



Summary Operational Plan
for
Year Ending 31 March 2022

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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, 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

Performance targets this year are prepared on the backdrop of the unique circumstances created by the Global Pandemic. The Operations of the Company will continue to be impacted by the uncertainty associated with the COVID-19 situation. Economic fall-out at all levels is unknown at this point and even medium-term planning at this time is difficult.

However, current planning will be informed by the experiences of the past year and Board crisis management practices which have proved effective will be retained for as long as necessary and at least for the first half of the year. Thus, cash flow analysis and budget projections will be updated and reported to the Board on a monthly basis. This will be reviewed in October 2021.

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 @ 85% occupancy
- Maintain over 10,000 sq ft of lettable space in The Buttermarket, subject to lease negotiations and decisions by FODC @ 85% occupancy
- Maintain over 17,000 sq ft of lettable space in Killyhevlin Business Centre @ 85% occupancy
- Maintain over 5,200 sq ft of lettable space in Abbey House Business Centre @ 85% 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
- Maintain a COVID-19 Sub-Committee to mitigate issues and ensure the best possible outcomes in regard to sustainability and survival of the Organisation.
- Liaise with Tenant Businesses to provide support and maximise occupancy throughout the COVID-19 Crisis
- 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 and the COVID-19 Guidelines, 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 except where restricted by the COVID-19 Crisis

Actions

- Deliver the Northern Ireland Business Start-Up Programme
- Deliver the Councils Kick Start Programme
- Achieve output targets as detailed in Letters of Offer in Delivery of Support Programmes
- Deliver Exploring Enterprise Programme in Fermanagh.

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 and within COVID-19 Guidelines
- 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 and updated in October. Annual Report including variance analysis at year end
- Cash Flow Analysis, Budgets and Reports to be updated in conjunction with the COVID-19 Sub-Committee and reported to the full Board monthly, once monthly rent receipts are documented.
- 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.

3.0 STAFF ORGANISATION CHART

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

