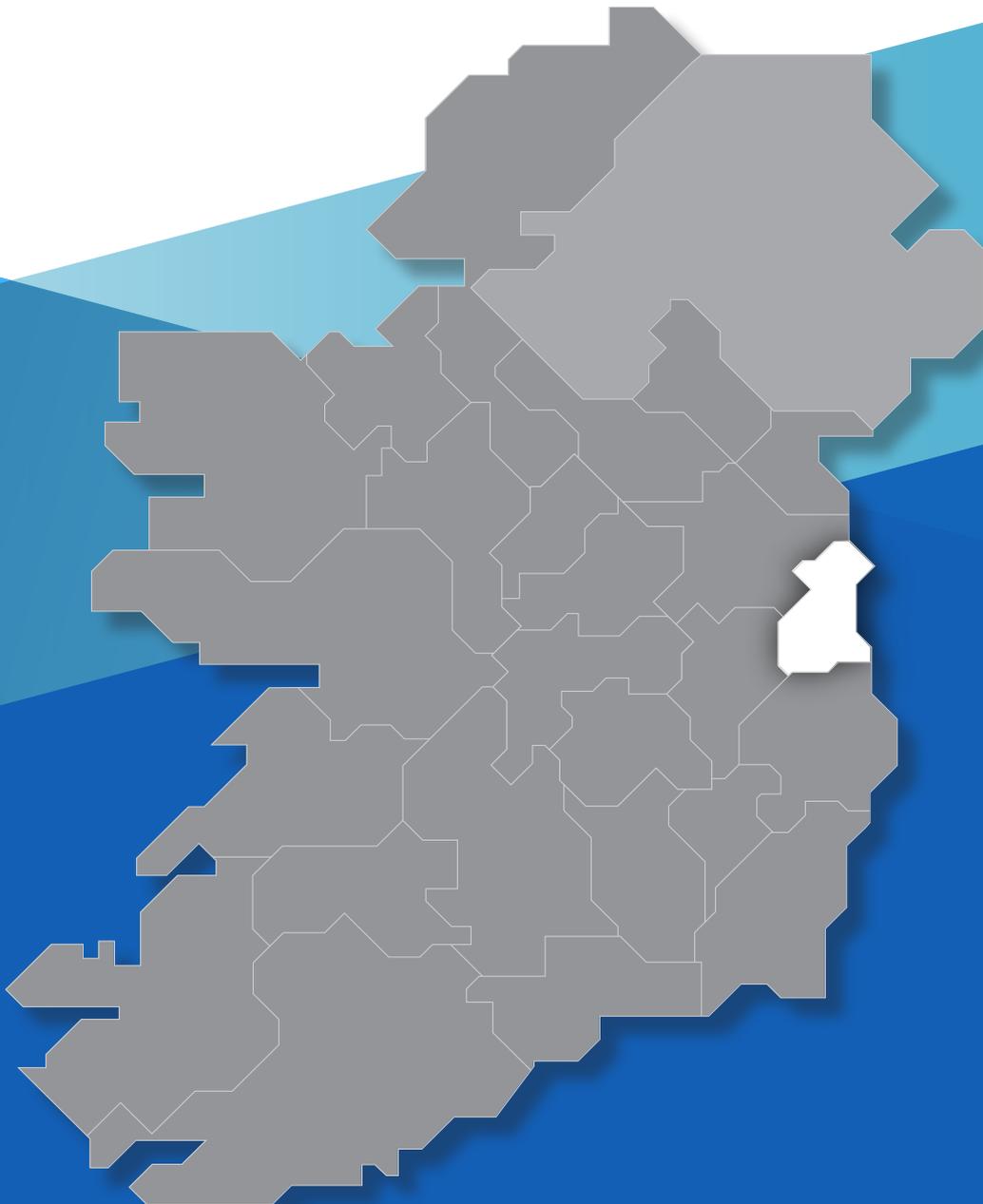




Rialtas na hÉireann
Government of Ireland

Regional Enterprise Plan to 2020

DUBLIN



An initiative of the Department of Business, Enterprise and Innovation

**Regional Enterprise Plan
to 2020
DUBLIN**

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Minister's Foreword

Realising the enterprise and jobs potential in all of the regions and thereby reducing disparities between regions continues to be a priority of this Government. We remain committed to achieving an overall jobs uplift of between 10 and 15 percent in each region by 2020 and to bring and/or maintain unemployment levels in each region to within at least one percentage point of the State average.

In the Dublin region, the 2016-2018 Regional Action Plan for Jobs (RAPJ) set out 101 actions to support job creation and accelerated economic recovery. At the end of that period, 76 actions were completed or substantially progressed, and more than 95,300 jobs have been created in the region. With an unemployment rate currently at 5.3 percent, much has been achieved.

As Ireland's capital the Dublin city region will continue to play a key role in realising Ireland's national economic ambition. It is also a region of diversity, with areas displaying different characteristics, sectoral strengths, skills profile and potential. Dublin continues to punch above its weight as a small city in an international context. We must protect and nurture its competitive edge as an attractive location for talent, innovation, investment and entrepreneurship.

This *Regional Enterprise Plan* (REP) for Dublin aims to build on the strong progress achieved under the RAPJ initiative towards our 2020 ambition. Under the refreshed approach, I have placed a renewed emphasis on collaboration and delivery on measurable actions. I have also stressed additionality and asked the Regional Committees

to bring forward and elevate ideas that, through collaborative working, complement and add value to the core work of the enterprise agencies and other bodies. The Plan is therefore deliberately selective and 'bottom-up' in terms of its strategic objectives and not intended to be a comprehensive regional enterprise strategy in its own right.

I have been very pleased to note that in preparing this REP, the Dublin Regional Implementation Committee (along with the other eight Regional Committees nationally) has engaged in a regionally co-ordinated manner on important considerations to do with strengthening productivity, driving job creation, and supporting enterprise resilience in their region. These include: diversifying the regional economy, building on place-specific strengths, regional brand development, business clustering and ecosystem strengthening initiatives to support new business creation and investment.

I look forward to seeing a further strengthening of the collaborative mindset that has grown in Dublin and in each region, bringing together Local Authorities, the enterprise agencies, higher and further education institutions, Local Enterprise Offices, the business community, and others, to work towards a better future for their region.

As we look towards 2020, it is clear that the context for enterprise development in Ireland has changed. Unemployment levels in all regions are now at more stable levels, but we have some new challenges; the forthcoming departure of the UK from the European Union will have far reaching impacts as yet not fully known; while

our competitiveness is challenged by a tightening labour market and unrealised productivity potential, especially in our Irish-owned SMEs.

My Department's *Enterprise 2025 Renewed*, has oriented our enterprise policy towards building resilience in our enterprise base so that our businesses and our economy more generally can withstand new challenges and realise sustained growth and employment creation for the longer-term. Together with the Department of the Taoiseach, we are defining a whole of Government *Future Jobs Ireland* agenda that will give effect to that policy focus, with key actions to drive productivity growth and innovation, build enterprise resilience, increase participation in the labour force, and enable businesses to transition to a low carbon economy context. In addition, through *Project Ireland 2040* we will make sustained investments in place-making so that Ireland remains an attractive place to live, work and invest over the longer term.

Every region has a part to play in realising sustained enterprise and economic performance; and no region should lag behind their potential. This refreshed Dublin Regional Enterprise Plan, one of nine regional plans, sees the RAPJs evolve to a more strategic, focused approach, in line with and complementing these policy developments at the national level. Through the established mechanism of the Regional Steering Committee, these Plans will be maintained as "live" agendas so that new ideas and collaborative initiative can be propagated and national policy initiatives can be effectively translated into regional impact; for example, in areas such as climate action and the digital economy.

Under my Department's €60 million competitive Regional Enterprise Development Fund (REDF) Dublin has already secured more than €9.3 million across six projects that will enhance the region's potential for enterprise growth and job creation. Guided by this new Regional Enterprise Plan, the region is well positioned to compete for further competitive calls, including the REDF, on a rolling basis, as part of the further roll-out of *Project Ireland 2040*.

I want to commend the work of the Implementation Committee under the chairmanship of Caroline Keeling, CEO, Keelings for their work on the roll out of the first RAPJ for the Dublin Region. I welcome the new focus and energy embodied in this refreshed Regional Enterprise Plan for the region and recognise the extensive collective reflection and effort that has gone in to its production.

My Department will continue to work closely with you as you implement the agenda set out and seek to realise the potential that you have recognised. I look forward to engaging with you over the coming months and supporting you in your endeavours.



A handwritten signature in black ink that reads "Heather Humphreys".

Heather Humphreys TD

*Minister for Business, Enterprise and Innovation
February 2019*

Chair's Introduction

The Dublin Regional Enterprise Plan 2020 has been developed in a very different context for enterprise development than when the Dublin Action Plan for Jobs 2016-2018 was originally framed.

Unemployment levels in the Dublin region are at a more stable level, but we are now facing some new challenges with the forthcoming departure of the United Kingdom from the European Union and our weakening competitiveness. It is important that we recognise the future challenges in both creating and sustaining jobs through enterprise development.

The Dublin Regional Enterprise Plan 2020 will work on a select number of focused actions whilst building on the progress achieved within the 2016-2018 Dublin Action Plan for Jobs of fostering a collaborative mind-set in the region, bringing together Local Authorities, the enterprise agencies, higher and further education institutions, Local Enterprise Offices, the business community, and others, to work towards a better future for their region.

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

People, are the key to realise Dublin's future Economic Potential.

The plan will focus on ensuring we have the availability of skills, resources and talent and on facilitating every individual to realise their full potential through engagement in economic activity.

Enterprise development, to ensure Dublin's continued economic growth.

The plan will target, increasing enterprise engagement in sustainability, innovation, research and development, and ensuring we have high quality incentives and supports to facilitate successful start-ups.

Place, to enhance the attractiveness of Dublin as a region to live, work, study, invest and visit.

The plan will focus on the collaboration of all stakeholders in the promotion of Dublin.

I'm confident, through this plan, that the continued co-ordinated work of regional stakeholders will successfully build upon what has been achieved to date under the Dublin Action Plan for Jobs 2016-2018. The plan's emphasis on People, Enterprise and Place will allow us to further realise the region's economic potential.

I would like to thank all of the Implementation Committee and the Department of Business, Enterprise and innovation staff who have developed this plan and I look forward to working with you to implement it.



Caroline Keeling

CEO, Keelings

Chair

Dublin Regional Enterprise Plan

1 Policy Context

The Dublin Regional Enterprise Plan (REP) is one of nine such Plans that have emerged from a process to refresh and refocus the Regional Action Plan for Jobs (RAPJ) initiative which originally focused on the 2016-2017/8 period. The purpose of the refresh and refocus was to further build on the positive regional collaboration fostered by the RAPJs over the period to 2020, taking account of the changed and improved economic circumstances nationally, the emergence of new challenges to enterprise development and competitiveness both domestically and internationally in origin, including Brexit, and the persistence of uneven economic progress across the regions in Ireland - as of Q3 2018 there were three regions¹ with rates of unemployment more than one percent above the State average of six percent.

The REPs provide perspective and ideas from the 'ground-up'. They are informed by an understanding of unique local strengths and assets and have the potential to enable more effective translation of national policy into regional and local impact². They focus on leveraging the added value from regional and local actors working collaboratively, and in so doing, they aim to complement and build on the existing activities being undertaken by the Enterprise Agencies, the LEOs and the wider range of State Bodies directly involved in supporting enterprise development in the regions (see Chapter 3 section on Enterprise Agency and LEO activities and Appendix 4). As a result, the Plans are focused on a suite of selected priority objectives requiring a collaborative regional effort and are not meant to be comprehensive economic development

strategies on their own. The Regional Steering Committees will oversee these Plans as "live" agendas. Through them new ideas and collaborative initiatives can be propagated and national policy initiatives which can be effectively translated into regional impact; for example, in areas such as climate action and the digital economy.

The REPs are an integral part of the broader policy system aimed at driving economic growth and sustaining better standards of living throughout Ireland. As a 'bottom-up' initiative, the Plans complement national level policies and programmes emanating from a 'top-down' (see Figure 1) and in particular, there is strong alignment with Ireland's national enterprise policy, *Enterprise 2025 Renewed*.

Enterprise 2025 Renewed aims to embed resilience in our enterprises, contributing to strong economic performance over the longer term, through a number of key policy priorities. These include:

- An increased emphasis on developing our Irish owned enterprises – enhancing productivity and delivering quality jobs – and helping companies to navigate Brexit;
- exploiting the potential offered by collaboration and clustering within our distinctive foreign and Irish owned enterprise mix;
- placing a spotlight on innovation (including disruptive technologies) and talent development, so that more enterprises are developing new products, services and solutions, and are more competitive internationally;

1 Midlands 7.1% | Mid-West 7.2% | South-East 8.6%

2 Appendix 2 contains a brief regional profile and statistical snapshot of Dublin

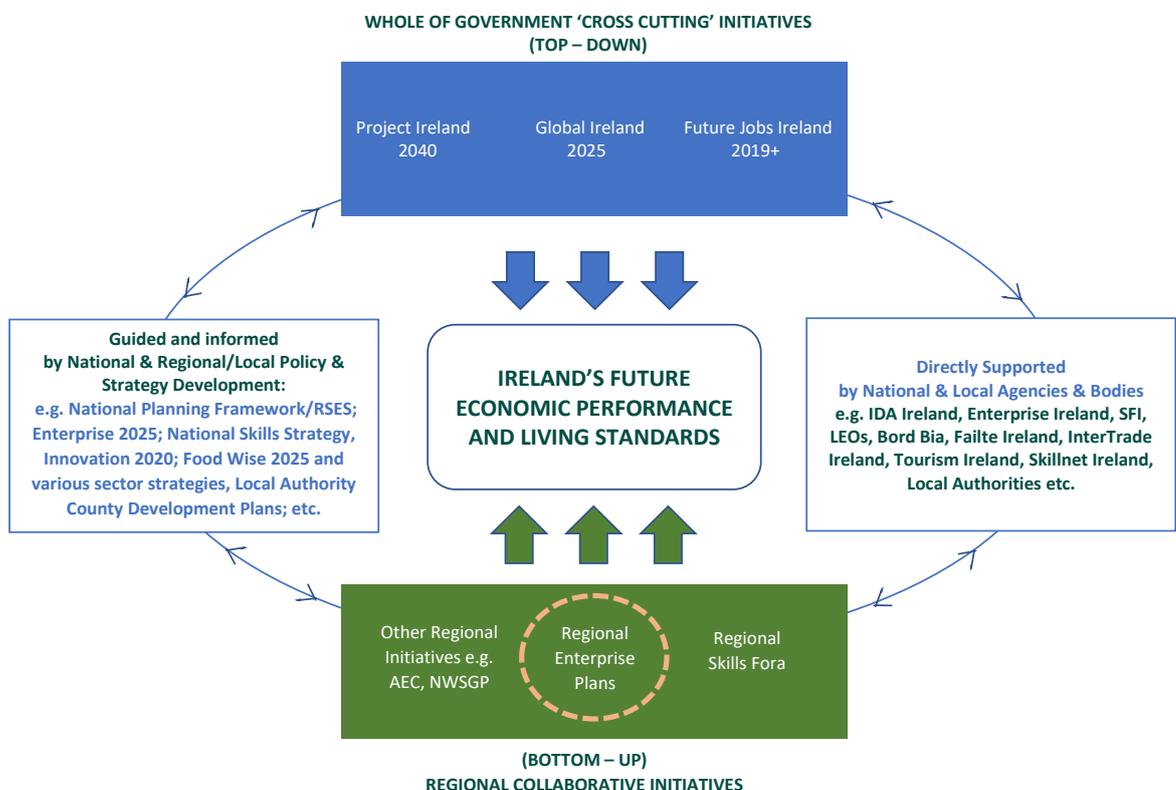
- realising the full potential of our regions
 - developing places that are attractive for business investment and for people to live and work; and
- raising Ireland's visibility internationally, protecting Ireland's reputation, and providing opportunities for our enterprises supported by the Global Footprint 2025 initiative.

At the national level, the recently launched *Future Jobs Ireland 2019* initiative will, as part of a multiannual framework, give effect to national enterprise policy objectives and leverage a 'whole of Government' approach so that all policy levers at the national level, relevant to job creation and labour force participation, talent development, enterprise growth, innovation and competitiveness, and transition to a low carbon economy, are engaged on an agenda that will prepare for Ireland's future enterprise and economic needs. The coming together of public and private sector stakeholders

to set regional strategic objectives for enterprise development under these refreshed Regional Enterprise Plans will have an important role to play in the realisation of *Enterprise 2025 Renewed* and the ongoing *Future Jobs* agenda.

The REPs also have a strong role to play in the context of *Project Ireland 2040*, and more specifically in the implementation of the National Planning Framework and its constituent Regional Spatial and Economic Strategies (RSESs) at NUTS 2 (Regional Assembly) level. The refresh of the Regional Action Plans has informed and will continue to inform the implementation of these future planning strategies for Ireland (see Appendix 5 on *Project Ireland 2040* for further details). The RSESs will be key to addressing longer term strategic planning and infrastructural requirements that will be needed to unlock the potential in all regions recognised in the REPs.

Figure 1



2 Dublin Regional Enterprise Plan to 2020

STRATEGIC OBJECTIVES



STRATEGIC OBJECTIVE 1:

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



STRATEGIC OBJECTIVE 2:

Increase enterprise engagement in innovation, research and development to ensure Dublin's continued competitiveness and productivity



STRATEGIC OBJECTIVE 3:

Build a pipeline of sustainable and scalable start-ups in Dublin and provide quality support



STRATEGIC OBJECTIVE 4:

Strategically build on existing activities to enhance the attractiveness of Dublin as a region to live, work, invest and visit



STRATEGIC OBJECTIVE 5:

Facilitate every individual to realise their full potential through engagement in economic activity



STRATEGIC OBJECTIVE 6:

Support Dublin enterprises to adapt to more sustainable practices

STRATEGIC OBJECTIVE

1

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

CONTEXT

Talent is the key business differentiator and asset for the twenty-first century and the global competition for talent is becoming more apparent. Dublin's ability to continue to grow and attract investment will be dependent on readily available talent and highly skilled workers. The *National Skills Strategy 2025* sets out an ambitious plan to ensure the development of a skills supply that is responsive to the changing and diverse needs of our people, society and the economy. The skills supply needs to be appropriately configured so that it can be responsive and adaptable to the needs of enterprise in Dublin. Considerable work is ongoing to address these needs, in particular through the Dublin Regional Skills Forum. The Dublin Regional Enterprise Plan will support and add-value to work that is currently ongoing while also seeking to identify and drive new initiatives through increased collaboration.

While Dublin's unemployment rate is below that of the State average, sustained access to the right talent and skills is crucial for the city and region to attract and retain investment. Skills demand has intensified in sectors such as construction, the digital economy, and hospitality. It is crucial that anticipated shortages and/or upskilling requirements are identified well in advance so that a response can be developed and mobilised to ensure that businesses in Dublin can continue to perform and grow.

Today's highly competitive marketplace requires that businesses can flexible and agile. In a similar way, the direction and success of individual career paths is determined by an ability to develop and maintain relevant skills and expertise, and an ability to overcome disruptions (such as business restructuring or closure/downsizing). It is also the case that information on potential career paths and ongoing educational opportunities can be difficult to source and gather.

Skills and Talent is one of the key themes under *Future Jobs Ireland*, the Government's new plan to guide the next phase of Ireland's economic development. By placing this objective at the heart of the Regional Enterprise Plan, the Dublin region can be both reactive and proactive in creating sustainable jobs that can deal with new challenges and embrace modern technologies.

Funded by the Department of Education and Skills, the network of nine Regional Skills Fora has been created as part of the Government's National Skills Strategy 2025. The Fora provides an opportunity for employers and the education and training system to work together to meet the emerging skills needs of their regions.

The Fora have been established to align with wider Government policy and initiatives on regional economic development. The innovative structure of the Fora sees the work plan within each region being driven by key stakeholders in the region including employers, enterprises and education and training providers. The work of the Fora through facilitation and engagement will contribute to better outcomes for learners and support enterprise development.

The Fora provide a single point of contact in each region to help employers connect with the range of services and supports available across the education and training system; provide more robust labour market information and analysis of employer needs to inform programme development, greater collaboration and utilisation of resources across the education and training system; and enhancement of progression routes for learners. The Fora also provide a structure for employers to become more involved in promoting employment roles and opportunities for career progression in their sectors.

VISION TO 2020

Through increased collaboration between the Dublin Regional Skills Forum and members of the Dublin Regional Enterprise Committee, a more comprehensive picture of skills will be established which will be focused on linking enterprises and education providers.

KEY ACTIONS TO 2020

Action 1:

As part of the Skills for Growth initiative the Regional Skills Forum will assist local enterprises identify their skills' needs through a variety of audit tools to ensure that the Region has the effective use of skills to support economic and social prosperity. Once skill needs have been identified, the Regional Skills Forum will link companies with the education and training providers best suited to responding to identified skills need.

Timeframe for delivery: Q4 2019

How will delivery be measured:
Number of enterprises audited.

Responsibility: RSF, and partners including EI, IDA Ireland, ETB, Local Authorities and DEASP

Action 2:

Double the number of participants on the EXPLORE programme over the 2018 figure. The EXPLORE programme is designed to address the need for enhanced digital skills among older workers in manufacturing sectors within the region.

Timeframe for delivery: Q4 2019

How will delivery be measured:
Number of participants

Responsibility: ETB, Regional Skills Forum.

Action 3:

Support education and training providers in preparing applications under Springboard+ 2019 in collaboration with local enterprise in order to increase provision of programmes for upskilling and reskilling within the region.

Timeframe for delivery: Q2 2019

How will delivery be measured:

Number of successful applications.

Responsibility: RSF, HEIs.

Action 4:

Support all actions in the Regional Enterprise Plan where linkages to Education and Training Providers are required.

Timeframe for delivery: Ongoing

How will delivery be measured:

Customer feedback

Responsibility: RSF10

Action 5:

Communicate to employers the services available through the Regional Skills Forum to assist with resolution of emerging skills needs.

Timeframe for delivery: Ongoing

How will delivery be measured:

Increased number of engagements

Responsibility: RSF and other stakeholders.

STRATEGIC OBJECTIVE

2

Increase enterprise engagement in innovation, research and development to ensure Dublin's continued competitiveness and productivity

CONTEXT

The ability to innovate is essential for all enterprises, regardless of sector, nature of activity or scale and regardless of whether exporting or locally trading. Dublin is a hot-spot for innovation through world class research institutes, global enterprises leveraging a vast array of leading edge technologies and a vibrant start-up scene. Yet, as we face ever challenging external forces, we need more of our Dublin based enterprises investing in Research, Development and Innovation (RD&I). We also need those enterprises that are already investing in RD&I to continue to do so and to increase their RD&I activities. The Dublin Regional Enterprise Plan will continue to drive the innovation agenda through support of an inclusive innovation ecosystem and the drive for an effective Smart City.

As highlighted in *Enterprise 2025 Renewed*, considerable progress has been made in the development and strengthening of Ireland's enterprise base. Dublin's enterprise performance has played a very important part in realising that national progress. In the face of a confluence of international developments that present new challenges for businesses in Ireland, a step up in enterprise competitiveness and resilience is required, particularly in our Irish owned enterprises. Not only that, in order to preserve Ireland's competitiveness and global appeal, Dublin and Dublin based enterprises need to be to the fore of innovation.

While the level of innovation spending by companies is increasing overall, it remains the case that investment in Research, Development and Innovation year on year in Ireland remains below comparator EU countries, and the proportion of enterprises engaging in research and innovation is also low.

For Dublin, it is important that enterprises, particularly those who are as yet emerging or who have had little engagement with available resources to date, are made aware of the existing supports and provisions that are available. Public-sector bodies can play an even stronger role in providing opportunities for innovative SMEs through the Enterprise Ireland supported Small Business Innovative Research (SBIR) initiative. This involves pre-commercial procurement, through a competitive process, that seeks innovative solutions for specific public-sector challenges and needs.

VISION TO 2020

By the end of 2020, Dublin based enterprises will be in the top 10 in Europe for innovation as a city/region, with an increase recorded in the uptake of research, development and innovation.

KEY ACTIONS TO 2020

Action 1:

Develop a training programme for SMEs on how to carry out R&D projects, develop R&D capability and manage R&D projects

Timeframe for delivery: Q3 2019

Framework of training programme to be devised and agreed by end of Q2 2019 with programme to be launched in Q3 2019.

How will delivery be measured:

Increase year on year of innovation and research and development funding and supports.

Responsibility: EI, LEOs

Action 2:

Leverage momentum and potential of the SBIR initiative in the Dublin region.

Timeframe for delivery: Q4 2019

How will delivery be measured:

Growth in SBIR approvals for Dublin

Responsibility: EI, LEOs, Local Authorities

Action 3:

Deliver a coordinated Innovation Week, including an awareness campaign, across the Dublin region to raise awareness of supports and services available and to stimulate networking and engagement.

Timeframe for delivery: By end of 2019

How will delivery be measured:

Number of events, number of companies/clients that attend the week's events, increase in take-up of funding opportunities in subsequent rounds, number of new LEO clients gained from events, number of events.

Responsibility: EI, IDA Ireland, and Local Authorities

Action 4:

Publish a dedicated edition of the Dublin Economic Monitor in order to raise awareness of innovation initiatives being embarked on by Dublin companies and their partners.

Timeframe for delivery: Q1 2020

How will delivery be measured:

Issue in circulation and detailed reporting on readership and website views of the dedicated issue produced and promoted. Launch event hosted Circulation of edition

Responsibility: Led by Dublin City Council in collaboration with DLR, SDCC and Fingal, EI and IDA Ireland and others.

STRATEGIC OBJECTIVE

3

Build a pipeline of sustainable and scalable start-ups in Dublin and provide quality support

CONTEXT

In the current international climate, it is imperative that new businesses and new business models continue to grow in numbers and quality in Ireland.

Dublin has a vibrant globally recognised start-up community across a range of activities and there is a significant amount of activity underway that has enhanced the start-up ecosystem in the City region over the years, including state supports and dynamic private sector providers of attractive start-up space. Innovative start-ups will be central to Dublin's continued 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.

Creating a sense of shared purpose, energy and sense of community that stimulates entrepreneurship requires a focused, coordinated and responsive 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.

Strengths in Ireland's entrepreneurial eco-system include the range of supports available to entrepreneurs, including the availability of support programmes, incubation space, enterprise centres and technology parks. Strengths also include supports from within the entrepreneurial community, such as role models, serial entrepreneurs, mentoring from experienced entrepreneurs, informal supports from other entrepreneurs, and links between start-ups and larger businesses.

Encouragingly Ireland has higher levels of entrepreneurship than in other EU Member States such as Germany, France, Spain and Sweden. The Global Entrepreneurship Monitor report also noted that the rate of early stage entrepreneurial activity in Ireland in 2017 is similar to the rate reported during the Celtic Tiger period. In 2017, 9 in every 100 people were active as a nascent entrepreneur or a new business owner. The main sectors, for the creation of start-ups are professional services, finance and construction.

VISION TO 2020

Deliver a step change in the start-up and innovation performance of Dublin based enterprises, through investment, driving awareness, capability development, and a strengthened support ecosystem.

KEY ACTIONS TO 2020

Action 1:

Conduct and publish joint surveys across the four Dublin Local Authority areas on existing co-working and enterprise space in order to identify providers, current trends and gain sector insights to inform future planning and networking. The information will be promoted on Dublin.ie and the Local Authority websites.

Timeframe for delivery: Q1 2019 – Q2 2019

How will delivery be measured:

Survey conducted, report and produced of the full landscape of available space.

Responsibility: Led by Dublin City Council in collaboration with DLR, SDCC and Fingal, Dublin Chamber

Action 2:

Establish a sub group to review relevant metrics on start-up survival rates across Dublin to identify gaps and possible improvements in available supports for start-ups.

Timeframe for delivery: 2019

How will delivery be measured:

Sub-group established and functioning
Overall increase in start-up survival in the Dublin region

Responsibility: LEOs

Action 3:

Create an opportunity for practitioners who directly support/advise early stage companies in the incubation/acceleration space to learn best practices through peer to peer learning and training provided by leading practitioners.

Timeframe for delivery: 2019

How will delivery be measured:

Leading practitioners identified and engaged in supporting
Programme developed

Responsibility: LEOs, EI

Action 4:

Research the feasibility of establishing a Dublin based 'maker space' or 'tech-shop model' equivalent that will provide the equipment and learning environment that will drive innovation within the smart city, internet of things, tech start-up, and Third Level Institutions eco-system.

Timeframe for delivery: 2019-2020

How will delivery be measured:

Feasibility study completed and results reported back to Steering Committee.

Responsibility: Third Level Institutions to work with Dublin City Council and other stakeholders including EI.

STRATEGIC OBJECTIVE

4

Strategically build on existing activities to enhance the attractiveness of Dublin as a region to live, work, invest and visit

CONTEXT

Dublin is different to any other capital city: dynamic, cosmopolitan, diverse while at the same time it retains its charm and local touch. It is a city that feels like a village. 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.

Under the Dublin Regional Action Plan for Jobs (2016-2018), a concerted effort was made to highlight the unique offering of Dublin as a great place to live, work, and have fun. These qualities improve not only the quality of life of "Dubliners" but also add to its appeal as a place to visit, study and invest in.

A sustained emphasis on the identification of distinctive place potential and positive attributes is required for Dublin, building on the above work to focus on specific attributes that promote and celebrate what is different about Dublin.

With so much enthusiasm to promote what is best about Dublin, a concerted effort at coordination is required. A new model of collaboration amongst stakeholders tasked with promoting Dublin is required.

Fáilte Ireland has established a Tourism Co-ordination Steering Group for Dublin to review and approve the long term strategic priorities for the development and marketing of Dublin as a tourism destination. Members of this group, which is chaired by Fáilte Ireland, include Tourism Ireland, local authorities, State agencies (NTA, DAA, Dublin Port, OPW, Waterways Ireland), the tourism representative body ITIC and a representative of the National Museums of Ireland

In 2018 Failte Ireland commenced work on a range of Visitor Experience Development Plans (VEDP) across the country. These plans are designed to unlock the economic growth potential of targeted areas by identifying and progressing key initiatives that will motivate a tourist to visit and stay in the local area. This is done by aligning resources to build capacity and capability to support ongoing tourism development. For Dublin, the focus of the first VEDP is the Docklands area and planning is currently underway for a Coastal VEDP which will focus on the coastline of the entire county. Members of these groups include local authorities, State Agencies (including NTA, Irish Rail, Waterways Ireland), local business interests and tourism providers.

Failte Ireland also provides capital funding to invest in projects that will deliver sustainable growth in the tourism sector, resulting in higher revenue and more jobs.

In 2018 a new €1m Small Capital Grants Scheme was launched for Dublin aimed at small to medium tourism providers. This fund is to support the enhancement of interpretation in existing attractions to improve visitor satisfaction and increase visitor numbers. Successful applicants from this scheme will be announced in 2019, and implementation will take place over 2019 and 2020.

VISION TO 2020

To ensure that all aspects of what makes Dublin unique as a place to live, work, study in and visit are promoted in a coordinated and consistent manner.

KEY ACTIONS TO 2020

Action 1:

Establish a new branding and marketing forum for the Dublin region to increase the promotion of the Dublin.ie place brand and to ensure consistency of messages and increased collaboration and cross promotion of key sites and content.

Timeframe for delivery: Q1 2019 – Q4 2020

How will delivery be measured:

Forum established

Work programme developed and underway

Responsibility: Fáilte Ireland, Dublin Chambers of Commerce, IDA Ireland, Dublin City Council, DLR, SDCC and Fingal

Action 2:

Increase collaboration across the four Dublin Local Authority areas to broaden the content available on www.Dublin.ie by providing space to an increased number of partners, in particular for campaigns to continue to promote Dublin as a region to live, work, study, visit and invest in.

Timeframe for delivery: 2019 - 2020

How will delivery be measured:

Increased content and campaigns reflecting the Dublin Region as a whole

Responsibility: Dublin City Council working in collaboration with three other Dublin Local Authorities,

Action 3:

Promote the digital resources (www.visitdublin.com www.dublin.ie www.dublineconomy.ie and www.dublinglobe.com, www.dublinsoutdoors.ie) to visiting delegations and international groups and individuals as up to date sources of valuable information to plan a visit to the Dublin region for visiting, living, working, investment or study purposes.

Timeframe for delivery: 2019 - 2020

How will delivery be measured:

Number of visiting delegations and international groups that are provided with this material in advance of their visit

Responsibility: Fáilte Ireland, Dublin City Council working in collaboration with three other Dublin Local Authorities, Digital Hub and IDA Ireland.

Action 4:

Research benchmark and monitor Dublin's progress and position regarding place-making and city branding and seek to enhance Dublin's position on key international rankings.

Timeframe for delivery: 2019 - 2020

How will delivery be measured:

Key international rankings identified

Analysis completed

Recommendations on how to enhance rankings formulated and adopted

Responsibility: DCC, DLR, Fingal, SDCC

Action 5:

Conduct an audit of existing cultural and creative spaces in the Dublin region to help assess needs of artists, musicians, and others in the creative fields.

Timeframe for delivery: Work begun by end of Q2 2019 with final results ready for publication by Q4 2019.

How will delivery be measured:

Audit complete

Recommendations developed and adopted

Responsibility: DCC, DLR, Fingal, SDCC

STRATEGIC OBJECTIVE

5

Facilitate every individual to realise their full potential through engagement in economic activity

CONTEXT

A fully inclusive employment model is the hallmark of a sustainable, modern society.

With Ireland approaching full employment and with more than 2.2 million people working, Ireland's economy is in a strong position. Critically, sustaining this strong economic performance will rely on Ireland's ability to develop, nurture, retain and attract talent. At the same time, there are some elements of society that are not benefitting from the economic uplift and hence are being left behind in the recovery and their ability to fully contribute to the economy and society.

The need to place a focus on improving labour force participation rates has been highlighted in *Enterprise 2025 Renewed* and is a key area of focus for *Future Jobs Ireland*. Broadening the net of those who wish to engage in employment will deliver benefits from both a business perspective and a societal perspective; however, it is not without its complications.

In addressing the challenge of increasing labour force participation, consideration needs to be given to both creating the opportunities but also seeking to understand the impediments to various cohorts becoming involved, and put in supports / policies to mitigate these. Individuals need to be able to see a clear pathway that will enable them to enter or return to the labour force.

Initiatives in this area require cooperation of many strands of government. This objective and corresponding actions will involve collaboration between a number of stakeholders including:

- Relevant government departments - for example, The Department of Business, Enterprise and Innovation, Education and Skills, Employment and Social Protection, Justice and Equality, Department of the Taoiseach;
- Members of the agreed cohort – for example, through survey, interviews and participation at workshops;
- Community groups who work with unemployed, community education etc;
- Employers in the region and beyond the region; and
- Other initiatives, eg BIC's Open Doors, FIT etc.

VISION TO 2020

To facilitate every individual to realise their full potential through engagement in economic activity.

KEY ACTIONS TO 2020

Action 1:

Develop and communicate a pathway to economic activity for a selected cohort(s).

Cohorts identified in analysis phase:

1. Socially disadvantaged Regions / Groups
2. People with Physical & Mental Disabilities
3. People returning to the workplace; who may have exited through choice or illness etc.
4. People who will potentially be displaced with technology / new business models
5. Long term unemployed
6. Migrants / Refugees
7. Gender: Narrowing the gender gap in various professions and at senior levels.
8. Significant employment losses due to economic conditions.

Timeframe for delivery: 2019 - 2020

How will delivery be measured:

Number of each cohort supported, Number of programmes and events delivered.

Responsibility: Regional Enterprise Plan Steering Committee

Action 2:

In conjunction with Action 1, develop and deliver a 'Design Workshop' to plot out the high-level Pathway and identify policy changes and actions to address barriers.

The workshop will address and raise awareness of the various barriers that continue to exist in enabling a return or entry into work for members of socially disadvantaged cohorts and to outline routes that can be taken to employment.

Timeframe for delivery: Q2 2020

How will delivery be measured:

Workshop designed and delivered
 Policy implication identified, and actions defined
 Pathway to employment mapped

Responsibility: Regional Enterprise Plan Steering Committee

Action 3:

Develop an overall methodology based on the pilot and apply to other cohorts.

Timeframe for delivery: Q4 2020

How will delivery be measured:

Methodology defined
 Implementation plan agreed with relevant stakeholders – including wider application at national level
 Funding sources identified to extend the programme

Responsibility: Regional Enterprise Plan Steering Committee

STRATEGIC OBJECTIVE

6

Support Dublin enterprises to adapt to more sustainable practices

CONTEXT

Climate change is one of the biggest global challenges of this century. Its scale and complexity demands a coordinated approach at both national and international levels.

Ireland is committed to concerted multilateral action to tackle climate change through the Paris Agreement, which represents the international community's best hope for collectively ensuring the very survival of our planet. Our commitment to the Paris Agreement requires us to take action at home, while acknowledging the scale of challenge involved.

Furthermore, the UN Sustainable Development Goals highlights the importance of sustainability aligned to economic growth and business operations.

The climate challenge cuts across all sectors of society and we all need to consider how best we can contribute to the solutions.

Dublin can play its part in Ireland's national response by leading by example in encouraging businesses in the region to adapt more sustainable practices as part of their activities.

At the end of 2017, Dublin became part of the Global Destination Sustainability Index and Fáilte Ireland is making every effort to promote sustainability within the MICE (Meetings, Incentive, Conferences and Exhibitions) industry. We're home to the world's first carbon neutral convention centre and Europe's most sustainable hotel.

Fáilte Ireland will also identify a number of targeted business support interventions that will marry good sustainable practices and better control of costs in an effort to ensure tourism is both competitive and responsible in its development efforts. In 2019 DTTAS, in conjunction with Fáilte Ireland, Tourism Ireland and the tourism industry, are also developing a National Sustainable Tourism Policy for Ireland.

VISION TO 2020

To achieve international recognition of Dublin as a leading city in sustainability and to support Dublin enterprises in transitioning to more sustainable practices.

KEY ACTIONS TO 2020

Action 1:

Develop an online checklist for companies to measure their sustainability and to provide an authorised sustainability quality mark.

Timeframe for delivery: Q4 2019

How will delivery be measured:

Online resource developed and available to enterprises through Dublin.ie

Responsibility: Local Authorities, BITC

Action 2:

Conduct MODUS - pilot training program to assist small and medium enterprises in the Dublin area to apply circular economy principles to their operations.

Timeframe for delivery: Q2 2019

How will delivery be measured:

Pilot training programme complete.

Impact of programme participation on business – changes in supply chain / resources used.

Responsibility: Dublin City Council and other stakeholders

Action 3:

Develop a template for companies to develop their own Climate Change Action Plans as set out in Dublin LA's "Strategy towards Climate Change Actions Plans" <https://www.sdcc.ie/en/services/environment/environmental-health/climate-change/a-strategy-towards-climate-change-action-plans-for-the-dublin-local-authorities.pdf>

Timeframe for delivery: 2019 - 2020

How will delivery be measured:

Initially; the number of climate action plans prepared, subsequently; the number of identified actions delivered, tonnes of carbon saved

Responsibility: SDCC, DCC, DLR, Fingal, with Department of Communications, Climate Action and Environment

3 Enterprise Agency and LEO activities in Dublin to 2020

In order to maintain strong regional enterprise and job creation performance, the Strategic Objectives and collaborative actions identified for the Dublin region are set alongside and complement the core activities of the Enterprise Agencies, the Local Enterprise Offices (LEOs).

The Enterprise Agencies each have corporate strategies which include national level objectives as well as frameworks for bespoke regional activities that support regional enterprise development potential and leverage regional assets and opportunities.

This section provides an overview of these activities in the Dublin region to 2020, including their ongoing support for the installed base of companies in the region as well as the range of supports and initiatives that they are undertaking to foster and attract new enterprise development and investment for the region.

The contributions and remit of other relevant agencies and bodies in the Dublin region are outlined in Appendix 4.

Enterprise Ireland

Enterprise Ireland supports companies in urban and rural areas to start, innovate and remain competitive in international markets, now and into the future. At the centre of the agency's strategy, *Build Scale, Expand Reach 2017 - 2020*, are strategic targets focused on:

- Assisting clients to create 60,000 new jobs by 2020 while sustaining the existing record level of jobs;
- Growing the annual exports of client companies by €5bn to €26bn per annum;
- Increasing the level of spend made by client companies in the Irish economy by €4bn to €27bn per annum by 2020; and
- Inspiring more Irish owned companies to have global ambition.

The 5,000 manufacturing and internationally traded services companies that Enterprise Ireland works with are a critical source of existing employment and job creation in every county in Ireland.

Reflecting the strength of the Irish economy and of global markets in 2018, Enterprise Ireland client companies reported strong employment performance. Enterprise Ireland's 2018 employment survey reported:

- the highest employment in the 20 year history of the agency with 215,207 people employed in Enterprise Ireland supported companies;
- the successful number of net jobs created which saw 9,119 new jobs created after losses are taken into account, with over 60 percent of these outside Dublin;
- the lowest number of job losses since 1998; and
- employment growth across all regions.

Enterprise Ireland is working with client companies through a network of market and sector advisers from ten offices located throughout the country. This network enables the agency to connect and collaborate at a local level with enterprise development partners to assist in driving the multiagency response required to promote regional development. Enterprise Ireland engages with established client companies through teams of sectoral focused development advisors using a company led diagnostic approach which is used to establish clients' business needs. Based on this, the agency can tailor a support package to the company's growth potential based on their ambition, capability and need. A support package focuses, where relevant, on six business pillars (Innovation, Finance, Operations, Sales and Marketing, People and Organisational Development). Enterprise Ireland actively works with established clients throughout the country on an one-on-one basis to deliver this client engagement model.

The EI Corporate Strategy "Build Scale Expand Reach 2017 – 2020" places the regions at the core of economic growth in Ireland. The strategy sets ambitious targets to sustain 200,000 existing jobs and to create 60,000 new jobs nationally by 2020.

Enterprise Ireland's Regional Plan 2019 builds on this Strategy. It is a plan which identifies "National Initiatives" that are impactful and will develop regions of scale.

The plan entails a vision that is ambitious and proposes a number of new initiatives which will have significant impact on economic development in the regions. The plan is founded on four core objectives:

- To maximise growth of Enterprise Ireland Clients in the regions
- To strengthen Regional Infrastructure to maximise future growth of Irish Enterprise in the regions
- To support Entrepreneurship in the regions
- Work in collaboration to deliver Regional Growth

Enterprise Ireland's overall vision for the region is: "All regions growing optimally, based on their innate and unique strengths and capabilities, sustaining and creating regional jobs and thereby, maximizing the contribution made by each region to economic growth & national prosperity".

Enterprise Ireland in the Dublin region

- In 2018, 76,815 people were employed across 2,012 Enterprise Ireland supported companies in the Dublin region.
- Enterprise Ireland supports all sectors with success in construction, engineering, fintech, BPO & consumer business services, digital technologies and food & beverage manufacturing.
- Enterprise Ireland has co-funded, with local enterprise development groups, 157 Community Enterprise Centres across the country including 29 in Dublin.
- The Technology Centre Programme is a joint initiative between Enterprise Ireland and IDA Ireland allowing Irish companies and multinationals to work together in these centres. Technology Centres are collaborative entities established and led by industry, resourced by highly qualified researchers associated with research institutions who are empowered to undertake market focused strategic R&D for the benefit of industry. There are 7 Technology Centres located in the Dublin region.
- Enterprise Ireland, in partnership with the Institutes of Technology, has established a nationwide network of 15 Technology Gateways which deliver technology solutions for Irish industry close to their market needs and are open to all sizes of companies. There are two Gateways located in the county; CREST - Coatings Innovation and MicRA – Biodiagnostics.
- Enterprise Ireland has funded the establishment of a national network of business innovation centres and specialist bio-incubation facilities across the Higher Education Sector. The Dublin region is home to 8 campus incubators and 4 specialist bio-incubation facilities.

- EI supports and collaborates with HEIs in the region including ITT, ITB, DCU, DIT, NCAD, RCSI, TCD, UCD, IADT through Innovation supports such as the Commercialisation Fund, Innovation Partnerships and Innovation Vouchers.

Local Enterprise Offices

The Local Enterprise Offices (LEOs) in every county are the 'first-stop-shop' for providing advice and guidance, financial assistance and other supports to those wishing to start or grow their own businesses. In the first instance, the LEOs provide a 'signposting' service in relation to all relevant State supports. The LEOs can also offer advice and guidance in areas such as Local Authority rates, Public Procurement and other regulations affecting business.

The LEOs can offer grant aid to microenterprises in manufacturing and internationally traded services sectors which have the potential to develop into strong export entities, in addition to 'soft' supports in the form of training, a mentor to work with the business proposer, or targeted programmes such as Lean for Micro (to help boost business productivity and competitiveness).

In line with the regional emphasis of the LEOs, the results from the Annual Employment Survey 2017 show that 7,135 gross jobs were created of which 5,775 were outside Dublin or 81 percent. A total of 3,760 net jobs were created of which 3,051 were outside Dublin or 81.2 percent.

The Dublin region is served by its Local Enterprise Offices in Dublin City, Fingal, Dun Laoghaire Rathdown and South Dublin which are co-located with the Local Authorities. In 2017, the LEOs operating the Dublin region supported an additional 709 jobs from 2016 (total of 5,888 jobs) and the establishment of 118 new companies, bringing the total number of companies supported by the LEOs in the Dublin region to 1149.

IDA Ireland

IDA Ireland is the State's inward investment promotion agency. The mission of the agency is to partner with multi-national companies to win and develop foreign direct investment, providing jobs for the economic and social benefit of Ireland.

IDA's current strategy, *Winning: Foreign Direct Investment 2015-2019*, sets out ambitious targets to support the delivery of its mission to win and develop Foreign Direct Investment in Ireland. These include:

- Win 900 new investments for Ireland
- Support clients in creating 80,000 new jobs
- Grow market share and help maximise the impact of FDI investments
- Focus on greater balanced regional development

Regional development is a key pillar of IDA's strategy. For the first time, ambitious investment targets have been set for each region. IDA is targeting a minimum 30% to 40% increase in the number of investments for each region outside Dublin. These investments are a combination of new name investments, expansions from existing overseas companies in Ireland and R&D investments. To deliver on these ambitious targets IDA Ireland has;

- Worked with public bodies and the private sector on regional action plans
- Worked with existing clients to retain and strengthen their presence in each region
- Increased Global Business Services and High-Tech Manufacturing investments
- Aligned IDA business sectors with regional strengths to develop sectoral ecosystems
- Work more closely with EI and its client companies to identify synergies, enhance clusters, participate in site visits and maximise benefits for the region through the Global Sourcing Program
- Delivered property solutions in designated regional locations
- Increased IDA Ireland's regional footprint to adequately support the regional strategy

2019 represents the final year of IDA's current Strategy "Winning 2015-2019". In implementing the strategy, IDA Ireland has shown a clear determination to showcase the many benefits that are to be found for companies locating in regions. Significant gains have been made in deepening and growing FDI outside Ireland's main cities. To

date, 407 regional investments have been won and 27,000 net jobs have been added on the ground in regional locations. A total of 58 percent of all IDA client supported jobs are now located in the regions with every region of the country experiencing employment gains in 2018. In addition to direct employment and skills transfer, IDA Ireland's client companies have a hugely positive effect on the local economy with over eight jobs being created for every 10 jobs in an FDI company. A total of 50 percent of the €5.7bn in annual capital expenditure by IDA client companies occurs outside of Dublin. These investments have been won despite the demographical challenges that exist and international trends of greater urbanisation.

IDA Ireland is committed to playing its part in the economic development of Ireland's regions. However, winning investments is a challenge and will require a continued collaborative effort by all national and regional stakeholders.

Regional locations must continuously demonstrate the capability to deliver on a number of exacting criteria which generally inform the location decisions of multinationals.

An assessment of investments delivered for regions since 2015, would confirm the strategic importance of key criteria in actually influencing the investment decision;

- Critical mass in population
- The ability to attract and develop appropriate skills
- The presence of Third Level Institutes
- The existence of clusters of companies in specific industry sector
- Regional Infrastructure
- Regional Place Making Strategies
- Availability of high spec standard Manufacturing & Commercial Office Properties

To support the delivery of IDA's current strategy and the attraction of investments into different parts of the country, a €150m property investment plan was announced in 2015. IDA Ireland's approach of developing strategic sites

and developing advanced buildings has proven to be hugely successful. In 2019, IDA Ireland will continue its building programme with the design and construction underway of advanced buildings in Sligo, Dundalk, Athlone, Waterford, Galway, Monaghan and Limerick.

Over the course of 2019, IDA Ireland will be developing the agency's new five-year strategy. This strategy will take account of the changing nature of work and the impact of technology on specific sectors. Profound changes are occurring in the world of work and this is already reflected in the jobs being created by the IDA Ireland client base. We can see an increasing complexity in the roles being created, technology skills becoming ubiquitous across roles, increasing demand for business professionals and a fall in the number of low-skilled jobs including back office support and basic manufacturing. This transition is likely to impact the nature and type of roles across the regions of Ireland.

Building on the success achieved to date, IDA will continue to collaborate with all stakeholders and parties in the regions to realise the economic potential and ambition of Ireland's regions under the Regional Enterprise Plan.

IDA Ireland in the Dublin region

Dublin, as our capital city has a key role in attracting FDI to the country. From an FDI perspective, it is important that Dublin continues to be a dynamic city that remains attractive for companies seeking a location of international scale for their global operations. Dublin as the largest metropolitan area in the country enjoys a strong profile internationally as a location of choice for MNCs searching for a European base.

Competition for FDI is both intense and global and there is a continuing trend of FDI locating in larger urban areas. It is critical that the planning and development of Ireland's capital city creates a world-class urban area that continues to attract not only international investment but also international talent. Our current Strategy "Winning 2015-2019" sees Dublin continuing to attract high levels of FDI, against a competitive and challenging international geo-political context.

In order for the rest of the country to thrive, we must continue to invest in making Dublin a great place to live and work. Other global cities are already doing this and the strategic “Place making” of urban centres internationally is now a real area of competitive advantage across the world. We must also ensure that there is solid vision for Dublin so that it can continue to act as a magnet for investment. A strong Capital city and strong regions are required to win investment. As IDA has said many times, continued investment in regional Ireland is essential. Our regions are in competition to win investment with the rest of the world, not with Dublin.

Successful Place making can provide a competitive edge when it comes to attracting and retaining the skills and talent on which FDI is reliant. Place making and the development of attractive places is a central tenet of *Project Ireland 2040* and its effective implementation is necessary to differentiate Ireland’s regional locations and Dublin from competitor locations.

The IDA Ireland Dublin region is home to 763 IDA supported companies recording employment of 96,760 for 2018, an increase of 7 percent on the previous year. Dublin attracted significant new FDI in 2018 from leading global corporates across all sectors and activities with prominent investment in Technology, International Financial Services, Pharmaceuticals and Global Business Services. Key FDI investments have been secured for Dublin under “Winning 2015-2019” from both new companies establishing in Ireland for the first time, and existing companies who have expanded their corporate mandates to embrace new global functions. Across all industry sectors FDI clusters of relative scale have been successfully developed in Dublin. Significant FDI investments of scale have been recently secured across the following sectors;

- Technology – Salesforce, IBM, Microsoft, SAP, Dell, Oracle
- Global Business Services – LinkedIn, Facebook, Google, Amazon, Twitter, Accenture
- International Financial Services – Citi, Bank of America, Barclays, JP Morgan
- Life Sciences – Pfizer, Takeda, BMS, Alexion, Mallinckrodt, SK Biotech

Dublin also has a high concentration of FDI R&D investment, and this has been enabled by the development of key industry focused research centres of international repute;

- NIBRT - National Institute for Bioprocessing Research and Training based at the UCD Campus.
- CRANN - Ireland’s flagship Nanoscience Institute located at Trinity College.
- Conway Institute - specializing in Bimolecular and Biomedical research and the
- AMBER – Advanced Materials and Bio-engineering Research

Dublin is home to 4 universities (Trinity College Dublin, University College Dublin, Technology University Dublin and Dublin City University) and one Institute of Technology (Institute of Art Design & Technology). Together, these education providers produce approximately 26,800 graduates every year. A key part to the region’s success is in how these institutions actively work to build industry links and offer extensive research capabilities to companies through a number of Technology and Applied Research Centres as referenced above. The region is also home to many private colleges and Colleges of Further Education altogether delivering a highly skilled pipeline of graduates to meet the needs of future and existing FDI.

To support the delivery of IDA’s current strategy Winning FDI 2015-2019, IDA Ireland has a number of strategic sites in key locations across the region; Blanchardstown, Grange Castle, Belcamp, Ballycoolin, Poppintree, Swords and Whitestown. The region is supported by many private developments which are marketed by IDA Ireland and adds to the range of strategic property solutions required to attract FDI into the region.

The focus of IDA Ireland over the coming two years and beyond is to build on the strengths and competencies of the region with a particular focus on global services, manufacturing and research and development opportunities across a number of established clusters in Life Sciences, Technology, and Global Business services including Financial Services as well as Engineering. Emerging

technology trends have and will continue to create new opportunities across the region in areas such as cybersecurity, data analytics, artificial intelligence, smart manufacturing, and new approaches to working such as home working and hub working.

The Dublin region is very well positioned to continue to attract new FDI investment and grow employment in existing companies and IDA will continue to collaborate with all stakeholders and parties in the region to achieve this. IDA will also continue to work closely with Enterprise Ireland and its indigenous base of companies to identify synergies, enhance clusters, participate in site visits and maximise benefits for the region.

4 Implementation of the Regional Enterprise Plan

The consultation process to refresh and refocus the original Regional Action Plans was enhanced by an understanding amongst stakeholders of the importance of ownership, collaboration, and the definition and delivery of specific measurable actions in the new Plans that could add value to the existing activities being undertaken by the Enterprise Agencies, LEOs and other relevant bodies involved in supporting enterprise development. These priorities are reflected in the implementation structure for the new Regional Enterprise Plans.

The existing Regional Implementation Committee construct will be maintained for each region but will be renamed as a 'Regional Steering Committee'. Each Committee will continue to be chaired by a senior figure from the private sector who has been appointed by the Minister for Business, Enterprise and Innovation. The functions of the Steering Committee are as follows:

- Oversee and drive delivery of the REP.
- Agree an annual work programme for the Committee based on the Plan.
- Nominate and secure 'Champions' to support delivery of the Strategic Objectives.
- Agree key milestones and metrics for delivery of each actions.
- Oversee the formation of working groups as necessary to drive implementation of actions.
- Explore and propagate new ideas and opportunities for collaborative projects, and funding.

- Provide a forum for the sharing of updates and information by members on key enterprise development initiatives including those set out by the Agencies and LEOs in this Plan and other pertinent updates (incl. REDF, RSES, Project Ireland 2040 etc.).
- Oversee, contribute to and sign off (through the Chair) on annual Progress Reports to DBEI.

Full details of the composition of the Steering Committee is contained in Appendix 1.

The Chairperson will convene at least three meetings of the Steering Committee per year and will present a progress update on their Plan to the Minister at an annual meeting of all Chairpersons in the second half of 2019. This meeting will provide a fora for the Chairs to share good practice and identify potential areas for inter-regional co-operation. The Chairperson will also lead the Committee in the preparation of two progress reports to be submitted to the Department at the end of 2019 (mid-term) and end of 2020 (final report).

It is intended that each Steering Committee will oversee the formation of smaller working groups to drive delivery of actions or groups of actions in the REP. Working Groups will convene as frequently as is required and will report on progress to the Chairperson and the Steering Committee on a regular basis. They will also provide input to the annual progress reports in relation to their action(s).

Each region has the resource of a Programme Manager/Secretariat which has been provided through the Local Authorities. The Programme Manager/Secretariat will support the Chairperson and the Steering Committee in the coordination and delivery of the Plan and will be the primary operational point of contact with DBEI.

The Final Progress Reports for the Regional Action Plans for Jobs 2016-2018 provide a closing status in relation to all actions in these original reports and can be found on the Department's website at www.dbei.ie. The original Plans continue to be a useful resource for the REPs going forward as an input to the rolling work agenda for the initiative.

Finally, DBEI will be responsible for the oversight and coordination of all REPs at a national level. The Department will provide ongoing advice, guidance and support to the Chairpersons, Programme Managers/Secretariat and Steering Committees.

Targets for the Dublin Region to 2020

The Regional Action Plan for Jobs 2016-2018 set out two core outcomes for achievement in each region by the end of 2020:

- employment growth of between 10 and 15 percent; and
- an unemployment rate reduced to within one percentage point of the State average.

Utilising new data from the CSO Labour Force Survey (LFS)³, the rate of growth and unemployment rates achieved for the Dublin region during the 2016-2018 lifetime of the original Regional Action Plans and up to Q3 2018 are outlined in Table 1.

The Dublin region had already achieved an employment growth rate at the upper end of the 2020 target at the beginning of 2018, and unemployment in the region at 5.3 percent is below the State average and has remained so to date (Q3 2018). For a further statistical analysis of the regions performance see Appendix 2.

The focus for the Dublin region over the period to 2020 is to be able to maintain the strong momentum of employment creation achieved since 2015 and to accommodate growth in a sustainable way. With strong demand for talent in our growing capital city region, a key issue will be to maintain and grow skills supply in the region.

Labour force participation rates (LFPR) in Dublin range from 58.2 (52.3 for females) in Dun Laoghaire to over 66 (60.9 for females) in Fingal and are close to or above the State average of 61.4 (55.2 for females)⁴, but overall, Ireland's LFPR is relatively low by international standards. Given the growing demand for people to work in Dublin, an improvement in Dublin's LFPR is needed. There is also a need to focus on cohorts of Dublin's population who experience barriers on seeking to access employment. This is a key focus for the Dublin Regional Enterprise Plan.

3 In 2018, the CSO introduced a new quarterly Labour Force Survey (LFS) to replace the original Quarterly National Household Survey (QNHS), which incorporated a new survey methodology and applied new NUTS 3 regional administrative boundaries used by Eurostat. The CSO later produced comparable ('back-casted') data at regional level to overcome the resulting break in the time series between old QNHS data and the introduction of the new LFS.

4 Based on 2016 Census of Population LFPR figures (latest available at county level)

Table 1

	Numbers Employed				Unemployment Rate	
	Q1 2015	Q3 2018	Change Q1 2015 to Q3 2018	Growth Q1 2015 to Q3 2018	Q1 2015	Q3 2018
Dublin	600,900	696,200	95,300	15.9%	9.1%	5.3%
State	2,014,400	2,273,200	258,800	12.8%	10.5%	6.0%

Source: CSO Labour Force Survey, Q3 2018

Appendix 1: Membership of the Regional Steering Committee

Organisations represented on the Dublin Steering Committee⁵

Chair of the Dublin Committee:

Caroline Keeling
CEO, Keelings

Membership of the Committee:

Enterprise Champions	Dublin Chamber
South Dublin Co. Council	Dublin City University (DCU)
Fingal Co. Council	Dublin Institute of Technology (DIT)
Dun Laoghaire Rathdown Co Council	University College Dublin (UCD)
Dublin City Council	Trinity College Dublin (TCD)
IDA Ireland	Tourism Ireland
Enterprise Ireland	Failte Ireland
LEO South Dublin Co. Council	Intertrade Ireland
LEO Fingal Co. Council	Accenture
LEO Dun Laoghaire Rathdown Co. Council	Commissioner for Start-ups
LEO Dublin City Council	Smart City Implementation Team
Dublin Regional Skills Forum	Sustainable Energy Authority of Ireland (SEAI)
Eastern & Midland Regional Assembly	Department of Business, Enterprise & Innovation
South Dublin Chamber	Department of Social Protection
Fingal Chamber	Department of Education and Skills

Secretariat/Programme Management

Declan McCulloch

⁵ The existing Implementation Committees will be renamed 'Steering Committees'

Appendix 2: Brief profile and statistical snapshot - Dublin

Constituent counties	Dublin	
Regional Population & change (1996-2016)	1,058,264 (1996): 1,347,359 (2016) increase of 289,095	
GVA ⁶ per person 2000 and 2014	€36,128: €62,594	
Total in employment	696,200*	
Labour Force Participation rate	66.1%*	
Unemployment rate	5.3%*	
Unemployment blackspots ⁷	12 ⁸	
Percentage employed in Manufacturing: Services: Public sector	7%: 37%: 25%	
Educated to third level in Dublin: State	54%: 45%	
Third Level Students (full-time & part-time)	79,266 ⁹	
Number of enterprises ¹⁰ (micro: small: medium: large) (2016)	72,292: 5,846: 1,340: 343	
Number of Enterprise Ireland High Potential Start-Ups ¹¹ (HPSUs) Dublin: State (2017)	45: 90	
EI supported employment & no. client Companies 2016 - 2017	2016	2017
	Jobs: 70,365	Jobs: 72,461
	Companies: 2,104	Companies: 2,197
IDA supported employment & no. client companies (2017)	2016	2017
	Jobs: 82,662	Jobs: 88,318
	Companies: 696	Companies: 735
LEO supported employment & no. client companies (2017)	2016	2017
	Jobs: 5,039	Jobs: 5,888
	Companies: 1,031	Companies: 1,149
Number of LEO Priming Grants ¹² Dublin: State (2017)	66: 294	

6 Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

7 Unemployment Blackspots are defined as Electoral Districts with at least 200 people in the labour force and an unemployment rate of 27% or higher

8 Unemployment blackspots in the Region: Dublin City (7), South Dublin (4) & Fingal (1)

9 National University of Ireland, Dublin (26,252), Trinity College, Dublin (16,479), Dublin Institute of Technology (19,068), Institute of Technology, Tallaght (5,009), Dun Laoghaire Institute of Art, Design and Technology (2,312) Institute of Technology, Blanchardstown (3,087), Colaiste Mhuire, Marino, Dublin (829), National College of Art & Design, Dublin (1152) & National College of Ireland (5,078)

10 A Small Enterprise is defined as: an enterprise that has fewer than 50 employees and has either an annual turnover and/or an annual Balance Sheet total not exceeding €10m: A Medium Sized Enterprise is defined as: an enterprise that has between 50 employees and 249 employees and has either an annual turnover not exceeding €50m or an annual Balance Sheet total not exceeding €43m: A large Enterprise is defined as: an enterprise that employs greater than 250 employees, has either an annual turnover of greater than €50m or an annual balance sheet of greater than €43m

11 HPSUs are start-up businesses with the potential to develop an innovative product or service for sale on international markets and the potential to create 10 jobs and €1m in sales within 3 years.

12 A priming Grant is a business start-up grant, available to micro enterprises with the first 18 months of start-up.

*CSO Labour Force Survey Q3 2018, Dublin Region

Dublin has an important role to play in Ireland's continued economic growth, not just as a contributor, but as the key driver of our future prosperity. It is the country's leading city of international scale and remains an attractive place for investors to locate. The Dublin Regional Enterprise Plan will build on the strengths and potential of Dublin through enhanced collaboration, more focused actions as well as adding value to the existing corporate strategies of different bodies and agencies.

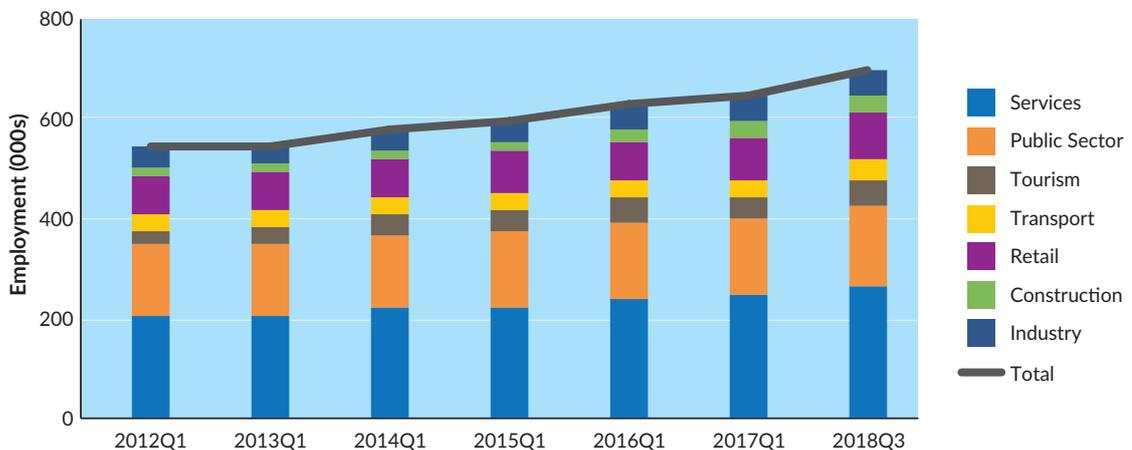
Dublin plays a key role in Ireland's economic development in a number of ways, including: new business investments, a magnet for mobile entrepreneurs, a vibrant location for start-ups, a centre for talent, and international access. As a dynamic urban location, Dublin offers employment across a range of sectors and activities.

There are close to 700,000 people at work in Dublin, representing almost a third of those employed in the State. Unemployment in Dublin remains below the State average and has reduced from 9.1 percent (Q1 2015) to 5.3 percent (Q3 2018). Dublin has a very well educated population with almost three in five persons (58 percent) aged 25-64 years old having a third level qualification (Q2 2018).

Employment trends

In Q3 2018 there were 696,200 people employed in the Dublin region. Over the period Q1 2015 to Q3 2018, employment overall has grown by 16 percent with 95,300 more people employed. The structure of the sectoral employment has changed little over that period, with some adjustments evident. Chart 1. shows the employment figures from Q1 2012 to Q3 2018.

Chart 1. Dublin Region Employment Growth 2012 - 2018 (CSO)



Services

Employment in the Services sector, including the Public sector, has increased significantly from 483,600 in 2012 to 608,600 in Q3 2018 and the sector currently accounts for 87 percent of all employment in the Dublin region. This highlights the contribution to employment in the Dublin region. There are currently 608,600 people working in the Services Sector and within the broad Services sector, the combined areas of Public Administration/Defence, Human Health/Social Work and the Education sector account for 165,200 of those employed in the Dublin region which represents 27 percent of all Services employment and 23 percent of the total employment in the region, which is similar to other regions.

Retail/Wholesale

Retail and Wholesale which forms a significant part of the Services sector and is the largest private sector employer in the country, with particular significance for regional towns and villages, 91,100 people are employed in the sector in the Dublin region.

Industry/Manufacturing

Employment in the Industry/Manufacturing sector has increased over the period Q1 2012 to Q3 2018 with 46,900 now employed in this sector which is an increase of 7,000 since 2012. Employment in this sector counts for 7 percent of employment in the region which is below the national figure of 12.5 percent.

Construction

The Construction sector employed 16,800 in Q1 2012 and this number has more than doubled to 34,400 in Q3 2018, accounting for 5 percent of the total employment which is similar to the national trend.

Tourism

CSO figures indicate that the Tourism sector employed 52,300 in Q3 2018. However, these figures can be considered as conservative as they only cover employment in accommodation and food services. The actual figure maybe somewhat higher if other “Services” employment, for example in visitor attractions is included.

Appendix 3: Regional Enterprise Development Fund (REDF)

The €60 million Regional Enterprise Development Fund (REDF) was launched in May 2017 with the overarching aim of driving enterprise development and job creation in each region throughout Ireland. Administered by Enterprise Ireland, it supports new collaborative and innovative initiatives that can make a significant impact on enterprise development in the region/across regions, or nationally.

Over the first and second calls under the REDF, Dublin secured funding of over €9.3 million across six projects:

Call	Project	Description
1	BPO Cluster Ireland CLG	Scaling the BPO Sector
1	Dublin Enterprise & Technology Centre	Guinness Enterprise Centre – Co-Working Supports
1	Ghala DAC	Innovation Centre at Grand Canal Dock
1	Social & Local Enterprise Alliance DAC	Establishing, hosting & Empowerment of Creative/ Artisan Start-Ups
2	Innovate Dublin Communities CLG	Co-Working Space and Curation of Social Innovation in the Liberties
2	SPADE CLG	Food Kitchen Incubator

The Dublin Regional Steering Committee will work closely together with other stakeholders to leverage the opportunities that these projects will generate in the coming years. The Steering Committee can also assist in identifying projects that have the potential for funding in the future.

Appendix 4: Other State Agencies supporting enterprise development

Local Authorities

The Local Government Reform Act 2014 provided for the strengthening of the role of Local Authorities towards economic, social and community development. Local Authorities therefore have a strong role in promoting economic development and sustaining and creating a positive environment for job creation. There is good rationale for increased local government involvement in economic development because of the economic impact of its functions generally, its links with enterprise, its local knowledge and leadership, the economic initiatives by many Local Authorities, and its local development and enterprise functions.

Operation of micro-enterprise support services through the Local Enterprise Offices (LEOs) and Local Authority Business Support Units are now key elements of the local government role in economic development. Other economic development functions include:

- contribution to Regional Spatial and Economic Strategies,
- a strong direct role for Local Authorities in promoting economic development, more clearly specified in legislation;
- ensuring that all Local Authorities focus their general functions and services proactively towards supporting enterprise and economic development;
- leading and mobilising economic development locally in conjunction with relevant agencies;
- drawing up local economic development plans in conjunction with the overall City/County Development Plan.

The economic development role is supported by a dedicated Strategic Policy Committee (SPC) in each local authority service.

Bord Bia

Bord Bia, the Irish Food Board, is responsible for the development of new markets and the promotion of Irish food, drink and horticulture, reporting to the Department of Agriculture, Food and the Marine. The agency's mandate covers trade development, promotion, quality programmes, information provision and marketing support especially for export markets. Bord Bia operates in thirteen overseas locations. Its Origin Green programme is the only sustainability programme in the world that operates on a national scale, uniting government, the private sector and food producers.

Bord Iascaigh Mhara (BIM)

BIM is the state agency with responsibility for developing the Irish sea-fishing and aquaculture industries. BIM's mission is to lead the sustainable development of a competitive, market-led, innovative and quality-driven Irish seafood industry, maximising the returns to industry stakeholders and the socio-economic contribution to communities in coastal regions in particular. BIM is focused on expanding the volume, quality and value of output from the Irish seafood industry. It provides a range of advisory, financial, technical and training services to all sectors of the Irish seafood industry. BIM's Strategy 2013-2017 is an action plan that aims to deliver 1,200 jobs and €1 billion seafood sales by building scale and enhancing competitiveness in the Irish seafood sector.

Fáilte Ireland

Fáilte Ireland is the National Tourism Development Authority. Their role is to support the tourism industry and work to sustain Ireland as a high-quality and competitive tourism destination. Fáilte Ireland provide a range of practical business supports to help tourism businesses better manage and market their products and services.

Fáilte Ireland also work with other state agencies and representative bodies, at local and national levels, to implement and champion positive and practical strategies that will benefit Irish tourism and the Irish economy.

Fáilte Ireland promote Ireland as a holiday destination through domestic marketing campaigns and manage a network of nationwide tourist information centres that provide help and advice for visitors to Ireland.

InterTradelreland

InterTradelreland's mission is to support businesses, through innovation and trade initiatives, to take advantage of North/South co-operative opportunities to improve capability and drive competitiveness, jobs and growth. InterTradelreland helps small businesses through a strong mix of funding support, business intelligence and meaningful contacts. It supports companies not only with funding, but also with specialist expertise and introductions.

Regional Skills Fora

Funded by the Department of Education and Skills, the network of 9 Regional Skills Fora has been created as part of the Government's National Skills Strategy 2025. The Fora provides an opportunity for employers and the education and training system to work together to meet the emerging skills needs of their regions. The Fora have been established to align with wider Government policy and initiatives on regional economic development. The innovative structure of the Fora sees the work plan within each region being driven by key stakeholders in the region including employers, enterprises and education and training providers. The work of the Fora through facilitation and engagement will contribute to better outcomes for learners and support enterprise development. The Fora provide a single point of contact in each region to help employers connect with the range of services and supports available across the education and training system; provide more robust labour market information and analysis of employer needs to inform programme development; greater collaboration and utilisation of resources across the education and training system; and enhancement of progression routes for learners. The Fora also provide a structure for employers to become more involved in promoting employment roles and opportunities for career progression in their sectors.

Skillnet Ireland

Skillnet Ireland was established in 1999 and is funded from the National Training Fund through the Department of Education and Skills. The primary objective of Skillnet Ireland is to increase participation in enterprise training by companies. Skillnet Ireland fosters an enterprise led approach to workforce development. The process of determining training needs and coordinating the delivery of training, is primarily owned by the enterprise groups engaged with Skillnet Ireland. Skillnet Ireland operates under a joint investment model, part-funded by matching contributions from participating businesses in our learning networks. Encouraging enterprise to lead the process in this way helps ensure that programmes delivered through Skillnet Ireland are highly relevant to the needs of industry. This approach also enables cohesive enterprise networking and the flexibility to respond to ever-changing skills demands through both formal and informal learning. Through 65 plus Skillnet Learning Networks, Skillnet Ireland allocates funding to groups of companies in the same industry sector (or region) and with similar training needs, so they can deliver subsidised training for their teams. Skillnet Ireland also plays a key role in supporting and enabling Skillnet funded groups to reach their full potential.

Science Foundation Ireland (SFI)

Science Foundation Ireland is the national foundation for investment in scientific and engineering research, operating under the auspices of DBEI. SFI 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 17 National Research Centres, aligned with the research priority areas set out in Ireland's research prioritisation exercise (which is currently being refreshed). SFI plays a key role in developing international relationships in the research and innovation domain. It is instrumental in raising Ireland's profile and visibility as a location of research excellence in international markets, thus strengthening Ireland's attractiveness for overseas investment.

Sustainable Energy Authority of Ireland (SEAI)

The purpose of the Sustainable Energy Authority of Ireland (SEAI) is to play a leading role in transforming Ireland into a society based on sustainable energy structures, technologies and practices. SEAI provides a range of programmes and services to homes, businesses, schools and communities. It is a key actor in providing research and advice to Government on sustainable energy policy, including renewables and energy efficiency.

Waterways Ireland

Waterways Ireland is one of six North-South Implementation Bodies established under the British-Irish Agreement in 1999. It has responsibility for the management, maintenance, development, promotion and restoration of inland navigable waterways, principally for recreational purposes. The waterways under the remit of the Body are the Shannon-Erne Waterway, the Shannon, the Erne Navigation, the Barrow Navigation, the Grand Canal, the Lower Bann, and the Royal Canal.

Department of Rural and Community Development

The Department of Rural and Community Development also has a role to play in contributing directly to the Regional Action Plans through initiatives such as the Rural Regeneration and Development Fund, the Town and Village Renewal scheme and the Atlantic Economic Corridor initiative. The Department's social inclusion programmes - most notably the Social Inclusion Community Activation Programme (SIACP) - also contribute to supporting disadvantaged urban and rural communities.

Enterprise Europe Network (EEN)

The Enterprise Europe Network helps businesses innovate and grow on an international scale. It is the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions. The Network is active in more than 60 countries worldwide. It brings together 3,000 experts from more than 600-member organisations – all renowned for their excellence in business support. The Enterprise Europe Network at Dublin Chamber offers support and advice to Leinster SMEs, helping them to make the most of business opportunities beyond Irish and European Union borders. Dublin Chamber's services include a free international partner sourcing service, advice on new markets, advice on access to finance & funding, advice on EU legislation, and networking opportunities with international trade missions.

Third Level Institutes

National University of Ireland, Dublin

Trinity College, Dublin

Dublin Institute of Technology

Institute of Technology, Tallaght

Dun Laoghaire Institute of Art, Design and Technology

Institute of Technology, Blanchardstown

Colaiste Mhuire, Marino, Dublin

National College of Art & Design, Dublin

National College of Ireland

Appendix 5: Project Ireland 2040

The National Planning Framework (NPF) and the National Development Plan under *Project Ireland 2040* have been developed in conjunction to link spatial planning policy and infrastructure capital investment to support the potential in all regions. The NPF, as part of *Project Ireland 2040*, aims to guide the future development of Ireland to 2040 and to influence the spatial patterns of a projected 1 million increase in our population.

The NPF is a long-term framework that sets out how Ireland can move away from the current 'business as usual' pattern of development. The purpose of the NPF is to enable all parts of Ireland, whether rural or urban, to successfully accommodate growth and change, by facilitating a shift toward Ireland's regions and cities other than Dublin, while also recognising Dublin's ongoing key role.

The NPF also sets out a number of key national objectives which include enhanced regional accessibility, strengthened rural economies and communities, and enhanced amenities and heritage. The Ireland 2040 plan sets out a strategy to enable people to live closer to where they work, moving away from the current unsustainable trends of increased commuting; reverse rural decline and promote environmentally sustainable growth patterns and plan for and implement a better distribution of regional growth, in terms of jobs and prosperity.

The Government is focused on unlocking the potential in each region by a co-ordinated delivery of infrastructure and at the same time, enabling regional enterprise development that will enable better distribution of the future anticipated population growth across the whole country while also tackling congestion and quality of life issues.

Project Ireland 2040 Funds

In 2018 the Government launched *Project Ireland 2040* and committed €4 billion in funding under the Rural regeneration and Development Fund, Urban Regeneration and Development Fund, Disruptive Technologies Innovation Fund and the Climate Action Fund. The four funds are a major innovation in *Project Ireland 2040* and rather than allocating funding in a 'business as usual' way to Government Departments, money is allocated competitively to the best projects, which leverage investment from other sources thereby ensuring that the impact of this investment goes further.

Rural Regeneration and Development Fund (RRDF)

As part of *Project Ireland 2040*, the Government has committed to providing an additional €1 billion for a new Rural Regeneration and Development Fund (RRDF) over the period 2019 to 2027. Initial funding of €315 million is being allocated to the Fund on a phased basis over the period 2019 to 2022. The Fund will provide investment to support rural renewal for suitable projects in towns and villages with a population of less than 10,000, and outlying areas. It will be administered by the Department of Rural and Community Development.

The new Fund provides an unprecedented opportunity to support the revitalisation of rural Ireland, to make a significant and sustainable impact on rural communities, and to address de-population in small rural towns, villages and rural areas. It will be a key instrument to support the objectives of the National Planning Framework, and in particular to achieve Strengthened Rural Economies and Communities – one of the National Strategic Outcomes of the NPF.

Urban Regeneration and Development Fund (URDF)

The €2 billion Urban Regeneration and Development Fund (URDF) is intended to drive regeneration and rejuvenation of strategic and under-utilised areas within Ireland's five cities, key regional drivers and other large towns. The Department of Housing, Planning and Local Government (DHPLG) has responsibility for implementing the fund, which has €100m available for expenditure in 2019 and an overall allocation of €550 million allocated to the fund up to the end of 2022. The fund will operate on a competitive, bid-based Exchequer grant basis, with proposals being required to demonstrate that they will be:

- Innovative and transformational urban regeneration projects;
- Public-sector led and with the option of community and/or private sector partners;
- Matched by at least 25 percent direct funding from other public and/or private sources;
- A minimum bid of €2m;
- A catalyst for development that would not otherwise occur; and
- Likely to leverage significant further public and private sector investment.

Disruptive Technologies Innovation Fund

The Department of Business, Enterprise and Innovation launched funding under the Government's new Disruptive Technologies Innovation Fund. €500 million is available for co-funded projects involving enterprises and research partners over the period to 2027.

Disruptive technology is that which has the potential to significantly alter markets and their functioning and significantly alter the way that businesses operate. While it involves a new product or process, it can also involve the emergence of a new business model. Disruption is about the combination of technology and business model innovation.

Proposals are expected to address the development, deployment and commercialisation of one or more disruptive technologies to deliver new solutions through investment in the development and implementation of new products and services. Ultimately, the projects funded will create the jobs of the future.

Climate Action Fund

The National Development Plan 2018-2027 sets out the creation of a Climate Action Fund to support climate action projects which will leverage investment by public and private bodies. The Fund will have an allocation of at least €500m over the period to 2027.

On 29 May 2018, the Government agreed to establish the Climate Action Fund. This includes the objective of funding initiatives that contribute to the achievement of Ireland's climate and energy targets in a cost-effective manner. It also offers the potential for innovative interventions which, in the absence of support from the Fund, would not otherwise be developed.

Regional Spatial & Economic Strategies

The Eastern and Midland Regional Assembly (EMRA) was established on 1st January 2015. The Region covers nine counties containing twelve Local Authorities namely – Longford, Westmeath, Offaly, Laois, Louth, Meath, Kildare, Wicklow, Fingal, South Dublin and Dun Laoghaire-Rathdown County Councils and Dublin City Council.

EMRA's responsibilities include:

- European functions; Manage EU Regional Operational Programmes and provide support to the EU Committee of the Regions through the Irish Regions European Office in Brussels
- Planning and Economic Development; Promote and co-ordinate strategic planning and sustainable development of the region, which includes the implementation of the Regional Planning Guidelines, to be replaced by the new Regional Spatial and Economic Strategies
- Promote effectiveness in local government; Promote the effective delivery of public services in the region in conjunction with the National Oversight & Audit Commission.

Regional Spatial and Economic Strategy

One of the principal statutory functions of the Assembly is the delivery of a Regional Spatial and Economic Strategy (RSES), to support the implementation of *Project Ireland 2040* and the economic policies and objectives of the Government by providing a long-term strategic planning and economic framework for the development of the Regions.

The RSES includes a:

- **Spatial Strategy** – to manage future growth and ensure the creation of healthy and attractive places to live, work, study, visit and invest in.
- **Economic Strategy** – that builds on our strengths to sustain a strong economy and support the creation of quality jobs that ensure a good living standard for all.
- **Metropolitan Plan** – to ensure a supply of strategic development areas for the sustainable growth and continued success and competitiveness of the Dublin metropolitan area.
- **Investment Framework** – to prioritise the delivery of key enabling infrastructure and services by government and state agencies.
- **Climate Action Strategy** – to accelerate climate action, ensure a clean and healthy environment and to promote sustainable transport and strategic green infrastructure.

Economic Strategy

This is the first time that Irish planning is required to deliver an economic strategy as part of a regional spatial plan, which identifies regional assets, opportunities and pressures along with funding and investment priorities for the region. The RSES seeks to promote smart specialisation and clustering underpinned by an orderly settlement strategy and investment in 'placemaking'. The RSES Also sets out Regional Policy Objectives (RPOs) to provide a competitive and resilient economic base and develop our skills, innovation and technology capacity, recognising the key roles played by the enterprise agencies (IDA, EI, LEOs, SFI) and to support the implementation of Regional Action Plans for Jobs (RAPJs) and Local Economic and Community Plans (LECPs).

Implementation

The RSES will be implemented through the review of all Local Authorities Development Plans and LECPS after the adoption of this Strategy. Key state agencies and sectoral bodies will also have to consider their strategies and investment plans in light of the adoption of the RSES. The RSES will be realised by the delivery of European and National funding that will achieve the Regional Strategic Outcomes expressed in the Strategy. These funds will focus on the priorities and key aspects of the RSES to sustainably grow the region to 2031 and beyond.

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