⁶.

In today’s globalised environment, international rankings matter. We need to continue to focus on and retain high ranking levels as a key element of Dublin’s ongoing, ability to produce quality graduates and researchers, and to attract talent.

There are significant changes underway within the HEIs that will considerably enhance Ireland’s offering for our young people, delivering the talent and capabilities required for the pace of change in the 21st century. We will strengthen collaboration and engagement between enterprise and the HEIs and the introduction of Technological Universities will complement our existing Universities’ offerings.

Dublin could also benefit more from its international student population. We need also to embed creativity and entrepreneurialism in the next generation.

Strengthening collaborative dialogue between education and enterprise

Businesses create jobs as they invest and expand to meet and capture market opportunities. Access to the ‘right’ talent and skills is crucial if we are to attract and retain business investment and to help existing companies to grow.

We are already seeing some skills demand intensifying in areas such as ICT, Engineering, logistics, finance, sales and customer care as we return to economic growth, while increased demands are also emerging in other areas including construction and hospitality. As stated earlier, change is the

⁵⁴ Including from NFQ L6 – L10

⁵⁵ See also Action Plan for Jobs 2014 -2015 & Policy Statement on Foreign Direct Investment in Ireland, July 2014

⁵⁶ World Competitiveness Index, 2014, IMD

only constant for business, and the shifting sectoral/occupational dynamic requires that Dublin's supply system is flexible, agile and responsive. The accelerated pace at which enterprise activities and new roles emerge poses challenges in predicting future skills needs with the level of specificity required to plan and deliver education and training programmes to address those changing needs.

Building on reforms already underway, the new National Skills Strategy (forthcoming) provides for enhanced links between enterprises and the education and training system in responding to the continually changing and dynamic environment for skills⁵⁷. This includes the creation of a new network of Regional Skills Fora as part of the new national skills infrastructure.

The network of Regional Skills Fora will provide a framework for the Further Education and Training (FET) providers, HEIs and enterprise stakeholders to work together in identifying and addressing the current and future skills needs of each region on an ongoing basis. This includes developing a collective understanding of the labour market and the enterprise profile of the region in order to inform programme development and ensure that provision is aligned with emerging skills needs. The Fora will also help employers better understand the full spectrum of education and training programmes and services available in the region and how to access them. It will provide a framework for employers to promote the wide range of career options and roles available across each region. Dedicated funding is being provided by the Department of Education and Skills (DES) to support the establishment and development of the network in 2016.

The Dublin Regional Skills Forum will build on the strong links that already exist between further and higher education and training providers and enterprise in the Dublin region. These links have worked effectively for many years in the development of skills for 'traditional' sectors such as retail, construction and hospitality, as well as for high growth technology based sectors.

The new Dublin Forum will provide a mechanism for regular structured dialogue on emerging needs to embed an agile assessment/response mechanism that will ensure availability of skills that are relevant to Dublin's key sectors, and that can anticipate future skills needs as sectors evolve and new types of activity (refer to Theme 2 sectoral mix). There is potential, through such collaboration to:

- shape curricula;
- facilitate leaders in enterprise to deliver some modules;
- embed industry placement as a standard feature on key courses; and
- strengthen a culture of agility and responsiveness and community engagement by employers and staff at education and training institutes in promoting awareness of new roles and career opportunities to students and parents.

A specific example of HEI/industry engagement relates to the co-creation of a bachelor's degree BSc in Data Science by DCU in partnership with Accenture, SAS, IBM, Intel, Openet, AIB and others. This was borne out of an awareness of the area of greatest global shortage of talent being in data analytics and data science. Deep analytical talent is sought by a range of sectors and activities as digitisation, mobile technologies and 'virtual' globally dispersed operations drive an explosion in data collection and information overload. Other examples of HEI/industry engagement include the Springboard+ initiative where higher education providers have come together with industry to

⁵⁷ Including the establishment of SOLAS to oversee the development and funding of the further education and training sector in line with the 5 year FET Strategy 2014-2019; the implementation of a new Higher Education System Performance Framework; and reconfiguration of the institutional landscape

develop upskilling and reskilling courses specifically targeted at sectors of the economy that are expanding such as ICT, data analytics, bio-pharma, medical technologies and financial services. In the Dublin region, 133 courses were approved for funding under the 2015 Springboard process. Agile responses to changing skill demands can ensure that Dublin (and Ireland) supports its key sectoral strengths and remains to the forefront in the context of the global war for talent.

An annual, national conference will be initiated in early 2017, led by DCU, that will bring together leaders from the education sector and enterprise and including international thought leaders to stimulate strategic discussion and to plan for the future needs in the enterprise sector, informed by future ways of working, the evolution of sectors, increased digitisation etc.

In addition, and complementary to the proposed DCU initiative, Technological University for Dublin (TU4D) will host an international conference aimed at identifying new, and improving existing, models and approaches to HEI-stakeholder engagement. The conference will be co-hosted with Purdue University, one of the most engaged public universities in the US.

	Action	Timeline	Lead and partners
61	Establish the process to develop the Regional Skills Forum for the Dublin region. Appoint a Dublin Regional Skills Forum Coordinator.	Q2 2016	DES, Dublin based FET providers, HEIs, enterprise agencies, employer representatives
62	Establish an annual Education-Enterprise Conference to discuss and plan for future skills needs in the enterprise sector.	Q2 2017	DCU, Education sector and key stakeholders
63	Organise and host an International Conference on Engagement between HEIs, Industry and Community aimed at identifying new, and improving existing, models and approaches to stakeholder engagement.	2016	TU4D Purdue University

Establishing a Technological University of Dublin

The alliance between Dublin Institute of Technology (DIT), Institute of Technology Tallaght (ITT) and the Institute of Technology Blanchardstown (ITB) is working to create a Technological University for Dublin (TU4D). This will bring the collective experiences, capabilities and resources together to provide high quality educational opportunities that are practice-based and research-informed; that meet the diverse needs of learners, reflecting their specific requirements in terms of pace and place; and, in a rapidly changing knowledge environment, prepare them to build meaningful careers throughout their lives. As a provider of third and fourth level technological education the TU4D will work closely with enterprise, community and other partners.

The legislative process has started and the Technological Universities Bill 2015⁵⁸ was presented to the Dáil on 10th December 2015 by the Minister for Education and Skills and proceeded to Second

⁵⁸ The Technological Universities Bill inter alia is: to provide for the establishment of technological universities; to provide for the functions and governance of technological universities; to provide for the transfer of functions, assets, liabilities and staff from certain institutes of technology to technological universities

Stage on the 17th December, following which it was referred to the Select Sub-Committee on Education and Skills and this was completed on 14th January last. The passing of the Bill will provide the necessary legislative underpinning for the next stages of development of the TU model.

	Action	Timeline	Lead and partners
64	Implement the steps necessary to create the new Technological University for Dublin.	2016	TU4D, DES

International students....raising Dublin’s profile and making connections

As an open economy, our future prosperity depends on our international connectivity and competitiveness. The Irish education system plays a key role in forging critical global relationships and building international awareness and outlook. One of the core ambitions of the National Strategy for Higher Education to 2030 is to support the development of internationally-oriented, globally competitive institutions⁵⁹.

Ireland’s international education policy encompasses the attraction of talent from around the world to our quality education institutions, sending our talented students, researchers and academics to our partner institutions, equipping learners with the skills and experience they need to compete internationally, actively engaging in world-class research and international collaborations and addressing global challenges.

Internationalisation provides a means of enhancing the quality of learning, teaching and research in Dublin and positions the city as a location for innovation and entrepreneurial thinking.

As society becomes more globalised, international collaborations are a vital way to forge connections and to provide people, not just with the skills and inter-cultural competence that they require to succeed in 21st century economies, but also with the perspectives of engaged global citizens. Our enterprise policy is premised on export-led growth as a key driver for our future economic prosperity. Achieving successful trade links in external markets requires knowledge of the cultures, economies and languages of those markets.

..... providing access to multi-cultural talent....

The availability of a postgraduate work concession for all graduates of programmes at NFQ level 8 and above affords a transition permission for the purpose of gaining relevant work experience, developing a business idea (within certain limits), or seeking an employment permit. This initiative aims to contribute to Ireland’s competitiveness by allowing international students to enhance their career prospects through study and work in Ireland. It provides a seed-bed of potential entrepreneurs that could be more proactively tapped into. It also strengthens the Irish-educated alumni, in that students will have garnered a broader experience of Ireland as a place to live and work, beyond their college education. Furthermore, this initiative provides the opportunity for our Irish based enterprises to gain exposure to and to benefit from cultural diversity – thereby enriching the workplace overall.

⁵⁹ This ambition is one of seven national priorities set out in the National Strategy for Higher Education to 2030, Report of the Strategy Group, Department of Education and Science, 2011

.... and leveraging international networks... keeping Dublin ‘on the map’

Building and deepening relations with the alumni of Irish third-level institutions is important in terms of connecting with Irish graduates overseas and connecting with non-Irish students who retain an affinity with Ireland. Such links have enormous potential for third level institutions, for Dublin and for the country as a whole.

In 2015, an Alumni Challenge Fund was launched to provide seed-funding to new collaborative initiatives by Irish institutions to target their Irish and non-Irish graduates working internationally. The supports under this fund can be used in areas such as the development of enhanced communication methodologies and enhanced data collection and usage. In many countries, alumni networks are most likely to be sustainable if they are part of wider Irish networks (e.g. business, cultural or sporting associations).

	Action	Timeline	Lead and partners
65	Contribute to meeting the medium-term national target for international students to represent 15 percent of full-time students in a manner that reflects HEIs individual situation and national needs.	2016-2018	Dublin HEIs
66	Through greater enterprise collaboration, deepen HEIs role in promoting diversity in faculty and student population, deepen knowledge creation and dissemination and position HEIs to act as sources of vibrant creativity in the region.	2016-2018	Dublin HEIs

Embedding entrepreneurialism, design-thinking and creativity in our next generation ...

We know that the workplace of the future will be changed from what it is today – and the types of jobs and occupations of tomorrow will be different. For example, jobs such as social media manager, chief listening officer, user experience designer and sustainability expert did not exist ten years ago⁶⁰. Whether planning to set up a business that will create jobs for others or to work for someone else, individuals today need to have an extended set of competencies in addition to any core technical qualifications they might have. These ‘higher order’ skills include creativity, flexibility, problem-solving, critical thinking and interrelating skills – attributes that are embedded in entrepreneurial thinking⁶¹.

Our talent environment in Dublin will not only stimulate an increase in our home-grown global start-ups, but is also an important attractiveness factor for overseas mobile entrepreneurs and FDI that is looking for an entrepreneurial and innovative environment in which to locate.

Education is key to shaping young people’s attitudes, skills and culture; to nurturing and developing the entrepreneurial thinking we need in our next generation. Our education system - from primary through to tertiary – needs to embed entrepreneurial thinking and produces the skills needed to work or to establish a business in a connected, constantly evolving digital environment.

⁶⁰ 10 Jobs That Didn’t Exist 10 Years Ago, Casserly, M., Forbes, 2012

⁶¹ Refer to Enterprise 2025, Background Report, Section C Talent - Future ways of working www.djei.ie

There is considerable change already underway in our education system⁶². There is a range of emerging ‘on-the-ground’ initiatives aimed at embedding creativity, design-thinking and entrepreneurialism within our next generation. Initiatives focused on the under 18s age group include: the Junior Achievement Ireland award with a focus on design through the MAKESHAPECHANGE education programme⁶³ (this initiative invites young people to think about how the world is made around them and where design fits in); the Get up and Go initiatives organised by the Professional Development Service for Teachers (PDST) aimed at transition year pupils; the LEO network that promotes entrepreneurship in local schools and runs an annual Student Enterprise Award at county level that culminates in a National Final; and the Bí Gnothach enterprise education programme supported by South County Dublin Enterprise Board for 5th and 6th class pupils.

In addition, Ireland’s Best Young Entrepreneur (IBYE)⁶⁴ launched in 2014 focuses on the 18 – 30 year old cohort. A South Dublin-based entrepreneur achieved the award of Ireland’s Best Young Entrepreneur in 2014⁶⁵. The aim of the initiative is to support a culture of entrepreneurship among young people in Ireland and to promote entrepreneurship as a career choice.

At third level, individual colleges have been developing initiatives in the area of enterprise education such as having Professors of entrepreneurship, a range of relevant subjects and modules at undergraduate and postgraduate levels and enterprise awards available on campus. The Innovation Academy at TCD aims to develop a new kind of PhD graduate, by developing a thorough understanding of how innovation can convert knowledge into products and services. It offers an intellectual space that promotes creativity and innovative thinking in postgraduate students, drawn from many disciplines in areas of societal, cultural and economic relevance.

Nevertheless there is a contention that although Ireland has a wide variety of separate entrepreneurship initiatives taking place across all levels of Irish education, they are highly fragmented, lacking a clear sense of overall purpose and not embedded in core curricula⁶⁶. This is a much broader agenda that is beyond the scope of this Action Plan. DES is developing a paper on Entrepreneurship Education that will be completed over the next few months. The paper will cover the totality of education and guidelines and will be prepared for schools to support them in ensuring that the quality learning experiences for all learners will enable them to take the initiative, be innovative and develop entrepreneurial skills relevant in their current and future lives. In the broader context of talent DES is currently finalising the National Skills Strategy that will be published shortly.

To reiterate – entrepreneurial and design thinking are key to shaping our entrepreneurs and talented workforce of the future. There is a lot already happening – which is a promising base from which to develop. Dublin based enterprises, the Local Authorities, agencies and education providers all have a role to play. In the first instance, we need to continuously elevate and raise awareness of these initiatives, positioning them as part of Dublin’s entrepreneurial dynamic, and encouraging greater participation throughout all schools and colleges in the region.

⁶² The ongoing reform of the junior cycle is critical in this regard

⁶³ MAKESHAPECHANGE education programme is part of the PIVOT Dublin programme in collaboration with Junior Achievement Ireland

⁶⁴ A €2 million programme launched by the Department of the Taoiseach and Department of Jobs, Enterprise and Innovation

⁶⁵ Eamon Keane of Xpreso software <http://www.ibye.ie/irelands-best-young-entrepreneur-named/>

⁶⁶ See for example Entrepreneurial Education: Policy recommendations to deliver the skills needed for the workplace of the future, Ibec, 2015

The HEIs in Dublin aim to create a regional network of student start-up incubators (building on start-up accelerators already in place) that would boost the number and success rate of entrepreneurs among university students and graduates. In addition, HEIs can take steps to increase the level of engagement between student and post doctorate researchers and the start-up sector, so that the traditionally academic research culture embraces entrepreneurship and risk-taking. This would potentially increase the rate of start-up formation and improve the overall economic contribution made by HEIs.

	Action	Timeline	Lead and partners
67	Create a Dublin region networks of start-up incubators and accelerators aimed at boosting the number and success rate of technology entrepreneurs among university students and graduates (building on the start-up accelerators already in place.	2016-2017	Dublin-wide HEIs led by DCU
68	Increase entrepreneurial behaviours by HEI postgraduate and postdoctoral researchers by implementing practical initiatives such as master class webinars, short term enterprise-based research scholarships; and/or sector specific industry information sessions & training initiatives.	2016 and ongoing	Dublin-wide HEIs
69	Assess the potential to expand the MAKESHAPECHANGE schools programme to 38 schools in Dublin City (teaching of creative problem solving, and innovation skills etc. in schools), following a review of the initiative.	2016	Junior Achievement Ireland with volunteer designers

Dublin – a hub for hackathons

Hardware and software Hackathons have proven to be excellent catalysts for start-ups all around the world. A hackathon typically involves a theme and participants, who often have different backgrounds and expertise that form teams to come up with ideas, solutions and often prototypes over the course of a day or a weekend. It is a broad canvas that can underpin education, entrepreneurship and creativity. Basically, a hackathon is ‘innovation compressed’.

The concentrated nature of innovation (typically over a weekend) that occurs in such hackathons as they tackle well-articulated themes or problem statements inevitably leads to great start-up ideas. Over the past two years Hackathons in the Dublin region have steadily increased in number, albeit without any overarching, coherent plan. DCU Alpha (DCU’s Innovation Campus) has developed a reputation as a home to Ireland’s Hardware Hackathon scene and has a dedicated 8,500 ft² hackathon space - the only one of its kind in the country. In the last 12 months DCU Alpha has hosted over a dozen such events in partnership with Internet of Things (IoT) industry stakeholders including Intel, PCH International, Dublin City Council, DAQRI and ABP Food Group amongst others.

Planned events in 2016 include a Smart Homes Hackathon with SEAI and an Aviation hackathon with DAA.

The events themselves have led to the creation of a variety of innovative companies including Ayda, whose founder was part of the winning team at DCU Alpha’s first ever Hackathon and who recently won the 2015 ‘Ireland’s Best Young Entrepreneur’ (IBYE) award.

	Action	Timeline	Lead and partners
70	Raise Dublin’s profile as a hub for Hackathons with at least one Hackathon per quarter initially, with the aim of progressing to one per month to simulate innovation and as a catalyst for start-ups. The thematic areas should be consistent with the themes and areas for opportunity set out in the Dublin Action Plan for Jobs.	Q3 2016 and onwards	DCU in collaboration with other HEIs

Career focused education

We need to ensure that all members of the community are given access to the personal and career development services that will enable them to take full ownership of their career path. We aim to champion new and existing initiatives that will remove actual or perceived obstacles to learners taking full advantage of the education and training services at any stage of their lives.

The TU4Dublin Alliance has set out its ambition to develop and deliver new education and training models to include the development of programmes with flexible entry and exit points as well as a mixture of on-the job and class-room learning, and a range of continuing professional development (CPD) and upskilling programmes, developed in partnership with industry.

Apprenticeships for 21st century occupations

In July 2105, following an evaluation process, the Apprenticeship Council reformed the apprenticeship system. Apprenticeship gives employers an opportunity to directly contribute to the development of skills in their sectors, presents excellent opportunities for learners to access employment and ensures that education and training programmes remain up to date. New apprenticeships are now being developed across a range of economic sectors and levels of the National Framework of Qualifications (NFQ). The initial phase of the new system focuses on 25 proposals which demonstrate sustainability and are at an advanced stage of design, planning and involve industry and education collaboration. The proposals span a range of skills in sectors as diverse as manufacturing and engineering; tourism and sport; financial services; ICT; transport, distribution and logistics; as well as business administration and management.

These are employer-led and not geographically based. Nevertheless, those that are in developmental stage and most relevant to Dublin’s employment profile include international financial services, IT, accountancy, HGV driving, chef, and warehousing. Both employers and education and training providers in Dublin should continue to avail of the opportunities offered by the reformed apprenticeship system.

	Action	Timeline	Lead and partners
71	Develop an engagement model with enterprise that will shorten the time-to-work of learners as well as time-to-delivery for sectoral-specific education and training needs.	2016 - 2018	TU4D
72	Increase apprenticeship and traineeships in Dublin linked to defined enterprise needs as part of the National Skills Strategy.	2016-2018	IoTs, ETBs, TU4D

Theme 5 Dublin - city of the world that feels like a village

Celebrating and promoting difference

There is a tendency to view the Dublin City Region with a generic lens, yet we know that Dublin is a collective of individual and distinctive neighbourhoods and communities, each with a unique offering as places of work, residence and recreation. This is a key attractiveness factor for the city. It is one that is widely sensed at the level of the community and at the level of the individual, however it is not sufficiently leveraged or promoted as a key dimension of Dublin's identity and distinctiveness internationally in the realm of attracting talent and investment.

Dublin must start playing to each area's strengths. Instead of utilising the same generic criteria with which to assess the potential contribution of each area to Dublin's socioeconomic future, there is an opportunity to focus on specific attributes, promote and celebrate difference, and address, in a more focused way, unique place specific challenges that hinder realisation of true potential.

While effective marketing and presenting an area's more advantageous aspects can address perception to some degree, alone this is insufficient. Across the Dublin city region, a sustained emphasis on the identification of distinctive place potential and positive attributes is required, together with identification of weaknesses that will inform future development initiatives and master planning. The period of fiscal restraint has led to new energy for civic participation, social entrepreneurship, volunteerism and collaboration across the community, cultural, corporate and institutional sectors. Innovative and vibrant solutions are emerging from these new ways of working⁶⁷.

There are already examples of where focused attention on place specific attributes and weaknesses and a longer term strategic vision can have a transformative impact. In Swords, a number of initiatives have collectively driven renewed energy, a stronger sense of place and enterprise opportunity:

- Local Government working with the business community to improve the town's streetscape through public realm enhancements;
- the refurbishing of Swords Castle and development of the wider civic quarter which has the potential to be a major tourist attraction and a magnet for the north end of the town;
- initiatives such as Purple Flag which was the culmination of a partnership between the local Chamber, local businesses and the County Council; and
- collaborative working between Local Government and the Sandyford Business District's Business Association has helped transform this area from low density industrial use with infrastructure constraints to a high quality environment with a vibrant mix of high technology office, residential, retail and medical development. This area is to continue to expand with mixed development anticipating the creation of circa 20,000 new jobs over the next decade.

Unique neighbourhoods and distinctive village centres with potential are present across the city in each of the four Local Authority areas and similar challenges are present. Local Area Plans and LECs in Dublin have highlighted the importance of progressing town centre and

⁶⁷ Draft Dublin City Development Plan 2016-2022, Written Statement – Volume 1, Dublin City Council

village/neighbourhood regeneration and improvement initiatives. There is an opportunity for sharing of best practice in strategic planning and implementation through a cross city initiative.

There is also an opportunity for high impact promotion of Dublin’s unique neighbourhoods and communities through for example the redeveloped Dublin.ie (details below) and tourism promotion.

	Action	Timeline	Lead & partners
73	Explore and share best practice strategic approaches to urban and village space revitalisation both in the Dublin context and tapping into international experience.	Q3 2016	4 LAs
74	Examine how the unique offerings of Dublin neighbourhoods, villages and town centres from a living, working and investment perspective can be elevated in the context of Dublin promotional activity through for example Dublin.ie.	Q3 2016	4 LAs, Fáilte Ireland

Dublin.ie...a key resource

A major strand of the Activating Dublin initiative is the redevelopment and launch of the Dublin.ie web portal that will be a key resource in promoting Dublin at a national and international level as a location for talent, visitors and investment.

The initiative represents a coordinated approach in representing Dublin’s identity both as a nationally and internationally connected capital city and one that has a unique patch-worked ‘village’ feel where diversity is promoted and celebrated and recognised as a unique asset.

The redeveloped Dublin.ie will be focused on a number of core themes around living, learning, working and doing business, highlighting the attractiveness of the city as a whole. It will cater to the citizens residing within Dublin as well as to users globally who will gain a true insight into what makes Dublin a top investment, quality of life and tourism destination. A Dublin.ie development team has been established within Dublin City Council to operationalise the project and manage the website.

Critical to the project’s success will be Dublin-wide buy-in and participation in the site’s development over time. Dublin needs a firmly established website for all things ‘Dublin’. In the immediate term this will involve extensive promotion of the site’s existence so that other organisations will see it as essential to be linked into Dublin.ie as a key reference site.

Dublin.ie is not a static project with an end date. It will require ongoing development and management. Consideration will need to be given to this from a resource perspective across all of the four Local Authorities over time.

Finally, Dublin.ie will be an important channel of communication about the roll out of the Dublin Action Plan for Jobs where successes can be celebrated and where Dublin’s collaborative energy and can-do attitude will clearly be in evidence.

	Action	Timeline	Lead and partners
75	<p>Launch Dublin.ie as a key resource to promote the attractiveness of the city and to provide relevant data and information.</p> <p>Consider the feasibility of expanding the Dublin.ie site to include the other Dublin Local Authorities and to other partners as relevant.</p>	<p>Q1 2016</p> <p>2016-2018</p>	<p>DCC in collaboration with the other Dublin LAs</p>

Dublin as a Gateway nationally and internationally

Economic Infrastructures

As a small open economy operating in a globally competitive environment ease of access into and out of the country is crucial for people, goods and information. Whether in its role as a gateway to Ireland and the world, or in its role as its own thriving city, region and marketplace, it is crucial that Dublin is well served in terms of economic infrastructure⁶⁸.

The availability of competitively priced world class infrastructure and related services is critical to support economic growth and enterprise development. Infrastructure provision needs to meet current and expected demands, and the return to economic growth is already presenting associated challenges. As highlighted in the most recent Dublin Economic Monitor⁶⁹, public transport demand continues to grow strongly, the number of cars licenced in the city per month is rising steadily, Dublin Airport is experiencing strong growth in volumes, and pressure on real estate is continuing to intensify as the economy strengthens.

In September 2015 the Government published Building on Recovery: Infrastructure and Capital Investment 2016-2021, a new €42 billion framework for infrastructure investment in Ireland. It also signals specific infrastructure investment for Dublin in the areas of rail, roads, and water and including for:

- a new metro link in Dublin - the largest single transport project in the plan. Although it will not be delivered for another decade it will be a significant enhancement to Dublin’s overall attractiveness, efficiency and image⁷⁰;
- the DART Expansion project, with an allocation being made for the redesign of the DART Underground, which remains an important element of integrated transport for the Greater Dublin area;
- new and replacement buses, further upgrading of Quality Bus Corridors, completion of the Dublin City Centre re-signalling programme, the reopening of the Phoenix Park tunnel, and completion the Luas Cross City project;

⁶⁸ Economic infrastructure refers to energy, telecoms, water and waste water, transport (land, air, and maritime transport), waste management infrastructures and commercial property

⁶⁹ The Dublin Economic Monitor is a joint initiative on behalf of the four Dublin Local Authorities, co-ordinated by the City Council. See www.fingalcoco.ie/media/Dublin-Economic-Monitor-q3-PDF.pdf

⁷⁰ Construction of the project is expected to start in 2021 and that the new rail line will be open by 2026/27

- investment in the roads network, with €4.4 billion to ensure the existing extensive network throughout the country is maintained and strengthened and €1.6 billion for new projects. Examples of importance to Dublin include the M7 Naas to Newbridge Bypass Widening Project and the roads upgrade project into Grange Castle Business Park in West Dublin to provide access for a number of global industries.

According to the national infrastructure investment plan, Irish Water will prioritise projects to support industrial development and address bottlenecks. The major projects that will be progressed include the Eastern and Midlands Water Supply Project and Greater Dublin Drainage.

There are also significant developments in infrastructure and related policy outside of the public capital investment plan. For example Dublin Port's Alexandra Basin Redevelopment project is the largest single infrastructure development project in the history of the port.

The Irish aviation sector strategy⁷¹ includes the retention of Dublin Airport in State ownership, and the promotion of Dublin Airport as a secondary hub with the necessary infrastructure to meet projected traffic growth. This will require the construction of a second runway as well as other infrastructure, and Dublin Airport has already secured the land needed, as well as planning permission for a second runway.

In terms of waste infrastructure, Dublin Waste to Energy Project at Poolbeg, is expected to come on stream in 2017 where waste is used to produce electricity and/or heat. With capacity of 600,000 tonnes per annum, this will represent a seismic shift in treatment capacity.

There has been good progress made at the planning stages of these projects and it is no critical that investment is made to progress them in a timely fashion. Infrastructural investment will ensure the continuation of Dublin's future sustainable growth. It will be important to address potential bottlenecks and continue to facilitate efficient movement of traffic, goods and people across the city and to national and international destinations as we return to economic growth and demand on our infrastructures increases.

In addition, while there has been significant commercial investment in telecommunications connectivity in the region in recent years, it is important that the commercial operators ensure that their infrastructure can effectively meet future demand and continue to support the development and growth of enterprises which are increasingly dependent on world-class digital services.

Announced on 19th January 2016, Dublin has been successful in obtaining support through the European Regional Development Fund (ERDF) under its Designated Urban Centres Grant Scheme 2014-2020⁷². The ERDF is providing a total of €40 million toward projects estimated at €127 million for sustainable transport and urban regeneration projects being delivered in urban areas throughout the country⁷³. The projects are co-funded by Local Authorities.

Quality of life infrastructure

Ensuring that Dublin is a great place to live, work and visit also requires the provision of good quality social infrastructure in the areas of housing, health, education, parks and greenways, culture/heritage/sport etc. The quality of the public realm is also critical to good place-making. The city's urban spaces should be easy for people of all ages or abilities to use, celebrate the quality of

⁷¹ A National Aviation Policy for Ireland, Department of Transport, Tourism and Sport, August 2015

⁷² The ERDF Scheme was launched in July 2015

⁷³ Including Cork, Limerick, Waterford, Ennis, Kilkenny, Mallow, Tralee, Wexford, Athlone, Dundalk, Galway, Letterkenny, Mullingar, Sligo, and Tullamore as well as Dublin

Dublin’s unique spaces and historic character, create areas where people can gather and show the city to its best advantage which in turns makes it more attractive to business and investors.

The €27 billion Exchequer component of the Capital Plan, supplemented by a new €500 million phase of the PPP programme, is primarily targeted at addressing priority needs in education, housing and healthcare, and including:

- the new National Children’s Hospital at St. James’s Hospital in Dublin which will be the largest health infrastructure project ever undertaken in Ireland. With satellite centres at Blanchardstown and Tallaght, this will bring together the three existing children’s hospitals in Dublin into one entity on one campus;
- an extra €110 million for facilities in the Higher Education sector, in addition to the €40 million already committed to the Grangegorman DIT project in Dublin;
- investment to support a more efficient deployment of policing resources, enhance crime investigation and enable intelligence-led policing, all of which are central to better crime prevention and safer communities in Dublin (and across Ireland);
- investments to promote and showcase Dublin’s cultural contributions will be made as we commemorate the anniversary of the 1916 Easter Rising including the GPO Interpretative Centre in Dublin and the refurbishment of Kilmainham Gaol and Courthouse amongst other projects aimed at providing an enriched tourist visitor experience; and
- the Parnell Square Cultural Quarter is a unique philanthropically funded project, part of the Civic Spine strategic regeneration programme which connects Dublin’s key historic spaces and includes public realm projects such as College Green and the Grafton Street Quarter.

Figure 8 **Dublin: Strategic Development Zones – A fast track planning process for areas of national importance**



Source Dublin Economic Monitor, Autumn 2015

Housing – a potential pinch point

The availability of quality housing and rental accommodation at affordable prices is an important element of Dublin’s attractiveness as a place to live and work. A well-functioning property market is important as part of Dublin’s offering to attract business investment that offers significant employment and to attract individuals to work and live in Dublin (including Irish nationals and foreigners).

Significant steps have been taken by Government to tackle pressures on the housing market, including:

- measures to deliver rent certainty and greater housing supply;
- the implementation of a once-off initiative to kick-start increased supply of new housing construction at more affordable prices under €300,000 in Dublin that involves a targeted development contribution rebate from January 2016 until end 2017;
- the introduction of a new policy framework for apartment developments across Dublin aimed at enhancing viability and quality of supply. It includes the introduction of faster systems for amending Strategic Development Zones (SDZs) where that is needed to meet market requirements; and
- a Dublin housing taskforce has been established and has identified capacity for 46,000 housing units on zoned development land throughout Dublin.

In addition, Dublin City Council has published a draft city plan for 2015-2021 which (when approved) will adjust height restrictions for apartment developments enhancing the viability of badly needed supply to ensure the City’s growing workforce has well located, good quality and affordable choices for living.

The National Assets Management Agency (NAMA) supported around 40 per cent of total new housing output across the four Dublin local authorities in 2014. NAMA is on track to deliver on its target of 4,500 new residential units in the greater Dublin area by the end of 2016 and has committed to funding the delivery of 20,000 residential units on a commercial basis before the end of 2020.

In early 2016, NAMA intends to seek Expressions of Interest for potential Joint Venture partners for its residential delivery programme. It is expected that 78 per cent of the units will be delivered in Dublin. NAMA will increase delivery from an average of 1,250 units per annum (2014-2015) to an annual average of 4,000 units (2016-2020). NAMA intends to provide regular updates to the market on progress.

A vacant site levy formed a key part of the Housing and Urban Regeneration Act 2015 and will be an important mechanism to ensure more active urban land management. In advance of full application of the levy, which must allow a lead in for landowners to consider development options, preparatory work is being undertaken to identify sites which are vacant and underutilised within the urban areas of Dublin. It is envisaged that the vacant site levy will assist in the utilisation of these well located sites for economic activity.

Dublin – A great place to live, work and visit: sustainable urban development

The National Planning Framework (NPF - successor to the National Spatial Strategy) will be progressed in early 2016 and will be the central planning policy document for Ireland. It will provide a clear vision to guide planning and investment decisions and will distinguish the role of the larger cities acting as our major international players. The Regional Spatial and Economic Strategies (RSES) will be developed in tandem with and will be a more detailed regional expression of the

objectives of the NPF. The RSEs will be aligned with key national enterprise strategies and informed by the Regional Action Plans that relate to Strategic Planning Areas (formerly called NUTS III). Of particular relevance for Dublin is the increased focus on environmentally sustainable growth. In recent times Irish cities have been growing more rapidly at their extremities rather than their Centres meaning that frequently where we live and where we work are being pushed further and further apart, which is resulting in the greater need for travel, higher energy costs and a reduction in overall quality of life⁷⁴.

The Dublin region’s attractiveness, sustainability and sense of place as we enter the next phase of growth will rely heavily on a robust and integrated urban planning process across the four local authority areas (and including its wider connections). An ambitious and visionary urban plan for Dublin⁷⁵, including sustainable settlement and transport strategies, will provide clarity to the developer community and effective implementation and confidence to the potential business investor and keep the Dublin region ‘on the map’ as a location of choice for FDI.

	Action	Timeline	Lead and partners
76	Develop an integrated settlement and transport strategy for the Dublin Strategic Planning Area as part of the EMRA Regional Spatial and Economic Strategy to deliver a high quality urban location offering a compelling proposition for people to live, work and play, for business investment and entrepreneurship, and that delivers an authentic and differentiated tourism offering which leverages Dublin’s natural advantages as an attractive historic city.	2016	East and Midlands Regional Assembly (EMRA), collaborating with DJEI and key stakeholders
77	Actively engage with relevant project steering committees/ liaison mechanisms to ensure that the key infrastructural projects planned for the Dublin region can contribute optimally to economic development in the city region. Examples include: Docklands SDZ, Children’s Hospital, DIT Grangegorman, LUAS Cross City, DART Underground etc.	2016-2017	4 Local Authorities, EI and relevant procurement bodies

Making connections: Dublin-Belfast corridor

The Dublin-Belfast Economic Corridor is a spatial expression of the complementary opportunities that have emerged and continue to exist between the two largest urban areas and economic drivers on the island of Ireland. It takes the form of economic and trade links, shared infrastructure, employment markets, social cohesion and cooperative initiatives that benefit the areas located between Dublin and Belfast. The economic links include interactions between infrastructure and related services, markets, educational facilities and societies. As we return to economic growth, it is timely to assess what actions are required to refresh this concept to bring it to a reality in order to leverage synergies that will strengthen Dublin’s connectedness and potential, delivering greater economic benefit, not only for Dublin – but for the wider North East region and nationally.

⁷⁴ Towards a National Planning Framework, DECLG, December 2015

⁷⁵ Development plans throughout the country need to consistently aligned at regional, sub-regional and local levels

Infrastructure and transport networks

Investment in the road network and transport links have certainly facilitated the ease of movement of goods and people – and is a fundamental building block to realising greater economic connections. A joint project with Irish Rail with Translink NI financed through the European Union’s INTERREG IVA Programme, managed by the Special EU Programmes Body (SEUPB) has resulted in a significant overhaul of the enterprise service⁷⁶. Launched in November 2015, this project that strengthens our main cross-border transport links is a good demonstrator of a collaborative approach that leverages EU funding and supports trade and tourism development.

Supporting cross-border trade

Key to developing an economic corridor effect is through trade and the development of links between businesses in both regions. Intertrade Ireland⁷⁷ (ITI) supports businesses through innovation and trade initiatives to take advantage of North/South co-operative opportunities to improve capability, drive competitiveness, growth and jobs. It also provides practical cross-border business funding, business intelligence and meaningful contacts to SMEs across the island, North and South, looking to grow their businesses.

Its Elevate programme provides specialist consultancy support to micro and small businesses looking to identify cross-border markets and customers to win new business. Its Acumen initiative assists companies to source and fund the right people to help increase cross-border export sales North or South to help improve knowledge of the market and identify new business opportunities.

Stimulating all-island collaborations in research

There is increasing engagement on a cross border basis in relation to research – contributing to the foundations for a well-functioning economic Dublin-Belfast corridor. Research collaborations create an exciting platform to drive increased collaboration and commercialisation of our research base for the benefit of Dublin, national and all-island economies.

The US-Ireland Research and Development Partnership launched in 2006 is a unique initiative involving funding agencies across three jurisdictions, US, Republic of Ireland and Northern Ireland⁷⁸. The portfolio of US-Ireland R&D partnership projects includes 27 awards with a combined investment value of £32 million⁷⁹.

In November 2015, a significant milestone was reached with the launch of new collaborations between the US, Ireland and Northern Ireland Research Centres. One example is the collaboration on *Agile Cloud Service Delivery using Integrated Photonics Networking* which features the Irish Photonic Integration Centre and Centre for Future Networks and Communications at Dublin City

⁷⁶ For example, the technology exists to run a fibre optic link on the track from Dublin to Belfast and to install repeaters on the line to boost the Wi-Fi signal. This would enable business passengers to make productive use of the journey time

⁷⁷ Funded by the Department of Enterprise Trade and Investment (DETI) and the Department of Jobs Enterprise and Innovation in Ireland (DJEI)

⁷⁸ The partner agencies in Ireland are SFI and the Health Research Board in the South and the Department for Employment and Learning, Invest Northern Ireland and the Health and Social Care R&D Division in the North

⁷⁹ <http://www.intertradeireland.com/newsevents/news/2015/us-ireland-partnership-announces-expansion-of-research-collaboration.php>. Research programmes involve significant research involvement from researchers in all three jurisdictions in the thematic areas of nanoscale science and engineering; sensors and sensor networks; telecommunications; energy and sustainability; and health

University, the Computer Science Research Institute at Ulster University, and the Centre for Integrated Access Networks at the University of Arizona⁸⁰.

In addition, during 2015, twenty-three awards valued at €30 million were made to outstanding senior researchers through the Investigators Programme (IvP) which will support 100 research positions and involve 40 companies⁸¹. This programme was run in partnership with the Department for Employment and Learning (DEL) Northern Ireland and funded seven projects involving North–South research collaboration.

AMBER, the SFI funded materials science centre based at TCD signed a Memorandum of Understanding (MoU) with The Queen’s University of Belfast for research cooperation in August 2014. It involves both institutions working with industrial partners on materials development projects focusing on the development, modification and characterisation of polymer and composite materials, and how they may have applications in industry. The partnership also enables both institutions to apply for funding through bodies in Ireland, Northern Ireland, UK and the EU.

SFI has recently entered into an agreement with BBSRC (the UK Research Council) to encourage and support applications that cut across national boundaries involving collaborative teams led by researchers from the UK and Ireland. The new partnership will support collaborative research and technology development in areas including bioscience for health, agriculture, food security, industrial biotechnology and bioenergy.

Other Research Centres and Technology Centres involved in cross border collaboration (and across centres nationally) include the Irish Centre for Manufacturing Research (ICMR) and The International Energy Research Centre (IERC). DCU has put in place an institutional strategic partnership with Ulster University (underpinned by an MOU signed in 2014) with the strategic goal to establish Ireland’s first North-South joint research centre in partnership with Northern Ireland HEIs.

	Action	Timeline	Lead and partners
78	Informed by the National Planning Framework, reinvigorate a focus on the Belfast-Dublin (economic) corridor and ensure cross regional alignment (with Louth) in the development of the Regional Economic and Spatial Strategies.	Q 4 2106	East and Midland and West and Border region Assemblies
79	Promote and increase take-up of the Acumen and Elevate programmes providing financial assistance to local companies to investigate and pursue export opportunities in Northern Ireland and ensure that LEOs are equipped with relevant information for signposting to companies.	2016-2018	InterTrade Ireland, LEOs

⁸⁰ The second project, Partnership in Continuous Manufacturing for Nano-based Drug Products includes collaborators at Synthesis & Solid State Pharmaceutical Centre at the University of Limerick, the Centre of Pharmaceutical Sciences at Queen’s University Belfast, and the Centre for Structured Organic Particulate Systems at Rutgers University and Purdue University

⁸¹ SFI reviews achievements for 2015 <http://www.sfi.ie/news-resources/press-releases/science-foundation-ireland-outlines-ambitious-plans-for-2016-and-reviews-achievements-for-2015.html>

<p>80</p>	<p>Working in partnership with BBSRC as the lead agency, support collaborative research and technology development between Ireland and the UK in areas including bioscience for health, agriculture, food security, industrial biotechnology and bioenergy.</p> <p><i>(Although this is a national call, it is anticipated that Dublin based research teams would apply)</i></p>	<p>Three calls in 2016</p>	<p>SFI (in partnership with BBSRC who will be the lead agency)</p>
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Theme 6 Dublin – the ‘Ideas Capital’

The public sector has a key role to play in stimulating the innovative use of technologies that delivers a higher standard of living and stimulates entrepreneurial endeavours. The Dublin region, with its high density, relatively large and diverse population base, strong performing enterprises, global players and excellence in research is well positioned to provide a test bed for innovative solutions, products and services.

This Action Plan requires coordinated responses from a range of Government Departments and actors to deliver a step change in enterprise performance. Some of the initiatives set out here have been underway for some time – it is opportune to reenergise a collaborative and coordinated approach across the region to elevate the scope, scale and profile of the initiatives to truly differentiate Dublin’s offering – to stimulate start-ups, new investment and growth delivering high value jobs and higher standards of living for all.

Smart Dublin

The place of cities in the global economy and investment flows sets a significant challenge for small countries such as Ireland. Cities are competing with cities globally for investment and talent. At the same time, rapid urbanisation is creating significant social, planning and environmental challenges.

In this highly competitive environment globally, many cities are seeking to derive place competitiveness benefits by demonstrating ‘smart’ characteristics. While the objectives are to achieve environmental, economic and social sustainability through systematic integration of ICT in their planning, design, operations and management for the benefit of the citizen, ‘smart cities’ are considered to boost the location’s attractiveness for innovative people and businesses. Examples of smart city initiatives include: Amsterdam Smart City (ASC); Barcelona (e.g. Open Data BCN); Copenhagen (first carbon neutral city ambition); and Esbjerg, Denmark (Next Step City).

From Ireland’s perspective, the smart city concept plays to Ireland’s strengths in ICT and its scale and in this respect constitutes an opportunity to develop a differentiated offering, to attract mobile talent, FDI, and to stimulate innovation. Dublin is an ideal test-bed location – providing opportunity to harness the capabilities of our Dublin based technology rich enterprises, including both Irish owned and large scale global players, and excellence in research. A Smart Dublin opens up opportunities for collaboration with potential innovators, entrepreneurs, SMEs, business, developers, researchers and social enterprises - in short anyone who has an interest in building the next generation of urban solutions.

Under Smart Dublin the four Dublin Local Authorities are coming together as one city region to showcase smart innovations. The initiative is embracing a ‘procurement by challenge’ approach. The Smart Dublin partners will provide access to expertise, seed funds and city region assets to pilot and test new solutions.

The challenge based approach will help transform the way the Dublin local authorities solve problems creating opportunities to take advantage of technology innovation, open data and new ways of working.

Smart Dublin has five broad objectives:

- showcasing Dublin utilising the platform of www.smartdublin.com;
- driving collaborative initiatives through challenge based procurement;
- positioning Dublin as a smart city testbed leveraging open data www.dublinked.ie;

- enabling community participation and more open forms engagement; and
- addressing key barriers at a national policy level.

There are already a number of demonstrators underway or planned across the city involving companies such as IBM, Intel and others in collaboration with SMEs and research institutes in areas such as flood management, mobility, energy, environmental monitoring and waste management. These demonstrators help to better understand the opportunities arising in the Internet of Things.

The recently published national strategy for research and development, science and technology Innovation 2020 sets out a clear action to promote Ireland as a test-bed for innovative technology and therapies. The aim is to establish a number of test-beds, in conjunction with relevant research and technology centres operating at the higher Technology Readiness Levels (closer to market) and to develop transparent protocols to facilitate and encourage enterprise access to test-beds.

Dublin can contribute to the national ambition and raise its visibility internationally as a Smart City.

Highly innovative FDI and Irish based technology companies are seeking opportunities in a city that is at the cutting edge of new technology and reflect their own ambition. While a range of assets are available to us in Dublin, we need to address system constraints to realising the full potential.

	Action	Timeline	Lead and partners
81	<p>Establish a strategic advisory board to provide guidance to Smart Dublin and ensure the initiative remains true to its mission to stimulate technology and urban innovation in the Dublin region, through collaboration between private, public and research partners, using city region data and with the region as a test bed.</p> <p>Develop strategic partnerships across relevant state agencies, HEIs and SMEs in the Dublin Region and others to identify and advance smart city initiatives.</p>	Q2 2016	Smart Dublin Project Team & dublinked
82	<p>Launch Smart Dublin in March 2016 to include the first of a series of challenges, including a Small Business Innovation Research (SBIR) Project.</p>	Q1 2016	Smart Dublin Project Team
83	<p>Position the Dublin Region as a world leader in urban solutions by utilising and building on strengths within Smart Cities and the Internet of Things in the region.</p> <p>Launch a series of open calls for new solutions to the challenges faced by cities, and in doing so, unlock the power of data and connected technologies to create more efficient urban systems and services (e.g. transport, energy, waste and economy), improve quality of life for citizens (e.g. environment, public realm, culture and heritage) and create new business opportunities for the Dublin Region.</p>	2016 and ongoing	Smart Dublin Project Team / 4 LAs / Dublinked Open Data Platform/research funders and other partners
84	<p>Consider the roll out of 'smart districts', for example starting with the Docklands, building out the area as a leading international smart district. The project could be progressed under the URBACT initiative.</p>	Q3 2016 and ongoing	Smart Dublin Project Team

85	Roll out of a Dublin Internet of Things Demonstrator/living lab led through the CONNECT centre for future networks and communications to demonstrate the use of low cost sensing operated on a city scale (to include technology validation, business case development, commercialisation and appropriate use case identification) This will centre on deployment of an experimental low power wide area network (LORA) across Dublin following validation phase in Q1 – Q3 2016.	Q3 2016	Smart Dublin Project Team, CONNECT centre for future networks and communications, Intel
	Open up opportunities for other MNCs, SMEs and Researchers to experiment on this LORA network.	Q4 2016	MNCs, SMEs, Research Institutes, Government partners, as appropriate.
	Roll out of an experimental flood monitoring platform for Dublin working with SMEs, Research institutes and MNCs.	Q1 –Q4 2016	

Design thinking in action

Design is what links creativity and innovation. Design makes ideas tangible. Designers don't just think and then translate those thoughts into tangible form, they actually think through making things. The application of a strategic design tools to solve seemingly complex social and economic challenges is known as design thinking. Design thinking is a process that has been integrated more fully into innovation policies in other countries and is starting to gain traction here⁸².

Design connects cities and connected cities are more competitive.

In recent years, DCC has adopted a design-led approach to development – delivering effective systems and services, managing the architectural evolution of the city and bringing about organisational change. Initiatives such as PIVOT Dublin, Activating Dublin, BETA and The Studio have helped the City experiment and innovate; inspired interdisciplinary collaboration across all sectors; created strong networks; offered opportunities to celebrate design impact and translated idea into action through projects.

PIVOT Dublin is devised and co-ordinated by Dublin City Architects that we have 'elevated' here as an example of how coordinated and multidisciplinary approaches can deliver economic benefit. The project promotes the principle that '*cities that value and apply design in how they think, plan and act are more humane, attractive and competitive*'⁸³. Originating in Dublin's bid⁸⁴ to become World Design Capital 2014, PIVOT Dublin has established a strong national and international network and provides a platform for projects that use design as a tool for social, cultural and economic progress⁸⁵.

⁸² Action Plan for Jobs 2014, DJEI; Policy Statement on Foreign Direct Investment in Ireland, 2014 and Enterprise 2025 - Innovative, Agile Responsive – Ireland's National Enterprise Policy 2015 – 2025, DJEI 2015

⁸³ Which is aligned with European innovation policy 'Design as a Driver of User Centred Innovation' EU Commission 07.04.2009 Europe 2020 Flagship Initiative Innovation Union' EU Commission 06.10.2010

⁸⁴ the bid was a collaboration between the four Dublin Local Authorities

⁸⁵ <http://www.pivotdublin.com/>

There are a number of pilot collaborative initiatives underway that provide the seed-bed for wider engagement and deployment across the region.

The PIVOT FRAMEWORK Design Assistance Programme⁸⁶ empowers communities to improve their built environment through an open, collaborative and systematic approach. It brings the public, policy makers, community and business leaders together to devise a vision and agree actions to turn the vision into reality. The American Institutes of Architects is assisting DCC and project partners to adapt the programme for the Irish context. A project identity and website has been developed for launch in early 2016.

Design4Growth is a strategic design pilot scheme that connects micro businesses with designers to identify their biggest strategic challenges and create new opportunities to overcome them by using design effectively. It is delivered by Dublin City LEO on behalf of the four Dublin LEOs, facilitated by PIVOT Dublin and funded by the Craft and Design Council of Ireland through their Design 2015 programme.

Completion of this successful pilot in the Dublin city area provides a basis for a broader rollout of the initiative across the city region.

	Action	Timeline	Lead and partners
86	Undertake a review of the PIVOT Dublin pilot initiatives. With aim of agreeing a sustainable Dublin Design programme over a longer time frame, establish a Steering group to provide strategic guidance, and agree a funding stream including opportunities through EU Design Innovation Programmes, national and local government and business sectors.	Q3 2016 Q2 2017	DCC, Education Institutes, Chambers of Commerce
87	Evaluate the delivery and outcomes of the 2015 Design4Growth pilot scheme led by LEO Dublin City which was aimed at assisting participating companies to use good design in a strategic way to enhance their product or service. Based on the evaluation, consider if and how best to disseminate best practice approaches from the pilot to be embraced across the region.	Q3 2016	EI/4 Dublin LEOs, DCCOI
88	Implement the FRAMEWORK pilot programme working with a Dublin community and testing how the successful AIA Design Assistance Programme can be adapted to suit an Irish context. The website and call for community partner will be launched in Q1 2016, with a review of the pilot project in Q4 2016.	Q1-Q4 2016	DCC City Architects and project partners

⁸⁶ Run by the American Institute of Architects (AIA)

Street of the Future – test, experience and showcase technologies for living

The concept of a ‘street of the future’ in Dublin is about creating a display case for the application of emerging technologies, including smart surfaces, internet of things, driverless cars, moving pathways, and all powered by renewable resources such as solar and wind. It would be an evolving and changing canvass with the aim of always being the most advanced street in the world technologically, where people can directly experience emerging technologies first hand.

As a live showcase for advanced technologies, a range of leading technology corporations would be invited to display their systems and products. It is likely that there would be some opportunities for corporate sponsorship and product placement. This also applies to services companies who could provide architectural and works planning assistance as a training ground for their employees.

As Dublin Street of the Future involves development of a physical and living space, the relevant permissions and community buy-in will be critically important. Consideration will need to be given to identifying possible blank canvas locations where development has not yet started and/or existing street spaces leveraging a community-led approach where consensus can be achieved amongst the relevant property owners and residents.

	Action	Timeline	Lead and partners
89	Scope the concept and feasibility of Dublin Street of the Future and how it might be delivered within the wider smart city context (acknowledging it is at an earlier stage than other potential test-bed initiatives).	2017	Smart City Project Team with DBIC, NCAD
90	Deliver a conference on emerging technologies building on the Silicon Stroll Bootcamp event 2015. Incorporate a session focused on Dublin Street of the Future to generate engagement and ideas to activate the concept.	2016	DBIC

Implementing the plan and monitoring progress

The Action Plan for Jobs for Dublin has been developed following wide local stakeholder engagement, using a “bottom-up” approach, with actions coming from regional stakeholders including the private sector.

The Action Plan covers the period 2016-2018, to allow for the process to take hold and develop, and to capture a more medium-term ambition for the city region. The Plan will be flexible and dynamic and is in reality a rolling agenda which will allow additional actions and ideas to be added as they emerge over the period of the Plan and beyond.

Implementation Committee

Progress on the actions will be monitored on a 6 monthly basis by an Implementation Committee, and Progress Reports on the implementation of the Plan will be published twice each year. The Progress Reports will also identify areas for further action in a rolling framework.

All of the key regional stakeholders who have actions for delivery in the Action Plan will be involved on the Implementation Committee and will be asked to provide updates on the delivery of actions.

The Minister for Jobs, Enterprise and Innovation will appoint the Chair of the Implementation Committee.

Notwithstanding the need for local buy-in and ownership of this Action Plan, the Department of Jobs, Enterprise and innovation will continue to oversee the Plan at political level and facilitate updates to the Plan through membership of the Implementation Committee.

Processes put in place to monitor this regional Action Plan should complement other monitoring arrangements in the Local Government sphere.

Given that strong business representation is also required to drive the enterprise and jobs focus of the Plan, the Minister for Jobs, Enterprise and Innovation will appoint Enterprise Champions for Dublin to participate on the Implementation Committee and work with the public bodies on the implementation of the Plan.

To support the work of the Implementation Committee and to ensure continued impetus behind the elevate, collaborate, differentiate core principles of the Dublin Action Plan, it may be necessary to form a smaller operational group that will meet regularly, comprising the Chief Executives of the four Local Authorities, regional managers of the enterprise agencies and the heads of the LEOs.

Communications

The Dublin Regional Action Plan is a live initiative and sets off a rolling agenda that will be sustained beyond the timescale captured in this document.

It is critical that successes are celebrated and made known so that best practice can be shared.

It is also important that opportunities for more extensive engagement and partnering are promoted widely utilising existing resource and appropriate websites.

Appendix A

Overview of plan development process

The Action Plan for Jobs is the Government's key policy tool to support enterprise growth and job creation in the country and ensure the implementation of identified policy priorities in a timely manner. This Dublin plan is the final in a series of Regional Action Plan for Jobs to accelerate the pace of jobs growth in all of the regions in Ireland.

The Dublin plan has been developed by the Department of Jobs, Enterprise and Innovation (DJEI), with the support of Enterprise Ireland and IDA Ireland, and in close consultation with regional stakeholders from the public and private sector.

A project delivery team, chaired by DJEI was established, comprising a range of public bodies operating in the Dublin City region (Table A.1 overleaf). This team met twice during the preparation of the plan and there was ongoing interaction with the participating representatives throughout the Plan's preparation.

A well-attended Stakeholder Forum with more than 130 participants was held on Friday the 4th December 2015 at the Aviva Stadium in Dublin to garner inputs to the Dublin Action Plan from a broad range of public and private stakeholders in the Dublin region. Attendees included company representatives, industry associations, chambers, education institutes, agencies, local authority representatives etc.

Figure A.1 Scenes from the Stakeholder forum – Aviva Stadium, December 4th 2015



The meetings of the Project Delivery Group and the Stakeholder Forum were convened by IDA Ireland (Mid-East and Dublin Regional Office), in consultation with Enterprise Ireland (Eastern and Midlands Region).

Research support and drafting of the Dublin Region Action Plan for Jobs was led by the Strategic Policy Division of the Department of Jobs, Enterprise and Innovation.

For further information please contact:

Maria Ginnity or Céline McHugh, Strategic Policy Division, Department of Jobs, Enterprise and Innovation on 01 631 2222 or email to: dublinstrategy@djei.ie

Table A.1 Organisations represented on the Dublin project delivery group

	Organisation
Regional and county level bodies:	Dublin City Council
	Dun Laoghaire Rathdown Co. Council
	Fingal Co. Council
	South Dublin Co. Council
	Local Enterprise Office - Dublin City
	Local Enterprise Office - Dun Laoghaire Rathdown
	Local Enterprise Office - Fingal
	Local Enterprise Office - South Dublin
	Dublin City Council – City Architect
	Midlands and Eastern Regional Assembly
National level bodies:	Department of Jobs, Enterprise and Innovation
	Department of Education and Science
	Enterprise Ireland
	IDA Ireland
	Fáilte Ireland
	Tourism Ireland
	SOLAS
	Higher Education Authority
	Inter Trade Ireland
Further and higher education sector in the region:	Education and Training Board - City of Dublin
	Education and Training Board - Dublin and Dun Laoghaire
	Education and Training Board - City of Dublin
	Dublin City University
	Dublin Institute of Technology
	Institute of Art, Design and Technology
	Institute of Technology Blanchardstown
	Institute of Technology Tallaght
	National College of Art and Design
	National College of Ireland
	Trinity College Dublin
	University College Dublin

Appendix B

Brief Synopsis of Enterprise 2025

Enterprise 2025 is Ireland's longer term national enterprise policy.

It sets out the framework for policy coherence across a range of complementary areas and the strategic actions required.

An extensive consultation process was undertaken as part of the development the strategy: with industry, government departments, agencies and other stakeholders.

Enterprise 2025 sets out a clear vision for enterprise development over the next decade:

Ireland – the best place to **succeed** in business
delivering

sustainable employment and higher standards of living for all.

This is an ambitious strategy, with the objective of delivering growth that is sustainable, led by strong export performance, builds on Ireland's sectoral strengths, and that is underpinned by innovation, productivity and competitiveness. The Enterprise 2025 ambition is to:

- have **2.18 million people in employment** by 2020 – which would be a record level of employment in the State. It envisages unemployment to have reduced to 6 percent (circa 266,000 more people at work);
- ensure that jobs are created **throughout the regions** so that unemployment in each region is within one percent of the State average by 2020;
- grow **Irish owned exports** by between 6 and 8 percent annually to 2020;
- **restore our competitiveness** to rank in the top three of the most competitive small countries in the world; and
- realise **long term productivity growth** to levels ranking in the top five EU countries.

Enterprise 2025 is a whole of enterprise strategy – encompassing all sectors and activities in the economy, and across all regions of Ireland. It will:

- Deliver a Step Change in enterprise performance (delivering more Irish companies of scale, more entrepreneurship, start-ups and survival rates, and strong clusters)
- Drive focused capital investment in a number of areas that will **differentiate** Ireland in what is an intensely competitive global environment, namely: **Talent; Innovativeness; Place-making; and Connectedness**
- Excel in getting the basics right - unless we excel at the basics (finance for enterprise growth, taxation, cost competitiveness, investment in productive infrastructures) all other investments and interventions will be compromised.

A whole of government approach will be required to progress implementation and there are a number of complementary strategies currently in development or recently completed. The Action Plan for Jobs is a key mechanism to drive action on an annual basis in line with the strategic ambition set out in Enterprise 2025.



www.djei.ie/publications

Appendix C

Mentor services

Dublin offers start-ups the potential to access a range of mentor services from which they can determine the most appropriate to their needs at any point in time:

- Enterprise Ireland and other state agencies and bodies including LEOs Bord Bia, Bord Iascaigh Mhara, Sustainable Energy Ireland, Teagasc, Crafts Council, and the Western Development Commission;
- Academic institutions (primarily through Incubation and Innovation Centres) including IOTs, Universities, Nova, Ryan Academy;
- Local Development Networks including LEADER partnership programmes⁸⁷;
- Private companies, including e.g. IBM, Ernst and Young, Telefonica, Vodafone, banks and others;
- Business Representative Bodies and Networks, including MBA Association of Ireland, Irish Exporters Association, and Chambers of Commerce;
- Accelerator programmes and State funded skills development programmes; and
- Others, including VCs and NGOs including for example, Silicon Valley, Senior Enterprise, the Women's Business, and Social Entrepreneurs Ireland.

⁸⁷ Mentoring activity within LEADER partnerships is highly diverse in nature and relates both to mentoring of enterprises and community groups, or can be part of training offered by LEADER partnerships (e.g. event management)

Appendix D

Selected ongoing collaborative initiatives

Dublin Economic Monitor

The Dublin Economic Monitor is a joint initiative of the four Dublin local authorities. The Monitor looks exclusively at the Dublin region which incorporates the four Local Authority areas of Fingal, Dublin City, Dun Laoghaire-Rathdown and South Dublin, and tracks 15 key economic indicators.



Smart Dublin

Under Smart Dublin the four Dublin Local Authorities have come together as one city region to showcase smart innovations, to attract talent and investment and drive urban innovation. The approach aims to strengthen the appeal of Dublin as a smart city region and a place to testbed. The initiative includes a particular emphasis on a procurement by challenge approach. This will open up opportunities for collaboration with potential innovators, entrepreneurs, SMEs, business, developers, researchers and social enterprises - in short anyone who has an interest in building the next generation of urban solutions. The project partners will provide access to city-wide expertise, seed funds and city-wide assets to pilot and test new smart city solutions.

This challenge based approach will help transform the way the Dublin Local Authorities solve problems creating opportunities to take advantage of technology innovation, open data and new ways of working.



www.smartdublin.ie

PIVOT Dublin

PIVOT Dublin is an initiative of Dublin City Council, devised and co-ordinated by Dublin City Architects. Originating in Dublin's bid to become World Design Capital 2014, PIVOT Dublin has established itself as a focus for Irish design initiatives and created a resurgence of international interest in Irish design.

PIVOT Dublin connects design to community by:

- Promoting design as a resource.
- Inspiring a culture of interdisciplinary collaboration.
- Valuing and cultivating our national and international network.
- Offering opportunities to explain, demonstrate and celebrate design's positive impact.
- Translating ideas to action through projects.



Activating Dublin

Activating Dublin is a joint initiative of Dublin City Council, Dublin Chamber, Central Government and other partners from the private, public and social sectors, aimed at generating growth and employment in the Dublin region. The vision is to transform Dublin from a good international city to a great one to live, work and visit.

Activating Dublin's focus is on projects that the three partners (local and central Government and business) are uniquely able to help and aligned to their own strategies. Following the development of an Action Plan in 2012, the initiative has **delivered** three strategic projects:

- Tech Start-ups (created the Dublin Commissioner for Start-ups)
- Trading Online (supported & assisted development of DCENR's Trading Online Voucher Scheme)
- Youth Activation (worked with the DSP on the EU Youth Guarantee Pilot in Ballymun)

Dublin Commissioner for Start-ups

This is a role created as a result of the Activating Dublin initiative and privately funded through the DCU Ryan Academy for Entrepreneurs. The mission of the Dublin Commissioner for Start-ups is to develop a voice, image and platform for Dublin as a great start-up city, nationally and internationally. The first Commissioner for Start-ups is Niamh Bushnell. The Commissioner's office runs a number of initiatives and activities including: 1st Friday Brekkies, a publication called Dublin Globe, the Dublin Data Initiative and the Start-up Community Fund.

<http://www.startupdublin.com/>



**DUBLIN
COMMISSIONER
FOR STARTUPS**

Appendix E

Selected recent enterprise related Government policy statements & other relevant publications

Action Plan for Jobs (2012, 2013, 2014, 2015, 2016) Dept. of Jobs, Enterprise and Innovation (DJEI)

Agenda 2020: Excellence and Impact, Science Foundation Ireland, 2015

Building on Recovery: Infrastructure and Capital Investment 2016-2021, Dept. of Public Expenditure and Reform, 2015

Construction 2020: A Strategy for a Renewed Construction Sector, Dept. of the Taoiseach, 2014

Driving Enterprise, Delivering Jobs: Strategy to 2016, Enterprise Ireland, 2015

Enterprise 2025: Ireland's National Enterprise Policy 2015-2025, DJEI, 2015

Evaluations of State Supports for Enterprise, Synthesis Report and Conclusions, DJEI, 2015

Framework for Regional Enterprise Strategies, DJEI, 2015

Good for Business – Good for the Community, Irelands National Plan on Corporate Social Responsibility 2014-2016, DJEI, 2014

Innovation 2020: Ireland's Strategy for Research and Development, Science and Technology, DJEI, 2015

Ireland's Competitiveness Challenge 2015, National Competitiveness Council and DJEI, 2015

Local Economic and Community Plans, 2016 – individual plans for each Dublin Local Authority area

National Policy Statement on Entrepreneurship in Ireland, DJEI, 2014

Policy Statement on Foreign Direct Investment in Ireland, DJEI, 2014

Review of Business Mentoring Services in Ireland, DJEI, 2014

Review of the Government Trade, Tourism and Investment Strategy 2010 to 2015, Dept. of Foreign Affairs and Trade, 2014

The Voice of Small Business: A Plan for Action, The Advisory Group for Small Business, supported by DJEI and Forfás, November 2011

Towards a National Planning Framework, A Roadmap for the Delivery of the National Planning Framework 2016, Dept. of the Environment, Community and Local Government, 2015

Winning: Foreign Direct Investment 2015-2019, IDA Ireland, 2015

Sector Specific

IFS2020: A Strategy for Irelands IFS Sector, 2015-2020, Department of Finance, 2015

People, Place and Policy: Growing Tourism to 2025, Dept. of Transport, Tourism and Sport, 2015

Food Wise 2025, Dept. of Agriculture, Food and the Marine, 2015

A National Aviation Policy for Ireland, Dept. of Transport, Tourism and Sport, 2015

Making it in Ireland: Manufacturing 2020, Dept. of Jobs, Enterprise and Innovation, 2013

See also various EGFSN sector specific assessments of future skills needs – at www.skillsireland.ie

Appendix F

Dublin's performance across a range of city rankings

DUBLIN'S LATEST INTERNATIONAL RANKINGS				
SOURCE	BENCHMARK CRITERIA	YEAR	RANKING	CHANGE [†]
FDI Intelligence European Cities And Regions Of The Future 2015/2016	Socio-economic	2014	3*	▲
JLL Global City Momentum Index	Real estate	2015	14	▲
Mercer 2015 Quality of Living Survey	Environmental/socio-economic	2015	34	▶
AT Kearney Global City Index	Business activity, human capital, culture, political, information exchange	2015	23	▲
Global Financial Centres Index (GFCI)	Online survey, aggregated city and national competitiveness indicators	2015	46	▲
FDI Markets Top Cities for Greenfield FDI	FDI investment	2014	11	N/A
QS World University Rankings	University quality	2015/16	78**	▼
MasterCard 2015 Global Destination Cities Index	London's feeder cities	2015	3	N/A
Citylab Global City Economic Power Index	Index of indices	2015	16	▲
Copenhagenize Index of Cycling Friendly Cities	Infrastructure, modal share, safety, etc.	2015	15	▼
PWC Emerging Trends in Real Estate Europe 2015	Real estate investment, development	2015	2	▶
Savills Tech Cities	Business environment	2015	7	N/A
EU Startups Europe's Biggest Startup Cities	Startups registered, visitors	2015	7	▲

*OF MAJOR EUROPEAN CITIES. **TRINITY COLLEGE DUBLIN HIGHEST RANKING IN DUBLIN. †CHANGE ON PREVIOUS PUBLICATION OF THE RELEVANT BENCHMARK. AN UPWARD-POINTING ARROW DENOTES AN IMPROVEMENT.

Source: Dublin Economic Monitor, Autumn 2015

Appendix G

Dublin data snapshot & data sources

<p>Estimated population⁸⁸</p> <ul style="list-style-type: none"> □ 1,305,000 (2015) □ 28 per cent of national total 	<p>Number of persons in employment⁸⁹</p> <ul style="list-style-type: none"> □ 605,600 (Q3 2015) □ 31 per cent of national total
<p>Population projections, 2013⁹⁰</p> <ul style="list-style-type: none"> □ 2021: 1,389,000 □ 2026: 1,472,000 □ 2031: 1,548,000 	<p>Number unemployed/unemployment rate⁹¹</p> <ul style="list-style-type: none"> □ 52,200 (Q3 2015) □ Unemployment rate of 8 percent □ State: 9.3 percent
<p>Non-Irish population⁹²</p> <ul style="list-style-type: none"> □ 16 percent (2011) □ State: 12 per cent 	<p>Gross Value Added per person⁹³</p> <ul style="list-style-type: none"> □ €51,839 (2012) State: €34,308
<p>Population density⁹⁴</p> <ul style="list-style-type: none"> □ 1,378 persons per m² (2011) □ Dublin City: 4,526 persons per m² □ State: 67 persons per m² 	<p>Active enterprises⁹⁵</p> <ul style="list-style-type: none"> □ 57,989 (2012) □ 31 percent of national total
<p>Educational attainment⁹⁶</p> <ul style="list-style-type: none"> □ 36 percent with a Third Level Qualification (2011) □ State: 29 percent 	<p>Estimated youth dependency (Under 15s as proportion of 15-64 year olds)⁹⁷</p> <ul style="list-style-type: none"> □ 31 per cent (2015) □ State: 34 per cent

⁸⁸ CSO Estimated Population (Persons in April) by Region. Downloaded from Statbank, December 18th 2015

⁸⁹ CSO QNHS Persons aged 15 years and over in Employment. Downloaded from Statbank, December 18th 2015

⁹⁰ Source: CSO Actual and Projected Population (Thousand) by Criteria for Projection, 2013. Downloaded from Statbank, December 18th 2015. The *M2F2 Modified Migration Scenario* is used as the 2016 projection under this scenario (1,303,000) most closely matches the 2015 estimate (1,305,000)

⁹¹ CSO QNHS Unemployed Persons aged 15 years and over by Region and statistical indicator. Downloaded from Statbank, December 18th 2015

⁹² CSO Population Usually Resident and Present in their Usual Residence by Nationality, and SPD calculations. Downloaded from Statbank, December 18th 2015

⁹³ CSO QNHS Gross Value Added per person at Basic Prices (Euro) by Region. Downloaded from Statbank, December 21st 2015

⁹⁴ CSO Population Density and Area Size by Electoral Division, and SPD calculations. Downloaded from Statbank, December 18th 2015

⁹⁵ CSO Business Demography NACE Rev 2 by County. Downloaded from Statbank, December 18th 2015

⁹⁶ CSO *Regional Quality of Life 2013*

⁹⁷ CSO Estimated Population (Persons in April) by Sex, Region, and SPD calculations. Downloaded from Statbank, December 18th 2015

Appendix H

Glossary of Acronyms

AMBER	Advanced Materials and BioEngineering Research
APJ	Action Plan for Jobs
BBSRC	UK Research Council
BER	Building Energy Rating
BIC	Business Innovation Centre
BID	Business Improvement District
BIM	Building Information Modelling
BITCI	Business in the Community Ireland
BPFI	Banking and Payments Federation Ireland
BPO	Business Process Outsourcing
CeADAR	Centre for Applied Data Analytics Research
CEC	Community Enterprise Centre
CIF	Construction Industry Federation
CITA	Construction IT Alliance
CPD	Continuing Professional Development
CSO	Central Statistics Office
CSR	Corporate Social Responsibility
DART	Dublin Area Rapid Transit
DBIC	Dublin Business Innovation Centre
DCCoI	Design and Craft Council of Ireland
DCENR	Department of Communications, Energy and Natural Resources
DCU	Dublin City University
DECLG	Department of Environment, Community and Local Government
DEM	Dublin Economic Monitor
DEL	Department for Employment and Learning (Northern Ireland)
DES	Department of Education and Skills
DFAT	Department of Foreign Affairs and Trade
DIT	Dublin Institute of Technology
DJEI	Department of Jobs, Enterprise and Innovation
DTTAS	Department of Transport, Tourism and Sport
EDCi	European Digital City Index

EGFSN	Expert Group on Future Skills Needs
EI	Enterprise Ireland
EPA	Environmental Protection Agency
ETB	Education and Training Board
FDI	Foreign Direct Investment
FET	Further Education and Training
FMC	Financial Mathematics and Computational Cluster
GIS	Geographical Information Systems
GVA	Gross Value Added
HEA	Higher Education Authority
HEI	Higher Education Institutions
Ibec	Irish Business and Employers' Confederation
IC	Irish Centre for Cloud Computing and Commerce
ICMR	Irish Centre for Manufacturing Research
ICT	Information and Communications Technology
IDA Ireland	Industrial Development Agency
ID2015	Irish Design 2015
IERC	International Energy Research Centre
IFB	Irish Film Board
IFS	International Financial Services
IFSC	Irish Financial Services Centre
IoT	Internet of Things
IoT	Institutes of Technology
IPA	Investment Promotion Agency
ISA	Irish Software Association
ISME	Irish Small and Medium Enterprises Association
ISO	International Organisation for Standardisation
ITI	InterTradeIreland
ITT	Institute of Technology Tallaght
ITB	Institute of Technology Blanchardstown
IvP	Investigators Programme
JA	Junior Achievement
KPI	Key Performance Indicators
KTI	Knowledge Transfer Ireland

LA	Local Authorities
LECP	Local Economic and Community Plan
LEADER	Liaisons entre actions de developpement de l'économie rurale
LEOs	Local Enterprise Offices
LGMA	Local Government Management Agency
MNC	Multinational Corporation
MU	Maynooth University
NACEC	National Association of Community Enterprise Centres
NAMA	National Asset Management Agency
NCC	National Competitiveness Council
NHIH	National Health Innovation Hub
NFP	New Frontiers Programme
NFQ	National Qualifications Framework
NIBRT	National Institute for Bioprocessing Research and Training
NDRC	National Digital Research Centre
NSAI	National Standards Authority of Ireland
NSS	National Skills Strategy
NUIG	National University of Ireland Galway
NUIM	National University of Ireland Maynooth
PaaS	Platform as a Service
PIVOT	Promoting Inspiring Valuing Offering Translating
PPP	Public Private Partnership
QNHS	Quarter National Household Survey
R&D	Research and Development
RCSI	Royal College of Surgeons in Ireland
RD&I	Research, development and innovation
RIA	Royal Irish Academy
RSES	Regional Spatial and Economic Strategies
RTO	Research Technology Organisation
RPG	Regional Planning Guidelines
SaaS	Software as a Service
SBIR	Small Business Innovation Research
SDZ	Strategic Development Zone
SEAI	Sustainable Energy Authority of Ireland

SEUPB	Special European Union Programmes Body
SFA	Small Firms Association
SFI	Science Foundation Ireland
SME	Small and Medium Enterprise
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna
STEEP	School of Transport, Engineering, Environment and Planning, DIT
STEM	Science, Technology, Engineering, Mathematics
TCD	Trinity College Dublin
TU Dublin	Technological University Dublin
UCD	University College Dublin
UCC	University College Cork
VC	Venture Capital

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