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Fermanagh Enterprise Ltd



Annual Report

Year Ended 31 March 2024

Presented to Board of Directors 13 May 2024



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1.0 INTRODUCTION

This Annual Report covers the 12-month period ending 31 March 2024.

This Report was adopted by the Board at a meeting of Directors on 13 May 2024.

The layout used provides brief details of each area of operation and programme delivery which has occurred during the year.

2.0 WORKSPACE

2.1 Buttermarket Occupancy

- Occupancy 97% (2023 99%)

Table 1 - Summary of Current Occupancy Details

Table 1 - BUTTERMARKE T OCCUPANCY – MARCH 2024

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	Hairitage Hair & Millinery Studio	July 2023
6	Rebecca's Coffee Shop Store	
7	Ken Ramsey Picture Framing	
8	Enniskillen BID Ltd	
9	The Natural Beauty Pot	June 2023
10	Material Things	
11	Design Ink	
12	EweMomma	
13	FALLGUY Records	December 2023
14	Jo Tinney Art Studio	
15	Ken McBride Photography	
16	Angela Kelly Jewellery	
17	Frances Morris Art Studio & Gallery	
18	EweMomma Too	
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 expanded, relocated and retired during the period are: - 1 *expanded* - The Natural Beauty Pot; 1 *relocated* - Elysian; 1 *Retired* - Stitch-in-Time.

2.2 Enniskillen Business Centre Occupancy

Over the year, average occupancy was 98% (2023 99%)

Table 2 - Summary of Current Occupancy Details

Table 2 - ENNISKILLEN BUSINESS CENTRE OCCUPANCY – MARCH 2024

Unit No	Unit Holder	Start Date New Tenants (in this year)
1	Latimer Building Services (NI) Ltd	
2	NGS Guttering LTD	January 2024
3	Erne Play Therapy	
4-6	ICBAN	
7	Theresa Monaghan Psychotherapy	
8-11	Corrigan & Co Limited	
12	Fitness Matters	
13-17/47	Western Health & Social Care Trust	
18-19	Fermanagh School of Music & Performing Arts	
20	Flavour House Restaurant	August 2023
21	Polliwogs Paint Pots	
22	Tops Barber Shop	
23/48a	happythreads.co.uk	
24	Hair by Julie Farry	
25	McNutt Plumbing & Heating	
26-27	Lakeland Electrical Services (NI) Ltd	
28-30	Fermanagh Flooring	
31	WHSCT Condition Management Programme	
32	Jets Cheerleading	
33	Fermanagh GAA	
34	Fabric Fashion	
35-36	SMC Services	
37	North West Mountain Rescue Team	
38	The Pilates Studio	
39	GP Marine & Pool Engineering	November 2023
40	Kevin McHugh Art	September 2023
41-44	Fermanagh Community Transport	
45	Digi Repairs (UK & Ireland) Ltd	
46	Lakeland Physiotherapy & Sports Medicine	
48b	Maritime & Coastguard Agency	
49	Annan Interiors Ltd	
50	Pat Nolan Woodwork	
51	R H Financial Matters	
52	Powder & Pout Beauty Salon	
53	Discreet Beauty Solutions	
54	First Choice Selection Services Ltd	
55	Watters Property Sales	
56	Niall Greene Counselling	
57	OHL Electrical	February 2024
58	Judy Buckley Reflexology	
59	JH Counselling	
60-63	Care Plus	

Details of Unit Holders who relocated and retired during the period are: - *5 relocated* - ViberOptix, Ciara Jones Photography, Plant Machinery & Commercial Advertising, Linda Johnston Life Coach, Erne Water Taxi; *1 retired* - Enterprise Catering.

2.3 Killyhevlin Business Centre Occupancy

Over the year, average occupancy was 89% (2023 87%)

Table 3 - Summary of Current Occupancy Details

Table 3 - KILLYHEVLIN BUSINESS CENTRE OCCUPANCY – MARCH 2024

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	Erne Empathy & Hope Therapy	January 2024
7	Mind Yoga & Rehab Studio	
8-9	Café JD	
10	Red Cross	
11	Fermanagh Neuromuscular Therapy & Sports Injury Clinic	
12	Grainne Moane Hair & Makeup	
13/20	Liberty Insurance	
14	Christian Coyle	
15	Ear Wax Removal Specialist	January 2024
16	Vacant	
18	TCTS Group Ltd	December 2023
19	Erne Counselling Services	
21	Vacant	
22	G.J Gartland Chartered Accountants	
23	Paul Cassidy	
24	Roofscape Limited/Pimsmart	
25	Roxborough Ltd	January 2024
26	Bogue & Co Solicitors	
27	PFPWEALTH	
28	Fermanagh GAA	
29	EVRI	
30/32-33	Castle Foods Services Ltd	
31	Siemens Gamesa Renewable Energy Ltd	
34	Speedy Cabs *	February 2024
Compound	Trevor's Courier Service Ltd	

Details of Unit Holders who downsized, relocated and temporary use during the period are: - *1 downsized & relocated* - Anaeko, *2 relocated* - Martin Insurance Ltd, Carly's Holistic Therapies; *1 temporary use* - Karl Cinnamond.

*Speedy Cabs - *change of ownership*.

2.4 Abbey House Business Centre Occupancy

Over the year, average occupancy was 94% (2023 94%)

Table 4 - Summary of Current Occupancy Details

Table 4 - ABBEY HOUSE BUSINESS CENTRE OCCUPANCY - MARCH 2024

Unit No	Unit Holder	Start Date New Tenants (in this year)
A	VRAI Consultancy Ltd	
B	Merrion Data Consultants Limited	
C	Ethical Digital Studio	July 2023
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	
8	Digital Hub A: NI Cars Ltd B: Joseph Hafeez C: Blue Noise Design D: FarmLab Diagnostics	August 2023 August 2023
9-11	Forsyth of Denny	
12	Dee Hamill Nutrition	
13/28	Nu Span Flooring Ltd	
14	EMS Brokers	August 2023
15	Dcx-FER	
16	Patrice's Podiatry Practice	
17	Anaeko	September 2023
18	MacDigital	
19	BIM Recruiter	
20	Erne Facades Ltd	
21	MYI Ltd	
22	McKees	November 2023
23	Praxis Care	December 2023
24	HopeWorks Therapy	June 2023
25	CASS LTD	
26	Vacant	
27	Erne E-Commerce	

Details of Unit Holders who relocated, downsized and temporary use during the period are: - *6 relocated* - Caitlin Hinger, GRB Solicitors, Derek Dunne, Mujika Ltd, Leighan Consultancy Ltd, Linda Johnston Life Coach; *3 downsized* - Think6 Marketing Solutions, EMS Brokers, Nu Span Flooring Ltd; *1 temporary use* - Julien Ricoux.

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 – 19% (2023 22%)

3.0 PROGRAMMES

3.1 Go For It Programme

Fermanagh Enterprise Ltd, Omagh Enterprise Company Ltd and Enterprise Northern Ireland have worked 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. The Programme ceased on 30 September 2023.

73 Business Plans were completed against a Target of 72.

3.2 Northern Ireland Enterprise Support Service (NIESS) – Go Succeed

The Go For It Programme has been replaced by the Northern Ireland Enterprise Support Service (NIESS) – Go Succeed.

This Programme is funded by the UK Shared Prosperity Fund and run by the Councils. Enterprise Northern Ireland have successfully tendered in conjunction with 28 Enterprise Agencies to deliver this support. Fermanagh Enterprise is the delivery point in Fermanagh.

NIESS will replace Go For It and should generate similar levels of support to our micro business clients and comparable annual revenues for the Organisation.

3.3 Female Entrepreneur Programme

This is a business support Programme funded by the Fermanagh and Omagh Labour Market Partnership (F&O LMP), through the Department for Communities. The Programme focuses on improving employability outcomes and labour market conditions locally by working with partners from across the public, private and community/voluntary sectors. The Female Entrepreneur Programme supported 15 women to start up in business across the Council area with a combination of mentoring, training and grants of up to £1,500.

3.4 Northern Ireland Explore Enterprise Support Service (NIEESS)

The Northern Ireland Explore Enterprise Support Service is a new initiative delivered by Enterprise Northern Ireland in partnership with The Princes Trust NI and local enterprise agencies which provides self-employment or employment support to economically inactive individuals across Northern Ireland.

This support provides an insight into starting a business or enables individuals to take the first steps to gaining employment.

The NIEESS offers mentoring and training at a pace tailored to individual needs and provides the opportunity to work towards achieving a Level 2 qualification.

Eligibility criteria include:

- Aged 16 or over.
- Economically Inactive.

25 clients were supported during the year.

4.0 CONSULTANCY

4.1 ENI Small Business Loan

During the period, 5 clients have been successful in gaining Loan Support through the ENI Small Business Loan. We received a Start-up Loan Referral Fee of £100 for each of the successful applicants.

Businesses assisted were: -	Coffee Shop	£6,500
	Gaming Centre	£10,000
	Selling Fishing Bait	£14,000
	Carpentry Business	£5,000
	Messy Play Franchise	<u>£7,000</u>
	TOTAL	£42,500

5.0 PROPERTY

In keeping with maintaining the built estate in serviceable order, a number of items were attended to during the year.

- The tarmac at the front and entrance of Enniskillen Business Centre was replaced.
- A number of external aluminium doors on the front units of the Enniskillen Business Centre were refurbished. This included realignment and insulation which has improved the thermal and draft excluding properties to ensure greater energy efficiency.
- The installation of EV Chargers at Lackaghboy and the Killyhevlin site was completed by Weev. This, in line with our Sustainability Strategy, will help to promote climate action among our tenants, neighbouring businesses and the wider community.

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 2023

<i>April 2023 – March 2024</i>	Duration
Business Advice and Support	168 Hours
Local Development	108 Hours
Schools and Colleges	28 Hours
Equipment and Room Usage	64 Hours
TOTAL	368 Hours

7.0 ENTERPRISE AWARENESS

7.1 Company Profile

Maintaining an 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 10 press releases and 10 photographs.
- b) The Organisation was also associated and mentioned in at least 93 local press items during the year.
- c) A social networking presence was maintained with activity on Facebook – 337; Twitter – 339; and Website Blogs – 157.

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
- Schools
- Banks
- Invest Northern Ireland
- InterTrade Ireland
- Princes Trust
- Fermanagh and Omagh Community Planning
- ICBAN
- South-West College
- Workhouse Project
- Northern Ireland Enterprise Agencies
- Enterprise West
- Cross Border Enterprise Boards
- Full Circle

- Jobs and Benefits.

8.0 AUDIT AND RISK SUB-COMMITTEE

The Audit and Risk Sub-Committee met in November 2023 setting out the risk profile and agreeing Risk Categorisation and appetite for risk. The Sub-Committee operated on the basis of prudence and was careful to err on the side of caution, categorising risks as Operational, Strategic or Financial.

The current and future risks associated with Financial Sustainability were downgraded in likelihood to low and moved from a red categorisation to amber. Also, the risk of loss of lease or income from the Buttermarket was downgraded to amber. The Sub-Committee felt that cash flow remained one area of high-risk as late/non-payments by debtors/tenants could be a feature going forward. This therefore retained a red categorisation.

The Sub-Committee installed a series of agreed controls around monthly reporting to the Board which they felt confident would ensure areas of risk received the optimum attention and control.

9.0 QUALITY

The QMS International Quality Audit took place on 17 October 2023.

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 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.

11.0 RESERVES POLICY

April 2024

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 developed 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 skills and experience accrued by 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 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:

- maintain the fabric of the built estate in good functional order and meet any repair/maintenance requirements as buildings age.
- absorb some of the risk of falling revenues caused by external 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 or workspace 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, 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 £800k 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 2025

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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 and operations 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.

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 Enterprise Support Service Programme.
- Deliver the Northern Ireland Explore Enterprise Support Service Programme.
- Deliver the Councils Female Entrepreneur 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 Administration role for Derrylin Enterprises Limited.

2.6 Governance

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 the 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.

2.7 Environmental Sustainability

Agree and implement Corporate Environmental Policy.

Actions

- Ensuring compliance with relevant environmental legislation.
- Communicating our environmental policy to employees and providing appropriate training.
- Transparency - making environmental policies and progress publicly available.
- Maximising energy efficiency.
- Commission tech help to measure baseline CO₂ output for scope 1 and 2 emissions.
- Reducing energy consumption and greenhouse gas emissions to achieve a 50% reduction in our scope 1 and 2 GHG emissions from a 2023 baseline by 2030 as a first step towards net zero by 2050.
- Working towards measuring and reporting scope 3 emissions.
- Taking action to influence and reduce value chain scope 3 emissions.
- Setting targets to achieve maximum impact.
- Maximise recycling and minimise waste.
- Assessing and improving our impact on nature.
- Working towards influencing the net zero ambition in wider society.
- Review and continual improvement of environmental policy and actions.
- Gain and maintain independent verification through the ISO 14001 standard.

3.0 STAFF ORGANISATIONAL CHART

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



