

**Summary Operational Plan for Year Ending 31 March 2017**

**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, sustainable Organisation which generates sufficient profits to fund other objectives.

## 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
- Maintain over 10,000 sq ft of lettable space in The Buttermarket
- Maintain over 15,000 sq ft of lettable space in Killyhevlin Business Centre
- 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
- Maintain workspace occupancy levels at Enniskillen Business Centre and Buttermarket at or above 80%
- Maintain occupancy of 70% in Killyhevlin Business Centre.

## **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 at least 500 hours next year 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 two Exploring Enterprise Programmes
- Deliver Regional Start Programme until 21 October 2016 as a rolling monthly Contract
- Tender for any Business Start Programme which succeeds Regional Start
- 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 in initiatives by other bodies and organisations such as FODC, Omagh Enterprise Company, FEDO, ENI, Invest NI, Enterprising West, Schools, SW College, DARD 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
- Business plan and Budget to be agreed by Board at the beginning of each financial year. Annual Report including variance analysis at year end
- Annual Report publically available on Company website
- Operate all Systems and procedures to the ISO 9001 Standard
- Generate sufficient profits to cover all costs
- Full Audited Annual Accounts to be presented to Board at AGM in October.

## **3.0 PROGRAMME TARGETS**

### **3.1 Enterprise Awareness/Pre-Start**

#### ***Exploring Enterprise Programme***

Two Exploring Enterprise Programmes will be delivered this year.

The Programme will cater for 20 participants. All training will be delivered by Agency staff.

### **3.2 Regional Start**

The current Regional Start Contract runs until 21 October 2016 on a rolling monthly basis.

Target Business Plan numbers are 108. All work associated with delivery of the Regional Start Contract is undertaken in-house by experienced staff.

It is anticipated that Fermanagh Enterprise Limited will tender for any FODC Start-up Programme after October 2016 which succeeds Regional Start.

#### 4.0 STAFF ORGANISATION CHART

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

