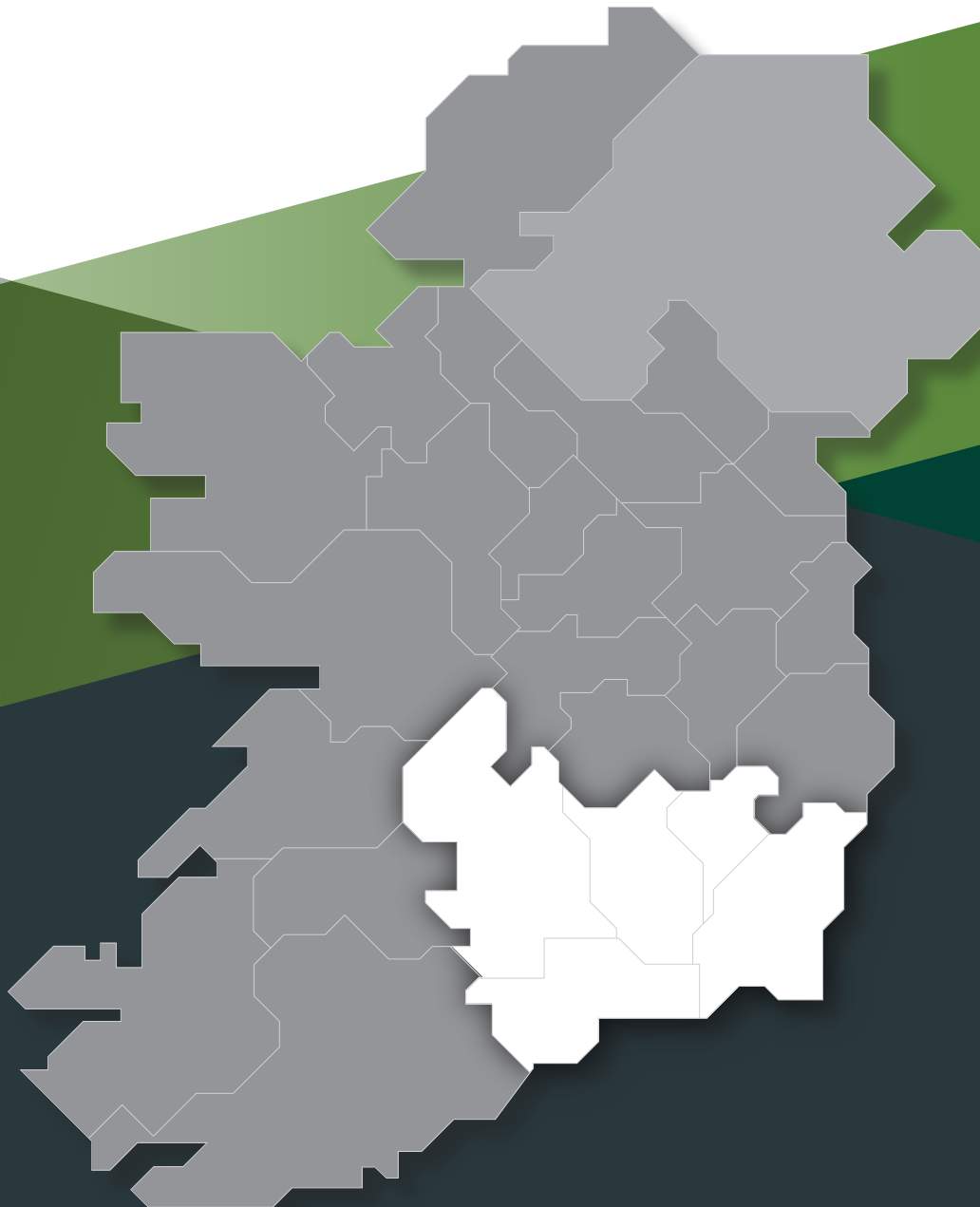




Rialtas na hÉireann
Government of Ireland

Regional Enterprise Plan to 2020

SOUTH-EAST



An initiative of the Department of Business, Enterprise and Innovation

**Regional Enterprise Plan
to 2020
SOUTH-EAST**

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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 South-East region, the 2015-2017 Regional Action Plan for Jobs (RAPJ) set out 194 actions to support job creation and accelerated economic recovery. At the end of that period, 155 actions were completed or substantially progressed, and more than 18,500 jobs have been created in the region. With an unemployment rate currently at 7.7 percent much has been achieved, yet more needs to be done to reduce the gap relative to the State average.

This *Regional Enterprise Plan* (REP) for the South-East 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 on its own.

I have been very pleased to note that in preparing this REP, the South-East 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 the South-East 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 have also launched 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 South-East 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) the South-East has already secured more than €10 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 Frank O'Regan, for their work on the roll out of the first RAPJ for the South-East 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 TD".

Heather Humphreys TD

*Minister for Business, Enterprise and Innovation
March 2019*

Chair's Introduction

I present this South-East Regional Enterprise Plan to 2020, to the Minister for Business, Enterprise and Innovation on behalf of the South-East Regional Committee. The Committee is made up of the major economic stakeholders, both public and private, who have an input into economic development in the region. The South-East region has undergone a very welcome period of economic growth during the time of the first Regional Action Plan for Jobs (RAPJ) initiative 2015 - 2017. The unemployment rate fell from 11.7 percent in Q1 2015 to 7.7 percent in Q4 2018 and numbers in employment rose by 18,500. This growth obviously must be treated within the wider context of global and national economic growth and cannot be solely ascribed to the 194 actions in the first action plan. But what those 194 actions – and the Committee formed to oversee their delivery – have really created is a spirit of collaboration across the region and a shared focus towards ensuring that all the enablers for economic growth are in place in the South-East to drive the economy for the next decade or more.

This new Plan is focused on deepening and expanding on those enablers. Some actions will be manageable within the two year timeframe and some are more medium term aspirations that we need to map and work towards. It has been hugely encouraging to see a common sharing of goals emerge between the regional stakeholders. We have broken down the tasks and actions required under five strategic objectives:

1. Enhance the existing environment for enterprise activity and company growth; and build greater resilience into the regional economy.
2. Establish the South-East as a place of choice for talent and investment and market the region as such.
3. Develop a regional engagement strategy that aligns with the Regional Assembly's Regional Spatial and Economic Strategy and highlights the critical infrastructural developments required to enhance the economic potential in the South-East.
4. Make the South-East a 'learning region' with education, knowledge generation and exchange, and innovation as central activities that allow all to play a role in the economic, social and cultural development of the region.
5. Develop a region that is attractive to both domestic and international visitors with a sense of place and connected tourist amenities.

Our shared vision for the region is that the South-East will become an even more thriving, innovative and creative regional economy with high-value output, top-quality jobs and will represent the place of choice to work and invest in. These objectives, and the actions required to support them, are designed to guide us towards this vision. We are entering into a very important period in the region's economic cycle. We have come through the recession, and what we achieve and deliver over the next few years will dictate if the region can overcome the challenges of its past and show to the world the type of great place to live and work that we believe that it is.

We have very talented and innovative people succeeding in business in the South-East and many

of these are taking on leadership roles as Enterprise Champions for the Regional Enterprise Plan in their respective sectors. These are all really busy people who give their time freely to altruistically try and develop the economy of the region. I would like to take the opportunity to acknowledge them and thank them for their efforts over the last couple of years:

- Patsy Carney of OPKO/Eirgen is Enterprise Champion in the Pharma/MedTech space
- Terry Clune, CEO of the Taxback Group, Enterprise Champion for Financial and Global Business Services
- Rachel Doyle, MD of the Arboretum, Carlow, Enterprise Champion for Entrepreneurialism
- Colin Gordon, CEO of Glanbia Consumer Foods, Enterprise Champion for Regional Marketing
- Liam Griffin, of the Griffin Hotel Group, chairs the Tourism stakeholder group
- Karen Hennessy, CEO of the Design and Crafts Council of Ireland, Enterprise Champion for Design
- Seamus Kilgannon, CEO of Schivo Medical, Enterprise Champion for Engineering
- Pat McLoughlin, Director Division Business Excellence, Abbott, Enterprise Champion in the Pharma/MedTech space
- Des Whelan Owner of WLR/Beat FM, Enterprise Champion for Communications

Many of these Enterprise Champions have been involved in developing step-change projects for the region such as the creation of the regional brand and tagline, and the development of a regional greenway and blueway strategy. They have also been involved in helping the region to successfully secure funding for six key economic development projects that we now need to maximise and embed into the economic ecosystem of the South-East:

- Centre for Design Innovation Hub (C4D): enabling companies to conceptualise, innovate, build and test new products and services
- Crystal Valley Tech Cluster: supporting the growth of the ICT Sector in the South-East region

- Incupharm: a comprehensive incubation offering to laboratory based, life sciences start-ups in the South-East
- InsurTech Network Centre: a sector specific enterprise development centre
- Irish BioEconomy Foundation: a lynchpin in the burgeoning Irish bioeconomy ecosystem
- Three-D: a 3D Manufacturing facility in the South-East

We are fortunate to have five forward-thinking Chief Executives in each of the local authorities (Carlow, Kilkenny, Tipperary, Waterford, and Wexford). They have invested in the delivery of the action plan for jobs programme in the South-East and are now committed to creating an economic development office in the South-East which will be focused on leveraging regional economies of scale and fostering collaboration within the region.

There is so much innovative and ambitious business activity in the region and a greater sense of place of being part of the 'South-East' is becoming noticeable. We now need to maintain the positive momentum created by everyone involved in job creation in the region and we need a concerted effort from all levers of the State and within the region to deliver the game changers and enablers outlined in this Plan.



Frank O'Regan
Chair
South-East Regional Enterprise Plan

1 Policy Context

The South-East 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 2015-2017/8 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 Q4 2018 there were two regions with rates of unemployment more than one percent above the State average of 5.4 percent, including the South-East region (at 7.7 percent¹).

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 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 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 6.6% | South-East 7.7%

2 Appendix 2 contains a brief regional and statistical snapshot of the South-East

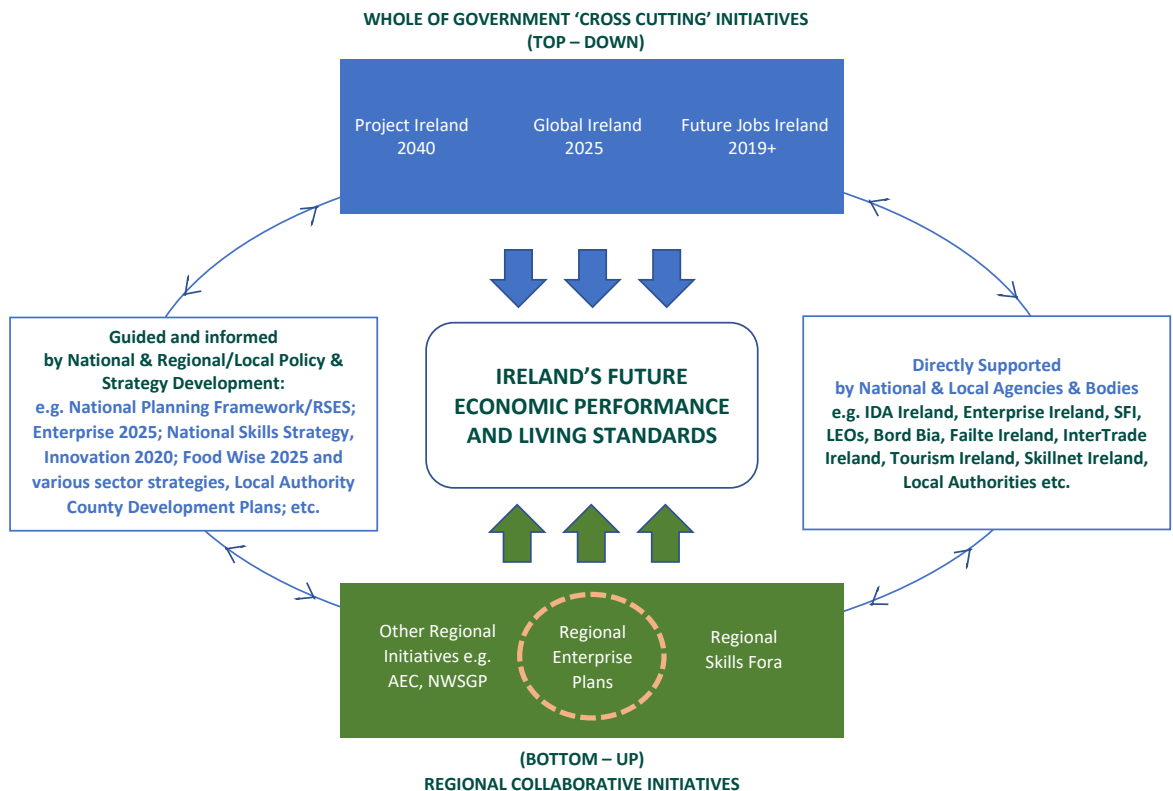
- realising the full potential of our regions
 - developing places that are attractive for business investment and for people to live and work; and
- raising Ireland’s visibility internationally, protecting Ireland’s reputation, and providing opportunities for our enterprises supported by the Global 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 leverages 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 Enterprise 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 South-East Regional Enterprise Plan to 2020

The overarching goal of this Plan is to strengthen the link between the business sector and the public sector and support agencies. By doing so, policy and investments will be informed by the evolving needs of businesses and an environment will be developed for businesses to innovate and expand in the South-East and for outside investment to be attracted into the region. It is written in the belief that through collaboration the South-East can provide the scale and critical mass in terms of population base, skills, property solutions and quality of life, to compete nationally and internationally.

Our ambition is to enhance the economic environment of the South-East and to build resilience into the economy. We will achieve this by developing and promoting vibrant economic industry-led clusters and maximising the return provided by our multinationals and large indigenous businesses. We will develop a smart region, with enterprises equipped to develop, deploy and commercialise disruptive technologies; and we will work towards a low carbon economy through the development of green growth projects.

The benefits of living, working and investing in the region will be promoted through marketing and branding campaigns with a specific view to taking advantage of overheating markets and attracting new business into the region. A town renewal project will take place in all five counties of the region to improve and enhance our urban environments which will add to the overall attractiveness of the region to investment.

The collaboration and cohesiveness among public and private stakeholders in the region created by the first action plan for jobs programme will be built on through the development of a South-East Region Economic Development Office, allowing the region to speak with one voice on issues relating to critical infrastructure and economic enablers. Funding will also be sought at a regional level to help deepen and expand on those enablers. The creation of an industry engaged, ambitious and proactive multi-campus Technological University of international standing, that is adequately funded, will also be a key component of the infrastructure required to drive sustainable regional economic and social development.

The South-East will become a 'learning region', building on the work done by the South-East Regional Skills Forum to develop a collaborative and transformative strategy so that today's learners will be able to power our growing economy, reach their individual potential, and make valuable contributions to their communities. Events will continue, and be developed further, that communicate the choice of careers available in the region to school-goers and leavers. And areas of high rates of long-term unemployment will be targeted with a pilot initiative to develop employer-led pathways to work.

This plan seeks to increase the overall number of visitors and overnight stays the region receives by creating a cohesive regional product offering across the five counties and a regional identity that can maximize the return the region gets from the

Ancient East brand and increase the chances of visitors staying within the region. And the South-East will continue to progress towards being a region entirely linked and navigable by a network of greenways, blueways, and trails.

The South-East Regional Enterprise Plan has been developed with the input of all the key economic stakeholders in the region – public, private, education, and support agencies – over a series of discussions, workshops and iterations. We are very grateful for all inputs. We look forward to the activity that is to come in the region when delivering on the actions in this plan. A snapshot of the content is contained overleaf.

STRATEGIC OBJECTIVES



STRATEGIC OBJECTIVE 1:

Enhance the existing environment for enterprise activity and company growth; and build greater resilience into the regional economy



STRATEGIC OBJECTIVE 2:

Establish the South-East as a place of choice for talent and investment and market the region as such



STRATEGIC OBJECTIVE 3:

Develop a regional engagement strategy that aligns with the Regional Assembly's Regional Spatial and Economic Strategy (RSES) and highlights the critical infrastructural developments required to enhance the economic potential in the South East



STRATEGIC OBJECTIVE 4:

Make the South-East a 'learning region' with education, knowledge generation and exchange, and innovation as central activities that allow all to play a role in the economic, social and cultural development of the region



STRATEGIC OBJECTIVE 5:

Develop the South-East as a region that is attractive to both domestic and international visitors with a sense of place and connected tourist amenities

STRATEGIC OBJECTIVE

1

Enhance the existing environment for enterprise activity and company growth; and build greater resilience into the regional economy

CONTEXT

The period during the first Regional Action Plan for Jobs programme saw an increase in enterprise activity and company growth in the South-East. The task for the region now is to build resilience into our economy and take steps to prepare for the challenges and opportunities ahead. Clustering, enhanced entrepreneurship/intrapreneurship, responding to disruptive technologies, and enhancing the green economy are seen as key elements in building this resilience.

CLUSTERING

The South-East has significant sectoral concentrations involving collaboration between industry, Higher Education Institutes, research centres of excellence, government agencies and others. There is an opportunity now to formalise these structures so that they can collaborate to solve their shared challenges, realise business opportunities and use their combined economies of scale when promoting the region and attempting to attract talent into the region.

Furthermore, the region has been successful in securing funding for several projects linked to its existing enterprise strengths under Enterprise Ireland's Regional Enterprise Development Fund (REDF). These projects are:

- **CENTRE FOR DESIGN INNOVATION HUB (C4D)**

The project will develop a design innovation hub that will enable companies to conceptualise, innovate, build and test new products and services through critical problem-solving methodologies and the standardisation of the design process as a commercial enabler. The Centre for Design 'C4D' Innovation Hub builds on the South-East's strengths in the design arena as a design processing site that enables companies to conceptualise, innovate, build and test new products and services. There is emerging recognition by wider industry as to the value of design as a process and a strategy with recent reports such as the National Skills Forum's 'Winning by Design' (2017), The Framework Policy for Design in Enterprise in Ireland (2016) and The Irish Design Footprint – Economic Value and Characteristics (2016) reinforcing this. The design process embraces complexity and problem solving, unlocking the potential for new and developing commercial opportunities and the C4D project will be a key enabler for economic growth in the South-East and beyond in this respect.

- **CRYSTAL VALLEY TECH CLUSTER**

Crystal Valley Tech is an industry-led cluster development project which aims to support the growth of the ICT Sector in the South-East region, focusing on tech recruitment, business and third level institute collaboration and attraction of new investment to the region. Its mission is to influence the development of the national and regional investment in infrastructure, education, training and economic support. The REDF funding will help Crystal Valley Tech achieve its goal of making the South-East the location of choice for ICT companies and ICT professionals.

- **INCUPHARM**

This project will provide a comprehensive incubation offering to laboratory based, life sciences start-ups in the South-East. Incupharm will also provide access to a range of business and technical supports available in the region to help maximise the prospects of success for these companies. The region has a strong pharmaceutical and medical device industry, with over 8,000 directly employed in the sector and 17,000 employed when the broader Life Sciences sector (including food) is accounted for. The incubator will therefore play to regional strengths and will be connected to the wider business, research and innovation supports of the region and beyond. The vision is to transform the South-East into a life science innovation hub, particularly for indigenous start-up companies.

- **INSURTECH NETWORK CENTRE**

INC (InsurTech Network Centre) is a sector specific enterprise development centre that will provide business development services to support the creation and commercialisation of technology solutions to the global insurance services sector, including the delivery of business development programmes, technology transfer services, and providing work spaces for entrepreneurs and related services including training, mentoring, peer to peer collaboration. It is expected that the centre will provide business development services to support the creation and commercialisation of technology solutions to the global insurance services sector. Another significant aspect of the initiative is that it will also give entrepreneurs in this sector the opportunity to avail of workspaces.

- **IRISH BIOECONOMY FOUNDATION**

The Irish BioEconomy Foundation encompasses the development of a state-of-the-art National Bioeconomy Innovation and Piloting Facility with flexible, modular, pilot-scale multi-purpose chemical and biological infrastructure. This facility will be a lynchpin that provides an integrated pathway between vitally important elements in the burgeoning Irish bioeconomy ecosystem. The facility will catalyse the scale-up of technologies from industry, academia and others - enabling the valorisation of side-streams and residues from agri, food, marine and other sectors.

- **THREE-D**

The Three-D project initiative is about creating a 3D Manufacturing facility in the South-East that will provide: advanced manufacturing training to industry employees, advanced manufacturing exposure to undergraduate students, develop standards for additive manufacturing, and provide product development support. The Three-D project adds value to key existing sectors in the South-East including bio-medical devices, pharmaceuticals, micro-electronics, precision engineering and industrial technologies.

These projects now need to embed into the region's economic ecosystem in order to maximise the return on investment through assisting new start ups; enhancing the competitiveness of existing businesses; and in using them as a tool to attract new businesses into the region.

ENTREPRENEURSHIP/INTRAPRENEURSHIP

In the area of entrepreneurship/intrapreneurship, it is notable that many businesses in the region have originated from a need to solve a challenge for a larger company and that some of the region's most successful entrepreneurs have started their business journeys within large companies in the South-East. The region also has a strong innovation and entrepreneurial ecosystem which can play a role in assisting large companies to identify and solve emerging challenges. Leveraging the region's base of

nascent and emerging entrepreneurs while encouraging and assisting existing employees to develop their business ideas can help make large businesses in the region more resilient and also create further positive spillover effects for the region's economy.

SMART REGION

Since 2014, the EU has focused on and invested heavily in the digitisation of industry and communities through initiatives such as the Strategic Policy Forum on Digital Entrepreneurship and Industry 4.0. However, the emphasis has been predominantly on the support and growth of Smart Cities with populations in excess of 500,000. Similarly, *Project Ireland 2040* is directing funding for future and sustainable socioeconomic growth and development in Ireland under four schemes (Urban Regeneration and Development Fund, Rural Regeneration and Development Fund, Climate Action Fund and the Disruptive Technologies Fund). While no urban centre in the region has the mass to be comparable to European Smart City exemplars, the South-East is well positioned to avail of these funds collectively at a regional level through a Smart Region initiative.

GREEN GROWTH

Green growth is fundamental to a resilient, inclusive and sustainable regional economy. The green economy encapsulates a wide range of economic activity from increasing renewable energy delivery to more energy efficient buildings to driving the bioeconomy. Globally, it is a sector in transition with strong drivers for growth such as climate change targets, rising energy costs and more stringent environmental regulations and standards. At the regional level, the South-East has a number of key initiatives and enterprise strengths in areas such as agri-food, construction and engineering which are well placed to capture jobs opportunities in this area.

For example, the South-East region is home to Ireland's National BioEconomy Campus located at Lisheen, Thurles which was granted €4.6m under the REDF in December 2017. The campus is a critical piece of infrastructure which will work with food companies and other sectors to develop BioRefining technologies based on renewable biological resources which are essential for a carbon-neutral future. Furthermore, the counties of Carlow, Kilkenny and Wexford are actively collaborating with the 3 County Energy Agency (3CEA) to support investment in the low carbon economy in the South-East. The 3CEA is engaged in a wide range of activities and has recently secured €1.4 million under the Climate Action Fund to support the transport sector in reducing reduce fuel consumption and emissions from vehicles. Teagasc operate an Open Source Sustainable Farm in Kildalton College, Co. Kilkenny. The aim of the project is to develop economically and environmentally viable farming methods that is beneficial for local biodiversity and rural communities whilst still delivering high quality food and providing a high standard of animal welfare.

Other important initiatives are happening throughout the region. These include in companies to reduce environmental footprint and respond to consumer demands; in research centres (such as Teagasc in the area of agricultural sustainability); and in training provision (such as Wexford-Waterford ETB's recent initiative on NZEB (Nearly Zero Energy Buildings) Training).

VISION TO 2020

- The South-East being repositioned as a compact region with vibrant economic clustering incorporating industry, HEIs, research centres of excellence, and government agencies – thus encouraging more employees/businesses to locate and relocate here.
- An entrepreneurial region: a region that helps its companies solve problems in its value chain while encouraging entrepreneurial activity.
- A smart region with enhanced connectivity between rural and urban centres; making the region more attractive to businesses, entrepreneurs, students, and other talented people; using technology to enhance the environment for economic growth.
- A region which is recognised as a leading innovator in the green economy with key strengths in areas such as sustainable agriculture, construction, the bioeconomy and the production of renewable energy.

KEY ACTIONS TO 2020

Action 1:

Position the South-East as a region with formalised and vibrant economic industry-led clustering thus encouraging more employees/businesses to locate and relocate here.

Identify and develop distinct and independent industry-led enterprise clustering opportunities in key activities and sectors across the region involving firms and other relevant actors such as HEIs, research centres of excellence and government agencies. Sectoral ecosystems will be mapped in order to increase awareness of the South-East's economic strengths to attract and grow new investment, businesses and attract talent. This mapping will identify gaps and opportunities and will inform the development of strategic projects and priorities. A best practice template for regional cluster creation and governance will be developed. Appropriate sources of funding and industry leaders will be identified. Through the implementation of a branding and communications plan the key message of a South-East region with vibrant economic clustering will be delivered.

Timeframe for delivery: Start Q1 2019 – Q4 2020

How will delivery be measured?

1. Production of a template for regional clustering and a suggested framework for governance
2. Identifiers of functioning clusters:
 - Ecosystem mapping complete
 - Tangible business linkages established
 - Tangible linkages established with other stakeholders: HEIs, research centres of excellence, government agencies, Regional Assembly, Local Councils
 - Cluster business development manager in place
 - Cluster hosting events e.g. careers events per sector
3. Funding opportunities identified for projects that can capitalise on sectoral opportunities and mitigate weaknesses identified in mapping exercise.

Responsibility:

Lead: Industry led with Ireland South East Development Office and the enterprise development agencies (IDA, EI, LEOs)

Others: Local Authorities, Chambers, HEIs, ETBs, successful EI REDF projects and the relevant research centres in the South-East.

Action 2:

Explore the potential for current employees as well as entrepreneurs and SMEs to work entrepreneurially with multinational enterprises and large indigenous businesses in the region to identify challenges and solutions to their business processes, product and service offerings, leveraging the existing enterprise support activity in the region.

Typically, multinational enterprises (MNEs) and some large Irish owned businesses have sophisticated internal structures to support and encourage in-company innovation and intrapreneurship. To this end, a number of the region's many successful entrepreneurs have started their entrepreneurial careers by working in large companies and/or MNEs in the South-East. However, in some cases external partners may also be well placed to assist companies identify and solve challenges that arise because of circumstances unique to location or because of circumstances that arise at a particular moment in time. In these cases, aligning the particular needs of MNEs and large business with what is available through the region's innovation and entrepreneurial ecosystem can open up opportunities for nascent and emerging entrepreneurs and therefore new enterprise activity in the region.

In this context, the South-East BIC and LEOs in the region will work with MNEs and/or large indigenous companies in the South-East to identify the challenges currently facing these companies and to identify ways in which key actors within the company as well as nascent and emerging entrepreneurs in the region may be mobilised to address these challenges. Funding sources to build on this initiative will be identified and the expertise of the region's incubation centres, research centres, HEIs, accelerator and New Frontiers programmes can be leveraged to support this initiative.

This action will also leverage the NDRC@Arclabs initiative that links SMEs to MNCs to solve their business challenges. It can also support the strengthening of links between MNEs and EI client companies and the opportunity to host an Enterprise Ireland Global Sourcing event in the region will also be pursued.

Timeframe for delivery: Q1 2019 – Q4 2020

How will delivery be measured?

1. All stakeholders to agree an outline for the project and a way forward at the beginning of the project
2. Secure participation of a number of MNEs and Irish owned large enterprises in an audit of existing and likely challenges
3. Mapping of potential opportunities and actual cross-over between these challenges and existing capacity and capability in the South-East
4. Potential funding sources identified and project underway

Responsibility:

Lead: LEOs, South-East BIC, Ireland South East Development Office

Others: EI, IDA, Industry, Chambers, HEIs, Research centres, NDRC@Arclabs and Regional incubation spaces

Action 3:

Develop a Smart Region initiative that uses technology as a vehicle for regional cohesiveness and enhanced impact in support of sustainable, coherent and inclusive economic development across the South-East.

The focus of Smart Cities & Communities is to exploit advanced communication technologies - in particular in the areas of energy, transport and ICT - to support added-value services for the administration of cities and communities for citizens. This concept is also applicable to the emergence and development of Smart Regions. In the case of the South-East, it will involve exploiting technology better to connect regional communities, urban centres, and the city of Waterford together for maximum impact. However, this vision can only be achieved if the relevant stakeholders in the South-East engage, collaborate and cooperate to identify and implement a process of disruptive technology in the region in a manner that is strategic, cohesive and consistent.

This action will build on the existing work of the Local Authorities who have developed local broadband plans and secured funding for WiFi4u initiatives across the region. The realisation of the South-East Smart Region initiative will enhance the region's entrepreneurial ecosystem to the extent that HEIs, research centres, industry, the business community, local/regional government and citizens will engage with novel technological trends. These trends will include technologies such as mobile and social solutions, the use of E-Hubs to bridge the rural-urban divide, cloud computing, data analytics, the digitisation of manufacturing and agriculture, digital technologies for the design, prototyping, and testing of industrial, pharma and medical products, as well as collaborative technologies. All these technologies offer a new range of opportunities for business services in the knowledge economy. These technologies hold the potential for the creation of new businesses and jobs in the South-East thus leading to the continuous sustainable socioeconomic development of the region. This action will also encourage and facilitate the creation of consortia to prepare applications for funding to the Disruptive Technologies Innovation Fund and other relevant funding streams.

Time frame for delivery:

- A comprehensive Smart Region Joint Action Plan (JAP) by end of Q4 2019.
- The commencement of the implementation of the South-East Smart Region initiative in 2020.

How the delivery will be measured:

1. The setting up of an integrated, collaborative and cooperative South-East Smart Region working group that includes a balanced combination of relevant rural and urban stakeholders.
2. The publication of South-East Smart Region Joint Action Plan.
3. The submission of proposals to *Project Ireland 2040* and Horizon Europe – the next research and innovation framework programme to secure funds to implement the South-East Smart Region initiative.
4. The commencement of the implementation of the South-East Smart Region initiative in 2020.
5. Regional applications to the Disruptive Technologies Innovation Fund.

Responsibility:

Lead: CEDRE (Centre for Enterprise Development and Regional Economy)

Others: Ireland South East Development Office, Local authority broadband officers, Enterprise Ireland, IDA, HEIs, Chambers of Commerce, Crystal Valley Tech, Teagasc, Regional Technology Gateways, incubators and accelerators, research groups, and the South-East Regional Skills Forum.

Action 4:

Key stakeholders in the region will collaborate to drive regional green projects of scale; to promote and apply for green funding sources on a regional basis; and to ensure that the region has a pipeline of skills which can avail of emerging opportunities in the sector.

Work will be undertaken to identify key green projects at the regional level. Existing key projects such as Lisheen, the 3CEA, and Kildalton College will be supported. Work will also be done to identify, promote and actively apply for funding sources on a regional basis to drive green projects across the region. Work will continue with the Regional Skills Forum, Teagasc, ETBs and higher education institutes to ensure a pipeline of skills for the green economy in the region.

Timeframe for delivery: Ongoing

How will delivery be measured?

Applications for funding under relevant funding sources such as the Ireland 2040 Climate Action fund.

Responsibility:

Lead: Ireland South East Development Office with Local Authorities

Others: 3CEA, Tipperary Energy Agency, Irish BioEconomy Foundation, Industry, Research Institutes, Enterprise Ireland, IDA Ireland, Teagasc, Regional Skills Forum, ETBs, HEIs.

STRATEGIC OBJECTIVE

2

Establish the South-East as a place of choice for talent and investment and market the region as such

CONTEXT

The South-East Regional Action Plan for Jobs (2015-2017) identified the need for the South-East to develop an overarching brand and value proposition and build awareness of all that the connected region has to offer. The local authorities in the region co-funded the development of a new brand, value proposition, and marketing strategy for the region. The next phase of this process will be for the local authorities and other key regional actors to proactively use the new brand in their marketing and promotion efforts; and to implement the marketing strategy for the region.

There is also a need for place-making activities across the region, particularly in our towns and urban centres. The availability of high quality urban centres to live and socialise in, with a range of amenities such as recreational areas, public realm, a good retail mix are a critical driver of inward investment. The South-East offers huge potential and benefits to people or businesses who may choose to move to the region. A coordinated branding campaign to promote these benefits, and place making activities to improve our towns can assist in attracting back the people who have left and motivate people who might like to live here.

VISION TO 2020

The vision is that the five local authorities and other key regional actors will put the regional brand into use in a similar manner to other European regions. This will enable a sense of identity to grow around the South-East which is recognisable in Ireland and abroad and that meaning will be attached to that identity. The brand story will position the South-East as an innovative region and a place of choice for new investment with a talented workforce, great work/life balance, access to amenities and lots of opportunities for people seeking work. Marketing material will be shared at a regional level so that all stakeholders can play a role in promoting and branding the region. Towns and villages which are more attractive for residential occupancy, including infrastructure and services, will be a driver for increased investment. The actions undertaken as part of this plan will all be built into the value proposition of the region so that it is branded as an entrepreneurial region; a smart region; a sustainable region; and a learning region.

KEY ACTIONS TO 2020

Action 1:

Develop and implement a branding and marketing strategy that promotes the region as a great place to live, work, and invest using multiple marketing channels.

This action requires a joint marketing initiative for the South-East to deliver regional value propositions aimed at attracting talent, securing second site locations, communicating the region's vibrant clusters to potential investors, and promoting the region's strong tourist product. This action

will look at the opportunity for a joint stakeholder approach to run marketing campaigns aimed at attracting the regional diaspora and other talented people to the region to alleviate skills shortages being experienced by certain industries here. It will explore the opportunity of using the region's commuters to attract new business to the region. It will also raise the profile of the region as a place to invest in and seek to coordinate the South-East region's tourism product across all counties. It is proposed to leverage the existing marketing expertise in the region to advise on best practice in the approach to be taken on all of the above campaigns and to also heighten awareness of the region's sectoral and R&D strengths in financial services, ICT, life sciences, engineering, design, and agri-tech/food.

Timeframe for delivery: Ongoing Q1 2019 – Q4 2020

How will delivery be measured?

1. Increased numbers of employees moving to the region
2. Increased numbers of businesses locating in the South-East

Responsibility:

Lead: Ireland South East Development Office

Others: Local Authorities; Industry and other industry associations; IDA; EI; LEOs; Chambers; Regional Skills Forum, HEIs, and research centres

Action 2:

Work with key stakeholders to strengthen the South-East's value proposition as a first choice or second site location for companies wishing to locate outside Dublin and other cities.

An opportunity exists to attract companies who are looking to locate outside of overheating cities such as Dublin or who wish to develop their expansion sites in the South-East. The South-East offers a unique package of affordability, liveability, property solutions, and close access to Dublin. This action will involve a mapping of the available commercial property, skills availability and potential company targets for the region. This data will also include up-to-date information on local housing markets and cost of living factors (e.g. childcare costs, schools, etc.) which can be used as a marketing tool. This action supports EI efforts to promote the region as a second site location to their clients and case studies will be prepared that illustrate the success stories of those who have located here. Building on this, Ireland South East Development Office will develop marketing collateral that will showcase the region for use by Enterprise Ireland and IDA Ireland in their engagement with potential companies. The South-East will also be represented strongly at any potential national events on second sites. Opportunities to maximise the South-East's status as a great location for Agri-food FDI will be explored with Enterprise Ireland and IDA.

Timeframe for delivery: Q1 2019 – Q4 2020

How will delivery be measured?

1. Increased number of companies engaged in discussions about the opportunity to set up in SE
2. Increased number of new companies setting up in the region

Responsibility:

Lead: Ireland South East Development Office with EI, IDA, and Local authorities

Others: Regional Skills Forum, Industry

Action 3:

Pilot a Town Renewal Project.

Action 3.1:

Baseline Audit.

Conduct an audit of the main street of at least two towns per county (one >10,000 population and one <10,000 population) in the South-East to get baseline data on levels of vacancy and mix of services available. Additionally, working with the ETB in each area, gain insights into numbers engaged with training and up-skilling.

Timeframe for delivery: Completed in Q2 2019

How the delivery will be measured:

Baseline data in place

Responsibility: Local Authorities, ETBs

Action 3.2:

Targeted campaign to increase activity on main streets of towns.

Each Local Authority in the designated town (one >10,000 population and one <10,000 population) will engage with communities and key stakeholders to arrive at practical solutions that can be delivered in a three year period to achieve the objective of increasing the number of people living in the five towns across the region. This Pilot scheme will enable these towns to come up with solutions to the challenges they face and to encourage more people to come and live in our towns.

The reasons why more people do not live in town centres are many and complex. The learnings from this approach will help to provide an indication as to what might work well for similar types of town across the region.

Timeframe for delivery: Q4 2020

How the delivery will be measured:

1. Significant reduction in vacancy.
2. Increase in number living in the town centre
3. Number of commercial properties converted to residential use.
4. No. of unsightly properties painted and renovated.
5. Prepare development briefs for key town centre properties and sites.
6. Consistent and regular feed of good news stories to general public.

Responsibility: The five Local Authorities will lead the project and will explore funding to deliver further on the objective on a regional basis with Ireland South East Development Office.

STRATEGIC OBJECTIVE

3

Develop a regional engagement strategy that aligns with the Regional Assembly's Regional Spatial and Economic Strategy (RSES) and highlights the critical infrastructural developments required to enhance the economic potential in the South East

CONTEXT

The South-East Regional Action Plan for Jobs has developed a platform for regional stakeholders and industry to communicate to each other. From this platform, agreement can be reached on what the critical infrastructural developments and are campaigns can be developed to support their delivery. Building on the increased collaboration and connectedness created by the first Regional Action Plan for Jobs programme, the South-East will act as a united region to secure the critical pieces of infrastructure it requires to compete internationally and with other city regions in Ireland.

Many of these infrastructural developments will be delivered through the mechanism of the Southern Regional Assembly's Regional Spatial and Economic Strategy (RSES) so it is critical that this South-East Regional Enterprise Plan (SEREP) aligns with the RSES. The RSES is a link between the National Planning Framework (NPF), the City and County Development Plans and the Local Economic and Community Plans. The SEREP can be used as a vehicle to promote and advocate for the critical infrastructural developments required to enhance the economic potential of the South-East within the framework of the RSES and the NPF.

The RSES sets out a 12-year strategic development framework for the entire Southern Region and addresses a wide scope of issues, dealing with Settlement and Population, Economy, Environment, Connectivity, Quality of Life, and Infrastructure. There is a strong degree of complementarity between the Strategic Objectives in the South-East Regional Enterprise Plan and the regional planning objectives contained in the RSES. In particular the following aspects of the draft RSES relate closely to some of the actions and objectives contained in this plan:

- The RSES identifies and supports the important role of the Regional Skills Fora and the development of the Multi-Campus Technological University of the South-East Ireland (TUSEI).
- Identifying clusters and smart specialisation strategies which are at the heart of the RSES economic strategy.
- The RSES aims to make our cities, towns and rural areas attractive places with a better quality of life so that the region can grow and attract investment internationally and act as an alternative counterweight location to Dublin, where overdevelopment impacts on quality of life.
- The RSES supports investment in critical infrastructure at our ports and airports to improve international connectivity – and improved regional connectivity – for people and freight by road, rail and sustainable mobility including the promotion of public transport.

The South-East region needs to work collaboratively with the Regional Assembly to ensure the delivery of these shared objectives for the region. Similarly, the region needs to communicate its agreed upon and prioritised needs to the relevant stakeholders at a national and political level.

VISION TO 2020

A region acting and speaking to the wider country and abroad with one united voice to secure action in addressing the key infrastructural requirements for the growth of the region.

A confident South-East region with the appropriate decision-making and operational structures to ensure the implementation of the Regional Assembly's RSES (and the alignment of all agencies with this strategy).

KEY ACTIONS TO 2020

Action 1:

Ensure that the region's priorities are aligned among the five counties of the South-East and that the region speaks with one voice on issues relating to critical infrastructure of strategic regional importance at key fora such as the RSES and the Project Ireland 2040 frameworks.

The five counties of the South-East will coordinate and agree on the key strategic objectives and associated enabling infrastructure for the region. These regional priorities will be communicated effectively and cohesively externally. Economic data for the South-East will also be developed and communicated broadly.

In terms of regional priorities for infrastructural development, these will include efforts to support the delivery of key projects such as:

- The creation of an industry engaged, ambitious and proactive multi-campus Technological University of international standing, that is adequately funded, and which will be a key component of the infrastructure required to drive sustainable regional economic and social development.
- N24 development to motorway standard to link the 4 regional cities as part of the Atlantic Economic Corridor.
- Advocating for the alignment of the 4 regional cities to provide a counter-pole to Dublin.
- Encouraging the efforts of the three Sea Ports of the South-East to provide economies of scale, enhanced timetabling, and increased connectivity to the UK and continental Europe (which is of particular importance in the context of the December 2018 decision of Irish Ferries to suspend continental services from Rosslare).
- Encouraging the efforts of the three Sea Ports of the South-East to provide economies of scale, enhanced timetabling, and other efficiencies.
- Investment in and expansion of services in Waterford Airport.
- Enhanced rail connectivity and services in the South-East.
- Improved regional connectivity using the N80 (Carlow orbital route) connecting M11-M9-M7-M6.

Timeframe for delivery: Q1 2019 – Q4 2020

How will delivery be measured?

1. Showcase the benefits of living, working, and investing in the region, measured through analysis of media coverage.
2. Advocating for the delivery of agreed game-changing projects for the region at national and EU level. Securing strong awareness of, and interest in, the case for the region across local authorities and Oireachtas members.

Responsibility:

Lead: Ireland South East Development Office, Local Authorities

Other: Industry, HEIs, Regional Assembly, Industry Associations, Enterprise Development Agencies.

Action 2:

The South-East will seek to increase National/EU and private investment for strategically important projects at the regional level which will continue to improve the environment for economic growth.

In doing so, relevant funding sources will be identified and flagged to key stakeholders. Collaboration will be encouraged and increased on funding applications for strategic regional projects. Proposals will be developed to target *Project Ireland 2040* funding under the four schemes: Urban Regeneration and Development Fund, Rural Regeneration and Development Fund, Climate Action Fund and the Disruptive Technologies Fund. Ireland South East Development Office will continue to support significant regional initiatives that build on sectoral strengths and/or to better leverage identified resources to improve enterprise capability such as Enterprise Ireland's Regional Enterprise Development Fund. Funding for Greenway/Blueways/ and Trails will be targeted under the Department of Transport, Tourism, and Sport as well all other relevant funds such as those under the Action Plan for Rural Development.

This action will also look at ensuring that the Technological University for the South-East is adequately funded. This will involve working with the TUSE to identify their future capital needs to address planned population increases and the projected requirement for additional third and fourth level places. Similarly, in the light of the clustering objectives outlined earlier, work will be undertaken with all stakeholders – particularly the TUSE and LIT – to ensure appropriate RDI infrastructure exists regionally in support of areas of excellence and critical mass. This action can be used to examine the opportunities to develop regional funding streams in support of enhanced higher education provision in the South-East. Through industry links, philanthropy, and other means, the South-East would benefit greatly if a region-based fund in support of the HEIs regionally could be developed.

Timeframe for delivery: Ongoing Q1 2019 – Q4 2020

How will delivery be measured?

1. Mapping the existing funding landscape in the region and promotion of funding sources.
2. Increase in applications for funding and collaboration around them.
3. Increase in funding.

Responsibility:

Lead: Ireland South East Development Office & Local Authorities

Others: Regional Assembly, HEIs, Fáilte Ireland, research groups, enterprise development agencies.

STRATEGIC OBJECTIVE

4

Make the South-East a 'learning region' with education, knowledge generation and exchange, and innovation as central activities that allow all to play a role in the economic, social and cultural development of the region

CONTEXT

The South-East has a broad base of third level education institutions and disciplinary expertise, with providers including Institute of Technology, Carlow (ITC) with facilities in Carlow and Wexford, Waterford Institute of Technology (WIT) with four campuses in Waterford city and county, Limerick Institute of Technology (LIT) with two campuses in Tipperary, and Carlow College, St. Patrick's. These institutions offer a range of educational and training programmes across many disciplines and at all levels, engage in high-quality research and knowledge exchange activities, and work closely with international, national, regional and local partners to contribute to the cultural, social and economic development of the region. There are also three ETBs in the region: Kilkenny and Carlow ETB; Waterford and Wexford ETB; and Tipperary ETB. Since 2016, the Regional Skills Forum has provided a cohesive education-led structure for employers and the further and higher education system to work together in building responses to the skills needs of the region. Specifically, it aims to help employers better understand and access the full range of services available across the education and training system and enhance links between education and training providers in planning and delivering programmes, reduce duplication and inform national funding decisions by feeding regional skills requirements to the National Skills Council.

There are a number of centres of excellence in research in the region of differing scale and focus. These are aligned with areas of critical mass in industry and enterprise in many cases and form a strong foundation for future regional development. WIT, ITC, and LIT are all focused on continually enhancing their research capacity and infrastructure and building capability of notable scale.

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 South-East 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 provide 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.

The SERSF has focused its efforts on a number of sectors that are experiencing skills shortages including engineering/manufacturing, pharma/medtech, agri/food, construction, hospitality, financial services and ICT. The SERSF has conducted a number of studies of these sectors to obtain objective information as a basis for new programme development and programme modification. This has led to a number of significant responses including new and amended programmes through further and higher education providers across the region. These responses include a significant number of new courses funded under the Springboard initiative, new undergraduate and post graduate courses, the newly sanctioned 'Skills to Advance: Employee Development' programme, new traineeships, new Skillnet Ireland funded courses and a new 'EXPLORE' initiative addressing digital skills deficits in manufacturing. The key challenge for the SERSF is to reach out and engage effectively with industry across the South-East region. This can be enhanced by working closely with other stakeholders including the South-East Regional Enterprise Plan.

The region has a disproportionately high proportion of the country's unemployment blackspots. There are a number of areas of disadvantage across the region, where low levels of educational attainment coupled with high rates of long-term unemployment have created pockets of employment exclusion. This strategic objective will set about tackling these and making the opportunity of work a reality for as many as possible.

VISION TO 2020

- The creation of an industry engaged, ambitious and proactive multi-campus Technological University of international standing will be a key component of the infrastructure required to drive sustainable regional economic and social development.
- The South-East region will be recognised for its innovative, dynamic and engaged approach to providing education and employment opportunities by working in partnership with learners, industry, business and the community.
- Education providers in the South-East will be highly connected with industry, social and cultural partners and will offer a comprehensive range of learning opportunities which are accessible financially, geographically and that provide opportunities for employment.
- Education provision in the South-East will be informed by the existing and emergent regional industry clusters and opportunities for lifelong learning will reflect the current and future skills needs of industry in the South-East.
- Education provision for lifelong learners will be accessible, flexible and relevant; modes of programme delivery will leverage technology enhanced learning where possible.
- The South-East will be recognised as a region where the opportunity to work is a reality for as many as possible regardless of their location.

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, Regional Skills Fora 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, 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: RSF

Action 5:

Communicate to employers the services available through 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.

Action 6:

Enterprise-led employment initiative targeted at Unemployment Blackspots

There are a number of areas of disadvantage across the region, where low levels of educational attainment coupled with high rates of long-term unemployment have created pockets of employment exclusion. This action will pilot an initiative in partnership with relevant state and regional agencies, but specifically the Education and Training Boards, working toward employer-led pathways for persons from areas of social and economic disadvantage across the region. Specifically, this action will seek to assess the baseline of the long term unemployed in the relevant area with a view to rolling out specific skills training targeted at selected candidates to meet identified employer needs. This initiative will initially target the completion of one pilot location per county in the South-East. It will also be done on an inter-regional basis with the Mid West region when involving locations in County Tipperary.

This action will complement the actions on 'Town & Village Renewal' that take place under Strategic Objective 2.

Timeframe for delivery: On-going Q1 2019 – Q4 2020

How the delivery will be measured:

100 persons placed in employment through this action by 2020.

Responsibility: Waterford and Wexford Education Training Board, Kilkenny and Carlow Education Training Board; Tipperary Education Training Board, Department of Employment and Social Protection, regional employers, Ireland South-East Development Office, Mid-West Enterprise Plan Manager.

Action 7:

Roll out the pilot careers initiative, first initiated for Carlow, at a regional level to improve the promotion of careers in a number of key sectors; and continue to promote STEAM (Science, Technology, Engineering, Arts, and Maths) subjects in a holistic manner so that a positive attitude towards STEAM is generated.

Many industry sectors in the South-East have highlighted the need for greater promotion of career opportunities within their own sectors. This is supported by the fact that the demand for courses, particularly in the STEAM areas, falls short of the supply of opportunities available in the region. It is important to continue to promote an interest in Science, Technology, Engineering, Arts, and Maths among school attendees so that a positive attitude towards STEAM is generated. This holistic approach supports educational attainment in the region by producing greater numbers of students interested in the subjects and a great number properly prepared for STEAM subjects at higher education level. Similarly, it is important to promote the types of career opportunities available within the region. The pilot careers initiative in County Carlow in 2018 co-ordinated industry from the targeted sectors and developed a format that allows learners the opportunity to engage directly with employees from industry in a structured way, positively influencing them to consider career opportunities in the South-East. The options of entrepreneurship and apprenticeships as career choices also need to be highlighted to school goers.

This action intends to build on the excellent work being carried out in this area currently, including:

- Industry events such as the Crystal Valley Tech summit and the Toys 4.0 Engineers event are introducing students to the companies in the region and the skill-sets required to work in them.
- CALMAST- who are the SFI STEM Outreach Hub for the South-East region – and who also organise Science Week, have been engaged in directly promoting STEM subjects in schools (programme is called STEMreach).
- The Eureka Science and Technology Festival is organised by Institute of Technology Carlow. The aim of the festival is to promote STEM (Science, Technology, Engineering and Maths) in a fun, interactive and inclusive manner for various demographics. The Eureka Science Festival is supported by Science Foundation Ireland. The themes for the festival this year are Space, Climate Change and Women in Engineering. STEM is promoted through more than 20 incredible events, including learning workshops, exhibitions, demonstrations, interactive seminars, & debates. Primary, secondary and third-level students as well as teachers, academics and members of the public are invited to spark their inquisitiveness, inspire imagination and unleash their potential that can help build upon their future.

Rolling out the pilot careers initiative at a regional level would build on the above activity, while the importance of continuing to promote STEAM subjects in a positive way to school goers should be noted.

Timeframe for delivery: Ongoing Q1 2019 – Q4 2020

How will delivery be measured?

1. Increased enrolment in STEAM and Design subjects
2. Clear promotion of careers in growth sectors in the region i.e. secondary school students and parents understand what the employment opportunities are in the region and what courses to study to avail of them.
3. The number of school leavers who choose to stay and study in the South-East
4. The number of lifelong learners in the region participating in up and re-skilling initiatives in higher and further education
5. Feedback from employer groups on recruitment and retention of skilled staff in the South-East.

Responsibility:

Lead: CALMAST

Other: HEIs, ETBs, Chambers, Industry

STRATEGIC OBJECTIVE

5

Develop a region that is attractive to both domestic and international visitors with a sense of place and connected tourist amenities

CONTEXT

Tourism is a key economic sector for the South-East's economy and accounts for a high proportion of overall employment compared to the national average. For example in 2016, employment in Food and Accommodation Service Activities in Counties Kilkenny and Wexford was 17.9 percent and 18.2 percent respectively, compared to the national average of 12.6 percent. Employment in tourism for younger people in the region is of particular importance.

However, in 2017 the region only ranked mid-table of all 8 Irish regions in terms of total tourist visitors – attracting one third less visitors than the West region; a little over a half of the visitors to the South-West region; and less than one third of the visitors to the Dublin region. Similarly, in 2017 the South-East region was in the bottom 3 of the 8 Irish regions in terms of associated revenue from tourism and tourism revenue per capita. Finally in 2017, the South-East region ranked only 5th of the 8 Irish regions in terms of visitors from overseas.

Based on the South-East region's strong potential as a tourism destination and its relative underperformance in certain aspects of the tourism market, as well on-going challenges (most notably the strong competition for domestic tourists and the impact of Brexit on UK visitors), the region urgently needs to further develop and market its tourism product.

A key part of this will be the development of specific visitor experiences in the region within the Ireland's Ancient East Brand. In addition, the development of a regional network of Greenways, Blueways, and trails will be of key importance. Under the auspices of the Regional South-East Action Plan for Jobs, an inter-agency, multi-Stakeholder Group in the South-East region was put in place to deliver on the potential of a cross-county greenway network. This greenway network will serve as a quality international tourism product, that can also link the wide range of recreational, cultural and heritage experiences in the region that are part of Ireland's Ancient East. The Local Authorities in the region have established and resourced a Regional Project Office to implement the strategy for the development of the regional Greenway/Blueway Network.

VISION TO 2020

- To have an agreed and marketable identity for the South-East that aligns with the Ireland Ancient East brand and brings to the fore a range of attractions that sit comfortably within that brand.
- To have a region progressing towards being entirely linked and navigable by a network of greenways, blueways, and trails and that this network will link to Dublin, Rosslare, other national routes, and major visitor gateways.

KEY ACTIONS TO 2020

Action 1:

Develop an agreed regional identity that aligns and sits within the Ireland's Ancient East brand.

The Ireland's Ancient East brand is the key brand to attract visitors to the region. The region has some very popular visitor attractions, however the key challenge it faces is to hold onto its day visitors and convert them into longer overnight stays. There is an opportunity to increase collaboration within the South-East to create a cohesive regional product offering across the 5 counties and a regional identity that can maximize the return the region gets from the Ancient East brand and increase the chances of visitors staying within the region. Funding to develop tourism clusters will be sought, linking the attractions and activities that are in close proximity to each other in a coherently marketed and developed way. This will directly increase dwell time by providing enough for a visitor to do to extend their stay overnight. The Tourism Officers of the five local authorities will work in conjunction with Fáilte Ireland to develop and implement the Visitor Economic Development Plans for the region. The region also needs to ensure that it creates strong, marketable content so that the South-East is represented well in the wider Fáilte Ireland digital ecosystem. Other areas of potential regional co-ordination which will be explored will include:

- Destination Towns
- Accommodation needs, hotels and others
- Local transport initiatives such as New Ross local link
- Collating and disseminating enhanced levels of tourism data

Timeframe for delivery: Ongoing Q1 2019 – Q4 2020

How will delivery be measured?

1. Funding applications for tourism clusters
2. Transitioning day visits into overnight stays
3. Increasing the number of short breaks into the region

Responsibility:

Lead: Tourism Officers of local authorities with Fáilte Ireland.

Other: Ireland South East Development Office; Leader companies, LEOs

Action 2:

Continue the work to roll out an integrated network of greenways, blueways and key trails that stretch across the entire region and connect to networks outside of the region.

The South-East is ideally placed to deliver a regional Greenway/Blueway network that can become a key access point for international tourists, link to a national Greenway network and in particular to the Barrow Way and Grand Canal Blueway and provide a spectacular gateway eastward to Dublin as well as westwards to the rest of the country. A regional strategy has been written that outlines the steps required to deliver on this ambition. The task now is to co-ordinate the development of the network of Greenways, Blueways and key trails, ensuring that each constituent part of the network is delivered and to ensure the network's sustainability by building the visitor experience that occurs around it. In line with DTTAS Greenway Strategy, the network needs to link with regional attractions, align with Fáilte Ireland brands, and be expanded by the development of connected walks, trails and drives. The opportunity to gamify the greenway experience through the development of a card/passport

will be explored. A shared plan between Fáilte Ireland, the Local Authorities, LEO, Ireland South East Development Office and the Leader Companies will be developed to ensure that the business environment around the network will be stimulated and facilitated so that all associated business opportunities are harnessed.

Timeframe for delivery: Ongoing Q1 2019 – Q4 2020

How will delivery be measured?

1. Funding applications for the development of greenways/blueways
2. Workshops to stimulate the business environment

Responsibility:

Lead: Special Projects Office with Ireland South East Development Office

Others: Local Authorities; Leader companies; LEOs; Fáilte Ireland; Industry

3 Enterprise Agency and LEO activities in the South-East to 2020

In order to achieve the 2020 employment targets and maintain strong regional enterprise and job creation performance, the Strategic Objectives and collaborative actions identified for the South-East are set alongside and complement the core activities of the Enterprise Agencies and 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 South-East 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 South-East 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 South-East

- In 2018, 25,214 people were employed in 549 Enterprise Ireland supported companies in the South-East.
- EI supports all sectors with success in the in Construction, BPO, Fintech, Food and Lifesciences.
- Enterprise Ireland has co-funded, with local enterprise development groups, 157 Community Enterprise Centres across the country including 15 in the South-East.
- 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 four Gateways located in the South-East region: MSTG, PMBRC and SEAM in Waterford IT and DESIGN+ Carlow IT.
- Enterprise Ireland has funded the establishment of a national network of business innovation centres and specialist bio-incubation facilities across the Higher Education Sector including ERIC @ IT Carlow and Arc Labs in WIT located in the region. Enterprise Ireland also supports initiatives such as New Frontiers, Regional Accelerators and Suir Valley, the regional venture capital of the South-East. Each of these investments is critical to incubate the high potential start-ups of the future.
- EI supports and collaborates with HEIs in the region including Carlow IT and Waterford IT 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 South-East is served by its Local Enterprise Offices in Carlow, Kilkenny, Waterford, Wexford and Tipperary which are co-located with the Local Authorities. In 2018, the LEOs operating the South-East region supported an additional 461 jobs from 2017 (total of 6,460, jobs) and brings the total number of companies supported by the LEOs in the South-East region to 1,245.

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 the Regional Enterprise 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 in the South-East

The IDA South-East includes the counties of Waterford, Wexford, Kilkenny, Carlow and South Tipperary. There are 76 IDA supported companies in the region, employing 15,580 people in total.

The South East has been successful over a number of years in attracting inward foreign direct investment (FDI) with employment levels in IDA client companies at 15,580 - the highest figure to date. In 2017, the South-East region had the highest employment growth for FDI across the country outside Dublin. The main sectoral strongholds in the region are in high value manufacturing with over 10,000 jobs created within Life Sciences across Bio-Pharma, Pharma and Medtech sectors. This is evidenced with the continued growth of investment by companies such as MSD, in both Carlow and Ballydine, Boston Scientific in Clonmel, Waters Technologies in Wexford and Sanofi in Waterford along with the attraction of new investment by Opko Healthcare/ Eirgen Pharma in Waterford and Amneal in Cashel.

The establishment of Crystal Valley Tech in 2018 and supported by IDA Ireland will further enhance the growing Technology Cluster in the South-East region and position the region for further investments in the technology sector. The South-East region has a long tradition of Engineering which is now moving towards increased automation, increased R&D activity and the use of more technology integration into current systems. IDA supported companies, Routematch, Sun Life Financial, SE2 and RedHat are key members of this group.

The South-East also has a growing concentration of Financial Services activity with significant client company operations in the region including State Street, Kilkenny, BNY Mellon and Indos Financial, Wexford and Sun Life Financial, Waterford.

There is a thriving, dynamic and innovative enterprise base in the region and the presence of the 3rd level institutes of the Waterford Institute of Technology, IT Carlow and LIT (Clonmel Campus) is key to nurturing and producing the talented graduates required to help attract further investment in existing FDI companies in the region and winning new projects along with Research centres such as TSSG, SEAM and PMBRC.

The South-East region has a dynamic enterprise base across all industry sectors and IDA Ireland remains focused on ensuring these operations are supported in order to enhance and develop supplementary mandates. New developments by the private sector in developing incubation space are welcomed and IDA Ireland will continue to promote FDI appropriate properties that support co-working spaces (New Work Junction, Boxworks).

To support the delivery of IDA's current strategy Winning FDI 2015-2019, a €150m property investment plan was announced in February 2015. This investment was to focus on the building of Advance Building Solutions (ABS), infrastructure investment in a number of Utility Intensive Strategic site solutions and the upgrade of Business and Technology Parks within IDA's national portfolio. IDA's property investment programme for the South-East region includes the construction of two Advance Technology Buildings in Waterford,

one of which was completed and occupied by Opko Healthcare, and a second which is currently under construction and due for completion in Q2 2019. An Advance Office Building is also planned for Carlow with site identification and acquisition underway.

IDA has a number of flagship Business Parks and strategic sites in key locations which have been designed to a high standard and are occupied by many high-end manufacturing and international services clients with capacity to facilitate and accommodate new international investment. These sites include Butlerstown, Waterford, Ballingarrane, Clonmel and Belview, Kilkenny which have and are being developed to facilitate large scale utility intensive developments to support further growth in the region. IDA also works closely with the private sector to secure the provision of appropriate and cost-effective building and property solutions suitable for FDI clients. Property solutions for both office and manufacturing investments, which are appropriate for FDI will continue to be marketed by IDA Ireland. IDA will 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.

Enhanced collaboration will be needed to align the efforts of all stakeholders and service providers to ensure that the South-East region continues to meet the needs of FDI companies. The delivery of necessary infrastructure and property solutions, fostering the continued development and growth of a skilled workforce and the continued development of Place-making in the region are pre-requisites to winning continued FDI investment. The region is very well positioned to continue to attract new FDI investment and grow employment in existing companies and IDA Ireland will continue to collaborate with all stakeholders and parties in the region to achieve this objective under the Regional Enterprise Plan.

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 forum 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 2015-2017 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 South-East Region to 2020

The Regional Action Plan for Jobs 2015-2017 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), the rate of growth and unemployment rates achieved for the South-East region during the 2015-2017 lifetime of the original Regional Action Plans and up to Q4 2018 are outlined in Table 1 overleaf.

The South-East achieved an employment growth rate of 7 percent over the period from Q1 2015 to Q1 2018, and if it can sustain the same rate of growth to 2020 will achieve the job creation target set for the end of 2020, at the upper end of the 10-15 percent growth range. The unemployment situation in the South-East has improved significantly since Q1 2015 but as noted earlier, the rate in the South-East remains outside the target within one percentage point of the State average as at Q4 2018. The latest LFS data show that the unemployment rate in the South-East region stands at 7.7%. For a further statistical analysis of the regions performance see Appendix 2.

The focus for the South-East over the period to 2020 is to sustain the momentum of employment growth achieved since 2015 and to reduce unemployment levels further to more closely match the national average to at least within one percentage point. The Strategic Objectives and actions in this Plan, along with the core activities of the various Agencies and Bodies involved in supporting enterprise development over the coming two-year period will support this.

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.

Table 1

	Numbers Employed				Unemployment Rate	
	Q1 2015	Q4 2018	Change Q1 2015 to Q4 2018	% change Q1 2015 to Q4 2018	Q1 2015	Q4 2018
South East	169,200	187,700	18,500	10.9%	11.7%	7.7%
State	2,014,400	2,281,300	266,900	13.2%	10.5%	5.4%

Source: CSO Labour Force Survey, Q4 2018

Appendix 1: Membership of the Regional Steering Committee

Organisations represented on the South-East Regional Steering Committee⁴

Chair of the South-East Committee:

Frank O'Regan
Chair of Ireland South-East Development Office

Membership of the Committee:

Kilkenny County Council	Teagasc
Waterford City & County Council;	Construction Industry Federation Southern Region
Wexford County Council	IBEC
Carlow County Council	Department of Business, Enterprise & Innovation
Tipperary County Council	Enterprise Champions
IDA Ireland	Patsy Carney of OPKO/Eirgen is Enterprise Champion in the Pharma/MedTech space
Enterprise Ireland	Terry Clune, CEO of the Taxback Group, Enterprise Champion for Financial and Global Business Services
Failte Ireland	Rachel Doyle, MD of the Arboretum, Carlow, Enterprise Champion for Entrepreneurialism
Údarás na Gaeltachta	Colin Gordon, CEO of Glanbia Consumer Foods, Enterprise Champion for Regional Marketing
Southern Regional Assembly	Liam Griffin, of the Griffin Hotel Group, chairs the Tourism stakeholder group
South-East Regional Skills Forum	Karen Hennessy, CEO of the Design and Crafts Council of Ireland, Enterprise Champion for Design
Waterford and Wexford ETB	Seamus Kilgannon, CEO of Schivo Medical, Enterprise Champion for Engineering
Limerick Institute of Technology (Clonmel & Thurles)	Pat McLoughlin, Director Division Business Excellence, Abbott, Enterprise Champion in the Pharma/MedTech space
Kilkenny and Carlow ETB	Des Whelan Owner of WLR/Beat FM, Enterprise Champion for Communications Enterprise Champions
Tipperary ETB	
Waterford Institute of Technology	
IT Carlow	
Waterford Chamber of Commerce	
Wexford Chamber of Commerce	
Kilkenny Chamber of Commerce	
Skillnet Ireland	
Design & Crafts Council of Ireland	

Secretariat/Programme Management

Alan Quirke and Richard Hickey

⁴ The existing Implementation Committees will be renamed 'Steering Committees'

Appendix 2: Brief profile and statistical snapshot – South-East

Constituent counties	Carlow, Kilkenny, Tipperary, Waterford and Wexford	
Regional Population & change (1996-2016)	449,538 (1996): 581,615 (2016) increase of 132,007	
GVA ⁵ per person 2000 and 2015	€20,117: €33,039	
Total in employment	187,700*	
Labour Force Participation rate	59.4%*	
Unemployment rate	7.7*	
Unemployment blackspots ⁶	15 ⁷	
Percentage employed in Manufacturing: Services: Public sector	13%: 17%: 26%	
Educated to third level in South-East: State	38%: 45%	
Third Level Students (full-time & part-time)	There are 26,091 third level students from the South-East enrolled in the higher education system.	
Number of enterprises (micro: small: medium: large) (2016)	24,594: 1,762: 224: 90	
Number of Enterprise Ireland High Potential Start-Ups ⁸ (HPSUs) South-East: State (2017)	6: 90	
EI supported employment & no. client Companies 2016 - 2017	2016	2017
	Jobs: 23,029	Jobs: 24,246
	Companies: 577	Companies: 586
IDA supported employment & no. client companies (2017)	2016	2017
	Jobs: 13,697	Jobs: 15,120
	Companies: 76	Companies: 79
LEO supported employment & no. client companies (2017)	2016	2017
	Jobs: 6,690	Jobs: 7,052
	Companies: 1,273	Companies: 1,299
Number of LEO Priming Grants ⁹ South-East: State (2017)	46: 294	

- 1 Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.
 - 2 Unemployment Blackspots are defined as Electoral Districts with at least 200 people in the labour force and an unemployment rate of 27% higher
 - 3 Unemployment blackspots in the Region: Kilkenny (1), Tipperary (2), Waterford (9) and Wexford (3)
 - 4 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 of starting up.
 - 5 A Priming Grant is a business start-up grant, available to micro enterprises within the first 18 months of start-up.
- * CSO Labour Force Survey Q4 2018, South-East Region

The South-East has a dynamic and broad-based enterprise sector. There is a strong industrial heritage and a range of world-class manufacturing activities ranging from precision engineering, medical technologies, pharma/biopharma, food and drink products (including functional foods) and seafood, and significant potential in tourism together with a strong retail and locally traded services sector serving consumer and business markets. The region also has a burgeoning internationally trading services sector, in business process outsourcing, FinTech, and precision agri-services.

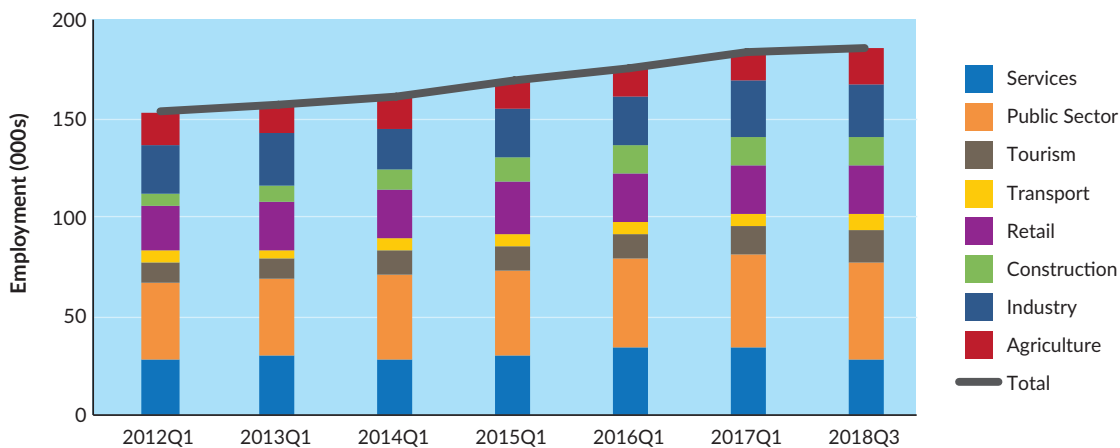
These industries are supported by a good quality transport infrastructure; including; motorway (M9) connectivity to Dublin, a regional airport and three commercial seaports; and a range of attractive business and technology parks.

The South-East Institutes of Technology in Carlow and in Waterford are committed to the creation of a multi-campus Technological University of international standing which will be a key component of the infrastructure required to drive sustainable regional economic and social development. The Technological University for the South-East will further encourage students to stay in the region, study in the region and attract and spin out new businesses and jobs.

Employment trends

In Q3 2018 there were 186,500 people employed in the South-East region. Over the period Q1 2015 to Q3 2018, employment overall has grown by 10 percent with 17,300 more people employed. The structure of the sectoral employment has changed little over that period, with some adjustments evident. Chart 1 below shows the employment figures from Q1 2012 to Q3 2018.

Chart 1. South-East Region Employment Growth 2012-2018



Source: CSO Labour Force Survey Q3 2018

Services

Employment in the Services sector, including the Public Sector, has increased significantly from 105,400 in 2012 to 129,500 in Q3 of 2018 and the sector currently accounts for 69 percent of all employment in the South-East region. Within the broad Services sector, the combined areas of Public Administration/Defence, Human Health/Social Work and the Education sector account for 48,900 of those employed in the South-East which represents 37 percent of all Services employment and 26 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 is the largest private sector employer in the country, with particular significance for regional towns and villages. Employment in the sector in Ireland is regionally dispersed with approximately 70 percent employed outside Dublin. A total of 24,500 people are employed in the sector in the South-East.

Industry/Manufacturing

Employment in the Industry/Manufacturing sector has increased slightly over the period Q1 2012 to Q3 2018 with 2,800 more employed in the Sector. Employment in this sector accounts for 14 percent of employment in the region which is just above the national figure of 12.5 percent.

Construction

The Construction sector employed 7,100 in Q1 2012 and has risen to 12,700 people in Q3 2018, accounting for 7 percent of the total employment, similar to the national trend.

Agriculture

The Agricultural sector employed 16,800 in Q1 2012 and this grew slightly to 17,200 in Q3 2018 and accounts for approximately 9 percent of employment in the South-East. Higher than the national average of 5 percent, this reflects the strength of the Agricultural Sector within the South-East and the rural character and natural assets of much of the region.

Tourism

CSO figures indicate that the Tourism sector employed 15,900 in Q3 2018. 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, the South-East secured funding of over €10 million across six projects:

Call	Project	Description
1	Insurtech Network Centre DAC	Support Tech Solutions to the Global Insurance Services Sector
1	ThreeD DAC	3D Manufacturing Facility
1	Irish Bioeconomy Foundation CLG	National Bioeconomy Innovation & Piloting Facility
2	Crystal Valley Tech CLG	ICT Industry Cluster
2	Incupharm DAC	Lab Facilities for Life Science Sector
2	National Design Innovation Hub DAC	Design Innovation and Enterprise Development Hub

The South-East Regional Steering Committee will work closely 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 and Bodies 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.

Údarás na Gaeltachta

Údarás na Gaeltachta was established in 1980 as the regional authority responsible for the economic, social and cultural development of the Gaeltacht. The overall objective of Údarás na Gaeltachta is to ensure that Irish remains the main communal language of the Gaeltacht and is passed on to future generations. Údarás supports businesses in developing new markets, technologies, products and strategic alliances through research and development.

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.

Third Level Institutes

- IT Carlow
- Waterford IT
- Carlow College (St. Patrick's)
- Limerick Institute of Technology (Clonmel & Thurles)

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 (RSES)

The RSES for the Southern Region will set a 12 year strategic development framework for the region for the period 2019 to 2031. At its core the RSES sets out economic and spatial planning objectives for the region through implementation of the National Planning Framework and government policy at regional level.

Whilst meeting statutory objectives, the Draft RSES is an ambitious Strategy for building the Southern Region as one of Europe's most creative, innovative, greenest and liveable regions and focuses on Key Enablers to transform the region:

- Connecting our Region – enhanced infrastructure from North to South and East Coast to West Coast, connecting to the Atlantic Economic Corridor.
- Delivering ambitious growth targets for our Cities, creating the Greenest and most Liveable Metropolitan Areas for diverse communities, culture and enterprise - developing the Cork Docklands, transforming and regeneration of Limerick-Shannon including the Northern Distributor Road/ Smart Travel Corridor and achieving a balanced 'Concentric City' model north of the river with development of the North Quays in Waterford.
- Creating an inclusive and Learning Region, establishing the new Technological Universities of MTU and TUSE and developing a Smart Region, enhancing public services and community infrastructure.
- Establishing the Southern Region as Ireland's International Gateway at Cork and Shannon Airports and our Sea Ports.
- Making the most of Cork and Waterford Harbours and the Shannon Estuary – our natural maritime assets.
- Harnessing our Environment and Heritage – along the Wild Atlantic Way, into Ireland's Hidden Heartlands, through Ireland's Ancient East, in the Gaeltacht and islands, along the Blueways and Greenways.
- Revitalising Rural Areas through re-purposing our small towns and villages and increased collaboration between networks of settlements.
- Taking the right steps in sustainable travel, energy and in bio-economy to lead on Climate Action in the state's transition to a Low Carbon Economy.

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