

Enterprise Development Plan to end 2014 – Kilkenny LEO

Table 1: Overarching Goal	To promote entrepreneurship, foster new business start-ups and develop existing micros and small business to drive job creation through the provision of high quality supports
<p>Review of activity, outputs and key initiatives (from Jan 2013 to Apr 2014)</p> <p>The LEO Kilkenny came into operation upon the dissolution of the Kilkenny County Enterprise Board (CEB) in April 2014. For the 16 months up to the date of dissolution the demand for support services from the Kilkenny CEB continued to increase. The following is a review of activity, outputs and key initiatives during that period:</p> <ul style="list-style-type: none"> • 450 business advisory sessions delivered. This included basic advice on business start-up, structure of a business plan, and business support options. There was an increased number of enquiries from persons interested in the Back to Work Enterprise Allowance scheme • Almost 80 entrepreneurs completed Start Your Own Business (SYOB) Programmes run during the period. Just over half of the participants were female. The SYOB Programme gives participants an introduction to all of the main issues encountered when starting and running a business, from researching and planning their idea through to developing a sales strategy and preparing financial projections • Almost 1,050 people from small businesses participated in over 100 enterprise training and management development programmes, business seminars and workshops. Almost two thirds of participants were female • 331 business owners availed of mentoring support • Almost 600 students from 13 second level schools in the County participated in the Student Enterprise Awards (SEA) Competition in the 2013/2014 academic year. The SEA is a primary vehicle for exposing young people to enterprise and giving them a better understanding and appreciation of what is involved in running a business • Over €640,000 (Measure 1) financial assistance was approved to 34 businesses, of which c35% is refundable. The average grant was just under €19,000. A total of 13 of the projects approved were in respect of Priming Grants to start-up enterprises, 14 were Business Expansion Grants in respect of financial support to existing businesses and the remaining 7 were Feasibility Study / Innovation Grants. These projects combined have the potential to create an additional 70 full-time job equivalents when fully implemented at a cost per job of just under €9,000. This brought the total amount of financial assistance approved by the Board, since it was set up in 1993, to over €10 million to just under 800 projects. • There were 315 businesses on the Kilkenny Annual Employment Survey (as at the end of 2013 - that have been assisted with grant-aid by the Board since 1993 and are still trading.) These businesses account for 1,006 full-time job equivalents, and an average of 3 people are employed per business, highlighting the small-scale nature of the client companies supported. These businesses provide 	

much-needed employment in the towns and villages right across County Kilkenny

- The partnership (begun in 2009) with St. Canice's Kilkenny Credit Union in the promotion and delivery of the Small Business Support Loan Scheme (SBSLS) continued. Many of these projects were unable to secure loan finance from the mainstream banks. Since the launch of the SBSLS a total of almost €1.6Million has now been allocated to 62 businesses, which account for 137 jobs
- The Board worked closely with all local media to continually promote local enterprise and entrepreneurship and to address issues impacting on the small business sector
- Formal and informal business networks were supported, including the newly established Kilkenny Business Network. These networks help raise the profile of members, facilitate exchange of business and provide for peer learning and collaboration
- The Board continued to collaborate work with other CEBs on joint enterprise initiatives and also to work with external stakeholders, including EI, SEBIC and the Institutes of Technology in Carlow and Waterford to identify and support businesses that offered potential for growth (e.g. identifying participants for the New Frontiers Programme, National Women's Enterprise Day, Senior Enterprise Programme, etc)
- The Board was involved in a range of initiatives, events and publications aimed at promoting County Kilkenny as a good location for inward investment
- Staff continued to support and/or were proactively involved in many other organisations, including the County Development Board, Local LEADER Partnership Company, Abbey Business Centre, Kilkenny Business Network, etc.

Table 2:

Summary of Key Priorities in 2014

- Promote the LEO as first stop shop for local enterprise, including promoting enterprise initiatives at local level on an on-going basis.
- Work with the relevant stakeholders in the County to foster entrepreneurship.
- Deliver appropriate enterprise training and mentoring to small business owners and potential entrepreneurs.
- Provide funding options to entrepreneurs, early stage promoters and viable businesses to support growth and development of micro enterprises.
- Develop a progression pathway for clients to Enterprise Ireland HPSU and established departments.
- Progress plans to develop creative quarter in Kilkenny City.
- Work with other state development agencies to promote Kilkenny as a high quality place to live and work, and in particular as a location for foreign direct investment and indigenous enterprise.
- Assist in preparation of Economic Development strategy for the County.
- Support business groups/industry/enterprise activities in Kilkenny.

Table 3: Strategic Objectives for 2014	Actions
<p>1. Provide <u>Entrepreneurship Support</u> to get more local people to think about starting a business</p>	<p>1.1 Deliver the Student Enterprise Awards (SEA) in second level schools in the County</p> <p>1.2 Elevate the LEO as first stop shop for local enterprise, including promoting enterprise initiatives and supports, in local media on an on-going basis</p> <p>1.3 Work with all relevant stakeholders in the County (including Business Networks, Chamber of Commerce, banks, schools, etc.) to nurture the local ecosystem for entrepreneurship</p> <p>1.4 Promote entrepreneurship among under-represented groups, in particular women and young people, including supporting the 'Women in Business' initiative and 'Ireland's Best Young Entrepreneur' (IBYE) competition</p> <p>1.5 Champion local enterprise, including entering a client company in the National Enterprise Awards and the Kilkenny Chamber Business Awards and supporting the National Women in Business Initiative</p>
<p>2. Provide a first point of contact for <u>Business Information and Advice</u> for anyone operating or thinking of starting a business</p>	<p>2.1 Provide general business advice and information on one to one basis to potential and existing entrepreneurs</p> <p>2.2 Ensure website is an up to date resource for local business with relevant information, enterprise news, case studies, etc.</p> <p>2.3 Issue regular ezine (online newsletter) to our client base, providing business information, including details of initiatives or supports on offer from the LEO and other Govt agencies</p>
<p>3. Provide <u>Enterprise Supports</u> to assist entrepreneurs start-up, develop and grow their business</p>	<p>3.1 Deliver SYOB Training Programmes for intending entrepreneurs</p> <p>3.2 Provide comprehensive range of core training (i.e. finance, sales & marketing, management development, etc.) programmes, workshops and seminars for clients</p> <p>3.3 Provide mentoring support to start-up and existing entrepreneurs, in particular to assist overcome obstacles in developing their business</p> <p>3.4 Provide selective financial assistance to eligible early stage promoters, start-up and developing businesses to support the development and growth of viable micro-enterprises</p> <p>3.5 Support client companies undertake specialist training within their business and to exhibit at select trade fairs to market their products and services</p> <p>3.6 Target client companies that have the potential to progress to the EI portfolio and ensure they get access to the full range of supports that will aid and accelerate their development</p>

	<p>(e.g. HPSU Programme)</p> <p>3.7 Refer or signpost clients to relevant supports provided by other agencies, including assisting business promoters access credit from Microfinance Ireland (MFI) and under the St Canice's Kilkenny Credit Union Small Business Support Loan Scheme (SBSLS)</p>
<p>4. Provide <u>Local Enterprise Development Services</u></p>	<p>4.1 Lead development of enterprise support functions and initiatives in local economic strategies, including the County Development Plan and the Local and Community Economic Plan (LCEP)</p> <p>4.2 Develop partnerships with other relevant agencies to develop and deliver enterprise initiatives, promote and market County Kilkenny as a location for investment and lever additional sources of funding for enterprise support</p> <p>4.3 Ensure that frontline access points (including Banks, Social Welfare Offices, etc.), with which businesses and intending entrepreneurs interface, are kept up-to-date about the supports and functions of the LEO, so that they can signpost / refer clients for support</p> <p>4.4 Support events and initiatives that promote local enterprise (e.g. National Ploughing Championships, Savour Kilkenny, etc.)</p> <p>4.5 Promote Kilkenny as an attractive location for investment and indigenous enterprise</p> <p>4.6 Ensure there is adequate land / buildings zoned / available for small business development</p> <p>4.7 Facilitate clinics (e.g. on rates, procurement, energy efficiency, renewable energy, etc)</p> <p>4.8 Act as an enhanced resource and conduit for the delivery of other enterprise initiatives supported by other Govt Depts / agencies (e.g. IBYE, Online Trading Voucher Scheme, etc.)</p>

Table 4: List the key actions to be undertaken			When are these actions expected to be delivered?			
			Q1	Q2	Q3	Q4
Key Actions						
Key Activities relating to Service/ Support Area 1: <u>Entrepreneurship</u>	1.1	Deliver the Student Enterprise Awards (SEA) in second level schools in the County			√	√
	1.2	Promote and advertise enterprise message, including enterprise initiatives and supports, in local media on an on-going basis				

<u>Support</u>	1.3	Work with all relevant stakeholders in the County (including Business Networks, Chamber of Commerce, banks, schools, etc.) to nurture the local ecosystem for entrepreneurship				
	1.4	Promote entrepreneurship among under-represented groups, in particular women and young people, including supporting Women in Business and 'Ireland's Best Young Entrepreneur' (IBYE) competition				
	1.5	Champion local enterprise, including entering a client company in the National Enterprise Awards and the Kilkenny Business Awards and supporting the National Women in Business Initiative				
<i>Key Activities relating to Service/ Support Area 2:</i> <u>Business Information and Advice</u>	2.1	Provide general business advice and information on one to one basis to potential and existing entrepreneurs				
	2.2	Ensure website is an up to date resource for local business with relevant information, enterprise news, case studies, etc.				
	2.3	Issue a regular ezine (online newsletter) to our client base, providing business information, including details of initiatives or supports on offer from the LEO and other Govt agencies				
<i>Key Activities relating to Service/ Support Area 3</i> <u>Enterprise Supports</u>	3.1	Deliver SYOB Training Programmes for intending entrepreneurs				
	3.2	Provide comprehensive range of core training (i.e. finance, sales & marketing, etc.) programmes, workshops and seminars for clients				
	3.1	Provide mentoring support to start-up and existing entrepreneurs, in particular to assist overcome obstacles in developing their business				
	3.2	Provide selective financial assistance to eligible early stage promoters, start-up and developing businesses to support the development and growth of viable micro-enterprises				
	3.3	Support client companies undertake specialist training within their business and to exhibit at select trade fairs to market their products and services				
	3.4	Target client companies that have the potential to progress to the EI portfolio and ensure they get access to the full range of supports that will aid and accelerate their development (e.g. HPSU Programme)				

	3.5	Refer or signpost clients to relevant supports provided by other agencies, including assisting business promoters access credit from Microfinance Ireland (MFI) and the St Canice's Kilkenny Credit Union Small Business Support Loan Scheme (SBSLS)				
<i>Key Activities relating to Service/ Support Area 4:</i> <u>Local Enterprise Development Services</u>	4.1	Lead development of enterprise support functions and initiatives for input in local economic strategies, including the County Development Plan and the Local and Community Economic Plan (LCEP)				
	4.2	Develop partnerships with other relevant agencies to develop and deliver enterprise initiatives, promote and market County Kilkenny as a location for investment and lever additional sources of funding for enterprise support				
	4.3	Ensure that frontline access points (including Banks, Social Welfare Offices, etc.), with which businesses and intending entrepreneurs interface, are kept up-to-date about the supports and functions of the LEO, so that they can signpost / refer clients				
	4.4	Support events and initiatives that promote local enterprise (e.g. National Ploughing Championships, Savour Kilkenny, etc.)				
	4.5	Promote Kilkenny as an attractive location for investment				
	4.6	Ensure there is adequate land / buildings zoned / available for small business development				
	4.7	Facilitate clinics (e.g. on rates, procurement, energy efficiency, renewable energy, etc)				
	4.8	Act as an enhanced resource and conduit for the delivery of other enterprise initiatives supported by other Govt Depts / agencies (e.g. IBYE, Online Trading Voucher Scheme, etc.)				

Table 5: Key Metrics

Insert figures against the expected impacts, outputs, and activities associated with achieving the objectives above.

Impacts		2014 Targets
	Jobs Sustained (to be confirmed by Employment Survey)	793
	New Start-ups receiving financial support (M1)	10
	Existing Businesses receiving financial support (M1)	10
	Feasibility Study Grant Applications Approved	5
Outcomes	Expected results from achieving objectives	2014 Targets
	Job Commitments Linked to LEO Approvals (M1)	45
	Number of Client Investments (M1)	25
	Number of Participants on accredited training/management development programmes	50
	Total Grant Investment (Approvals)	€400,000
	Cost Per Job	€8,000
	Number of Clients Transferred to EI	2
	EI Services Accessed:	
	<ul style="list-style-type: none"> • market research centre – referral numbers 	2
	<ul style="list-style-type: none"> • overseas office – referral numbers 	2
	<ul style="list-style-type: none"> • innovation voucher – referral numbers 	2
Activities	Expected results from achieving objectives	2014 Targets
	Number of SYOB Training Programmes Delivered	4
	Number of Participants Completing SYOB Training	60
	Number of Core Training Programmes Delivered	40
	Number of Participants Completing Core Training	400
	% Participants Completing Core Training that are Women	50%
	Number of Mentor Assignments Completed	200
	MFI Loan Applications Assessed	5
	Schools Participating in Schools Enterprise Awards (SEA)	13
	Number Students Participating in SEA	613
	Number of Clients Participating in National Enterprise Awards	10

Table 6: Proposed innovative initiatives in conjunction with other LEOs to be implemented in 2014

List the main innovations/ new actions you will undertake to promote a collaborative approach in delivering your plan.	1. To Be Completed
	2.
	3.
List the main innovations/ new actions you will focus on in 2014 to improve client satisfaction/impact.	1. To Be Completed
	2.
	3.

Table 7: List the proposed events for your LEO for 2014

Proposed date or quarter in 2014	Name of event	Type of event e.g. knowledge event, start-up information, etc.	Expected number of participants
Q1 & Q2	Spring Training Programme	Delivery of Core Enterprise Training	200
Q3 & Q4	Autumn Training Programme	Delivery of Core Enterprise Training	200
Q3	IBYE Initiative	Young Entrepreneur Competition	20
Q3 & 4	On-Line Trading Voucher	Assist Small Business Develop e-commerce facilities	20
To Be Completed			

Table 8: Risk

List any risks that can adversely affect the achievement of the objectives outlined above.	Actions to mitigate this risk
1. Inadequate resources (especially in M1 financial assistance)	1. Prioritise resources on those actions that will yield greatest return in terms of LEO objectives, in particular job creation. Encourage local authority to provide M1 financial resources in addition to the annual allocation from Dept Jobs, Enterprise and Innovation
2. Diluting of policy responsibility for micro-enterprise at local level	2. Put in place an agreed/accepted policy position at inter-

	Departmental level that the LEO is the first point of contact for local enterprise support, so that there is no danger of agency shopping, overlap and duplication of supports. There should also be a nationally agreed template for a Service Level Agreement between the LEOs and LEADER Partnership Companies
3. Weak corporate governance	3. Ensure that the SPC for Enterprise and Economic Development within Kilkenny CoCo takes an early and strong stakehold in the delivery of the local enterprise development plan

M1 clients – Measure Annually: turnover; level of exports and/or domestic market expansion; reduced costs, expected follow on investment.