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# **Annual Report**

## **Year Ended 31 March 2023**

**Presented to Board of Directors 27 April 2023**

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## 1.0 INTRODUCTION

This Annual Report covers the 12-month period ending 31 March 2023.

This Report was adopted by the Board at a meeting of Directors on 27 April 2023.

This summary Report is laid out according to the distinct areas of operation and programme delivery which has occurred during the year.

## 2.0 WORKSPACE

### 2.1 Buttermarket Occupancy

- Occupancy 99% (2022 96%)

**Table 1 - Summary of Current Occupancy Details**

**Table 1 - BUTTERMART OCCUPANCY – MARCH 2023**

Unit No	Unit Holder	Start Date New Unit Holder (in this year)
1	Ann McNulty Pottery	
2	Raku & Canvas	
3	Fresh Focus Killadeas Day Care	
4	Marjorie Leonard Art Gallery	
5	Elysian	
6	Rebecca's Coffee Shop Store	
7	Ken Ramsey Picture Framing	
8	Enniskillen BID Ltd	
9	Stitch-in-Time	
10	Material Things	
11	Design Ink	January 2023
12	EweMomma	
13	The Natural Beauty Pot	
14	Jo Tinney Art Studio	
15	Ken McBride Photography	
16	Angela Kelly Jewellery	
17	Frances Morris Art Studio & Gallery	
18	EweMomma Too	February 2023
19	Tranquillity 1-2-1 Holistic Therapies	
20	Skin Town Tattoo Studio	
21	Marius Blake Associates	
Coffee Shop	Rebecca's Coffee Shop	
Craft Shop	Town House Country House	

Details of Unit Holders who relocated and expanded during the period are: - 2 *relocated* - Michael Brown Artist, Holistic Energies; 1 *expanded onsite* - EweMomma.

### 2.2 Enniskillen Business Centre Occupancy

Over the year, average occupancy was 99% (2022 97%)

**Table 2 - Summary of Current Occupancy Details**

**Table 2 - ENNISKILLEN BUSINESS CENTRE OCCUPANCY – MARCH 2023**

Unit No	Unit Holder	Licence	Start Date New Tenants (in this year)
1	Latimer Building Services (NI) Ltd	✓	
2	Plant Machinery and Commercial Advertising	✓	
3	Erne Play Therapy	✓	
4/5/6	ICBAN	✓	
7	Theresa Monaghan Psychotherapy	✓	
8/9/10/11	Corrigan and Co Limited	✓	
12	Fitness Matters	✓	
13/14-17/47	Western Health and Social Care Trust	Lease	
18/19	Fermanagh School of Music & Performing Arts	✓	
20	Enterprise Catering	✓	
21	Polliwogs Paint Pots	✓	
22	Tops Barber Shop	✓	
23	happythreads.co.uk	✓	March 2023
24	Hairdressing Salon	✓	February 2023
25	McNutt Plumbing & Heating	✓	
26/27	Lakeland Electrical Services (NI) Ltd	✓	
28/29/30	Fermanagh Flooring	✓	
31	WHSCT Condition Management Programme	Lease	
32	Jets Cheerleading	✓	July 2022
33	Fermanagh GAA	✓	
34	Fabric Fashion	✓	
35/36	SMC Services	✓	
37	North West Mountain Rescue Team	✓	
38	The Pilates Studio	✓	
39	ViberOptix	✓	October 2022
40	Ciara Jones Photography	✓	
41/42/43/44	Fermanagh Community Transport	✓	
45	Digi Repairs (UK & Ireland) Ltd	✓	
46	Lakeland Physiotherapy & Sports Medicine	✓	May 2022
48a	happythreads.co.uk	✓	
48b	Maritime and Coastguard Agency	Lease	
49	Annan Interiors Ltd	✓	
50	Pat Nolan Woodwork	✓	
51	R H Financial Matters	✓	
52	Powder and Pout Beauty Salon	✓	
53	Discreet Beauty Solutions	✓	
54	First Choice Selection Services Ltd	✓	January 2023
55	Watters Property Sales	✓	
56	Niall Greene Counselling	✓	
57	Vacant	✓	
58	Judy Buckley Reflexology	✓	
59	JH Counselling	✓	
61	Care Plus	✓	April 2022
60/62/63	Care Plus	✓	

Details of Unit Holders who relocated and expanded during the period are: - 6 *relocated* - Integrity Underwriting, BePrepped, Erne Water Taxi, Erne Tutor Services, FOCUS, Brian Coalter Transport Ltd; 3 *expanded onsite* - Care Plus, happythreads.co.uk, Lakeland Physiotherapy & Sports Medicine.

### 2.3 Killyhevlin Business Centre Occupancy

Over the year, average occupancy was 87% (2022 95%)

**Table 3 - Summary of Current Occupancy Details**

**Table 3 - KILLYHEVLIN BUSINESS CENTRE OCCUPANCY – MARCH 2023**

Unit No	Unit Holder	Start Date New Tenants (in this year)
1	Liberty HR	
2	Marks Mechanical Services	
3	Milly Vintage	
4	Donal Corrigan Construction	
5	Café JD Store	
6	Carly's Holistic Therapies	October 2022
7	Mind Yoga & Rehab Studio	
8/9	Café JD	
10	Red Cross	
11	Fermanagh Neuromuscular Therapy & Sports Injury Clinic	
12	Grainne Moane Hair & Makeup	
13	Liberty Insurance	February 2023
14	Digital Marketing and Data Services	
15	Vacant	
16	Vacant	
18	Vacant	
19	Erne Counselling Services	
20	Liberty Insurance	February 2023
21	Anaeko	
22	G.J Gartland Chartered Accountants	
23	Digital Marketing and Data Services	
24	Roofscape Limited/Pimsmart	
25	Martin Insurance Ltd	
26	Bogue & Co Solicitors	
27	PPFWEALTH	
28	Fermanagh GAA	
29	EVRI	
30 & 33	Castle Foods Services Ltd	
31	Siemens Gamesa Renewable Energy Ltd	
32	Castle Food Services Ltd	February 2023
34	Speedy Cabs	
Compound	Trevor's Courier Service Ltd	

Details of Unit Holders who relocated, expanded onsite, downsized and ceased trading during the period are: - *4 relocated* - Anita J Kirkpatrick Photography, Blush Beauty, EX-CEL Fitness Ltd, Dog Star Communications Ltd; *1 expanded onsite* - Castle Food Services Ltd; *1 downsized* - Fermanagh Neuromuscular Therapy; *1 ceased trading* - Tony's Kitchen.

## 2.4 Abbey House Business Centre Occupancy

Over the year, average occupancy was 94% (2022 99%)

**Table 4 - Summary of Current Occupancy Details**

**Table 4 – ABBEY HOUSE BUSINESS CENTRE OCCUPANCY - MARCH 2023**

Unit No	Unit Holder	Start Date New Tenants (in this year)
A	VRAI Limited	November 2022
B	Merrion Data Consultants Limited	October 2022
C	Think6 Marketing Solutions	
D	Donna Megraw Counselling	
1/29	Abbey Vat & Customs Services	
2	Reflexology with June	
3	Think6 Marketing Solutions	
4	Turning Point Properties	
5	AVRIO Environmental Management	
6	Lakeland Therapy	
7	Paul McGowan Mortgage & Insurance Solutions	March 2023
8	Digital Hub A: Financial Regulator B: Amazon online C: Blue Noise Design D: FarmLab Diagnostics	March 2023
9/10/11	Forsyth of Denny	August 2022
12	Dee Hamill Nutrition	October 2022
13/26/28	Nu Span Flooring Ltd	
14	Leighan Consultancy Ltd	July 2022
15	Dcx-FER	
16	Patrice's Podiatry Practice	
17	EMS Brokers	
18	MacDigital	
19	BIM Recruiter	
20	Erne Facades Ltd	
21	MYI Ltd	
22	vacant	
23/24	GRB Solicitors	November 2022
25	CASS LTD	
27	Erne E-Commerce	January 2023

Details of Unit Holders who relocated, expanded, downsized and ceased trading during the period are: - *6 relocated* - Fyltrd, ABS Accountants Ltd, Footwear Solutions NI Ltd, Ryvon Consulting, Grays Clip Ltd, Fermanagh Media Services; *1 expanded* - Forsyth of Denny; *2 downsized* - Dee Hamill Nutrition, AVRIO Environmental Management; *1 ceased trading* - Notting Hill.

## **2.5 Provision of Incubation Workspace**

The Agency seeks to maintain a balance between the Provision of Incubation Workspace for New Businesses and the Fiduciary responsibilities of the Board to ensure a sustainable and viable business which has the on-going capacity and capability to provide a continuum of support for its clients and the public in general. As such, the following Performance Indicator is measured annually.

## **2.6 Tenant Churn**

This Performance Indicator records the number of New Tenants as a percentage of the Total Tenants for the year.

Tenant Churn - 22% (2022 10%)

## **3.0 PROGRAMMES**

### **3.1 Go For It Programme**

Fermanagh Enterprise Ltd, Omagh Enterprise Company Ltd and Enterprise Northern Ireland work together to deliver the Go For It Programme in the Fermanagh and Omagh District Council region with Fermanagh Enterprise Ltd being the delivery agent in Fermanagh.

We are pleased to report that the Target of 153 Business Plans in Fermanagh was achieved.

### **3.2 Kick Start 2 Programme**

This was a Fermanagh and Omagh District Council Programme of support for businesses not eligible for Invest Northern Ireland assistance.

Fermanagh Enterprise Ltd teamed up with Omagh Enterprise Co Ltd and Full Circle to deliver the Programme in Fermanagh. The Programme finished in December 2022.

Programme outputs included:-

- Sales Academy - Full Circle
- 4 Workshops:-
  - Introduction to using Shopify to export business (online 12.04.2022)
  - Social Media Marketing - Instagram and Facebook for your business (online 17.05.2022)
  - Employment considerations for small businesses (online 13.09.2022)
  - Social Media Marketing - Tik Tok ads (Ardhowen Theatre 16.11.2022)

There were 15 businesses supported on the Programme in Fermanagh.

#### **4.0 CONSULTANCY**

##### **4.1 ENI Small Business Loan**

During the year, 3 clients have been successful in gaining Loan Support through the ENI Small Business Loan. These clients are eligible for 15 hours Mentoring during their first year for which a total fee of £300 is payable in two instalments - £200 when the loan is approved and £100 when all Mentoring is completed.

Businesses assisted were: -	Painting/Decorating Business	£5,000
	Childminder	£20,000
	Shoe shop	<u>£14,000</u>
	<b>TOTAL</b>	<b>£39,000</b>

#### **5.0 PROPERTY**

##### **5.1 Abbey House Business Centre**

###### **5.1.1 Abbey House Business Centre Solar Panels**

As part of the Organisations Environmental Sustainability Strategy, a 24 kWp Solar PV installation was installed in October 2022 at Abbey House Business Centre.

## 5.2 Killyhevlin Business Centre

In March 2012, the Board of Directors of Fermanagh Enterprise Ltd identified an opportunity to further extend the services the Organisation is supporting and encouraging Economic Development in the area.

A redundant, derelict site, previously occupied by NI Water in the Killyhevlin Industrial Estate was acquired in October 2013 and subsequently regenerated to provide 28 offices and 5 industrial units on the 3-acre site. Today the Killyhevlin Business Centre is a thriving hub of business activity and home to 26 businesses providing jobs for approximately 72 people.

## 6.0 CHARITABLE STATUS

As documented in our Business Plan and in keeping with our status as a Charitable Organisation, the expertise and experience of the staff have been provided free of charge to a range of individuals, community groups, schools and stakeholder organisations. This has been recorded and can be broken down as shown in **table 5**.

**Table 5 - STAFF HOURS FOR FREE PUBLIC BENEFIT SINCE 1 APRIL 2022**

<i>April 2022 – March 2023</i>	Duration
Business Advice and Support	54 Hours
Local Development	146.45 Hours
Schools and Colleges	81 Hours
Equipment and Room Usage	17.5 Hours
<b>TOTAL</b>	<b>298.95 Hours</b>

## **7.0 ENTERPRISE AWARENESS**

### **7.1 Company Profile**

Maintaining adequate profile throughout the County and beyond to ensure maximum awareness among clients and others was a key corporate strategic objective during the year.

Contributions to the local press may be summarised as follows: -

- a) There were 2 press releases and 2 photographs.
- b) The Organisation was also associated and mentioned in at least 120 local press items during the year.
- c) A social networking presence was maintained with activity on Facebook - 332; Twitter - 78; and Website Blogs - 104.

### **7.2 Partnership Working**

The Agency maintained a strategic involvement with all relevant local enterprise and economic development bodies. Staff were proactively involved in a range of operational projects/programmes and served on a range of committees and worked in partnership with a range of organisations which included: -

- Enterprise Northern Ireland
- Fermanagh and Omagh District Council
- Rural Development Programme
- Schools
- Banks
- Invest Northern Ireland
- InterTradeIreland
- Princes Trust
- Fermanagh and Omagh Community Planning
- ICBAN
- South-West College
- Workhouse Project
- Northern Ireland Enterprise Agencies
- Enterprise West
- Cross Border Enterprise Boards

## **8.0 AUDIT AND RISK SUB-COMMITTEE**

The Audit and Risk Sub-Committee met in November 2022.

The Committee set out the risk profile and agreed Risk Categorisation and appetite for risk. It was noted that the Sub-Committee operated on the basis of prudence and was careful to err on the side of caution.

The Sub-Committee considered the key risks, categorising risks as Operational, Strategic and Financial. Four areas of high-risk were identified. The widespread uncertainty in the global economy was reflected in the designation of Financial sustainability as a 'red' risk area. The Members agreed that there was a risk of either not achieving projected income or experiencing higher than projected expenditure. Additionally, the Sub-Committee felt that cash flow is another area of high-risk as late/non-payments by debtors could be a feature going forward. The Sub-Committee agreed a series of controls and monthly reporting to the Board to ensure these areas of risk received the optimum attention and control. Other areas of risk were deemed either medium, low or insignificant.

## **9.0 QUALITY**

The QMS International Quality Audit took place on 12 October 2022.

The Audit confirmed that the Company Management Systems attained the Quality level necessary to gain accreditation to meet the International Management Standard ISO 9001:2015.

### **9.1 Summary Report on Directors Appraisal of the Board**

On 25 April 2022, in keeping with best Governance practice, the Directors completed an Appraisal of the Board's operation. A resulting report was tabled at a full meeting of the Board on 25 November 2022.

### **9.2 Succession Planning**

During the year, the Board developed and agreed a Succession Plan designed to mitigate against the risk of emergency succession arising in the staff team.

## **10.0 MANAGEMENT SERVICES TO DERRYLIN ENTERPRISES LIMITED**

The agency continues to provide management support to Derrylin Enterprises Limited where occupancy remains at 100%

## **11.0 RESERVES POLICY**

**April 2023**

### **11.1 Introduction**

Community Change, NICVA and the Volunteer Development Agency have been part of a steering group on best practice in finance and governance along with the Department of Health, Social Services and Public Safety, the Department for Finance and Personnel and the Department for Social Development. The steering group have been working on developing guidance on organisational reserves in voluntary and community organisations.

The purpose of the guidance is to provide voluntary and community organisations with best practice advice in respect of reserves. The guidance highlights the importance of having an agreed Reserves Policy which justifies holding appropriate levels of financial reserves to protect against future uncertainties and allow organisations to take advantage of change and opportunity.

The Board of Directors of Fermanagh Enterprise Ltd (FEL) have applied this guidance and best practice in developing this Reserves Policy.

### **11.2 Policy Statement**

The Board of Directors of FEL are aware of the need to secure the viability of the Organisation beyond the immediate future. In order to maintain and develop support to the Organisation's Small Business Start-up and Growth clients in a strategic way, the Board recognise the need to maintain sustainability both of the skills and experience accrued by the staff and also the extensive workspace built to provide an important business location for the Organisation's tenant businesses.

The Board also recognise the risks associated with the short-term nature of much of the support Programmes currently being delivered by the staff, all of which are subject to tender on the open market as well as being influenced by the budget restrictions and limitations of bodies which are well outside the control or influence of the Directors themselves.

In order to be able to provide reliable services over the longer term, FEL must be able to absorb setbacks and to take advantage of change and opportunity. It is considered good practice for the Organisation to seek to build and maintain some financial reserves which will allow the Board to meet future commitments or unforeseen expenses without a negative impact on their ability to deliver their services or develop their businesses in the manner planned.

The Board has agreed to seek to build some financial reserves which will allow them to:

- Absorb some of the impact of falling revenues caused by the pandemic and other global economic stresses
- meet future commitments or unforeseen expenses without a negative impact on their ability to deliver their services
- take advantage of any future business opportunities which may present themselves
- be in a position to respond to any developing market demand for services over and above that provided from the current portfolio of the Organisation.

### **11.3 Definition of Reserves**

For the purposes of this Policy the term “Reserves” is applied to that part of the Organisation’s income that is freely available for its general purposes. Reserves are the resources the Organisation has or can make available to spend for any or all of its purposes, once it has met its commitments and covered its other planned expenditure.

This definition excludes unspent money from restricted grants or funds where this is relevant.

### **11.4 Designated Funds**

A figure of 90-110% of depreciation will be set aside annually in the Company Accounts as ‘Designated Funds’. The actual figure to be agreed at the Annual General Meeting of the Directors each year.

The Designated Funds will provide for future and on-going expenditure on capital items such as major repairs, purchase and/or refurbishment.

### **11.5 Extent of Reserves**

Reserves are needed to secure the viability of the Organisation, meet unforeseen contingencies and develop and grow the services of the Company and dependant on a range of external factors including market demand for property and micro and macro trends in the economy which are outside the control of the Board. The extent of the Reserves required are likely to be in the region of £600k to £2m.

The Board plan to build Reserves year on year from trading surpluses if available.

### **11.6 Review**

This Reserves Policy will be reviewed Annually.



**Summary Operational Plan**  
**for**  
**Year Ending 31 March 2024**

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## **3.0 Staff Organisational Chart**

## **1.0 INTRODUCTION**

### **1.1 Background**

Fermanagh Enterprise Limited was set up in 1985 as one of the first Local Enterprise Agencies in Northern Ireland. The Organisation represents the vision of a dedicated group of local professional and business people who sought realistic solutions to the problems of unemployment, through promoting the establishment and development of small businesses.

The Organisation is based in the Enniskillen Business Centre, 21 Lackaghboy Road, Enniskillen and also works in close co-operation with a network of other Enterprise Centres and a range of Partnership Bodies at a Local, Regional and Cross Border level. The Agency is a member of Enterprise Northern Ireland, an association of Enterprise Agencies which exists to make Northern Ireland more enterprising and innovative.

Fermanagh Enterprise Limited is a company registered in Northern Ireland with Company Number NI 18464 and is registered as a Charity with the Charity Commission for Northern Ireland Number NIC101571.

### **1.2 Mission Statement**

***To strengthen the economy of Fermanagh through encouraging, assisting and advising individuals wishing to move to self-employment and set up and grow their own business.***

### **1.3 Values**

- Quality, Excellence and Professionalism
- Respectfulness, Responsiveness
- Encourage collaboration
- Transparency and accountability
- Good governance
- People First - Customers, Staff and local community.

### **1.4 Aims**

- To relieve poverty through stimulating economic prosperity
- To relieve unemployment through the promotion of enterprise and micro business start-up, growth and development.

## **1.5 Objectives**

- To provide flexible industrial and office workspace suited to start-up and growing small businesses.
- To provide free business advice, mentoring and support to members of the public in Fermanagh wishing to explore self-employment and/or set up a small business.
- To maintain a public profile to ensure potential clients are aware of our services.
- To deliver programmes of Support to the target market in Fermanagh.
- To develop links and working relationships with other stakeholders at a local, regional and wider level.
- To operate Fermanagh Enterprise Limited to the highest level of Integrity and Accountability.
- To operate a well-run, financially viable Organisation which generates sufficient profit to fund other objectives.
- To incorporate environmental sustainability into the decision making processes of the Company.

## **1.6 Charities Commission Statement**

The objects of the Company shall be the promotion for the public benefit of urban and rural regeneration in County Fermanagh and the surrounding areas (the "area of benefit"), being an area of social and economic deprivation, by all or any of the following means: (i) the relief of poverty in such ways as may be thought fit; (ii) the relief of unemployment in such ways as may be thought fit, including assistance to find employment; (iii) the advancement of education, training or retraining, particularly among unemployed people and providing unemployed people with work experience; (iv) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help: (i) in setting up their own business, or (ii) to existing businesses; (iii) the creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms.

## **2.0 KEY PERFORMANCE TARGETS FOR THE YEAR**

### **2.1 Workspace**

***To provide flexible industrial and office workspace suited to start-up and growing small businesses***

***Actions***

- Maintain over 42,000 sq ft of lettable space in Enniskillen Business Centre @ 90% occupancy
- Maintain over 10,000 sq ft of lettable space in The Buttermarket, subject to lease negotiations and decisions by FODC @ 90% occupancy
- Maintain over 17,400 sq ft of lettable space in Killyhevlin Business Centre @ 90% occupancy
- Maintain over 5,700 sq ft of lettable space in Abbey House Business Centre @ 90% occupancy
- Ensure units are accessible by offering easy term licence agreements
- Ensure units are affordable by comparison with market rates
- Recognise incubation role - Measure tenant turnover
- Provide superfast Broadband to all workspace units via a leased line and 'a fibre to the desk' connection.
- Install electric charging points at Enniskillen Business Centre and Killyhevlin Business Centre sites.

### **2.2 Public Benefit**

***To provide free business advice, mentoring and support to members of the public in Fermanagh wishing to explore self-employment and/or set up or grow a small business***

***Actions***

- Maintain within resources, an 'open door' policy to the general public who are free to ask for business advice and guidance
- Staff will contribute time where possible in Public Service to promote Enterprise and Business Development in the County.,

### **2.3 Public Profile**

***To maintain a public profile to ensure potential clients are aware of our services***

***Actions***

- Maintain Website and Social Networking presence
- Maintain database of clients
- Regular e-mails to client base
- Newspaper presence to include press releases and photos.

### **2.4 Support Programmes**

***To deliver programmes of Support to the target market in Fermanagh***

***Actions***

- Deliver the Northern Ireland Go For It Programme
- Deliver the Councils Women Into Enterprise Programme
- Achieve output targets as detailed in Letters of Offer in Delivery of Support Programmes.

## 2.5 Stakeholder Links

***To develop links and working relationships with other stakeholders at a local, regional and wider level***  
***Actions***

- Staff to work on initiatives by other bodies and organisations such as FODC, Omagh Enterprise Company, ENI, Invest NI, Enterprising West, Schools, SW College, DEARA and others as the opportunity arises
- Maintain Managing Agent role for Derrylin Enterprises Limited.

## 2.6 Governance and Sustainability

***To operate Fermanagh Enterprise Limited to the highest level of Integrity and Accountability***  
***To operate a well-run sustainable Organisation which generates sufficient profits to fund other objectives***  
***Actions***

- Maintain a representative Board with appropriate expertise and experience
- Full Management Accounts monthly to Board
- Directors Appraise Board Operations
- All Board papers including Agenda, Minutes of Previous Meeting and Management Report to be circulated to Directors at least 4 days before a meeting
- Operational Plan and Budget to be agreed by Board at the beginning of the financial year. Annual Report including variance analysis at year end
- Annual Report publicly available on Company website
- Operate all Systems and Procedures to the ISO 9001:2015 Standard
- Generate sufficient profits to cover all costs
- Full Audited Annual Accounts to be presented to Board at AGM in October
- Provide Training in Governance Best Practice for Directors.

3.0 STAFF ORGANISATIONAL CHART

The organisational chart provides an illustration of the staffing and management profile of the Organisation.

