



# Dún Laoghaire- Rathdown County Chamber Strategic Framework 2025 - 2030



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Rathdown  
Chamber  
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It is a privilege to present the Dún Laoghaire–Rathdown Chamber Strategic Plan 2025–2030 – a forward-looking framework that sets out our ambition to cultivate a dynamic, innovative, and resilient business environment across the county.

In recent years, the Chamber has undergone a period of significant transformation and growth. We have strengthened our position as a unifying voice for enterprise across Dún Laoghaire–Rathdown, bringing together a diverse and vibrant membership under a shared vision. This evolution has enhanced our ability to represent, support, and advocate for businesses of all sizes, ensuring that their perspectives help shape the economic future of the region.

This Strategic Plan is grounded in a clear understanding of the rapidly changing landscape in which our members operate. It reflects our commitment to proactive leadership – anticipating emerging trends, responding to challenges with agility, and working in partnership with our members to drive sustainable progress.

At its core, this plan is about enabling growth and unlocking opportunity – for businesses, for communities, and for the wider region. We aim not only to support enterprise but to actively stimulate ambition, foster innovation, and position Dún Laoghaire–Rathdown as a leading destination for business, investment, and talent.

Delivering meaningful value to our members remains central to our mission. This includes enhancing the quality of our supports and services, strengthening connections across our network, and elevating the profile of the county as a hub of economic activity and creativity. It also involves strong and effective advocacy – ensuring that Dún Laoghaire–Rathdown is recognised at local, national, and international levels as a place where businesses can succeed and grow.

We are committed to shaping a future that attracts investment, supports entrepreneurship, and fosters thriving, inclusive communities. Above all, this strategy recognises that business is driven by people – by those who take risks, create opportunities, and contribute to the social and economic fabric of our county.

While we take pride in the progress achieved to date, our focus is firmly on the opportunities ahead. Together with our members, partners, and stakeholders, we will continue to build a Chamber that is ambitious, responsive, and impactful – one that reflects the energy and potential of Dún Laoghaire–Rathdown.

Colm Brown

President

Dún Laoghaire - Rathdown

County Chamber of Commerce



As CEO, I am proud to introduce the Dún Laoghaire–Rathdown Chamber Strategic Plan 2025–2030 – a clear and ambitious roadmap for the next phase of our organisation’s growth and impact.

Dún Laoghaire–Rathdown is uniquely positioned as one of Ireland’s most dynamic and progressive economic regions. With a diverse business base spanning indigenous enterprise, international investment, innovation hubs, and a thriving SME community, our county continues to demonstrate resilience, creativity, and ambition. This Strategic Plan is designed to harness that momentum and translate it into tangible opportunities for our members.

Over the coming three years, our focus will be on delivering real value – strengthening our services, deepening engagement, and ensuring that every member feels supported, connected, and represented. We will continue to build a Chamber that is agile and responsive, capable of adapting to an evolving economic landscape while remaining firmly rooted in the needs of our business community.

A central priority of this plan is advocacy. We will be a strong, credible, and solutions-focused voice for business – working closely with local and national stakeholders to influence policy, address barriers to growth, and champion the interests of our members. From infrastructure and housing to skills, sustainability, and digital transformation, we are committed to ensuring that Dún Laoghaire–Rathdown remains a competitive and attractive place to do business.

Equally important is our role in fostering connection and collaboration. The strength of the Chamber lies in its network – in the relationships between businesses, communities, and partners. We will continue to create opportunities for meaningful engagement, knowledge-sharing, and partnership, recognising that collective progress is key to long-term success. This plan is also about positioning Dún Laoghaire–Rathdown for the future – as a place that attracts talent, supports innovation, and embraces sustainable growth.

We will work to enhance the county’s profile both nationally and internationally, ensuring it is recognised as a leading destination for enterprise, investment, and quality of life. None of this would be possible without the commitment and ambition of our members. You are at the heart of everything we do, and it is your drive, resilience, and vision that shape the success of our Chamber.

I look forward to working with you over the coming years to deliver on this strategy and to realise the full potential of Dún Laoghaire–Rathdown.

Colette O’ Sullivan

Chief Executive Officer

Dún Laoghaire - Rathdown

County Chamber of Commerce



# Priority 1

## Grow and Diversify Membership

**Strategic Objective:** To strengthen the Chamber's representative capacity by achieving sustained growth in membership across sectors, business size and geographic areas within Dún Laoghaire–Rathdown.



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# Priority 1

## Grow and Diversify Membership

### Key Actions:

- Map current membership by sector, scale and location to identify growth opportunities
- Develop targeted recruitment campaigns focused on priority sectors including technology, financial services, sustainability-focused enterprises, tourism, creative industries and social enterprise
- Implement a structured onboarding and engagement pathway for all new members
- Review membership categories and pricing to ensure accessibility, value and relevance

### Key Performance Indicators:

- Minimum 20% net membership growth annually
- Increased representation from priority sectors
- 80% new member retention rate after 12 months

### Resources Required:

- Staff time (membership analysis and outreach)
- Invest in CRM / membership database support
- Marketing budget (digital and events-based promotion)/ Social Media campaign

### Person / Group Responsible

- CEO / Manager
- Membership Committee

### Due Year/ Quarter

- Ongoing, reviewed quarterly



A background image showing a group of business professionals in a modern office setting. A man in a dark suit and tie is shaking hands with another man. A woman with blonde hair is smiling and looking towards the man in the suit. In the foreground, there are hands holding documents and a blue folder. The overall atmosphere is professional and collaborative.

# Priority 2

## Retain and Engage Existing Members

**Strategic Objective:** To strengthen member retention by clearly demonstrating value, increasing engagement and supporting meaningful business connections.



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# Priority 2

## Grow and Diversify Membership

### Key Actions:

- Deliver an annual DLR Business Confidence & Satisfaction Survey in collaboration with Greater Dublin Chamber Alliance partners
- Expand structured engagement opportunities including B2B networking, CEO forums and targeted sector events
- Implement proactive renewal tracking and member check-in campaigns
- Communicate advocacy impact and programme outcomes regularly

### Key Performance Indicators:

- Minimum 70% annual membership retention rate
- Member satisfaction score of 4/5 or higher
- Reduction in annual membership churn 20 – 30%

### Resources Required:

- Staff time limited – apply SMART principles.
- Survey tools in collaboration with Greater Dublin Chambers

### Person / Group Responsible

- CEO / Manager
- Membership Committee - TBA

### Due Year/ Quarter

- Annual review (Q4)



A man in a dark suit and tie is standing and gesturing with his right hand while speaking to a woman. The woman is sitting and looking up at him. They are in a modern office setting with large windows and a table with chairs in the background. A blue geometric pattern is overlaid on the top left of the image.

# Priority 3

## Grow Income and Diversify Revenue Streams

**Strategic Objective: To build long-term financial sustainability by reducing reliance on membership income and developing new funding and commercial opportunities.**



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# Priority 3

## Grow Income and Diversify Revenue Streams

### Key Actions:

- Develop new income streams through events, sponsorship, grant funding and strategic programme delivery
- Expand delivery of Certificates of Origin services and other paid-for supports
- Position the Chamber as a delivery partner for regional, national and EU initiatives
- Leverage flagship programmes such as Purple Flag development and Shared Island collaboration initiatives to attract funding and sponsorship

### Key Performance Indicators:

- At least 20% of total income generated from non-membership sources
- Introduction of one new income stream in 2026 and additional streams annually thereafter
- Annual income growth aligned with Board financial targets

### Resources Required:

- Staff time
- Certs of Origin training- CEO
- Financial projections
- Event / programme delivery budget
- Board input expertise.

### Person / Group Responsible

- CEO / Manager
- Finance Committee

### Due Year/ Quarter

- Initial framework by Q3 Year 1; annual review thereafter



# Priority 4

Deliver Unique and Valuable Services

**Strategic Objective: To provide distinctive supports that strengthen business resilience, competitiveness and growth across the county.**



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# Priority 4

## Deliver Unique and Valuable Services

### Key Actions:

- Identify priority member needs through structured consultation and survey analysis
- Deliver targeted expert briefings, networking formats and leadership events
- Align Chamber services with key economic priorities in the DLR County Development Plan including enterprise growth, climate action and town vitality
- Support initiatives that enhance the attractiveness of Dún Laoghaire as a place to live, work, invest and visit

### Key Performance Indicators:

- Increased participation rates in Chamber programmes
- Positive feedback scores from services delivered
- Evidence of business growth or collaboration outcomes

### Resources Required:

- Staff time
- Collaboration with Greater Dublin Chambers group.

### Person / Group Responsible

- CEO / Manager
- Board Members

### Due Year/ Quarter

- Pilot services by Q2 Year 1; ongoing delivery





# Priority 5

## Champion Sustainability and Promote the SDGs

**Strategic Objective:** To position the Chamber as a leader in supporting sustainable business practices and climate action at local level.



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# Priority 5

## Champion Sustainability and Promote the SDGs

### Key Actions:

- Establish and activate the Chamber Climate Action Committee
- Deliver sustainability awareness programmes and SDG-focused knowledge events
- Promote local sustainability case studies and practical business supports
- Collaborate with partners including SEAI, ESB and DLR County Council Climate Action Team

### Key Performance Indicators:

- Delivery of annual sustainability programme
- Member engagement in sustainability initiatives
- Increased visibility of sustainable business practices

### Resources Required:

- Staff time
- Partnerships with sustainability experts e.g. ESB; SEAI;

### Person / Group Responsible

- CEO / Manager
- Climate Action Committee

### Due Year/ Quarter

- Programme launched by Q3 Year 1; ongoing





# Priority 6

## Engage in Active Advocacy

**Strategic Objective: To represent the interests of the business community and influence policy development at local, regional and national levels.**



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# Priority 6

## Engage in Active Advocacy

### Key Actions:

- Identify annual priority advocacy themes including infrastructure, town vitality, safety and economic competitiveness
- Develop formal policy submissions and position papers
- Strengthen engagement with DLR County Council, Government Departments and enterprise agencies
- Communicate advocacy achievements to members

### Key Performance Indicators:

- Number of policy engagements and submissions per year – arising from key themes identified e.g. budget submission, national policy developments, local DLR Co Co policy proposals e.g. Local Property Tax, etc.
- Evidence of policy influence or stakeholder recognition
- Evidence of policy influence or stakeholder recognition
- Member satisfaction with Chamber advocacy

### Resources Required:

- Staff time
- Policy analysis – Board member expertise and input

### Person / Group Responsible

- CEO / Manager
- Board membership expertise and input

### Due Year/ Quarter

- Ongoing, reviewed annually launched by Q3 Year 1; ongoing





# Priority 7

## Build Strategic Partnerships

**Strategic Objective:** To increase impact, reach and resources through collaboration with key stakeholders across public, private and community sectors.



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# Priority 7

## Build Strategic Partnerships

### Key Actions:

- Identify key public, private and community partners – for 2026 – Greater Dublin Chambers; SEAI, Irish Export Association, European Foundation.
- Strengthen collaboration within the Greater Dublin Chamber Alliance
- Formalise strategic partnerships through MOUs where appropriate
- Develop cross-border and regional initiatives including the Shared Island “Shore to Shore” project linking harbour communities
- Develop partnership proposals aligned with shared objectives – Actions 3,4,5 .
- Partner with education, sustainability and enterprise organisations to support innovation and skills development

### Person / Group Responsible

- CEO / Manager
- Board membership expertise and input

### Key Performance Indicators:

- Number of active strategic partnerships
- Delivery of 4 collaborative initiatives annually
  - Survey – Greater Dublin Chamber Alliance
  - MOU – IADT, Irish Expert Association, Bangor Chamber
- External funding secured through partnership activity

### Resources Required:

- CEO
- Board members
- Chamber members - for expertise and key stakeholder contacts.

### Due Year/ Quarter

- Ongoing



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# Priority 8

Promote Inclusivity and  
Accessibility

**Strategic Objective: To ensure the Chamber  
operates as an inclusive organisation supporting  
diverse participation in business and community  
life.**



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# Priority 8

## Promote Inclusivity and Accessibility

### Key Actions:

- Review policies and practices through an inclusivity lens – EDI policy in development
- Promote inclusive participation in membership, leadership and events
- Support initiatives that contribute to building an inclusive business environment across the county - Royal Marine Case study – Alzheimer training and validation.

### Key Performance Indicators:

- Increased diversity across membership and participation
- Implementation of EDI initiatives
- Positive stakeholder feedback

### Resources Required:

- Staff time
- Training / guidance

### Person / Group Responsible

- CEO / Manager
- Board – Champion e.g. Royal Marine Board member.

### Due Year/ Quarter

- Annual review



# Strategic Flagship Initiatives

Starting from a base of approximately 130 members, the priority for 2026 is to stabilise operations, protect core income streams and build capacity for sustainable growth.

Given current staffing resources, the Chamber will adopt a phased delivery approach, focusing initially on:

- Membership retention and targeted growth
- Financial sustainability and anchor funding
- Strategic programme leadership (including Purple Flag)
- Partnership development and grant opportunities

◦ This structured approach will ensure realistic implementation while maintaining high member satisfaction and organisational credibility.

# SMART PRINCIPLES

Following a review of these actions, SMART principles were applied to the draft DLR Strategic Plan 2025-2030 to identify key actions, resources required and projected metrics, where appropriate.



# SUMMARY

Starting with 130 members and aiming for a €450,000 turnover, Year 1 (2026) is about commencing from this base and stabilizing DLR Chamber activities of growing membership. This is based on the staffing resource restriction of 1.5 full time staff plus an additional half contract to support events. Attempting to launch too many new, complex services while simultaneously trying to double Chamber revenue, is likely to impact on staff resource and membership satisfaction.

Applying SMART principles to the actions represents a realistic approach to the 8 DLR Chamber actions identified following April 2025 consultation day.

## The Limited Resource Priority Matrix

To keep the Board aligned using SMART principles, the following table will assist in managing Board expectations regarding identified KPIs:

Action	Year 1 Priority	Year 2 Priority
1. Membership	Apply onboarding & automate renewals.	Targeted growth in new sectors.
2. Retention	High (Protect existing members).	Maintain (new CRM system).
3. Income (€450k)	CRITICAL (Secure Anchor Sponsors).	Diversify (Grants & Service Fees e.g. Certs of Origin).
4. New Services	Research only (Minimize staff time e.g. Project partner opportunities).	Launch & Monetize.
5. Sustainability	1-2 Flagship events.	Member update- SEAL, ESB events.
6. Advocacy	Board-led submissions.	Policy influence.
7. Partnerships	Identify key partners for members	MOUs with key partners.
8. Inclusivity	EDI policy developed; Royal Marine promoting Alzheimer training.	Encourage EDI in members