

**TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Report of the trustees for the year ending 31 March 2025**

The trustees, who are also directors for the purposes of company law, present their report and the financial statements of the charity for the year ending 31 March 2025.

**Chair's report**

I am delighted to present our trustees report for Banbridge District Enterprises Limited. Once again, it is evident, from the report, that the organisation has developed and met all of its objectives for the year and continued to achieve such high standards.

The board has continued to provide strategic leadership to the organisation and has shown great commitment and dedication throughout the year.

**Principal activity**

Banbridge District Enterprises Limited is an organisation founded to relieve poverty, unemployment and financial hardship and promote urban and rural regeneration in areas of social and economic deprivation in particular within the environs of the former Banbridge District Council Area. We aim to achieve this via promoting the growth and development of small businesses through the provision of starter work units supported by business management advice, common services and business skills training.

Through our programmes, our ethos, core principles and values, we strive to provide benefit to the participants without distinction of age, gender, sexual orientation, ability, race, ethnic origin, political, religious or other opinion, by associating the statutory and local authorities, voluntary organisations and the participants in a common effort to promote urban regeneration and relieve unemployment with the objective of improving the conditions of life for the said participants.

**Statement of public benefit**

The beneficiaries of our work are primarily individuals who are considering self-employment or those who wish to add to their employability. Our purpose benefits these individuals by:

- providing high quality, affordable and accessible incubation units, workspace, buildings and/or land for new and existing businesses in the former Banbridge District Council area through the Banbridge and Rathfriland Enterprise centres and where possible, including terms appropriate to their means;
- conception, delivery and funding of targeted training programmes and support for entrepreneurs;
- promoting, facilitating and organising adequate, accessible and quality programmes of vocational training or re-training, information and support in an effort to acquire skills to assist them in obtaining employment or establishing themselves in business;
- providing financial and technical assistance, training and employment opportunities to enable them to set up their own business;
- advancing any other exclusively charitable purpose as the directors may from time to time decide, in accordance with the law of charity.

These benefits are evidenced through the yearly increase in new businesses starting through Banbridge District Enterprises Limited. The fact that Rathfriland Enterprise Centre is 93% occupied and Banbridge Enterprise Centre is 100% occupied demonstrates the positive demand for our services. Enrolment records and feedback sheets from participants having completed training programmes demonstrates the positive contribution that the training makes to the development of the individual.

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**Business Purpose**

Banbridge District Enterprises Ltd is the local Enterprise Centre for the Banbridge district which is part of Armagh, Banbridge and Craigavon Council area. The Enterprise Centre was set up in 1989 and since then has developed the range of services available. The centre is a company limited by guarantee with an independent board of directors and a functional management structure. It is also a Charity Registered with the Charity Commission NI.

The Centre operates two centres in Banbridge - Banbridge Enterprise Centre and Banbridge Business Centre – as well as accommodation at Rathfriland Enterprise Centre and Dunbarton Court, Gilford. Over the four sites in Banbridge, Gilford and Rathfriland, the organisation manages a combined total of 31 offices and 49 units covering a combined space of 54,489 sq. ft. There are currently 117 people employed full-time by the businesses occupying our units and offices. Each year around 180 entrepreneurs receive advice and support from the organisation.

The organisation also delivers the Department for the Economy's Go Succeed programme to provide support, training and mentoring to people starting small businesses in the area.

The main centre in Banbridge provides tailor-made offices ranging in size from 200 to 500 sq. ft.; a co-working space for individuals to make the transition from coffee shop/stay-at-homeworkers; and industrial workspaces from 588 to 1400 sq. ft for small businesses to suit a range of manufacturing capabilities.

The organisation has particular strengths:

- Managing our property portfolio
- We have a strong Board of Directors, and our governance is of a very high standard.
- We have a committed and experienced management team.
- The quality of our training and business plans are of a very high standard.
- The brand is strong and well promoted.
- We listen to the needs of our clients, and we are responsive to those needs.
- Banbridge is an excellent location in which to do business, being located beside the main eastern corridor between Belfast and Dublin.
- The Enterprise Company has developed a culture of going the extra mile to ensure client satisfaction.
- Identifying and securing funding from a wide and diverse range of available funding sources.

**VISION, MISSION AND VALUES****Vision**

The Banbridge area will be recognised for its entrepreneurial culture and as an ideal location to set up or expand a business.

**Mission**

To support the development of business and enterprise in the greater Banbridge area.

We will invest in developing innovative initiatives, providing facilities and services in supporting enterprise to improve the local economy. This will be achieved by contributing to an entrepreneurial, ambitious and inclusive business community.

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- We will always act with integrity.
- We will bring an enterprising culture of innovation and creativity to all aspects of our work.
- We will ensure that equality, diversity and inclusion is embedded in our approach.
- We will proactively engage with our clients, staff, and other stakeholders.
- We will ensure that all our activities are carried out with excellence

**AIMS & PRIORITIES**

To achieve the organisation's mission and make progress towards the vision, the following aims and priorities will guide our work over the three years of the strategic plan.

**Strategic Aims & Priorities**

- **Provide workshop and office accommodation**  
Aim: To provide a high standard of workshop space and office accommodation for SMEs.
- **Provide business advice, support and training**  
Aim: To provide high quality business advice, support and training to SMEs.
- **Advocacy and networking**  
Aim: To effectively network with key stakeholders and influence the development of relevant policies and practices.

**Supporting Aims**

To ensure the organisation can deliver the strategic aims and priorities, we recognise the importance of ensuring the organisation works effectively and efficiently. We will achieve this through the following aims and priorities:

- **Communications**  
Aim: To promote the organisation and its work, market its facilities and services, and communicate effectively with its stakeholders.
- **Human resources**  
Aim: Ensure the organisation the staff to deliver its aims and objectives and they are effectively managed, supported and given the opportunity to develop.
- **Facilities**  
Aim: Ensure that the organisation's property portfolio is effectively managed and developed.
- **Finance**  
Aim: Ensure financial sustainability in achieving the aims and objectives and that financial resources are effectively planned, managed and reported on.
- **Governance**  
Aim: That the governance of the organisation complies with the requirements of the law and good practice.

Banbridge District Enterprises Limited staff comprises: Chief Executive, Business Development Officer and Receptionist/Administrator.

The Board of Directors is comprised of representatives from the voluntary sector, local business representation and representation from the Banbridge area community.

**TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTORS' REPORT)****FOR THE YEAR ENDED 31 MARCH 2025****Governing Document**

Banbridge District Enterprises Limited is a company limited by guarantee governed by its Memorandum and Articles of Association which was amended by Special Resolution on December 4<sup>th</sup> 2012. Banbridge District Enterprises Limited is also a charity registered with the Charity Commission for Northern Ireland.

**Appointment of trustees**

The chairman and the trustees recruit and select new trustees as set out in the charity's governing document. New trustees are recruited on the relevance of their professional skills, and their potential to be able to make a helpful contribution to the governance of the charity. The recruitment of board members is built around openness, transparency and democracy thus, ensuring our Board is representative of the Banbridge District. As part of the recruitment process trustees are made aware of their legal obligations and good practices under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plans and recent financial performance of the charity.

**Trustee induction and training**

All new board members serving as Directors receive guidance from the Chief Executive Officer and receive an induction pack including guidance on good practice in charity governance, governing document and subcommittee terms of reference, minutes of meetings, accounts and other documents to provide the necessary information for board members in carrying out their duties in accordance with law and good practice. All directors are encouraged to undergo further training and review opportunities for further development every year.

**Arrangements for setting pay and remuneration of key management personnel**

The directors consider the board of directors, who are the charity's trustees, and the senior management team comprising the key management personnel of the charity to be in charge of directing and controlling, running and operating the charity on a day to day basis.

All directors give of their time freely and no director received remuneration in the year.

NJC Salary Scales are used as a guide to determine staff pay.

**Organisation structure and how charity makes decisions**

The board of trustees, which can have up to 18 members, administers the charity. The board normally meets at least 6 times per year with an executive committee comprising the Chief Executive Officer and office bearers, also meeting at least 6 times per year. As part of its structure, the charity operates additional thematic committees that report and make recommendations to the Board including:

- Audit, Risk & Governance
- Finance, Property and Business Development.
- Executive

**Relationships with related parties**

None of our trustees receive remuneration or other benefit from their work with the charity.

**Risk management**

The trustees have an Audit and Risk committee and as part of that committee they have an additional member who is not a director and who advises as an independent member. The committee review the company risk register on an ongoing basis and make recommendations to the board. The risk register is updated on an ongoing basis.



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**Reputational Risks:** The Trustees are conscious of the importance of its reputation as a well-run organisation delivering public benefit and have undertaken steps to ensure Banbridge District Enterprises Limited's governance and management structures are robust and give confidence to all stakeholders and operate in line with our values.

**Financial Risks:** The organisation exposes itself to a variety of financial risks. Measures to mitigate these risks include strong budgetary management and cost control and proactive negotiations with tenants and key stakeholders.

**Health and Safety Risks:** The Trustees recognise the importance of safety in all of our services. Banbridge District Enterprises Limited implements robust systems and structures to ensure all health and safety regulations are complied with.

**Legal and Regulatory Risks:** The company is required to comply with a wide range of legal and regulatory obligations. Policies and procedures are in place to ensure compliance with these obligations. However, there inevitably remains a residual risk of an operational failure resulting in a breach of these obligations.

**Insurable Risks:** The organisation incurs exposure to employer, public and property damage liability by virtue of the nature of its operations. While a strong emphasis is placed on health and safety and risk management practices to avoid liability arising, insurance cover is maintained to mitigate the financial impact from such events.

**Achievements and performance**

In the year covered by this report, Banbridge District Enterprises Limited has had a positive impact in a wide range of areas:

**Banbridge Enterprise Centre, Banbridge Business Centre and Rathfriland Enterprise Centre**

We offer high quality affordable workspace accommodation for new and existing businesses in Banbridge and Rathfriland. We have maintained a high level of occupancy during the financial year and continue to offer value for money to our tenant businesses. At the year-end we had 52 tenant businesses on site in Banbridge and Rathfriland occupying 52,173 sq. ft.

- Banbridge Enterprise Centre offers 34,027 sq. ft. of lettable workspace and is home to 32 businesses who collectively employ 89 people.
- Banbridge Business Centre offers 10,890 sq. ft. of lettable workspace and is home to 16 businesses who collectively employ 20 people.
- Rathfriland Enterprise Centre offers 7,256 sq. ft. of lettable workspace and is home to 6 businesses who collectively employ 20 people.

**Conference Room Hire**

Banbridge District Enterprises has excellent facilities that are leased out daily to other businesses and training organisations including:

- Conference Room
- Training Room
- IT Suite
- Board Room / Interview Room

These rooms range in size and can be leased on an hourly or daily basis. The business generated from our facilities also contributes to the use of additional services onsite for our tenant businesses including Top Notch Catering.

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**Zenco**

During 2022, we developed a new Co-Working space at Banbridge Enterprise Centre called ZENCO. Our coworking space is the perfect place for individuals to make the transition from the coffee shop/ stay at home workers or for large teams that are ready to leave the corporate office space.

Zenco can be leased on an hourly, daily, weekly, or monthly basis.

**NI Explore Enterprise Support Service**

The Northern Ireland (NI) Explore Enterprise Support Service was launched in June 2023 and provides self-employment or employment support to economically inactive individuals across Northern Ireland. This is a free service that provides an insight into starting a business or allows you to take the first steps to gaining employment. This was run throughout the year, with mentoring and online training offered to clients with funding ending in March 2025.

During the year ended March 2025, there were a total of 35 participants on the service receiving mentoring support. Outcomes have been very positive with 50% going on to start their own business and others re-entering the labour market or going on to further training. This was an increase on participants from the previous year. The programme contract is held by Enterprise NI of which Banbridge District Enterprises Ltd is a member. Banbridge District Enterprises Ltd are contracted by Enterprise NI to deliver the programme within the Banbridge area. This project was funded by the UK Government through the UK Shared Prosperity Fund.

**Go Succeed**

Over the past year Banbridge District Enterprises Ltd delivered the Go Succeed Service which is an NI wide business programme for new and existing businesses which launched in November 2023 and BDEL has been delivering mentoring and workshops during this period. Go Succeed is the new go-to source for expert business advice led by Northern Ireland's eleven local councils. The service is funded by the UK government and funding is secured until March 2026. The service provides mentoring, workshops, business and action plans, peer to peer support networks and the opportunity to apply for a £4,000 grant.

The programme contract is also held by Enterprise NI of which Banbridge District Enterprises Ltd is a member. Banbridge District Enterprises Ltd are contracted by Enterprise NI to deliver the Go Succeed Engage and Foundation element of the programme within the Banbridge area.

The Go Succeed programme was launched from November 2023 onwards but had a different objective to the Go For It programme focusing more on peer-to-peer support and mentoring and business workshops. During 2024/2025 we had an average of 10-15 clients per month who were supported through mentoring, online and in person workshops and business / action plans.

**Start Up Loan Company**

We continue to support clients who apply to Enterprise NI start up loans. Those who apply to the Start Up Loan Company will have been refused loan finance by the mainstream lenders. During this financial year businesses have accessed small loans totalling more than £12,000.

**Global Enterprise Week**

**Banbridge District Enterprises Ltd** works with Armagh City, Banbridge & Craigavon Borough Council and local partners, including Southern Regional College and the Business Partnership Alliance, to deliver an annual programme of enterprise events and learning opportunities for start-ups and established businesses.

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Banbridge District Enterprises Ltd is represented on the **Business Partnership Alliance** - The BPA, established in 2016, represents businesses across the six urban centres and rural areas of the borough. As a respected business-led strategic partnership, the BPA provides a unified voice for the borough's business community, advocating for profitable and sustainable growth while working closely with local, regional, and national stakeholders.

In February 2021, the **Labour Market Partnership (LMP)** was established with the aim for residents in our borough to have the skills, information, support, and opportunities to succeed in the labour market so they can make informed choices, access effective pathways, and reach their full potential. Banbridge District Enterprises Ltd represents the interests of the local enterprise centres on the LMP

Funded by the Department for Communities, Labour Market Partnerships create targeted employment action plans for council areas, allowing for collaboration at local and regional level to support people towards and into work. Co-designed with a range of stakeholders, the ABC LMP programmes offer accredited training, one to one mentoring, work placements and job matching.

Banbridge District Enterprises Ltd is a quorum member on the newly formed **Local Economic Partnership**. Local Economic Partnerships (LEPs) in Northern Ireland are new initiatives, established in early 2025, that are being set up in each of the 11 council areas to drive regional economic growth. Led by each council, these partnerships will work with stakeholders to identify local needs and develop targeted projects that align with the government's goals of creating quality jobs, increasing productivity, achieving regional balance, and promoting decarbonisation. A £45 million fund has been allocated to support these LEPs and their work. Banbridge District Enterprises Ltd and Brownlow Ltd represent local enterprise partners on the partnership.

Enterprise Northern Ireland. Enterprise Northern Ireland is the representative organisation for the region's 27 Local Enterprise Agencies. Supporting the dynamic LEA network to provide aspirant entrepreneurs and existing micro and small businesses with access to workspace, development services, access to finance, and the informed support they need to start, sustain and grow their business.

Enterprise Northern Ireland lobbies on behalf of self-employed, micro, and small businesses. We ensure the Northern Ireland Executive, Economy Committee, MLAs, Local Councils, Development Agencies, and other stakeholders are fully briefed in relation to enterprise and entrepreneurship in Northern Ireland. Ciaran Cunningham is a director with Enterprise Northern Ireland.

**Financial review**

The company's income for the year was £367,763 (2024: £387,553) and total expenditure was £359,361 (2024: £406,503), leaving an overall surplus of £426,583 (2024: £(18,950)).

The company had net assets of £2,077,317 at 31 March 2025 (2024: £1,650,734).

**Reserves policy and going concern**

The Trustees have adopted a reserves policy which they continue to consider appropriate to ensure the continued ability of the charity to meet its objectives. Consideration is given to assessing the risk, probability and likely impact on our ability to meet our financial obligations or reduce expenditure in the short term due to a decline in income.

Banbridge District Enterprises Limited aims to maintain free reserves at a level of between 25% to 50% of ongoing annual staff and overhead costs. At 31 March 2025 free reserves amounted to £145,532 which amounts to a ratio of 41.7%. The trustees consider that there are sufficient reserves at year end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income. The Trustees will continue to adopt an approach that will build and maintain reserves at appropriate levels.



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After making appropriate enquiries the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and for this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details in relation to the adoption of the going concern basis can be found in the accounting policies.

**Events after the Balance Sheet Date**

There were no significant events affecting the company after the end of the year.

**Development of Programmes**

We continuously work with our enterprise partners across the borough, Armagh Business Centre, Craigavon Industrial Development Organisation, Mayfair Business Centre and Brownlow Ltd to develop programmes and respond to tenders which would impact upon the small business base within our area. We collectively complement the efforts of the council to develop the economic base with our council area.

**Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the applicable Charities SORP
- make judgements and accounting estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been reappointed in accordance with Section 487 of the Companies Act 2006.

**Small company provision**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

This report was approved by the board on 10 November 2025 and signed on its behalf by:

  
**Mr M Donaghy**  
Trustee