

May 6th, 2022

**Notice Of Meeting**

You are requested to attend the Enterprise Regeneration & Tourism Committee meeting to be held on **Monday, 9th May 2022** at **6:00 pm** in **Council Offices Monaghan Row Newry** and **via Microsoft Teams**.

**Committee Membership:**

Councillor R Howell **Chairperson**

Councillor T Andrews **Deputy Chairperson**

Councillor R Burgess

Councillor W Clarke

Councillor D Curran

Councillor M Gibbons

Councillor G Hanna

Councillor V Harte

Councillor M Larkin

Councillor R Mulgrew

Councillor A McMurray

Councillor H Reilly

Councillor M Ruane

Councillor M Savage

Councillor G Stokes

# Agenda

1.0 Apologies and Chairperson's remarks

2.0 Declarations of Interest.

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## *Presentations*

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3.0 **Presentation by Eoin Magennis University of Ulster re: UUEPC Spring 2022 Economic Outlook.**

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4.0 **Action Sheet: Enterprise Regeneration & Tourism Committee Meeting - Monday 11 April 2022. (Attached)**

 *ERT Committee Action Sheet - April 2022.pdf*


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## *Enterprise, Employment and Regeneration Items*

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5.0 **4C UR Future Skills base event - 09 June 2022. (Attached)**

 *ERT Report - 4C UR Future.pdf*

*Page 4*

6.0 **International Relations Agreement with Municipalité de Lamorlaye, North of France. (Attached)**

 *ERT Report - International Relations.pdf*

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7.0 **Service Level Agreement - Lunasa Festival 2022. (Attached)**

 *ERT Report - Lunasa Festival 2022 SLA.pdf*

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## *Exempt Information Items*

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8.0 **Newry River Channel Markers - Maintenance Agreement. (Attached)**

This item is deemed to be restricted by virtue of Paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2015 - information relating to the financial or business affairs of any particular person (including the Council holding that information) and the public may by resolution, be excluded during this item of business.

 *EXEMPT ERT Report - Newry River Channel Markers Maintenance Agreement.pdf*

*Not included*

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**9.0 Update re: Artisan Markets. (Attached)**

 *ERT Report - Artisan Markets Update Apr21 - Mar22.pdf*

Page 15

**10.0 Update re: Business Development Programme. (Attached)**

 *ERT Report - Business Development Programme Update.pdf*

Page 19

**11.0 Reports re: Castlewellan Forest Park Task & Finish. (Attached)**

 *ERT Report - Castlewellan Forest Park Task & Finish.pdf*

Page 25

 *Appx. A - Castlewellan Forest Park T&F 01.10.21.pdf*

Page 28

 *Appx. B - Castlewellan Forest Park T&F 05.11.21.pdf*

Page 33

 *Appx. C - Castlewellan Forest Park T&F 17.12.21.pdf*

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 *Appx. D - Castlewellan Forest Park T&F 01.03.22.pdf*

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**12.0 ERT Historic Action Tracker Sheet. (Attached)**

 *ERT Historic Action Tracker Sheet - for May Mtg 2022.pdf*

Page 45

**13.0 Report of Louth / NMD Strategic Alliance Meeting - 23 February 2022. (Attached)**

 *Louth NMD Strategic Alliance Report 23.02.22.pdf*

Page 55

**14.0 Planning Performance Figures - April 2022. (Attached)**

 *Planning Performance Report April 2022.pdf*

Page 58

**15.0 "Sloane Lab Project" - County Down Museum. (Attached)**

 *ERT Report - Sloane Lab Project Down County Museum.pdf*

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**16.0 Invest NI Economic Recovery Action Plan (ERAP). (Attached)**

 *ERT Report - INI Economic Recovery Action Plan (ERAP).pdf*

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 *Appx 1 INI ERAP.pdf*

Page 71

 *Appx 2 INI ERAP.pdf*

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# Invitees

Cllr Terry Andrews  
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Ms Kate Bingham  
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Cllr Patrick Brown  
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Cllr Robert Burgess  
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Cllr Pete Byrne  
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Mr Gerard Byrne  
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Mrs Dorinnia Carville  
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Cllr Charlie Casey  
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Cllr William Clarke  
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Cllr Dermot Curran  
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Cllr Laura Devlin  
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Ms Louise Dillon  
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Cllr Cadogan Enright  
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Cllr Aoife Finnegan  
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Cllr Hugh Gallagher  
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Cllr Mark Gibbons  
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Cllr Oonagh Hanlon  
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Cllr Glyn Hanna  
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Cllr Valerie Harte  
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Cllr Roisin Howell  
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Mr Colum Jackson  
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Mrs Sheila Kieran  
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Cllr Mickey Larkin  
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Cllr Alan Lewis  
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Mr Michael Lipsett  
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Cllr Oonagh Magennis  
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Mr Conor Mallon  
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Cllr Gavin Malone  
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Cllr Cathy Mason  
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Mr Johnny Mc Bride  
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Colette McAteer  
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Cllr Declan McAteer  
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Cllr Leanne McEvoy  
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Jonathan McGilly  
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Cllr Harold McKee  
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Patricia McKeever  
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Cllr Karen McKevitt  
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Cllr Andrew McMurray  
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Cllr Roisin Mulgrew  
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Cllr Declan Murphy  
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Cllr Barra Ó Muirí  
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Linda O'Hare  
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Cllr Gerry O'Hare  
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Cllr Kathryn Owen  
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Mr Andy Patterson  
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Cllr Henry Reilly  
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Cllr Michael Ruane  
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Cllr Michael Savage  
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Cllr Gareth Sharvin  
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Donna Starkey  
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Cllr Gary Stokes  
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Sarah Taggart  
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Cllr David Taylor  
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Cllr Jarlath Tinnelly  
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Cllr John Trainor  
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Central Support Unit  
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Cllr William Walker  
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Mrs Marie Ward  
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ACTION SHEETENTERPRISE REGENERATION & TOURISM COMMITTEE MEETINGMONDAY 11 APRIL 2022

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
ERT/066/2022	LABOUR MARKET PARTNERSHIP ACTION PLAN 2022-2023	<p>a) To note Council have prepared and submitted to DFC a Strategic Assessment and Action Plan for implementation of a LMP across the District. This action plan has been approved by the Regional LMP on 25th March 2022.</p> <p>b) To accept DFC Letters of Offer for LMP / Skills and Employability activity, including administration and operational costs</p> <p>c) To approve Business Case for the implementation of the LMP Action Plan for 2022/2023</p> <p>d) Council to procure and appoint external delivery agents to implement the range of initiatives outlined in the attached business case, subject to DFC funding</p>	J McGilly	Letter of offer now received and progressing actions as per agreed recommendations – Letter to dept not now required	y

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
		<p>e) To establish an Service Level Agreement with Newry and Mourne Enterprise / Down Business Centre for implementation of the Self-Employment: Business Start Development Programme - £65,000, subject to DFC funding</p> <p>f) To establish Service Level Agreements with Southern Regional College and South Eastern Regional college for the delivery of initiatives under apprenticeship awareness - £20,000, subject to DFC funding</p> <p>g) To establish Service Level Agreements with Southern Regional College and South Eastern Regional college for delivery of upskilling programmes to local employers and their employees, - £62,000 , subject to DFC funding</p> <p>h) Council write to DFC regarding the delay in issue of Letters of Offer for LMP operational and resource activity, highlighting the subsequent impact on delivery at a local level.</p>			

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
ERT/067/2022	STRATEGIC REVIEW OF MUSEUMS SERVICES – TERMS OF REFERENCE	To approve the Terms of Reference and the list of stakeholders, as per Report dated 11 April 2022 from Mr C Mallon Director Enterprise Regeneration & Tourism, and to include the additional stakeholders as outlined by Councillor Brown.	A.Patterson	In progress	Y
ERT/068/2022	(EXEMPT) ULSTER RALLY SPONSORSHIP	Council enter into a sponsorship agreement with the event promoters with regard to the Ulster Rally event in Newry in August 2022.	A.Patterson	In progress	Y
ERT/069/2022	(EXEMPT) GRAPHIC DESIGN CONTRACT	To approve the Business Case and Council to undertake the necessary procurement exercises to tender and appoint a graphic design, artwork and print management services contract for tourism, for a 3 year term.	A.Patterson	In progress	Y
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<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	4C UR Future event 9 <sup>th</sup> June 2022
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly, Assistant Director Enterprise, Employment and Regeneration
<b>Contact Officer (Including Job Title):</b>	Amanda Smyth Head of Regeneration and Business Development

Confirm how this Report should be treated by placing an x in either: -

<b>For decision</b>	<input checked="" type="checkbox"/>	<b>For noting only</b>	<input type="checkbox"/>
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	<p><u>Purpose</u> To approve the below recommendations:</p> <ul style="list-style-type: none"> <li>• Council to increase contribution to 4C UR Future Skills base event, on 9<sup>th</sup> June 2022 to £6,000</li> </ul> <p><u>Background</u> 4C UR Future collaborates with key employers, companies, and the main sector groups within the Northern Ireland economy to inform young people about the skillsets that are desirable both now, and in the future. 4C UR Future <i>Live</i> is a series of regional events to be held in 2022 around Northern Ireland to enable as many 13-year-olds as possible gain insights into their future career opportunities, <i>before</i> they make their GCSE choices.</p> <p>At these events, young people take part in a range of interactive games and work-based skills challenges that are specifically designed to draw out and identify their key strengths, all with a view to helping them make better-informed subject choices and career planning.</p> <p>The 4C UR Future <i>Live</i> events aim to:</p> <ul style="list-style-type: none"> <li>• Inspire, inform, and enable young people to make the most of their opportunities.</li> <li>• Enhance equality of opportunity by ensuring all young people are aware of subjects and career paths that provide options that work for them.</li> <li>• Boost confidence and awareness in young people in relation to their capabilities.</li> <li>• Help businesses share their existing and potential opportunities with young people at an early and pivotal age.</li> </ul>

<b>2.0</b>	<b>Key issues</b>
2.1	<p>Council in June 2021 confirmed support for this event through provision of a venue and a financial contribution of £3000. Event costs have increased, in line with the level of volunteer support and student engagement. Request for Council to increase the financial contribution to £6,000. The ask from Council is:</p> <ul style="list-style-type: none"> <li>• Provision of the event venue (providing of a suitable venue)</li> <li>• Cover event set up costs via a financial contribution to event organiser (tables / chairs/ equipment / Audio / visual and actual set up will be procured on a regional basis to cover all live events)</li> <li>• Contribution to the cost of lunches for staff and volunteers (approx. 150 nr)</li> <li>• Supporting event organisers to engage with schools</li> <li>• Supporting event organiser to promote event</li> </ul> <p>Recruitment for the event on 9<sup>th</sup> June has concluded. Over 700 year 9 students from 5 High Schools will participate in the live 4C UR Future event taking place on 9<sup>th</sup> June in Newry Sports Centre. Supporting the live event and open to all schools is the 4C UR Future Careers Portal; this is a bespoke and employer-led digital platform that aims to provide young people with a go-to resource for impartial and up-to-date careers information. Access to the CAREERS PORTAL is provided free of charge to schools and pupils and will launch in September 2022.</p>
<b>3.0</b>	<b>Recommendations</b>
3.1	<ul style="list-style-type: none"> <li>• Council to enter into a collaboration agreement with 4C UR future for delivery of a 4C UR Future <i>Live</i> event in Council area in June 2022 at a cost of £6,000</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	Support of event will be £6,000 from existing budgets
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p>

	<p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
<b>7.0</b>	<b>Appendices</b>
	N/A
<b>8.0</b>	<b>Background Documents</b>
	N/A

<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	International Relations Agreement with Municipalité de Lamorlaye, North of France
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly, Assistant Director Enterprise, Employment and Regeneration
<b>Contact Officer (Including Job Title):</b>	Amanda Smyth Head of Regeneration and Business Development

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>X</b>	<b>For noting only</b>	
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	<p><u>Purpose</u> To consider proposal from Municipalité de Lamorlaye, North of France, and the Rowallane and Slieve Croob Community Twinning Group for the establishment of an International Relations agreement between the 2 regions</p> <p><u>Background</u> In March 2020 Council agreed to establish a new International Relations Agreement with Municipalité de Lamorlaye, North of France, on the basis that this agreement meets the minimum criterion of the essential and at least 2 primary criteria to be considered as International Relationship that would support NMDDC to maximise economic development opportunities in markets outside Northern Ireland.</p>
<b>2.0</b>	<b>Key issues</b>
2.1	<p>This international connection between Lamorlaye and the Rowallane and Slieve Croob Community Twinning Group has been active for many years, with recent active exchanges well documented from 2018. A number of official visits took place during 2019, the result of which is a proposal to formalise the relationship with the support of Council.</p> <p>The partners in this International Connection are therefore Rowallane and Slieve Croob Community Twinning Group, supported by NMDDC, and Le Comité de Jumelage in Lamorlaye, supported by La Municipalité – Ville de Lamorlaye, France</p> <p><u>Proposal</u></p> <ul style="list-style-type: none"> <li>A proposal has been developed by the partners that sets out a 5-year programme of activity building international exchange opportunities in the areas of cultural, tourism, trade and skill/education.</li> </ul>

- The programme is focused on engagement and participation of members of the local community, local businesses, schools and colleges.
- An annual exchange programme is proposed that includes 4 outward and 4 inward visits over the 5-year period
- The programme over the 5-year period aims to showcase the tourism offering across the District; to showcase cultural offering and build on international cultural exchange opportunities; to create opportunities for business-to-business exchanges in the areas of i.e. Agri food, arts & crafts etc. In year 4 of the programme student exchanges are a focused activity to engage in a period of exchange study and work experience in areas such as language, hospitality, equine,
- 20 representatives are to be engaged annually in inward and outward visits; representatives will be businesses/community/educational and student partners

Partners involved

- Locally, the international agreement is led by Rowallane and Slieve Croob Community Twinning Group, supported by NMDDC.
- Internationally the agreement is led by Le Comité de Jumelage in Lamorlaye, supported by La Municipalité – Ville de Lamorlaye, France

Resource requirement from NMDDC

- Over the 5-year period there is an ask for Council to support both outward and inward visits; the first is scheduled for Sept 2022 which is an outward visit to Lamorlaye. Rowallane and Slieve Croob Community Twinning Group will lead on the planning and co-ordination of visits however there will be an opportunity for an elected representative and officer to attend.
- In order to support the co-ordination and facilitation of both inward and outward visits Rowallane and Slieve Croob Community Twinning Group are seeking £10,000 annually against the 5-year programme. This will cover event fees, experiences, transport/flights, accommodation, hospitality.

<b>Lamorlaye - Assessment against International Relations Strategy</b>	
<b>Essential Criterion</b>	
Evidence of firm commitment and active involvement by local government officials	✓
<b>At least 2 Primary criteria to be satisfied:</b>	
Trade potential	
Foreign Direct Investment potential	
Tourism potential	✓
Potential for Student/Education & skills transfer links	✓
<b>Secondary criteria</b>	
Potential for Cultural Linkages	✓
Civic outcomes	✓
Ease of doing business	

<b>3.0</b>	<b>Recommendations</b>
3.1	<ul style="list-style-type: none"> <li>To support Rowallane and Slieve Croob Community Twinning Group in an international partnership arrangement with the Municipalité de Lamorlaye, North of France. An annual contribution of £10,000 to be made to Rowallane and Slieve Croob Community Twinning Group against the 5-year proposal, subject to annual reports of previous year performance and a detailed schedule of activity for the forthcoming year.</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	5 x £10,000 payments to Rowallane and Slieve Croob Community Twinning Group commencing 2022/2023 and concluding 2026/2027, subject to condition outlined in the recommendation
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p><input type="checkbox"/></p>

	<p>Consultation period will be less than 12 weeks (rationale to be provided)</p> <p><i>Rationale:</i></p>
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
<b>7.0</b>	<b>Appendices</b>
	N/A
<b>8.0</b>	<b>Background Documents</b>
	N/A

<b>Report to:</b>	Enterprise, Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	AONB and Geopark – SLAs: Lúnasa Festival 2022
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly, Assistant Director Enterprise, Employment and Regeneration.
<b>Contact Officer (Including Job Title):</b>	Darren Rice AONB and Geopark Manager

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<input checked="" type="checkbox"/>	<b>For noting only</b>	<input type="checkbox"/>
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	<p><u>Purpose</u></p> <ul style="list-style-type: none"> <li>• To note that NMDDC through the AONB Partnerships Lúnasa Festival Working Group have delivered an annual festival since 2015 (with the exception of 2020 due to Covid).</li> <li>• To approve the establishment of an SLA with the Lúnasa Festival Working Group, c/o Oriel Events who the working group have nominated as lead and Chairperson on behalf of the working group. SLA is for a maximum of £25,000. The Oriel Events have been involved with the working group in the development and delivery of the annual festival since its inception.</li> </ul> <p><u>Background</u></p> <p>This report summaries the annual festival, outcomes and the SLA required for delivery.</p> <p>A service level agreement is needed to deliver the festival in 2022. The Lúnasa Festival Working Group will oversee delivery, with Oriel Events nominated as lead and Chairperson on behalf of the working group, due to previous experience in the development and delivery of the annual festival since its inception. The Chairperson will work with the working group in the Festival delivery and report fully against delivery, timescales, and cost.</p>
<b>2.0</b>	<b>Key issues</b>
2.1	<p><b><u>The Lúnasa Festival</u></b></p> <p>The annual Lúnasa Festival is an authentic and immersive experience. The Working Group focus on quality in a sustainable and regenerative setting. The 2022 festival will bring people together from all over Ireland and the UK, in a year like no other</p>



	<p>where staycations are set to dominate the tourism landscape, to experience the rich tapestry of heritage that NMDDC has to offer.</p> <p>Visitors to the festival will have the opportunity to authentically engage in small groups with the experiences on offer, such as;</p> <ul style="list-style-type: none"> <li>• Feeding your Senses - the perfect sensory slow experience where you will feel restored, re-connected and re-energised</li> <li>• Immersive Celtic Woodturning - learn all about the art of woodturning, a traditional method of turning locally sourced trees into beautiful, functional pieces of art.</li> <li>• The Songs of Oriel – an impressive retreat in the woodlands of Bluebell Lane to hear the beautiful and haunting songs from a time past – and learn a verse of two too.</li> <li>• A Cultural dive back into the history of farming in the Ring of Gullion with a guided hike through traditional farmland, and a chance to make your own butter.</li> <li>• Life as an Iron-Age Warrior – a chance to catch up with CúChulainns friend 'Pat', and learn some iron-age warrior skills from the warrior that was so good, he had to stay behind</li> <li>• A series of Lúnasa Lectures focusing on our townlands memories, the areas unique geology, our very own 'Dragons in the Hills'</li> </ul> <p>This is a sample of what will be delivered during the festival. The festival has been developed as a partnership known as the Lúnasa Festival Working Group, with expertise from tourism, event planning, cultural heritage, music, farming, tour guiding and much more.</p> <p><b><u>The outcomes</u></b></p> <ul style="list-style-type: none"> <li>• Increased visitor spend in NMDDC</li> <li>• Increased awareness of NMDDC as a tourism and events destination</li> <li>• NMDDC delivering for sustainable tourism and regenerative tourism</li> <li>• Supporting the local heritage sector</li> <li>• Increased connectedness in the festival area</li> </ul> <p><b><u>Service Level Agreements</u></b></p> <p><b>Facilitation</b> – Lúnasa Festival Working Group have nominated Oriel Events as Chairperson and lead facilitator to run the festival and coordinate all of the festival deliverables. The Chairperson will be supported by the Lúnasa Festival Working Group, and the Ring of Gullion Landscape partnership, as well as the AONB and Geopark Officer and Manager. The working group has been involved in the festivals development since inception. The Chairperson has been nominated by the working group, and is a professional events organiser and has been working with NMDDC on events for at least five years.</p>
<p><b>3.0</b></p>	<p><b>Recommendations</b></p>

3.1	<ul style="list-style-type: none"> <li>• To note that NMDDC through the AONB Partnerships Lúnasa Festival Working Group have delivered an annual festival since 2015 (with the exception of 2020 due to Covid).</li> <li>• To approve the establishment of an SLA with the Lúnasa Festival Working Group, c/o Oriel Events who the working group have nominated as lead and Chairperson on behalf of the working group. SLA is for a maximum of £25,000. The Oriel Events have been involved with the working group in the development and delivery of the annual festival since its inception.</li> </ul>
4.0	<b>Resource implications</b>
4.1	Within existing budgets
5.0	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p>

	<i>Rationale:</i> NA
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
<b>7.0</b>	<b>Appendices</b>
	N/A
<b>8.0</b>	<b>Background Documents</b>
	N/A

<b>Report to:</b>	Enterprise, Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	Update on Artisan Markets in Downpatrick, Newcastle, Newry and Warrenpoint April 2021 – March 2022
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly, Assistant Director Enterprise, Employment and Regeneration
<b>Contact Officer (Including Job Title):</b>	Margaret Quinn Regeneration and Business Development Officer

Confirm how this Report should be treated by placing an x in either -

	For decision	For noting only	x
<b>1.0</b>	<b>Purpose and Background</b>		
1.1	<p><u>Purpose</u> To provide an update on the Council promoted Artisan Markets which are currently delivered monthly (subject to weather conditions) in Downpatrick, Newcastle, Newry and Warrenpoint.</p> <p><u>Background</u> Council has successfully been operating the Artisan Markets across the district. The established artisan markets are taking place monthly on Saturdays in Downpatrick, Newcastle and Warrenpoint. A new artisan market has now been established in the existing market space in Newry and this is run monthly on Sundays.</p> <p>Monthly Market Schedules are as follows –</p> <p>Downpatrick – 3<sup>rd</sup> Saturday monthly Newcastle – 1<sup>st</sup> Saturday monthly Newry – 2<sup>nd</sup> Sunday monthly Warrenpoint – 4<sup>th</sup> Saturday monthly</p> <p>All markets operate from 11 am – 3 pm.</p>		
<b>2.0</b>	<b>Key issues</b>		
2.1	<p>To note the attendance figures and projected income for the Artisan Markets held across the district from April 2021 to March 2022.</p> <p>The following provides information on attendance figures at each monthly market from April 2021 – March 2022</p>		

**Downpatrick**

April - 280

May - 465

June - 610

July - 390

August - 250

September - 637

October - 547

November - 575

December - 1030

February - 390

March - 397

Total attendance - 5571

\*506 average per market

Please note the Downpatrick Market relocated from its original location at the Down County Museum to the Market Street North Car Park. This change of location has resulted in lower visitor numbers to the market. Council officers are currently researching alternative locations.

**Newcastle**

May - 949

June - 1423

July - 1353

September - 1320

November - 1411

March - 1626

Total attendance - 6729

\*1122 average per market

Please note that severe weather conditions led to cancellations to the Newcastle schedule.

**Newry**

December - 850

February - 720

March - 1099

Total attendance - 2669

\*890 average per market

Please note that the Newry Artisan Market has been operating since December 2021.

**Warrenpoint**

May - 1363

June - 1350

	<p>July - 1450                  August – 1350                  September – 1302                  December – 550                  Total attendance – 7365                  *1228 average per market</p> <p>Please note that weather conditions led to cancellations to the Warrenpoint schedule.</p> <p><u>Summary attendance</u></p> <ul style="list-style-type: none"> <li>• Total number of markets held – 26</li> <li>• Total number of visitors – 22,334</li> <li>• Average per market – 859</li> </ul> <p><u>Summary Economic Impact</u></p> <p>Based on surveys undertaken with both stall holders and customers it is estimated that each visitor to the markets spends an average of £20. Therefore, spend at each location since April 2021 to March 2022 is as follows –</p> <p>Downpatrick - £111,420                  Newcastle – £134,580                  Newry - £53,380                  Warrenpoint – £147,300</p> <p>The above represents a total annual spend across the district of £446,680.</p>
<p><b>3.0</b></p>	<p><b>Recommendations</b></p>
<p>3.1</p>	<p>To note the annual attendance figures at the monthly artisan markets</p>
<p><b>4.0</b></p>	<p><b>Resource implications</b></p>
<p>4.1</p>	<p>An annual budget of £15,000 is required to deliver the existing markets. This amount is already budgeted within existing budgets.</p>
<p><b>5.0</b></p>	<p><b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b></p>
<p>5.1</p>	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>

5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	<p><b>Due regard to Rural Needs (please tick all that apply)</b></p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	<p><b>Appendices</b></p>
	<p>N/A</p>
8.0	<p><b>Background Documents</b></p>
	<p>N/A</p>

<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	Update on Business Development Programmes
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly, Assistant Director Enterprise, Employment and Regeneration
<b>Contact Officer (Including Job Title):</b>	Amanda Smyth Head of Regeneration and Business Development

Confirm how this Report should be treated by placing an x in either:-

For decision  For noting only

<b>1.0</b>	<b>Purpose and Background</b>																								
1.1	<p><u>Purpose</u></p> <ul style="list-style-type: none"> <li>To note the update provided under the following business development initiatives: Go for It, NMD Growth, Digital Growth, Tender for Growth, Sales Accelerator and Digital Transformation</li> </ul> <p><u>Summary across the above programmes</u></p> <table border="1"> <thead> <tr> <th></th> <th><b>Delivery To Date – from programmes commenced</b></th> <th><b>Delivery 2021/2022</b></th> <th><b>Target 2022/2023</b></th> </tr> </thead> <tbody> <tr> <td>Existing Businesses Supported – ERDF Programmes</td> <td>997 businesses</td> <td>414</td> <td>288</td> </tr> <tr> <td>Mentoring Hours Delivered – ERDF Programmes</td> <td>11,812 hrs</td> <td>4509</td> <td>6220</td> </tr> <tr> <td>Workshops / Events / Programmes delivered – ERDF Programmes</td> <td>90 workshops</td> <td>40</td> <td>47</td> </tr> <tr> <td>Meet the Buyer</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Trade Mission</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table> <p><u>Background</u></p> <p>Newry, Mourne and Down District Council provide various business development programmes to assist local SME's in all aspects of business growth advice, for both start-up and existing businesses.</p> <p>The main programmes as outlined below are funded by the European Regional Development Fund (ERDF), Invest NI and Newry, Mourne and Down District Council.</p> <p>Eligibility for the business support and growth programmes are:</p> <ul style="list-style-type: none"> <li>Businesses with less than 50 employees</li> <li>Business who have the potential to create jobs.</li> </ul>		<b>Delivery To Date – from programmes commenced</b>	<b>Delivery 2021/2022</b>	<b>Target 2022/2023</b>	Existing Businesses Supported – ERDF Programmes	997 businesses	414	288	Mentoring Hours Delivered – ERDF Programmes	11,812 hrs	4509	6220	Workshops / Events / Programmes delivered – ERDF Programmes	90 workshops	40	47	Meet the Buyer	1	1	1	Trade Mission	1	1	1
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<b>2.0</b>	<b>Key issues</b>																								
2.1	<b>Go for It – NI Business Start-Up (Implemented Sept 2017 – March 2021)</b>																								



The NI Business Start-Up Programme continues to support those wishing to establish a new business. Support provided includes support with a business start-up business advisor, access to focused workshops on relevant topics, and completion of a business plan for the business start-up proposal.

Recruitment and delivery continues to provide a seamless programme for participants with levels of enquires and engagement for the programme remaining high. The interest in self-employment since the pandemic has increased either out of necessity or the opportunities it presents. Programme delivery continues to be provided virtually in order to adhere to social distancing regulations.

<b>GO FOR IT</b>			
	<b>Target (21/22)</b>	<b>Actual April 21 – Mar 22</b>	<b>% Achieved</b>
Business Plans Approved	312	358	114.7%
Jobs Promoted (Stat Target)	155	215	138.7%
Business Start ups	187	215	115%

**NMD Business Growth (Oct 2018 – December 2022)**

Programme delivery is now 82% complete with March being month 42 of a 52-month programme. Recruitment continues for this bespoke mentoring programme which has to date provided assistance to 706 local businesses from the NMDDC area.

	Target (up to Dec 2022)	Actual to date – up to March 22	% Achieved	Delivery 2021/2022	Target 2022/2023
Businesses Supported	740	635	84%	177	105
Mentoring Hours Delivered	8015	6637	81%	1267	1378
Workshops	30	28	93%	3	2
Thematic Programmes	10	15	150%	4	-
Job Creation	470	220* 270.5** Total 490.5	47% 58% 104%	140	-
INI Referrals	40	20***	50%	4	20
Stakeholder Signposting	100	63	63%	19	37

\*Immediate job creation, excluding projected job creation within 12 months – please note this figure has significantly increased due to a monitoring exercise conducted by the delivery agents

\*\*Immediate plus projected job creation within 12 months of mentoring completion

\*\*\*INI confirmed number of quality referrals as per eligibility criteria

**Digital Growth (January 2020 – December 2022)**

Programme recruitment and delivery continues with a view to providing essential tailored digital support for businesses. Digital Growth is currently 75% complete as at end of March 2022, being month 27, of a 36-month programme.

	Target (up to Dec 2022)	Actual to date – up to March 22	% Achieved	Delivery 2021/2022	Target 2022/2023
Businesses Supported	260	183	70%	93	77
Mentoring Hours Delivered	4410	2776	63%	1368.5	1634
Workshops	18	15	83%	6	3
Masterclasses	4	3	75%	1	1
Job Creation	185	51	28%	45.5	135
INI Referrals	20	9	45%	5	11

### Tender for Growth (June 2020 – December 2022)

The programme which offers support to local businesses to develop their procurement processes and secure new contracts in both the public and private sector, is progressing well with 109 businesses having completed the programme fully.

Recruitments continues for the programme which is 71% completed at the end of March 2022 being month 22 of a 31-month programme.

	Target (up to Dec 2022)	Actual to date – March 22	% Achieved	Delivery 2021/2022	Target 2022/2023
Businesses Supported	170	113	66%	75	57
Mentoring Hours Delivered	3367	1598	47%	1073	1769
Workshops	10	7	70%	4	3
Meet the Buyer Events	2	1	50%	1	1
Job Creation	145	45.5	31%	36	99.5
INI Referrals	15	8	53%	8	7

### Sales Accelerator Programme

Launched in September 2021, the joint programme, with Lisburn and Castlereagh City Council, aims to provide trade focused mentoring and to support businesses to develop their sales capacity to grow sales in existing NI markets, as well as explore new and grow existing sales in GB and/or RoI.

The Sales Accelerator Programme is delivered in three parts. Part A investigates potential sales in the NI marketplace; Part B investigates potential sales in either or GB or ROI; and Part C involves a Trade Mission to either GB or ROI. Under Part C of this programme NMDDC will lead a total of two Trade Missions as part of the Sales Accelerator Programme. The first of which took place on 1<sup>st</sup>-3<sup>rd</sup> February 2022 to Glasgow/Edinburgh. Followed by further one Trade Mission scheduled for June 2022 to Dublin. All Trade Missions will be delivered within the agreed budget previously approved for the Sales Accelerator Programme.

	Target (up to Dec 2022)	Actual to date – up to	% Achieved	Delivery 2021/2022	Target 2022/2023
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		March 22			
Businesses Supported	100	66	66%	66	34
Mentoring Hours Delivered	2,240 hrs (320 days)	800.75	35.7%	800.75	1439.25
Workshops	60	22	37%	22	38
Trade Visits	2	1	50%	1	1
Job Creation	120	0	-	0	120
INI Referrals	8	0	-	0	8

### Digital Transformation Programme

This new programme launched in March 2022 with the aim of improving productivity of local businesses by incorporating digital technologies into operational activity. Programme delivery will be via workshops and one-to-one mentoring support to provide a competitive advantage to participant businesses. NMDDC target is 18 businesses, with a total of 3 businesses already registered (17% against target).

### Summary across the above programmes

	Delivery To Date – from programmes commenced	Delivery 2021/2022	Target 2022/2023
Existing Businesses Supported – ERDF Programmes	997 businesses	414	288
Mentoring Hours Delivered – ERDF Programmes	11,812 hrs	4509	6220
Workshops / Events / Programmes delivered – ERDF Programmes	90 workshops	40	47
Meet the Buyer	1	1	1
Trade Mission	1	1	1

### Rural Business Development Grant Scheme 2022

The regional programme providing capital only grants through DAERA's Tackling Rural Poverty and Social Isolation (TRPSI) Programme, up to a maximum of £4,999 (50% grant rate) is now available to existing micro enterprises based in rural areas of Newry, Mourne and Down District Council, from all sectors.

Eligible applicants must attend a mandatory prefunding workshop prior to submitting an online application.

<b>3.0</b>	<b>Recommendations</b>
3.1	<ul style="list-style-type: none"> <li>To note the update provided under the following business development initiatives: Go for It, NMD Growth, Digital Growth, Tender for Growth, Sales Accelerator and Digital Transformation Programmes</li> </ul>
<b>4.0</b>	<b>Resource implications</b>

4.1	All programmes are being implemented within existing and approved budgets.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
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<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
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<b>7.0</b>	<b>Appendices</b>
	N/A

<b>8.0</b>	<b>Background Documents</b>
	N/A

<b>Report to:</b>	Enterprise, Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	Castlewellan Forest Park
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly – Assistant Director Enterprise, Employment & Regeneration
<b>Contact Officer (Including Job Title):</b>	Aveen McVeigh - Regeneration, Business Support and Development Officer

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	<p><u>Purpose</u> To note the recommendations in 3.1 of this report.</p> <p><u>Background</u> Council entered a lease with DAERA Forest Service on 1 January 2022 for the Arboretum and on 1 April 2022 for the remainder of the Park, the lease period is to 2045.</p> <p>Council has been progressing the vision to create a heritage led destination at Castlewellan Forest Park by connecting people with the natural and built heritage of the historic Demesne with several stakeholders.</p> <p><u>DAERA</u> Council is in receipt of a LoO from DAERA for £500,000 for the construction and restoration of several historic structures at the Bothy Yard and to improve access.</p> <p><u>NLHF (National Lottery Heritage Fund)</u> Council is in receipt of an award for partnership funding of £2,695,700. The project will create a heritage-led destination at Castlewellan Historic Demesne, to connect people with their built and natural heritage, celebrate and protect biodiversity, develop the Grange into a visitor hub and restore the walled garden as a living arboretum.</p>
<b>2.0</b>	<b>Key issues</b>
2.1	<p><u>DAERA</u> An extension to the Letter of Offer was granted by DAERA to 31 May 2022 due to delays in construction materials. Several compensations events for the project have been incurred due to historic nature of the works. The main restoration and construction works are complete. The extension will enable the project to close.</p>

	<p><b>NLHF</b> Council has been awarded £2,695,700.00 to create a heritage-led destination at Castlewellan Historic Demesne. The project cannot officially commence until a "Permission to Start" has been granted.</p> <p>Council continues with project implementation "at risk". Council continues to engage with an Integrated Design Team (RIBA Stage 4) and recruitment for an operational team in the Park.</p> <p>The Integrated Design Team, on behalf of Council, continues to liaise with Planning in relation to the application for Castlewellan Forest Park.</p> <p>Council hosted the International Dendrology Society in April 2022 and was gifted a tree to be planted in the Annesley Garden.</p>
<b>3.0</b>	<b>Recommendations</b>
3.1	<ul style="list-style-type: none"> <li>To note the action reports of the Task and Finish Board meetings.</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	NLHF awarded Council £2,695,700.00. Council has provision in the capital plan to provide match funding to NLHF project over a 4-year period. Match funding will also be secured through the provision of volunteer and staff time.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input type="checkbox"/></p>
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6.0	<p><b>Due regard to Rural Needs (please tick all that apply)</b></p>
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7.0	<p><b>Appendices</b></p> <p>Reports of Castlewellan Forest Park Task and Finish Project Board;          Appx. A - 1 October 2021          Appx. B - 5 November 2021          Appx. C - 17 December 2021          Appx. D - 1 March 2022</p>
8.0	<p><b>Background Documents</b></p> <p>N/A</p>





**Report of Castlewellan Forest Park Task and Finish Project Board meeting held on 1 October 2021 hosted virtually via MS Teams at 3.00 p.m.**

**Attendees:**

<b>Chair:</b>	Dr S Montgomery
<b>Elected members:</b>	Cllr L Devlin, Cllr H Gallagher and Cllr R Howell
<b>Council Officials:</b>	J McGilly, A McVeigh & A Magee
<b>Others:</b>	J J Cassidy and G Casement (Forest Service - FS)
<b>Apologies:</b>	Cllr W Clarke, Cllr A Lewis, Cllr A McMurray, A Patterson, K Scullion, J Ellis, A Mallon & M Carey

**Item 1. Welcome and Apologies**

Apologies were noted as above. There was an issue with MS Teams and Officers were delayed in joining the meeting.

**Item 2. Report from meeting on 26 August 2021**

The report was approved by Cllr Howell.

**Item 3. Matters arising and actions**

Blue – green algae  
Access to the lake is permitted at present. There is no evidence of any significant visual presence of algae.

Transition plan  
Transition plan to be developed with FS. Positive meeting, next meeting to be on site.

DAERA Project  
Compensation events, programme and budget to be reviewed at next meeting

Compensation Events and Finance  
A report will be brought forward management for review regarding CEs and finance. Details to be shared with T&F.

**Action**

To be monitored.

Meeting scheduled for 6 October 2021 between FS and Council. Item to be retained on agenda under Lease for the next meeting.

Complete – A recurring item agenda.

Ongoing

<p><b>Phased Permission to Start</b> Officers have convened a meeting to progress with a phased permission to start. Options paper to be presented to management for consideration and shared with T&amp;F as soon as lease is signed and Council has approved.</p> <p>FS personnel to escalate the issues internally to resolve the key concerns, and agree solutions, to ensure the lease can be signed in time.</p> <p>The broken drain in the walled garden was also raised as an issue. FS now actively investigating it. Important as affecting the oldest part of the garden.</p> <p>Communication regarding the process for booking events at Castlewellan Forest Park to be shared with local elected members to ensure the message is shared with the community.</p> <p><b>Licence agreement/Lease</b> Council and FS to agree a date for leasing the Walled Garden and wider Arboretum.</p> <p><b>Platform lift</b> A solution has been agreed by Council with corten steel as the fabric, plan shared on screen.</p> <p><b>Council</b> To raise the status/requirement of planning permission for wayfinding and signage with the consultant as part of TetraTech's commission.</p> <p>Risk register to be circulated with the papers for the next meeting.</p>	<p>Ongoing</p> <p>Item 4 of the agenda</p> <p>Investigations and remedial works ongoing by FS.</p> <p>Item 6 of the agenda</p> <p>Complete – Board noted it is a good solution</p> <p>Item 6 of the agenda</p> <p>Ongoing</p>
<p><b>Item 4. Lease</b></p>	<p><b>Action</b></p>
<p>JJ Cassidy stated that it is a joint effort by FS and Council to progress the lease negotiations and not solely FS.</p> <p>Correspondence has been exchanged by FS and Council and a meeting is being scheduled for week beginning 4 October 2021.</p> <p>Cllrs Devlin, Gallagher and Howell expressed that progress on lease negotiations are imperative and urged FS and Council to do what is necessary to finalise and sign the lease on Castlewellan Forest Park. Further discussion surrounded the impact of the NLHF funding being lost which would impact not only on the local district but on the tourism industry as there is a high expectation regarding the NLHF project and the product offering post completion. It was agreed that losing grant might require Council</p>	<p>FS and Council officers to attend a meeting to resolve ongoing matters relating to the lease for Castlewellan Forest Park.</p>

<p>to review their position on the lease as community expectations could not be met.</p> <p>Dr S Montgomery wrote to Minister E Poots in relation to the grant awarded to Council by NLHF, expressing her concern over the delay in agreeing a lease. A response was received reassuring the Chair that officials in Forest Service and the Council are continuing to engage on finalising any remaining details associated with the further phases of works.</p>	
<p><b>Item 5. DAERA project update</b></p>	<p><b>Action</b></p>
<ul style="list-style-type: none"> <li>• Project Manager's Report</li> <li>• Programme</li> </ul> <p>The programme is not reflective of work to date and remaining works. Project completion is scheduled for 22 October 2021. There have been several delays to construction, the programme will go beyond this date.</p> <p>Dr Montgomery shared photos of the Bothy taken that morning. The frame of the 1880s glasshouse was up, stud walls, first fix and concrete floor complete.</p> <ul style="list-style-type: none"> <li>• Risk Register</li> </ul> <p>A combined DAERA and NLHF risk register was circulated.</p> <ul style="list-style-type: none"> <li>• Compensation Events</li> <li>• Platform lift</li> </ul> <p>The platform lift is not installed, the substructure is in place.</p> <ul style="list-style-type: none"> <li>• Interpretation/Graphic design</li> </ul> <p>Council has a framework that can be used to procure a consultancy team.</p>	<p>Noted</p> <p>An updated programme to be circulated with the papers for the next meeting.</p> <p>Photographic evidence of progress to be shared at the next meeting.</p> <p>Noted</p> <p>Noted</p> <p>ToR to be developed to appoint a design and fit out consultant for the Stove Conservatory.</p>
<p><b>Item 6. NLHF</b></p>	<p><b>Action</b></p>
<ul style="list-style-type: none"> <li>• Project Manager's Report</li> <li>• Programme</li> <li>• Risk Register</li> </ul> <p>A construction and project risk register were circulated for review. A risk register workshop is to be organised the combine the two documents.</p> <ul style="list-style-type: none"> <li>• Traffic Management Plan</li> </ul> <p>The traffic management plan was circulated for review. Discussion surrounded traffic calming measures at The Grange to the lake and from the car park to the pump track. It is vital that there are traffic calming measures in place at these locations.</p>	<p>Noted</p> <p>Noted</p> <p>Ownership of the risks to be clearly identified in the risk register</p> <p>Plan required to illustrate how traffic enters and exits the car park. Traffic calming measures to</p>

<ul style="list-style-type: none"> <li>• Recruitment Recruitment cannot commence until a lease is signed. Recruitment for the General Manager, Head Gardener, Gardener and Park Wardens will commence as soon as the lease is signed and approval from NLHF is confirmed.</li> <li>• Phased Permission to Start It was noted that the draft lease had documented that the lease of the Bothy Yard and Walled Garden would commence on 1 October 2021. FS extended the contract of a third-party contractor to 31 December 2021 to maintain the gardens. A phased permission to start has been agreed in principle with Council officers. Costs for management of the contracts have been sought. Discussion surrounded the role of the horticulturist Consultant and their importance and that they should work to the council rather than be employed as part of the contractor’s team.</li> </ul>	<p>be reviewed at Grange crossing and at the pump track</p> <p>A Patterson and K Scullion to seek approvals and prepare documentation for the recruitment of posts in advance of a lease being signed to expediate the process.</p> <p>Phasing to be shared at the next meeting.</p>
<p><b>Item 7. Approvals or Recommendations</b></p>	<p><b>Action</b></p>
<p>It was agreed that if a lease was received prior to the next meeting and the terms satisfied all of Council and FS requirements then the Board will recommend that Council accepts the lease.</p>	<p>Lease to be signed.</p>
<p><b>Item 8. Any Other Business</b></p>	<p><b>Action</b></p>
<p>A granite bird bath belonging the Annesley family estate is currently in the remains of the garden of Donard House, Newcastle. Cllr H Gallagher has made a request to the owner to donate the bird bath to Council, the bath will be placed within the Walled Garden if permission is granted.</p> <p>Cllr Devlin raised the continuation of the of the Touring of the Trees product to permit holders after Council takes over the management of the Park. At present, the Touring of the Trees is a permit purchased from Forest Service, this product will cease a part of FS management of the Park. The caravan and camping product was also raised.</p> <p>Cllr Howell requested that when the lease is agreed Council and FS issue a joint press release. The communication should cover phasing dates, booking of events, caravan and camping, FS continuation in commercial forestry.</p>	<p>Cllr H Gallagher to update the board at the next meeting.</p> <p>A Patterson and FS to work together on a transition plan regarding the booking and operation of the caravan and camping sites.</p> <p>J McGilly to coordinate a press release.</p>

<p>Dr S Montgomery requested that the staffing structure for the Park was reviewed as there is no Project Development Officer post within the structure and that this role will be delivered by the General Manager.</p> <p>Dr S Montgomery informed the Board that Robert Trotter provided tours of the Gardens during EHOD and was approached by a participant offering free geophysical survey of the Walled Garden.</p> <p>Congratulations were passed to A McVeigh on her appointment to Regeneration, Business Support and Development Officer. A McVeigh will continue to work on the project.</p>	<p>J McGilly to review.</p> <p>Contact to be established to discuss a potential project.</p>
<p><b>Item 9. Date of next meeting</b></p>	<p><b>Action</b></p>
<p>5 November 2021 @ 2.30 p.m.</p>	<p>Date to be placed in Council diary.</p>



**Report of Castlewellan Forest Park Task and Finish Project Board meeting held on 5 November 2021 hosted virtually via MS Teams at 2.30 p.m.**

**Attendees:**

<b>Chair:</b>	Dr S Montgomery
<b>Elected members:</b>	Cllr H Gallagher, Cllr R Howell and Cllr A McMurray
<b>Council Officials:</b>	C Boyd, J Ellis, T McClean, J McGilly, A McVeigh, A Magee, A Mallon, A Patterson & K Scullion
<b>Others:</b>	J J Cassidy and G Casement (Forest Service - FS)
<b>Apologies:</b>	Cllr L Devlin, Cllr W Clarke, Cllr A Lewis & M Carey

**Item 1. Welcome and Apologies**

Welcome was extended to C Boyd, Assistant Director Estates and Capital Projects and T McClean, Head of Capital Projects. Apologies as noted above.

<b>Item 2. Report from meeting on 1 October 2021</b>	<b>Action</b>
The report was approved by Cllr Howell and seconded by H Gallagher.	
<b>Item 3. Matters arising and actions</b>	<b>Action</b>
Lease – Transition Plan Meeting scheduled for 6 October 2021 between FS and Council. Item to be retained on agenda under Lease for the next meeting.	Transition/operations plan to be developed and presented at the next T&F meeting.
Walled Garden remedial works Investigations and remedial works ongoing by FS in Walled Garden. Work complete. No further drainage issues recorded during a time of heavy rainfall. Gratitude expressed to G Casement and colleagues.	Complete
Communication Communication regarding the process for booking events at Castlewellan Forest Park to be shared with local elected members to ensure the message is shared with the community.	A Patterson to email elected members regarding the process for booking events in CFP after 31 March 2022. Lease date agreed subject to lease approval.
Licence agreement/Lease	

<p>Council and FS to agree a date for leasing the Walled Garden and wider Arboretum. 1 January 2022 - Walled Garden and wider Arboretum including Gardener's House. The vacant Gardener's House has security implications for the Walled Garden.</p> <p>Planning consultation To raise the status/requirement of planning permission for wayfinding and signage with the consultant as part of TetraTech's commission.</p> <p>Risk register Risk register to be circulated with the papers for the next meeting. Ownership of the risks to be clearly identified in the risk register</p> <p>Traffic management Plan required to illustrate how traffic enters and exits the car park. Traffic calming measures to be reviewed at Grange crossing and at the pump track</p> <p>Recruitment A Patterson and K Scullion to seek approvals and prepare documentation for the recruitment of posts in advance of a lease being signed to expediate the process.</p> <p>Phased approach Phasing to be shared at the next meeting.</p> <p>Transition plan A Patterson and FS to work together on a transition plan regarding the booking and operation of the caravan and camping sites. Meeting took place between A Patterson and JJ Cassidy</p> <p>Communication J McGilly to coordinate a press release.</p>	<p>Consideration to be given to including the Gardener's House as part of the Head Gardener/Gardener's remuneration package.</p> <p>Ongoing – HED requested visuals of signage on the historic landscape. A McVeigh to progress.</p> <p>Complete</p> <p>Item 6 on the agenda</p> <p>Ongoing</p> <p>Item 6 on the agenda</p> <p>Ongoing</p> <p>A press release will be issued when the lease is signed.</p>
<p><b>Item 4. Lease</b></p>	<p><b>Action</b></p>
<p>Council and FS met on 7 October 2021 to progress lease negotiations. Another meeting is scheduled for week beginning 8 November 2021 to finalise details. Council is not in receipt of a draft lease, it is with Departmental Solicitor's Office.</p>	<p>To progress the lease agreement between FS and Council to ensure it is approved at December 2021 Committee.</p>

<p>If a draft lease is received and satisfactory it is anticipated that a paper will be presented to S, P &amp; R Committee on 11 November and to Full Council in December 2021 recommending acceptance of the lease of Castlewellaan Forest Park to 31 December 2045.</p> <p>The header tanks that feed the water supply to the water fountains are outside the proposed lease area. It is proposed that the water fountains are fed with a new water supply taken from the mains supply in the Bothy Yard. Discussion surrounded the effect of the water table in the Walled Garden if the header tanks were closed off.</p> <p>The touring of the trees product with remain part of FS portfolio to 2024.</p>	<p>To ensure the water supply for the fountains is included in the programme of works within the NLHF project and to liaise with FS regarding closing off the current water supply.</p> <p>To be detailed in the press release.</p>
<p><b>Item 5. DAERA project update</b></p>	<p><b>Action</b></p>
<ul style="list-style-type: none"> <li>• Project Manager's Report</li> <li>• Programme</li> </ul> <p>The handover date of the site is projected as 26 November 2021 however this has been extended to 6 December 2021. There have been several delays to supply of materials including timber and glass, the programme may go beyond this date. The letter of offer is due to expire on 31 January 2022. Photographic evidence of progress was shared in the meeting.</p> <ul style="list-style-type: none"> <li>• Risk Register</li> <li>• Compensation Events</li> <li>• Interpretation/Graphic design</li> </ul> <p>Risk Register was unavailable at the time of the meeting, it was requested from the ICT.</p> <p>A McVeigh commenced a ToR for the interpretation/graphic design for the Stove Conservatory.</p>	<p>Noted</p> <p>Noted</p> <p>To be shared at the next meeting</p> <p>Noted</p> <p>ToR to be developed to appoint a design and fit out consultant for the Stove Conservatory.</p>
<p><b>Item 6. NLHF</b></p>	<p><b>Action</b></p>
<ul style="list-style-type: none"> <li>• Project Manager's Report</li> <li>• Programme</li> <li>• Risk Register</li> </ul> <p>It was noted that all requests for clarification from Planning and consultees have been answered except for HED, HED have requested visualisations for the road signage and wayfinding.</p> <p>A draft risk register was circulated. Costs have been allocated against the risks, they are reflective of industry at present.</p>	<p>Noted</p> <p>ICT to progress</p> <p>Noted</p>



<ul style="list-style-type: none"> <li>• Traffic Management Plan Traffic Management Plan was shared, discussion surrounded the proposed path of enabling pedestrian/bike users to access the Pump track from the car park.</li> </ul> <p>FS identified that trees introduced to the landscape will have to have a FRM Certificate.</p> <ul style="list-style-type: none"> <li>• Recruitment Recruitment cannot commence until a lease is signed. Recruitment for the General Manager, Head Gardener, Gardener and Park Wardens will commence as soon as the lease is signed and approval from NLHF is confirmed. The posts are included in the rates process. It was recognised that there would be no dedicated project staff on site by 1 January 2022, therefore the maintenance of the Walled Garden and wider Arboretum will be conducted by the grounds maintenance team.</li> <li>• Phased Permission to Start Proposed phasing includes leasing the Bothy Yard and Walled Garden on 1 January 2022 and 1 April 2022 for the wider park. The role of the advisory committee will be vital in the implementation of restoration of the Walled Garden.</li> </ul>	<p>Establish if the wall is listed.</p> <p>To be documented in the transition plan and to be included in the tender documents.</p> <p>Phasing to be shared at the next meeting including clarification on the role of the horticulturist.</p>
<p><b>Item 7. Approvals or Recommendations</b></p>	<p><b>Action</b></p>
<p>It is vital that a lease is received, reviewed and accepted for the December 2021 committee meeting.</p>	<p>Lease to be signed.</p>
<p><b>Item 8. Any Other Business</b></p>	<p><b>Action</b></p>
<p>Mr Alwyn Sinnamon worked in the Walled Garden and Arboretum for 15 years and has now left post.</p> <p>Cllr H Gallagher is pursuing a potential garden ornament for the Walled Garden.</p>	<p>Dr S Montgomery to write to Mr Sinnamon to wish him well in his new post and acknowledge his dedication to caring for the Arboretum during his tenure.</p> <p>Dr S Montgomery and Cllr H Gallagher to view the bird bath.</p>
<p><b>Item 9. Date of next meeting</b></p>	<p><b>Action</b></p>
<p>17 December 2021 @ 2.30 p.m.</p>	<p>Date to be placed in Council diary.</p>



**Report of Castlewellan Forest Park Task and Finish Project Board meeting held on 17<sup>th</sup> December 2021 hosted virtually via MS Teams at 2.30 p.m.**

**Attendees:**

<b>Chair:</b>	Dr S Montgomery
<b>Elected members:</b>	Cllr H Gallagher and Cllr A McMurray
<b>Council Officials:</b>	J Ellis, T McClean, J McGilly, A McVeigh, A Mallon, A Patterson & K Scullion
<b>Others:</b>	M Carey (MHT), J J Cassidy and G Casement (Forest Service - FS)
<b><u>Apologies:</u></b>	Cllr L Devlin, Cllr W Clarke, Cllr R Howell Cllr A Lewis, C Boyd

**Item 1. Welcome and Apologies**

It was noted that elected members attendance is sporadic, the Chair requested that political parties review their membership and attendance.

**Item 2. Report from meeting on 1 October 2021**

The report was approved by Cllr H Gallagher and seconded by Cllr A McMurray.

**Action**

**Item 3. Matters arising and actions**

**Action**

Lease – Transition Plan

Transition/operations plan to be developed and presented at the next T&F meeting.

Item 4 on agenda

A Patterson to email elected members regarding the process for booking events in CFP after 31 March 2022.

Item 4 on agenda

Lease date agreed subject to lease approval

Item 4 on agenda

Consideration to be given to including the Gardener's House as part of the Head Gardener/Gardener's remuneration package.

Item 4 on agenda

A press release will be issued when the lease is signed.

Item 4 & 6 on agenda

To progress the lease agreement between FS and Council to ensure it is approved at December 2021 Committee.

Complete

NLHF - Planning consultation

Ongoing

<p>HED requested visuals of signage on the historic landscape. A McVeigh raised this with the consultant to progress. HED confirmed they do not require wayfinding but planning has requested visuals of road signage.</p> <p>To ensure the water supply for the fountains is included in the programme of works within the NLHF project and to liaise with FS regarding closing off the current water supply.</p> <p>DAERA Risk Register To be requested from consultant.</p> <p>Interpretation – Stove Conservatory ToR to be developed to appoint a design and fit out consultant for the Stove Conservatory.</p> <p>FS identified that trees introduced to the landscape will have to have a FRM Certificate. This requirement is to be documented in the transition plan and to be included in the tender documents.</p> <p>Phasing to be shared at the next meeting including clarification on the role of the horticulturist.</p> <p>Dr S Montgomery to write to Mr Sinnamon to wish him well in his new post and acknowledge his dedication to caring for the Arboretum during his tenure.</p> <p>Dr S Montgomery and Cllr H Gallagher to view the bird bath.</p>	<p>Information shared with consultant – Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Information shared with consultant – Complete</p> <p>To be placed on the agenda for the next meeting.</p> <p>Complete</p> <p>Ongoing</p>
<p><b>Item 4. Lease</b></p> <p>NMDDC Chair and CEO signed a lease agreement on 17 December 2021, documentation has been forwarded to FS for signature.</p> <p>NMDDC will lease the Walled Garden and wider Arboretum including the Gardener’s House on 1 January 2022. On the 1 April 2022, Council will assume the management of the wider core recreational area including the main caravan and camping facilities. The Touring In the Trees facility will continue to be operated by Forest Service until 31 December 2024 after which the site will transfer to the Council. Forest Service will continue to manage the woodland.</p> <p>A transition plan was presented by A Patterson. Close engagement continues with FS personnel in relation to daily operations.</p> <p>Community concerns were raised in relation to the gardens and their maintenance post transfer of land. It was noted that there will be no reduction in standards and maintenance will continue.</p>	<p><b>Action</b></p> <p>Joint press release to be issued between NMDDC and FS.</p> <p>NI Direct and Council’s tourism website to be updated providing information on the transition.</p>

<p>Health and safety concerns were raised, it was suggested there is a safety review of the play park area. It was noted that there is anti-social behaviour after hours.</p> <p>Cllr A McMurray requested that communication is issued to the Association of Outdoor Recreation on recreational use of the lake.</p>	<p>It was agreed that these are operational issued and will be dealt with once Council is operating the Park in April 2022.</p> <p>Cllr McMurray to provide details to A Patterson for communication to be issued.</p>
<p><b>Item 5. DAERA project update</b></p>	<p><b>Action</b></p>
<p>Noted</p> <ul style="list-style-type: none"> <li>• Project Manager’s Report</li> <li>• Programme</li> </ul> <p>Delay in the delivery of glass. 1880s house will be complete in January 2022.</p> <p>Noted</p> <ul style="list-style-type: none"> <li>• Risk Register</li> </ul> <p>Noted</p> <ul style="list-style-type: none"> <li>• Compensation Events</li> <li>• Interpretation/Graphic design</li> </ul>	<p>Seek an extension to the LoO to 31 March 2022.</p> <p>ToR to be developed in January 2022.</p>
<p><b>Item 6. NLHF</b></p>	<p><b>Action</b></p>
<p>Noted – Discussion surrounded the structural integrity of Block 3 and block 6. Restricted access for Block 6 will elevate the issue however a decision will have to be taken on Block 3.</p> <p>Noted</p> <ul style="list-style-type: none"> <li>• Project Manager’s Report</li> <li>• Programme</li> <li>• Risk Register</li> </ul> <p>Noted</p> <ul style="list-style-type: none"> <li>• PR – Communication</li> </ul> <p>A press release has been drafted and issued to Forest Service for review and approval. The press release will be issued to NLHF for review.</p> <p>Additional posts dedicated to Castlewellan Forest Park have been approved by Council. The Gardener’s House cannot form part of the remuneration package for the Head Gardener or Gardener as it is deemed archaic in human resource policy.</p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Phased Permission to Start</li> </ul>	<p>Further discussion with the consultant to ensure a sympathetic approach is agreed.</p> <p>A joint press release will be issued by FS and NMDDC in relation to the lease.</p> <p>Recruitment to commence once NLHF has reviewed and approved the changes.</p>

<p>It was anticipated to have a phased permission to start with the NLHF however if planning is approved in early 2022 a full permission to start will be sought.</p>	Ongoing
<ul style="list-style-type: none"> <li>• Procurement</li> </ul> <p>The consultant is working on a PQQ and ITT prior to a permission to start to ensure the project is ready to commence once approvals are in place. It was noted that the reports that were produced within Phase 1 of the project would form part of the procurement package for contractors.</p> <p>Due to the presence of protected species on site, particularly bats (sites identified in the ecology report) there may be the requirement to employ an ecologist clerk of works. This may be a condition of planning similar to The Bothy.</p>	Ongoing
<p><b>Item 7. Approvals or Recommendations</b></p>	<b>Action</b>
<p>The LoO for the DAERA project will expire on 31 January 2022. The remainder of the restoration will be beyond that date.</p>	To seek an extension to the DAERA LoO beyond 31 January 2022.
<p><b>Item 8. Any Other Business</b></p>	<b>Action</b>
<p>ARC volunteers completed their last day of volunteering at the Arboretum on 11 December 2021. The Chair expressed thanks to the group on behalf of the Task and Finish Board and outlined that there will be volunteering opportunities with the NLHF project.</p> <p>Gratitude was expressed to A Magee, Estates &amp; Project Management, for leading on the DAERA project. Following A Magee's departure T McClean will lead on the DAERA and NLHF projects.</p>	
<p><b>Item 9. Date of next meeting</b></p>	<b>Action</b>
<p>TBC</p>	Date to be placed in Council diary.



**Report of Castlewellan Forest Park Task and Finish Project Board meeting held on 1 March 2022 hosted virtually via MS Teams at 3.00 p.m.**

**Attendees:**

<b>Chair:</b>	Dr S Montgomery
<b>Elected members:</b>	Cllr L Devlin, Cllr R Howell and Cllr A Lewis
<b>Council Officials:</b>	C Boyd, J Ellis, T McClean, J McGilly, A McVeigh, A Mallon, A Patterson
<b>Others:</b>	M Carey (MHT), J J Cassidy and G Casement (Forest Service - FS)
<b><u>Apologies:</u></b>	Cllr W Clarke, Cllr H Gallagher, Cllr A McMurray, and K Scullion

**Item 1. Welcome and Apologies**

It was agreed that the day of the meeting would rotate between Tuesday and Friday to accommodate elected members attendance.

<b>Item 2. Report from meeting on 17 December 2021</b>	<b>Action</b>
The report was proposed by M Carey and seconded by JJ Cassidy.	
<b>Item 3. Matters arising and actions</b>	<b>Action</b>
Phasing to be shared at the next meeting including clarification on the role of the horticulturist.	Item 5 on agenda
Joint press release to be issued between NMDDC and FS.	Item 5 on agenda
NI Direct and Council's tourism website to be updated providing information on the transition.	Complete – Published on Council's corporate website and tourism website <a href="http://www.visitmournemountains.co.uk">www.visitmournemountains.co.uk</a> and on NI Direct
	Ongoing

<p>Operational issued and will be dealt with once Council is operating the Park in April 2022.</p> <p>Cllr McMurray to provide details to A Patterson for communication to be issued.</p> <p>Seek an extension to the LoO to 31 March 2022.</p> <p>ToR for interpretation to be developed in January 2022.</p> <p>Discussion with the consultant to ensure a sympathetic approach is agreed on block 3.</p> <p>Recruitment to commence once NLHF has reviewed and approved the changes.</p>	<p>Ongoing engagement with all lake users.</p> <p>Complete</p> <p>Item 4 on agenda</p> <p>Item 5 on agenda</p> <p>Item 5 on agenda</p>
<p><b>Item 4. DAERA project update</b></p>	<p><b>Action</b></p>
<ul style="list-style-type: none"> <li>• Project Manager’s Report Noted – There was a delay in the manufacturing of the cold frames due to several external factors – COVID, supply chain etc. It is anticipated that the cold frames will be installed week beginning 11 March 2022. There was a change in the kitchen specification and this also caused a delay. There was agreement that the standard of work in the Bothy is to a very high standard.</li> <li>• Programme Noted – Extension to 16 March 2022</li> <li>• Risk Register Noted</li> <li>• Interpretation/Graphic design procurement Request for Quote has been developed and issued to procurement via the framework for communication and marketing.</li> <li>• Finance By 31 March 2022 Council will have submitted claims to the value of £500,000 to DAERA. Several CEs have been issued by the contractor.</li> </ul>	<p>Officers to source lockers for the Gardeners Store for the volunteer space once the NLHF project is live.</p> <p>An informal tour to be organised of The Bothy after St Patrick’s Day.</p> <p>To submit claims to DAERA.</p>

Item 5. NLHF	Action
<ul style="list-style-type: none"> <li>• Project Manager’s Report Planning permission is outstanding. NIEA has requested information upon certain aspects of the application. Council has instructed TetraTech to establish if the information requested can form a condition of the planning permission.</li>   <li>• Programme Council is reluctant to move to PQQ without planning permission as design and information changes will result in CEs.</li>   <li>• Risk Register To be provided at the next meeting.</li>   <li>• RIBA Stage 4 RIBA Stage 4 workshop took place with Council officers, NLHF representatives and TetraTech in February 2022. A presentation was shared at the meeting. There is an outstanding issue over the structural integrity of Block 3. There has been engagement with HED and NLHF.</li>   <li>• Permission to Start A meeting was held with NLHF representatives on 28 January 2022 to discuss the permission to start process. Council will request a permission to start once planning has been approved. There is no requirement to phase the permission to start process.</li>   <li>• Recruitment Council has advertised for several posts. Recruitment for the head gardener and gardener will commence with the JDs have been approved internally.</li>   <li>• Horticulturist procurement A horticulturist will be procured by TetraTech to be part of TetraTech’s commission. The appointed consultant will be responsible for supervising the works and support to Council and contractors.</li> </ul>	<p>Council to review programme with TetraTech.</p>



<ul style="list-style-type: none"> <li>• PR – Communication</li> </ul> <p>Suzie Scott (International Dendrology Society) will lead a delegation in April to the Arboretum.</p> <p>A press release approved by FS and NLHF was issued by Council to local papers on the future operations of Castlewellan Forest Park.</p> <p>The Northern Ireland Heritage Garden Trust is hosting a lecture on Castlewellan Arboretum on 15 March 2022. Michael Lear will share his findings from the delivery phase research of the NLHF project.</p>	<p>A delegation from Council to be in attendance to welcome the group. Council to issue a press release following the visit.</p> <p>Zoom link to be shared.</p>
<p><b>Item 6. Approvals or Recommendations</b></p>	<p><b>Action</b></p>
<p>When the project is complete a report will be submitted to S, P &amp; R relating to the CEs on the DAERA project.</p>	
<p><b>Item 7. Any Other Business</b></p>	<p><b>Action</b></p>
<p>Mobile catering opportunities have been advertised for Castlewellan Forest Park.</p> <p>Council will upgrade the Caravan Park facilities.</p> <p>Entry fee into Castlewellan Forest Park will be retained.</p> <p>Council is liaising with Forest Service on a dual payment solution for Tullymore and Castlewellan Forest Park users.</p> <p>It was noted that there was storm damage to Magnolia in the Walled Garden.</p> <p>MHT offered a meeting with the new team in Castlewellan Forest Park once recruited.</p>	
<p><b>Item 8 Date of next meeting</b></p>	<p><b>Action</b></p>
<p>Friday 8 April 2022 at 3.00 p.m. MS Teams</p>	<p>May's meeting to be held on a Tuesday.</p>

**HISTORIC****ACTION TRACKER SHEET****ENTERPRISE REGENERATION AND TOURISM COMMITTEE****(For Noting at ERT Meeting – 09 May 2022)**

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ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		<b>October 2019</b>			
<b>ERT/138/2019</b>	CARLINGFORD LOUGH GREENWAY	<p>(a) The Council proceed to commence the PQQ contractor procurement stage for the Northern section of the Carlingford Lough Greenway.</p> <p>(b) Council Officers to update Councillor McMurray regarding plans for Greenways at Comber/Downpatrick.</p>	J McGilly	<p>Negotiations ongoing with landowners and funder. Revised submission submitted to funders May 2020. Planning submitted and awaiting decision. SEUPB considering additional funding bid. Economic appraisal completed and</p>	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
				with SEUPB and DfI	
		<b>(AUGUST 2020)</b>			
ERT/095/2020	CAR PARK BANN ROAD CASTLEWELLAN	To progress the proposed redevelopment of the Bann Road parking area in collaboration with DfI and approve the submission of a planning application for a change of use for the area concerned.	C Jackson	In progress, work has commenced and due for completion by June 2022.	N
		<b>(SEPTEMBER 2020)</b>			
ERT/129/2020	(Historic Action) NEWCASTLE HARBOUR	A paper be brought to a meeting of the Enterprise Regeneration & Tourism Committee Meeting outlining proposals to move forward with the regeneration of Newcastle Harbour.	J McGilly	Work in progress,  Following September ERT Working group to be established to progress in line with Master plan review for Newcastle	N
		<b>(MARCH 2021)</b>			
ERT/051/2021	WARRENPOINT BATHS	1. Council continue to ensure that ongoing measures are taken to monitor and address Health and Safety concerns as they arise at the existing Baths Structure.	J McGilly	SOC complete and presented to Feb SFWG.	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		<ol style="list-style-type: none"> <li>2. Council officials to continue discussions with potential funders given the development of new funding programmes - Peace Plus; Shared Prosperity Fund; NLHF, Tourism NI, etc, based on the development of the facility as per the planning approval that is currently in place on the site.</li> <li>3. Council officials proceed with appointment of a consultancy team to prepare a business case / economic appraisal on the existing Council approved scheme based on the Planning approval in place for the Warrenpoint Baths site.</li> </ol>			
ERT/093/2021	LEVELLING UP FUND	<ol style="list-style-type: none"> <li>1. The Council do not submit an application in the current call for 18 June 2021 Levelling Up Fund, but explore and develop initiatives that best fit the criteria utilising the Development fund that will become available early summer.</li> <li>2. In respect of CRF, the Council explore potential joint funding bids with FE sector aligned to economic development and regeneration strategy.</li> </ol>	J McGilly	Work in progress	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		<b>( AUGUST 2021 )</b>			
<b>ERT/137/2021</b>	NOTICE OF MOTION RE: REVIVAL OF DOWNPATRICK TOWN CENTRE	<p>To note Report dated 09 August 2021 from Mr J McGilly, Assistant Director Enterprise, Employment &amp; Regeneration, and proceed as follows:</p> <ul style="list-style-type: none"> <li>• Officers carry out a detailed options appraisal in partnership with local elected Members and business representatives, looking at the most suitable option going forward, that best represents the need of the Town Centre.</li> <li>• Report back to the ERT Committee with findings of the options appraisal exercise.</li> </ul>	J McGilly	<p>Work in progress. Report to Feb ERT on next steps following consultation with key stakeholders.</p> <p>Facilitated workshop currently being planned for March /April 2022</p>	N
		<b>(SEPTEMBER 2021)</b>			
<b>ERT/178/2021</b>	SUBMISSIONS TO DFI RE: GREENWAY AND ACTIVE TRAVEL PROJECTS	<p>Given their importance to the District's tourism industry, Task and Finish Working Groups be set up for:</p> <ul style="list-style-type: none"> <li>- Development of Greenways</li> <li>- Newcastle Harbour</li> </ul>	J McGilly	Work in progress	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		An update be provided to Councillor Stokes regarding the application in respect of Newry Greenway.			
		<b>(OCTOBER 2021)</b>			
<b>ERT/183/2021</b>	LABOUR MARKET PARTNERSHIP	<p>a) To note that Council have prepared and submitted to the Department for Communities, a Strategic Assessment and Action Plan for implementation of a Labour Market Partnership (LMP) across the District.</p> <p>b) To approve the Business Case for the Labour Market Partnership Action Plan.</p> <p>c) To approve that Council now procure and appoint external delivery agents to implement the range of initiatives outlined in the business case, and approved for funding by Department for Communities.</p> <p>d) To approve the acceptance of Department for Communities Letters of Offer for Labour Market Partnership / Skills and Employability activity, including administration and operational costs.</p>	J McGilly	Work in progress – update at Jan 2022 ERT Plan currently being implemented via series of SLAs and work ongoing to develop 2022/2023 plan for submission in April 2022	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		e) To approve the development and submission of a Labour Market Partnership Strategic Assessment & Action Plan for the 2022/2023 financial period, with details on same to be tabled at a further meeting of Council.			
ERT/185/2021	REPORT OF WARRENPOINT FRONT SHORE PUBLIC REALM SCHEME TASK & FINISH – 05/10/2021	<p>To accept the following recommendations arising from the Warrenpoint Front Shore Public Realm Scheme Task and Finish Steering Group Meeting held on Tuesday 05 October 2021:</p> <ul style="list-style-type: none"> <li>• To extend the Public Consultation process for the proposed Breakwater Scheme.</li> <li>• To note the Task &amp; Finish Steering Group are in agreement to proceed based on a phased approach, to the overall delivery of a Warrenpoint Front Shore / Breakwater Public Realm Scheme.</li> <li>• A separate report on the project and it's cost options, to be take to the next Meeting of the Council's Strategic Finance Working Group.</li> <li>• The project proceeds to RIBA Stage 4 with it's Consultants, to ensure that the contractor for Phase 1 is appointed and in</li> </ul>	J McGilly	<p>Work in progress Business case and Funding approved by DfC.            Planning approved subject to final comment by NIEA.            Procureemnt of contractor at assessment stage</p>	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		place to meet the required funding commitment.			
		<b>(NOVEMBER 2021)</b>			
<b>ERT/212/2021</b>	(EXEMPT) COVID 19 RECOVERY WORKING GROUP MTG 21 OCTOBER 2021	a) To support the implementation of a Jobs and Careers fair, focusing on the Hospitality and Tourism Sector.  b) That works are carried out to improve beach access and provide facilities at coastal areas across the District including Warrenpoint, Rostrevor and Lecale.  c) Development of a Masterplan to develop walking linkages at Quoile Downpatrick.	J McGilly      A Patterson	In progress   In progress   In progress	N
		<b>(DECEMBER 2021)</b>			
<b>ERT/237/2021</b>	(EXEMPT) BANN ROAD CASTLEWELLAN – PARK AND RIDE	Committee members approve the attached business case for a Capital spend to develop a 72 bay Park 'n' Share facility at Bann Road, Castlewellan.  b) Members approve the revised Capital budget as set out in Section 4.1 of Report	C Jackson	In progress, work has commenced and due for completion by June 2022	N



ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		dated 13 December 2021 from Mr C Jackson Assistant Director Building Control & Regulations.			
ERT/239/2021	(EXEMPT) CAR PARK DOWNPATRICK STREET SAINTFIELD	To approve the business case for the Capital spend required to carry out the refurbishment project for Downpatrick Street car park, Saintfield.	C Jackson	In progress, work to commence Jun/July 2022	N
		<b>FEBRUARY 2022</b>			
ERT/025/2022	DOWNPATRICK TOWN CENTRE	<ol style="list-style-type: none"> <li>1. To organise a facilitated workshop with key stakeholder groups to discuss and identify the main priorities in order to develop a strategy focused on the needs of the town.</li> <li>2. To appoint a facilitator for the workshop and prepare a report detailing the findings and recommendations from the workshop.</li> </ol>	J McGilly	Ongoing work in progress	N
ERT/038/2022	(EXEMPT) WARRENPOINT MARINA PROJECT	<p>Council proceed to Stage 2 of the Warrenpoint Marina Development by:</p> <ol style="list-style-type: none"> <li>1. Procurement and appointment of a multi-disciplinary team to develop the Environmental Impact</li> </ol>	J McGilly	Work in progress	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		Assessment/Statement. 2. Complete the studies that are required to support the Environmental Impact Assessment and planning application. 3. Submission of a Planning Application. 4. Investigate all potential funding opportunities.			
		<b>(MARCH 2022)</b>			
ERT/050/2022	NOTICE OF MOTION RE: ANIMAL WELFARE FORUM	(a) 2 No. Councillors to be included on the Paws for Thoughts forum, and as part of elected member engagement on this forum, consider options for further consultation with charity groups through the forum.  (b) Elected Member nominations to the Paws for Thought forum to be agreed at the next meeting of the Party Representatives Meeting.  (c) The ERT Committee to review Licensing Department 6 monthly reports and consider if further action is required.	C Jackson	In progress	N
ERT/056/2022	(EXEMPT) NEWCASTLE HARBOUR BERTHING PROVISION	To approve the business Case and undertake the necessary	A Patterson	In progress	N

ITEM	SUBJECT	DECISION	REFERRED TO	ACTION TAKEN	REMOVE FROM ACTION SHEET Y/N
		procurement exercises to install fixed floating pontoon with gated access ramp to improve accessibility at Newcastle Harbour and enhance the aesthetics of the facility.			
		<b>(APRIL 2022 TO FOLLOW)</b>			

Agreed 27.4.22

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Comhairle Contae Lú  
Louth County Council



Comhairle Coimisiún  
an Iúir, Mhúrn  
agus an Dúin  
Newry, Mourne  
and Down  
District Council

M/151

**Louth/ Newry Mourne and Down Strategic Alliance  
of Elected Members between  
Newry, Mourne and Down District Council, and Louth County Council**

**Report of Meeting held Wednesday 23 February 2022 at 10.00 a.m.  
Via ZOOM Platform**

<b>In the Chair:</b>	<b>Councillor J Sheridan,</b>	<b>Louth County Council (Joint Chair)</b>
<b>Present:</b>	<b>Councillor J Tinnelly,</b>	<b>Newry, Mourne and Down DC (Joint Chair)</b>
	<b>Councillor D McAteer,</b>	<b>Newry, Mourne and Down DC</b>
	<b>Councillor D Curran,</b>	<b>Newry, Mourne and Down DC</b>
	<b>Councillor R Mulgrew,</b>	<b>Newry, Mourne and Down DC</b>
	<b>Councillor D Murphy,</b>	<b>Newry, Mourne and Down DC</b>
	<b>Councillor A Watters,</b>	<b>Louth County Council</b>
	<b>Councillor P McGeough,</b>	<b>Louth County Council</b>
	<b>Councillor T Cunningham,</b>	<b>Louth County Council</b>
	<b>Councillor E Corrigan,</b>	<b>Louth County Council</b>
	<b>Councillor E Coffey,</b>	<b>Louth County Council</b>
	<b>Councillor J Byrne,</b>	<b>Louth County Council</b>
	<b>Councillor A McKevitt,</b>	<b>Louth County Council</b>
	<b>Mr F Pentony,</b>	<b>Director LCC</b>
	<b>Mr J McGuinness</b>	<b>Director LCC</b>
	<b>Ms C Duff</b>	<b>Director LCC</b>
	<b>Ms B Woods</b>	<b>Director LCC</b>
	<b>W Walsh</b>	<b>Louth CC</b>
	<b>Mr C Mallon,</b>	<b>Director NMDDC</b>
	<b>Mr J McGilly,</b>	<b>Assistant Director NMDDC</b>
	<b>Ms P Arthurs,</b>	<b>East Border Region</b>
	<b>Ms A Powell,</b>	<b>NMDDC (Notes)</b>

## 1. Welcome and Apologies:

### Apologies received from:

<b>Councillor D Power,</b>	<b>Louth County Council</b>
<b>Councillor M Larkin,</b>	<b>Newry, Mourne and Down DC</b>
<b>Councillor W Clarke,</b>	<b>Newry, Mourne and Down DC</b>
<b>Councillor W Walker,</b>	<b>Newry, Mourne and Down DC</b>
<b>Councillor A Lewis,</b>	<b>Newry, Mourne and Down DC</b>

<b>Ms J Martin,</b>	<b>Chief Executive LCC</b>
<b>Ms M Ward,</b>	<b>Chief Executive NMDDC</b>
<b>Mr P Donnelly</b>	<b>Director LCC</b>
<b>Mr M Lipsett,</b>	<b>Director NMDDC</b>
<b>Mr J McBride,</b>	<b>Director NMDDC</b>
<b>Ms D Carville,</b>	<b>Director NMDDC</b>

## 2. Report of Louth/Newry Mourne Strategic Alliance Meeting held on 2 December 2021 (attached)

On the proposal of Councillor D Murphy, seconded by Councillor D McAteer, report of meeting held on the 2 December 2021 was approved.

## 3. Matters Arising

No matters were arising out of previous meeting.

## 4. Strategic Alliance Action Plan (attached)

The current action plan document was attached for information.

## 5. Briefing document/ Actions paper update

C Mallon informed members that an Actions paper is currently being collated by Officers on capital / collaborative project proposals against the 4 areas listed in the action plan. C Mallon proposed that this document be presented to the next meeting for discussion in a follow up workshop with Facilitator.

Councillor Corrigan asked that options for the Advisory Committee also be considered at this upcoming workshop.

**ACTION: Actions Paper with proposed methods to deliver on the Priority Action Plan to be discussed at follow up workshop on 27<sup>th</sup> April 2022.**

Agreed 27.4.22

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It was agreed that a briefing document be created for publishing and sharing on line for promotional purposes to raise the level of awareness of the Strategic Alliance.

**AGREED: A briefing document to be created for publishing and sharing on line for promotional purposes to raise the level of awareness of the Strategic Alliance.**

## 6. Presentation - Outcome document on climate change

Outcome document on climate change was presented by C Duff and a web link to draft promotional video was provided.

Discussion included the All Ireland Pollination Plan and the possibility of a Greenway Ranger / electric vehicle to use on Greenway.

## 7. Schedule of meetings 2022:

The next meeting will be held as part of a workshop on **Wednesday 27<sup>th</sup> April 2022** – location Thomas Davis Community Hub, Newry

Schedule of meetings 2022 –

- Wednesday 14<sup>th</sup> September 2022, 10am
- Wednesday 16<sup>th</sup> November 2022, 10am (*Date to be changed*)

Signed: C Mallon  
 Director of Enterprise, Regeneration and Tourism  
 Newry, Mourne and Down District Council

## ACTIONS

	<b>ACTION</b>	<b>Referred to</b>
1.	<b>Actions Paper with proposed methods to deliver on the Priority Action Plan to be discussed at follow up workshop on 27<sup>th</sup> April 2022.</b>	<b>C Mallon / J McGuinness</b>
2.	<b>A briefing document to be created for publishing and sharing on line for promotional purposes to raise the level of awareness of the Strategic Alliance.</b>	<b>C Mallon / J McGuinness</b>

# Newry, Mourne & Down District Council – April 2022

## 1. Live Applications

MONTH 2022/23	NEW APPLICATIONS	LIVE APPLICATIONS	LIVE APPLICATIONS OVER 12 MONTHS
April 2022	142	1,120	235

## 2. Live Applications by length of time in system

Month 2022/23	Under 6 months	Between 6 and 12 months	Between 12 and 18 months	Between 18 and 24 months	Over 24 months	Total
April 2022	660	225	89	37	109	<b>1,120</b>

## 3. Live applications per Case Officer

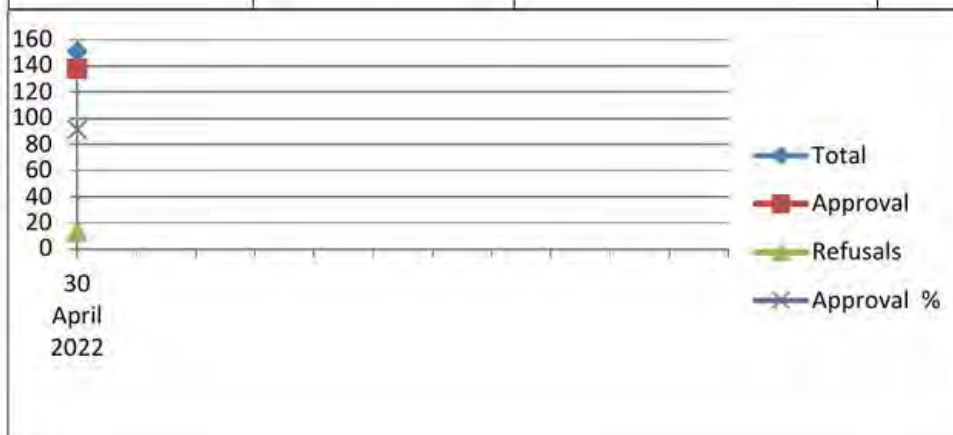
Month 2022/23	Average number of Applications per Case Officer
April	69

## 4. Decisions issued per month

Month 2022/23	Number of Decisions Issued	Number of Decisions Issued under delegated authority
April	151	139

## 5. Decisions Issued YTD

Month 2022/23	Number of Decisions Issued	Breakdown of Decisions	
April	151	Approvals (138)	91%
		Refusals (13)	9%



## Newry, Mourne & Down District Council – April 2022

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### 6. Enforcement Live cases

Month 2022/2023	<=1yr	1-2 yrs	2-3 yrs	3-4 yrs	4-5 yrs	5+yrs	Total
April	214	154	75	74	78	96	691

### 7. Planning Committee

Month	Number of Applications presented to Committee	Number of Applications Determined by Committee	Number of Applications Withdrawn/ Deferred for future meeting	Number of Officer recommendation overturned
6 April 2022	10	7	3	1
<b>Totals</b>	<b>10</b>	<b>7</b>	<b>3</b>	<b>1</b>

### 8. Appeals

Planning Appeal Commission Decisions issued during period 1 April 2022 to 30 April 2022

Area	Number of current appeals	Number of decisions issued	Number of decisions Allowed	Number of decisions Dismissed	Withdrawn
Newry & Mourne	27	0	-	-	-
Down	43	3	1	2	1
<b>TOTAL</b>	<b>70</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>



## Newry, Mourne &amp; Down District Council – April 2022

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Statutory targets monthly update - January 2022 (unvalidated management information)

Newry, Mourne and Down

	Major applications (target of 30 weeks)				Local applications (target of 15 weeks)				Cases concluded (target of 39 weeks)			
	Number received	Number decided/ withdrawn <sup>1</sup>	Average processing time <sup>2</sup>	% of cases processed within 30 weeks	Number received	Number decided/ withdrawn <sup>1</sup>	Average processing time <sup>2</sup>	% of cases processed within 15 weeks	Number opened	Number brought to conclusion <sup>3</sup>	"70%" conclusion time <sup>3</sup>	% of cases concluded within 39 weeks
April	2	-	0.0	0.0%	171	143	16.6	43.4%	44	19	69.8	52.6%
May	2	1	35.4	0.0%	159	137	17.2	41.6%	31	30	57.0	66.7%
June	1	1	49.8	0.0%	179	173	16.8	42.8%	38	41	85.8	46.3%
July	0	-	0.0	0.0%	124	136	17.0	41.2%	38	27	85.2	51.9%
August	0	-	0.0	0.0%	137	140	17.1	38.6%	35	67	89.2	53.7%
September	2	-	0.0	0.0%	148	166	19.8	28.3%	48	37	158.4	37.8%
October	0	-	0.0	0.0%	159	147	17.8	34.0%	27	75	122.0	40.0%
November	0	2	75.3	0.0%	149	174	20.0	33.3%	25	69	129.2	44.9%
December	0	1	31.4	0.0%	97	141	22.2	30.5%	20	34	178.7	38.2%
January	0	-	0.0	0.0%	108	106	20.4	28.3%	33	48	101.7	44.7%
February	0	-	0.0	0.0%	0	-	0.0	0.0%	0	-	0.0	0.0%
March	0	-	0.0	0.0%	0	-	0.0	0.0%	0	-	0.0	0.0%
<b>Year to date</b>	<b>7</b>	<b>5</b>	<b>49.8</b>	<b>0.0%</b>	<b>1,431</b>	<b>1,463</b>	<b>18.6</b>	<b>36.3%</b>	<b>339</b>	<b>447</b>	<b>108.8</b>	<b>46.6%</b>

Source: NI Planning Portal

Notes:

## Newry, Mourne & Down District Council – April 2022

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- 1. DCs, CLUDS, TPOS, NMCS and PADS/PANs have been excluded from all applications figures*
- 2. The time taken to process a decision/withdrawal is calculated from the date on which an application is deemed valid to the date on which the decision is issued or the application is withdrawn. The median is used for the average processing time as any extreme values have the potential to inflate the mean, leading to a result that may not be considered as "typical".*
- 3. The time taken to conclude an enforcement case is calculated from the date on which the complaint is received to the earliest date of the following: a notice is issued; proceedings commence; a planning application is received; or a case is closed. The value at 70% is determined by sorting data from its lowest to highest values and then taking the data point at the 70th percentile of the sequence.*

<b>Report to:</b>	Enterprise, Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	<i>The Sloane Lab Project</i> – Down County Museum
<b>Reporting Officer (Including Job Title):</b>	Andrew Patterson, Assistant Director Tourism, Culture and Events
<b>Contact Officer (Including Job Title):</b>	Noreen Cunningham Museum Curator

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
<b>1.0</b>	<b>Purpose and Background</b>	
1.1	<p><b><u>Purpose</u></b> To not the contents of this paper.</p> <p><b><u>Background</u></b> Hans Sloane, born in Killyleagh, was a 17<sup>th</sup> century doctor and collector who amassed a vast amount of material that formed the foundation of the British Museum, Natural History Museum and National Library in London.</p> <p><i>The Sloane Lab</i> is one of five 'Discovery Projects' sharing £14.5m of Arts and Humanities Research Council (AHRC) funding to democratise and decolonise the UK's culture and heritage collections. It is led by University College London.</p> <p>Researchers will develop new technologies, including the use of artificial intelligence (AI), to open up the contents of museum and collections in ways that are more intuitive and relevant to the way the public and academics want to discover and use them.</p> <p><i>The Sloane Lab</i> aims to enrich debate on issues such as: the contested nature of museum collections, the role of digital tools in foregrounding overlooked or ignored processes, like imperialism, colonialism, slavery, loss and destruction, that have shaped the UK's national collections until now.</p> <p>As well as the British Museum, Natural History Museum and the British Library, a number of other smaller partners are involved in the project.</p> <p>Down County Museum has been identified as a partner due to its proximity to Killyleagh, and a part-time Project Officer will be funded to help develop an exhibition that will travel onwards to other parts of the UK. This will involve loans of some items from the British Museum.</p>	

	The Project Officer will work closely with the local community, involving them in various outputs of the project. It is anticipated that the Project Officer post will be advertised in August 2022 and start in September 2022 and end in September 2023.
<b>2.0</b>	<b>Key issues</b>
2.1	The Project Officer will be 100% funded through the project, but will be a Council employee.
<b>3.0</b>	<b>Recommendations</b>
3.1	To note the contents of this report. .
<b>4.0</b>	<b>Resource implications</b>
4.1	The Project Officer will be funded in full through the Sloane Lab
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p>

	<p>Consultation period will be less than 12 weeks (rationale to be provided)</p> <p><i>Rationale:</i></p>
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
<b>7.0</b>	<b>Appendices</b>
	N/A
<b>8.0</b>	<b>Background Documents</b>
	N/A

<b>Report to:</b>	Enterprise Regeneration and Tourism Committee
<b>Date of Meeting:</b>	Monday 9 <sup>th</sup> May 2022
<b>Subject:</b>	Economic Recovery Action Plan (ERAP) Sub Regional Final Reports
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly, Assistant Director Enterprise, Employment and Regeneration
<b>Contact Officer (Including Job Title):</b>	Elaine McAlinden Regeneration and Business Support Development Officer.

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>X</b>
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	<p><u>Purpose</u></p> <ul style="list-style-type: none"> <li>To update on the Economic Research projects funded by the Invest NI Economic Recovery Action Plan (ERAP) for the completion of a number of research projects into the wider economic outlook of the NMDDC region and sub regions.</li> </ul> <p><u>Background</u></p> <p>Newry Mourne and Down District Council has been involved with 4 projects funded by the ERAP programme: -</p> <ul style="list-style-type: none"> <li>A Framework for Future Economic Development and Business Support Interventions for SMEs in the Newry, Mourne and Down District Council area.</li> <li>The Development of a Business Support Needs Analysis for a Sustainable Low Carbon Economy across the South East Region, led by Ards and North Down Borough Council (AND) in collaboration with Newry Mourne and Down District Council (NMD) and Armagh City, Banbridge and Craigavon Borough Council (ABC).</li> <li>Revised Business Start Up Approach – Business Case Development and Resourcing Strategy, involving all 11 NI Councils, led by Belfast Council City.</li> <li>Place Based Approaches to supporting Economic Development, involving all 11 NI Councils, led by Derry City and Strabane District Council.</li> </ul>
<b>2.0</b>	<b>Key issues</b>

- **A Framework for Future Economic Development and Business Support Interventions for SMEs in NMDDC**

The remit of this research piece is the development of an Enterprise Framework for the next 5 years (2023 – 2026) specific to the Newry Mourne and Down District Council area. Following an extensive consultation process with NMD Business owners-managers and stakeholder, the research shows that these groups look toward economic development agencies to provide support across 3 key areas: -

- Financial support
- Signposting / referrals to the most appropriate sources of support;
- Business Support Programmes.

Council have a limited role in the distribution of direct financial support to businesses, therefore the focus of the proposed Enterprise Framework is on the provision of points 2 and 3, Signposting and Business Support Programmes.

The proposed Enterprise Framework for NMDDC has 2 gateways – Early Stage Gateway and Enterprise Gateway and 6 distinct but interlinked strands providing enterprise support from Start a Business through to business growth support, each of which with a number of sub-strands of support provision. The full report and proposed Enterprise Framework can be viewed at Appendix 1. In tandem with the Enterprise Framework is a number of key recommendations which provide a number of strategic priorities for NMD over the next 5 years, most notably: -

- Pool, harness and coordinate the inputs of the principal providers of enterprise support that are operational in the NMDDC region.
- Unravel the maze of supports that are available to SMEs, micro enterprises and pre-start businesses in the NMDDC region.
- A single brand for the NMDDC enterprise framework – ‘the NMDDC business gateway’ or something similar could be marketed very effectively in the region so that owner-managers and would-be owner-managers quickly come to see this as their ‘first port of call’ when seeking support or advice.
- Have an ethos of ‘wrap-around’ support. The framework would be a ‘one stop shop’ in terms of support for businesses in the NMDDC region.
- Centre around the provision of ‘a continuum of support’ for businesses over the life cycle of individual businesses in the NMDDC region.
- Involve an ongoing process of engagement with owner-managers re ‘Next Steps’ to ensure that businesses – especially those with significant growth potential – are actively encouraged to avail of other areas of support under the enterprise framework or outside of this.
- Plug the gap between the current Start a Business Programme and the types of programme that are currently available for micro enterprises / SMEs that typically need to have been trading for more than 6 / 12 months.
- It is strongly recommended that ongoing best practice analysis and engagement with economic development stakeholders outside NI as an effective means of identifying new ideas for enterprise support could be introduced to the NMDDC region.

- **A Business Support Needs Analysis for a Sustainable Low Carbon Economy across the South East Region.**

The remit of this research piece was to establish and analyse local business wants and needs to inform the SE Region, (Ards and North Down Borough Council, Armagh City, Banbridge and Craigavon Borough Council and Newry Mourne and Down District Council), on how they might best support local businesses to achieve a sustainable and low carbon economy across the area. The key findings identified key actions, opportunities and interventions for the period 2023 – 2026 to assist local business, which do not meet the threshold for standard Invest NI support, to reduce carbon and other greenhouse gas emissions and to become more sustainable.

The research identified a number of key recommendations for action in the future, most notably: -

- The clear need for a dedicated Sustainability and Low Carbon Business Support Programme, providing expertise across areas of energy, waste, water resource management, providing business reports and registers of opportunity for businesses in the SE Region to focus in the future.
- Investment by the SE Region Councils in forming partnerships with organisations already delivering programmes in this area.
- Quarterly engagement and learning events for businesses to learn about new areas of interest.
- Engagement with the agriculture and transport sectors in particular.
- Development of a toolkit or website where a range of information, templates, case studies and/or webinars should be shared for businesses to access and work through at their own pace.

Reports on the below 2 research pieces are still being finalised

- Revised Business Start Up Approach – Business Case Development and Resourcing Strategy, involving all 11 NI Councils, led by Belfast Council City.
- Place Based Approaches to supporting Economic Development, involving all 11 NI Councils, led by Derry City and Strabane District Council

**3.0 Recommendations**

- 3.1 To note the update provided on the 4 research pieces: .
1. NMDDC, A Framework for Future Economic Development and Business Support Interventions for SMEs
  2. A Business Support Needs Analysis for a Sustainable Low Carbon Economy across the South East Region
  3. Revised Business Start Up Approach – Business Case Development and Resourcing Strategy, involving all 11 NI Councils, led by Belfast Council City.
  4. Place Based Approaches to supporting Economic Development, involving all 11 NI Councils, led by Derry City and Strabane District Council

**4.0 Resource implications**



4.1	All budgets outlined in this report have been 100% funded by Invest Northern Ireland, through the Economic Recovery Action Plan funding.
<b>5.0</b>	<b>Due regard to equality of opportunity and regard to good relations (complete the relevant sections)</b>
5.1	<p><b><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></b></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><b><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><b><i>Proposal initiating consultation</i></b></p> <p>Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
<b>6.0</b>	<b>Due regard to Rural Needs (please tick all that apply)</b>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p>

	Rural Needs Impact Assessment completed <span style="float: right;">□</span>
<b>7.0</b>	<b>Appendices</b>
	Appendix 1 - A Framework for Future Economic Development and Business Support Interventions for SMEs in NMDDC  Appendix 2 - A Business Support Needs Analysis for a Sustainable Low Carbon Economy across the South East Region.
<b>8.0</b>	<b>Background Documents</b>
	None





Comhairle Ceantair  
an Iúir, Mhúrn  
agus an Dúin

**Newry, Mourne  
and Down**

District Council

## **Enterprise Framework:**

**Future economic development and business  
support interventions for SMEs in the  
Newry, Mourne and Down District Council  
area**

**March 2022**

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## 1.0 Executive Summary

## 1.1 Setting the scene for the assignment

In recent years, Newry Mourne and Down District Council [NMDDC] has been successful in accessing European Regional Development Funding [ERDF] funding for enterprise support and has developed and out-sourced a range of very successful business programmes. ERDF funding, however, comes to an end in March 2023.

Consequently, NMDDC now wishes to develop an enterprise framework for the next 5 years which will be specific to the Newry, Mourne and Down [NMD] region. This Enterprise Framework will define opportunities for future economic development and business support interventions for Small and Medium Enterprises (SMEs) across the District.

NMDDC has commissioned Full Circle Management Solutions Ltd to facilitate the development of this enterprise framework. The development of the Framework was funded by Invest NI via the Economic Recovery Sub Regional Grant.

## 1.2 Summary details of consultation process

A consultation survey was publicised widely through a range of social media and e-marketing channels which detailed the rationale for the consultation and how participants could provide inputs to this.

In total, the consultation secured the inputs of 121 business owner-managers and 14 stakeholders over the course of the assignment. A review was also undertaken on the current suite of enterprise support programmes – in the NMDDC region, on a pan NI basis and in a number of regions outside NI.

## 1.3 Enterprise framework for the NMD region

What has emerged clearly from all of this work is that owner-managers and would-be entrepreneurs look towards economic development agencies for 3 distinct areas of support, namely:

1. Financial support
2. Signposting / referrals to the most appropriate sources of support;
3. Business Support Programmes.

Council will have a limited role in the distribution of direct financial support to businesses, therefore the focus of the Enterprise Framework will be on the provision of points 2 and 3, Signposting and Business Support Programmes.

A number of strategic priorities have emerged through this work that should provide the parameters of the NMDDC enterprise framework. More specifically, it is considered that the framework should:

- Pool, harness and coordinate the inputs of the principal providers of enterprise support that are operational in the NMDDC region.
- Unravel the maze of supports that are available to SMEs, micro enterprises and pre-start businesses in the NMDDC region so that owner-managers do not feel overwhelmed by the sheer breadth of choice available;
- Proactively promote the range of supports that are available to SMEs, micro enterprises and pre-start business owner-managers in a coordinated way so that owner-managers are being given advice on what supports are available, what the nature of these supports are and how these can be accessed quickly and easily.
- Have an ethos of 'wrap-around' support. Rather than individual delivery agents competing to recruit businesses from a pool of just over 9,000 businesses in the region for stand-alone programmes, businesses should enter the enterprise framework via a single point of entry and progress along a small number of clearly defined 'gateways'. This single point of entry will act as 'the gatekeeper' to the framework allowing each business to be assessed objectively and, from there, directed to the programme / intervention or support - either within the enterprise framework or provided by another organisation – that is most appropriate for each business at that time. The framework would therefore become a de facto 'one stop shop' in terms of support for businesses in the NMDDC region.
- Centre around the provision of 'a continuum of support' for businesses over the life cycle of individual businesses in the NMDDC region.
- Involve an ongoing process of engagement with owner-managers re 'Next Steps' to ensure that businesses – especially those with significant growth potential – are actively encouraged to avail of other areas of support under the enterprise framework or outside of this.
- Offer a combination of supports, combining 'catch-all' business mentoring and thematic programmes that would be specific to individual sectors and owner-manager categories as well as group events such as workshops and networking events.



- Plug the gap between the current Start a Business Programme and the types of programme that are currently available for micro enterprises / SMEs that typically need to have been trading for more than 6 / 12 months.
- Actively engage with the larger companies in the region in order to create reciprocal opportunities in areas such as supply chain development.
- Have the inherent flexibility to evolve and mature on an ongoing basis and in response to the changing landscape. It is strongly recommend that ongoing best practice analysis and engagement with economic development stakeholders outside NI as an effective means of identifying new ideas for enterprise support that could be introduced to the NMDDC region.

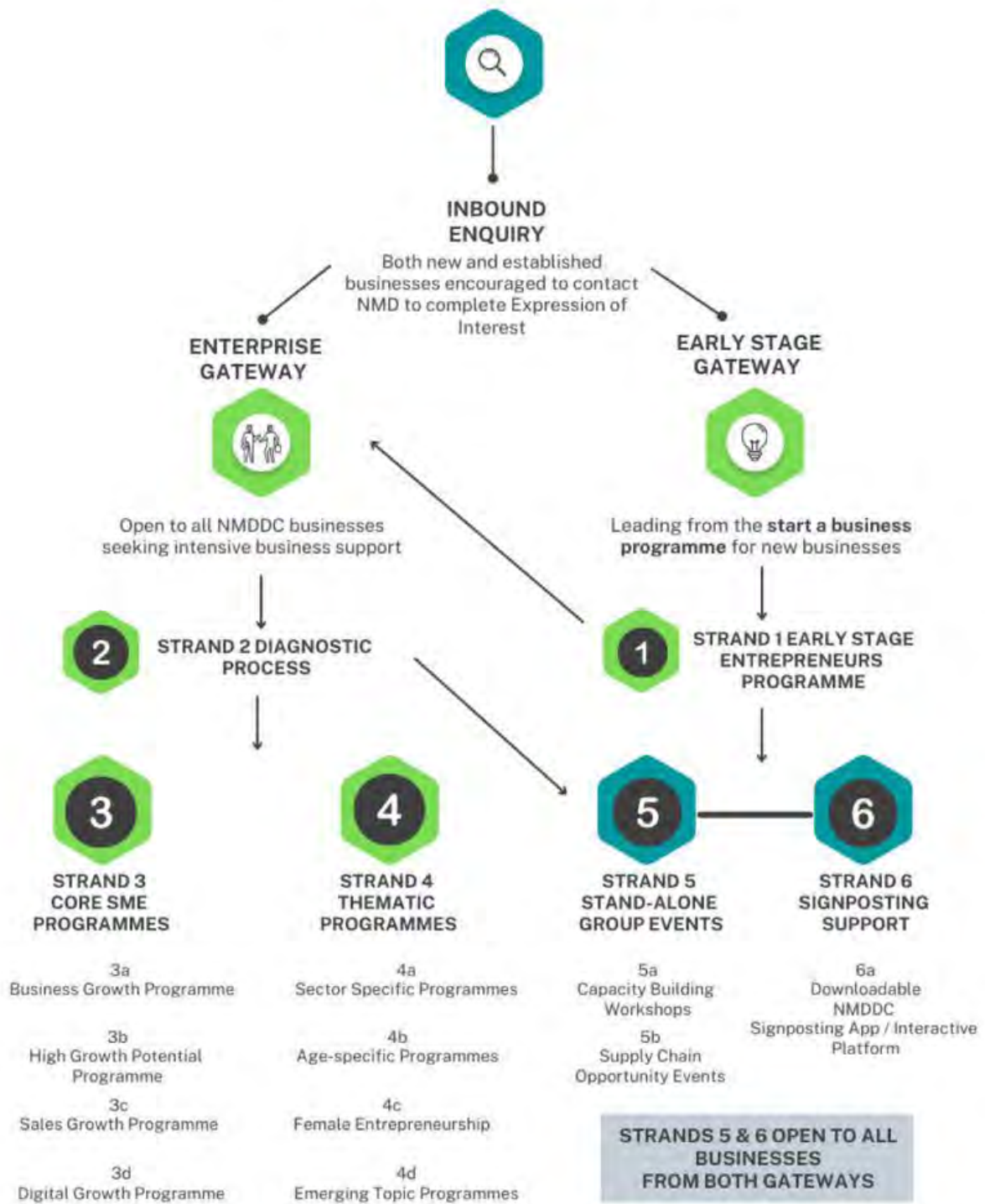
#### 1.4 Snapshot of delivery model for the NMDDC enterprise framework

The NI-wide Start a Business Programme is due to conclude in March 2023. NI Councils are currently looking at continued support for business start-ups via a newly developed programme.

Whilst it is proposed therefore that this stays outside the parameters of the enterprise framework, it is essential that there is a clear and explicit link between the Start a Business Programme in the NMDDC region and the enterprise framework.

The diagram overleaf provides a visual snapshot of the enterprise framework for the NMDDC region. As this shows, the framework has 2 'gateways' and 6 distinct but interlinked strands, each of which with a number of sub-strands.

## NMDDC Enterprise Framework Overview of Delivery Model



### 1.5 Proposed next steps

### Next steps towards the Council's Enterprise Framework:

1. It is obviously essential to clearly explore potential funding options as quickly as possible and the extent to which all of the proposed elements of the enterprise framework are in fact eligible under new funding to support SMEs in the NMDDC region.
2. Develop a detailed budget for the cost of implementing each strand of the Enterprise framework. This will determine, for example, the number of businesses that NMDDC should aim to support through its enterprise framework during 2023 and beyond.
3. Further scoping and development of the specification of the framework including each of the strands to determine what is to be included at each stage with regard to delivery. This will include a potential App or interactive digital platform and customer relationship management software.
4. To consider best practice visits to selected economic development agencies in GB / ROI to see at first hand how some of these have worked in very innovative ways to engage with and support small businesses in their respective regions. Specific regions where the relevant economic development agencies have encouraged such a visit from NMDDC representatives include Buckinghamshire, Northumberland and Lanarkshire. These regions provide a good cross section of interventions and expressed an interest in sharing best practice experiences.

## 2.0 Introduction to the assignment

## 2.1 Understanding of the background and rationale for this assignment

Local councils play a central role in economic development in their respective regions. A key part of this role involves the provision of enterprise support to businesses, particularly those that are not eligible or not ready to seek support directly from Invest NI.

Newry Mourne and Down District Council – NMDDC - has been very active in terms of enterprise support over the last 6 years and has sought to tailor its suite of business support programmes to the specific needs of the business community in the Newry Mourne and Down District council area.

In recent years, NMDDC has been successful in accessing ERDF funding for enterprise support and has developed and out-sourced a range of very successful business programmes. Operational delivery of all the ERDF programmes, with the exception of Go for It NI programme, comes to an end on the 31.12.2022, with Councils to have final claims in by 31 March 2023. Subsequent final evaluations follow this to ensure that the terms of the LOO's issued are honoured.

Consequently, NMDDC now wishes to develop an enterprise framework for the next 5 years which will be specific to the NMD region. This Enterprise Framework will define opportunities for future economic development and business support interventions for Small and Medium Enterprises (SMEs) across the District.

NMDDC commissioned Full Circle Management Solutions Ltd to facilitate the development of this enterprise framework.

## 2.2 Methodology for the delivery of the assignment

In response to a call for quotations from NMDDC, Full Circle outlined a 6 phase delivery model for completion of the assignment. A snapshot of this delivery model is provided overleaf.

## The 6 phase delivery model for the development of the NMDDC enterprise framework

### Phase 1

A review of SME programmes [current / recent] funded / part-funded by NMDDC  
- What has worked/ not worked to date

### Phase 2

A review of wider business supports available to SMEs in the NMDDC region -  
Avoidance of duplication a priority

### Phase 3

A consultation exercise with SMEs in the region to understand their specific needs, challenges and priorities and how NMDDC can support these

### Phase 4

A stakeholder consultation to secure their inputs on the priority needs of businesses in the region

### Phase 5

Analysis of how other regions support local businesses and the appropriateness of these interventions for NMD businesses

### Phase 6

Development of a bespoke enterprise framework that seeks to optimise the level of business support to NMD-based businesses

## 2.3 Timeline for delivery of the assignment

The project was commissioned by NMDDC on 17 January 2022 and has been completed by Full Circle over an 8-week period, with the final report being submitted to NMDDC by 25 March 2022.

## 2.4 Overview of the economic landscape in the region

Newry, Mourne and Down District Council is located in the southeast of Northern Ireland. With a strategic cross-border location on the Belfast-Dublin eastern economic corridor, the region provides an international gateway, with access to Irish, UK, EU and International markets. The District is a mid-way point between 2 capital cities on the island of Ireland, situated just 60 minutes from Dublin and 40 minutes from Belfast, the area offers proximity to two major airports, a deep-water port at Warrenpoint Point, a motorway hub and fast train links, opening up transport routes throughout Ireland and to mainland UK.

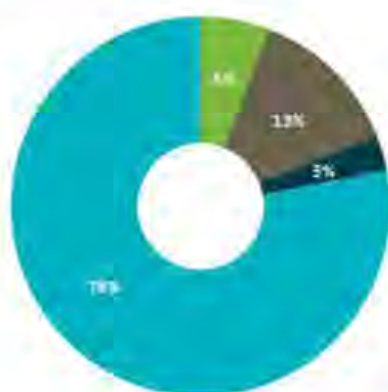
With an estimated population of 180,012, a coastline of approximately 150 Kilometres, and encompassing an area of 1,634 square Kilometres, Newry, Mourne and Downs strategic location provides an opportunity for business development, local and international investment, promotion of cross-border initiatives, as well as establishing the District as a premier tourism destination.



Population in NMD has increased by 6.2% over the last 10 years, to a district serving a population of 181,669 [2020]. It has a young population offering, 39% of the population is aged 39 or younger and 32% aged 40-64 years.

The area is home to 12% of Northern Ireland’s schools, with 87% of school leavers continuing into higher or further education. NMD is below average in terms of economically active standing at 69% [2018] compared to 72.8% across NI.

Number of Employee Jobs in Newry, Mourne and Down by Headline Industry Sector (2018)



	Number of Employee Jobs	Percentage (%)
Construction	3,639	8
Manufacturing	7,540	13
Other	1,337	3
Services	45,102	78

Source: ONS (2016 & 2018) Northern Ireland Business Register and Employment Survey (BRES)

ONS (2016 & 2018) Northern Ireland Business Register and Employment Survey (BRES)

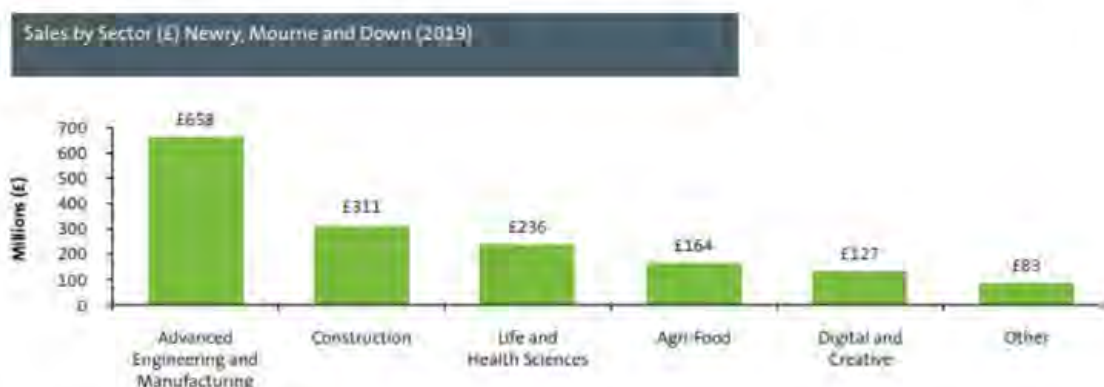
The area has a diverse and vibrant economy, offering a strong concentration of indigenous and international businesses. It has 9,045 VAT/PAYE registered businesses, which accounts for 12% of all the businesses in Northern Ireland, its largest industries are agriculture (26%), construction sector (18%) followed by Production - Manufacturing (7%). Businesses operating with the Services sector make up 49% of the business base. In fact, private sector employment is strong in NMD [75%] compared to 73% across NI.

92% of businesses are Micro (0-9 employees), 7% of businesses are small businesses (10-49 employees), 1% are classed as medium businesses (50 – 249 employees) and 0.2% are defined as large (250+ businesses).

Focusing on the four headline industry sectors, 78% of those employed in Newry, Mourne and Down in 2018 were within the services industry sector. Each industry sector is predominately male based, except for services which has a female workforce equating to 61%.



The District is notable for the proportion of its businesses that are in the Agriculture, Forestry & Fishing sector [27%] and the construction sector [18%] continues to be a strong and increasing presence in the local business base.



Source: BEIS (Business Register and Employment Survey) data.

Agriculture, Forestry and Fishing is the highest within the district, however, sales contributed to the economy from this sector is fourth highest with Advanced Engineering & Manufacturing accounting for over 40% of total sales.

NMD is a unique district, rich in heritage and tourism assets, stemming from three Areas of Outstanding Natural Beauty located within the region, and an extensive 100 miles of coastline. Tourism is a key strength of the region.

According to the Newry, Mourne and Down Regeneration and Economic Development Strategy and Action Plan 2020-2025, a key area of focus in response to Covid-19 will be on recovery and rebooting/rebuilding for growth.

Key to this as outlined in the action plan is:

- A focus on the delivery of economic development initiatives which offer direct and relevant support to the business community. Business engagement, and progression of strategic economic development initiatives are key, i.e. City Deal – Belfast Region City Deal investment will be in strategic projects across tourism and regeneration, infrastructure, digital and innovation and employability and skills. For this District, that funding will deliver a suite of projects in areas including the construction of the Newry Southern Relief Road, the regeneration of Newry City, the Mourne Gateway project, improvements in rural broadband infrastructure, digital capability and skills initiatives. The City Deal investment will deliver against inclusive economic growth, stimulating up to 20,000 new and better jobs and increasing GVA by £400 million p/a.

- Support on a sectoral basis, with a focus on those sectors most severely affected
- Building on a partnership approach for delivery to ensure collaborative efforts are maximised for recovery and a full range of support is delivered
- Progressing regeneration initiatives which deliver investment that can help re-boot the economy
- Delivering reskilling and upskilling initiatives that meet the needs of businesses, and while addressing unemployment and inactivity challenges.

## 2.5 Strategic priorities for NMDDC in terms of enterprise support

With its Strategic location, strong multi-sectoral business and tourism base, coupled with a successful educational system, Newry, Mourne and Down District Council is committed to providing the most appropriate support to assist local businesses navigate through economic recovery to growth post 2022 and beyond.

The three strategic priorities outlined in the Regeneration and Economic Development plan include:

1. To support Entrepreneurship, Business Growth and Innovation.
2. To improve Employability and Skills.
3. To invest in Regeneration and modern Infrastructure and Connectivity.

The key measures of success around this:

1. To support the growth of 1,500 businesses.
2. To support, through business planning support, 400 new business starts.
3. To support the retention or creation of 1,000 employment positions.
4. To support 100 people back into employment.
5. To support the delivery of 10 business, skills or employability focused initiatives.
6. To progress the delivery of strategic investment initiatives that delivers a more sustainable, connected and regenerated District.

Of particular interest to this assignment is the delivery of the first two strategic priorities. The following is a summary of the action points coming out of the report.

- To support Entrepreneurship, Business Growth and Innovation. It is recognised that economic growth of the District is influenced by the

development and growth of strong clusters and sectors. There is a need for the Council to adopt a flexible approach that will:

1. Stabilise and develop existing sectoral strengths:
  - a. Construction
  - b. Advanced Manufacturing & Engineering
  - c. Agri-food & Fishing
  - d. Technology
  - e. Retail & Services
  
2. Support new and emerging sectors:
  - a. ICT & Digital Technologies
  - b. Professional Business Services
  - c. Tourism
  
3. Support growth in innovation and emerging technologies, eg. Digital Hubs / wrap around support.
  
- To improve employability and skills. This will include a series of actions from:
  1. Address skills gaps and future skills needs, through education to industry engagement.
  2. Promote employment opportunities and attract appropriately skilled labour to the area.
  3. Upskill / reskill those in employment, unemployed, underemployed or economically inactive.
  4. Promote alternative pathways for employment.

## 3.0 Research Findings

### 3.1 Introduction

The following sections provide in detail the research findings from the assignment. This section seeks to highlight the key conclusions and recommendations that led to the development of the NMDDC Enterprise Framework.

The research involved a number of stages:

- A review of the existing suite of programmes being delivered through NMDDC;
- A review of the wider business supports available to SMEs in the NMDDC Region;
- An extensive online and telephone consultation exercise with 121 businesses in NMDDC region;
- Stakeholder engagement with 13 key stakeholders in the region; and
- Best Practice review of 6 regions spread across ROI, GB and Further afield.

Full details on each of the phases above can be found in appendices I – V.

### 3.2 Research Findings

Whilst ERDF funding has been central to the ability of NMDDC – and all of the local councils – to provide practical support to a large number of businesses in the region in recent years, there are a number of key learning points that should be considered in the context of developing the Enterprise Framework for the NMD region for the next few years.

These key learning points may be summarised as follows:

1. Address the fragmented approach to business support interventions in the NMDDC as there are inevitably missed opportunities to signpost businesses from one programme to another. Furthermore, many of these organisations typically work 'in their own bubbles', leading inevitably to lost opportunities in terms of collaboration, signposting, ideas sharing and joint initiatives.
2. There is a fundamental lack of clarity on the part of many owner-managers around the range of external supports available across the many organisations that operate in the field of economic development. In many respects, there is almost too much choice in this regard.
3. Whilst one to one inputs through NMDDC's various programmes have been exceptionally well received, a recurrent theme from owner-managers was

that the level of input is generally capped at a very low level and that this is typically provided as a short term / 'one off' intervention. A number of owner-managers highlighted the benefit of having quarterly or annual 'check-in' meetings with external advisors to ensure that the business is rising to new challenges and being signposted to the most appropriate supports available. There is no real centralised function that drives individual businesses through a continuum of support from pre-start, to early-start, to early years to maturity.

4. Consider a financial contribution – even a nominal one – on the part of all participants is an extremely effective means of ensuring that only participants who are genuinely committed to the Programme register for it.
5. The majority of the programmes that NMDDC has delivered in recent years have been 'roll on, roll off' – participants can access support at any stage over the course of the contract. Consider alternatives to delivery with specified start and end dates.
6. Businesses in sectors such as retail, tourism and hospitality have often struggled to meet the eligibility criteria for ERDF-funded programmes. There is therefore significant merit in not only making future business programmes available to more sectors but in offering sector-specific programmes for sectors in the NMD region that are considered to have significant scope for ongoing growth. Key sectors would include: Tourism & Hospitality, retail, creative industries, construction and engineering.
7. There is a significant appetite for sector-specific support in sectors such as: There was also significant demand on the part of owner-managers for segment-specific interventions – female entrepreneurship programmes and young entrepreneur programmes.
8. The great majority of ERDF-funded programmes delivered through NMDDC can make only a small number of days available per business. There is therefore a strong rationale for a programme that involves more intensive mentoring support that is aimed at fast-tracking the growth of very high growth potential businesses.
9. Overarching themes for many businesses are in the area of skills development, innovation and sustainability – circular economy. Companies should be embracing technology and digitisation to ensure capacity is there to potentially address any skills deficits. Uptake of sustainable technologies should be prioritized.

10. The level of administration on ERDF-funded programme has become increasingly onerous in recent years, whilst there must be a high level of transparency relating to the use of public funds, there must be scope for alleviating some of these administrative pressures.
11. The cap placed on the daily rates for business advisors has reduced the pool of specialist business advisors in recent years.
12. On all of the ERDF-funded programmes that are being delivered in the NMDDC region, the 2 common Key Performance Indicators are the number of referrals to Invest NI and the number of jobs created. Moving forward a number of additional KPIs should be considered.
13. Given however that 50% of new-start businesses fail within the first 12 months, this is a significant gap in current support provision between start-up and growth. Furthermore, many businesses were being signposted to what was available at the time as opposed to what they really needed, this should be addressed moving forward.
14. Although a number of the existing programmes being delivered in the NMDDC region are being delivered simultaneously in other parts of NI, a partnership approach can work very well. Consider pursuing joint programmes, not only with other councils in Northern Ireland but with councils / local enterprise offices in the Republic of Ireland.
15. Overall, the opinion of many stakeholders was that moving forward there should be a clear pathway for enterprise support. Very often companies don't know what they need and also what is available. Once a company engages for enterprise support a proper business health check or diagnosis should be carried out, this should be centrally stored and updated on a regular basis as the company progresses on its enterprise journey.

### 3.4 Recommendations

Key recommendations that have been drawn as a result of the research undertaken are as follows:

1. Create the NMD Business Programme Steering Group /Partnership to embed a much more 'joined-up' approach to supporting and referring on individual businesses to appropriate supports. A key goal of the Steering Group will not only be an opportunity to promote initiatives and programmes, it will also provide the opportunity at an operational level to ensure there is no duplication of service in the region.

2. Market and promote the Enterprise Framework to the business community in NMDDC as a single brand to minimise confusion in the marketplace. The aim of the framework and a single point of entry should mean that the Council is in a better position anticipate challenges within sectors to enable it to develop future support to meet those specific needs.
3. Introduce a new digital Customer Relationship Management [CRM] system to monitor and manage client companies and reduce the administrative burden of business support delivery. The CRM system will also form as a basis to monitor and map the business journey.
4. As part of the continuum of support incorporate a business health check / diagnosis followed by an annual 'check in' meeting to ensure businesses are continuing to access relevant support and being signposted to other relevant providers. It is important to embed skills within businesses, regular and frequent intervention will achieve this.
5. Introduction of a signposting service for all businesses regardless of stage of development. Businesses could access the service either through initial contact at point of entry or a downloadable app / interactive platform.
6. Business success should be measured by one or more of the following: wealth creation; productivity growth; innovation; and job creation.
7. Future business support programmes should have a degree of inbuilt flexibility to allow Council to react to changing market conditions or meet a specific industry need. Support should incorporate thematic programmes, 1-2-1 support, workshops and networking events into the delivery model to meet identified needs.
8. Sector specific programmes to be designed in response to demand from the following sectors: Tourism & Hospitality; Retail; Agri-food & Drink; creative industries; construction and engineering.
9. Intensive mentoring support programme aimed at fast-tracking the growth of high potential businesses.
10. Introduce an early stage entrepreneurs programme to support those businesses that have come through 'Go For It' [or equivalent] get established and begin trading.



11. Future business support interventions to incorporate hard skills including: digital; funding and access to finance, sales and marketing. In addition to addressing skills the support should incorporate cross cutting themes such as innovation, sustainability and digital transformation.
12. Continue to offer stand alone support for female entrepreneurs and young entrepreneurs.
13. When addressing skills shortages in the region particular areas of note include: sales & marketing; digital marketing; clerical and administration; hospitality and Fintech.
14. Ensure a blended approach to the delivery of support – in-situ events such as workshops and networking events to be run alongside remote mentoring support.
15. Owner/Managers consume business support services in a number of ways, for those not available to attend live sessions or have a wait for the next session it is important that when developing a bank of business support tools owner-managers can access downloadable materials or workshops at a time that suits.
16. Financial contribution – businesses to make a financial contribution toward business support. An example of how this might happen is a membership package, paying for an online app or access to an interactive platform for clients to monitor progress and have access to resources.
17. Establish a funding pot for businesses to apply into. This would include early start, business start and business growth businesses.

## 4.0 Enterprise framework for NMDDC

## 4.1 Introduction

Based on the feedback gathered from a wide range of SME owner-managers and other stakeholders across the region, as well as a review of best practice enterprise development in other regions, this section details the enterprise framework for NMDDC.

What has emerged clearly from all of this work is that owner-managers and would-be entrepreneurs look towards economic development agencies for 3 distinct areas of support, namely:

1. Financial support
2. Signposting / referrals to the most appropriate sources of support;
3. Business Support Programmes.

Council will have a limited role in the distribution of direct financial support to businesses, therefore the focus of the Enterprise Framework will be on the provision of points 2 and 3, Signposting and Business Support Programmes.

## 4.2 Strategic priorities for the next 5 years

Whilst the ending of ERDF funding on 31 December 2022 may be considered as a significant threat to the ability of NMDDC to provide enterprise support, it also presents a very significant opportunity for NMDDC to develop an approach that is:

- Proactive vis a vis the SME, micro enterprise and pre-start
- Tailored to the specific needs of NMDDC businesses;
- Wrap-around / cradle to grave
- Collaborative
- Flexible
- Coordinated and cohesive.

A number of strategic priorities have emerged through this work that should provide the parameters of the NMDDC enterprise framework. More specifically, it is considered that the framework should:

1. Pool, harness and coordinate the inputs of the principal providers of enterprise support that are operational in the NMDDC region via the steering group / partnership. This would include NMDDC, Invest NI, InterTradeIreland, the 2 colleges and the 2 Local Enterprise Agencies and others.

2. Unravel the maze of supports that are available to SMEs, micro enterprises and pre-start businesses in the NMDDC region so that owner-managers do not feel overwhelmed by the sheer breadth of choice available. This will be supported with the signposting, digital platform businesses can avail off on the Enterprise Framework.
3. Proactively promote the range of supports that are available to SMEs, micro enterprises and pre-start business owner-managers in a coordinated way so that owner-managers are being given advice on what supports are available, what the nature of these supports are and how these can be accessed quickly and easily. It is recommended that a single brand for the NMDDC enterprise framework – the NMDDC business gateway’ or something similar could be marketed very effectively in the region so that owner-managers and would-be owner-managers quickly come to see this as their ‘first port of call’ when seeking support or advice.
4. Have an ethos of ‘wrap-around’ support. Rather than individual delivery agents competing to recruit businesses from a pool of just over 9,000 businesses in the region for stand-alone programmes, businesses should enter the enterprise framework via a single point of entry and progress along a small number of clearly defined ‘gateways’. This single point of entry will act as ‘the gatekeeper’ to the framework allowing each business to be assessed objectively and, from there, directed to the programme / intervention or support - either within the enterprise framework or provided by another organisation – that is most appropriate for each business at that time. The framework would therefore become a de facto ‘one stop shop’ in terms of support for businesses in the NMDDC region.
5. Centre around the provision of ‘a continuum of support’ for businesses over the life cycle of individual businesses in the NMDDC region. Owner-managers engaging with the framework should therefore have access to a range of supports and be actively signposted to these as opposed to participating on ‘one-off’ interventions or programmes.
6. Involve an ongoing process of engagement with owner-managers re ‘Next Steps’ to ensure that businesses – especially those with significant growth potential – are actively encouraged to avail of other areas of support under the enterprise framework or outside of this. Again, it is anticipated that a single point of entry will be essential in terms of directing individual owner-managers to the most appropriate next support at that time. Customer relationship software capturing stages of development will be important to monitor business progress and the impact of support provision.

7. Offer a combination of supports, combining 'catch-all' business mentoring and thematic programmes that would be specific to individual sectors and owner-manager categories as well as group events such as workshops and networking events. The support should be flexible to react to changing conditions and offer businesses a downloadable bank of documents / workshops to avail of as they require.
8. Plug the gap between the current Start a Business Programme and the types of programme that are currently available for micro enterprises / SMEs that typically need to have been trading for more than 6 / 12 months.
9. Actively engage with the larger companies in the region in order to create reciprocal opportunities in areas such as supply chain development.
10. Have the inherent flexibility to evolve and mature on an ongoing basis and in response to the changing landscape. It is strongly recommend that ongoing best practice analysis and engagement with economic development stakeholders outside NI as an effective means of identifying new ideas for enterprise support that could be introduced to the NMDDC region.

#### **4.3 The delivery model for the NMDDC enterprise framework**

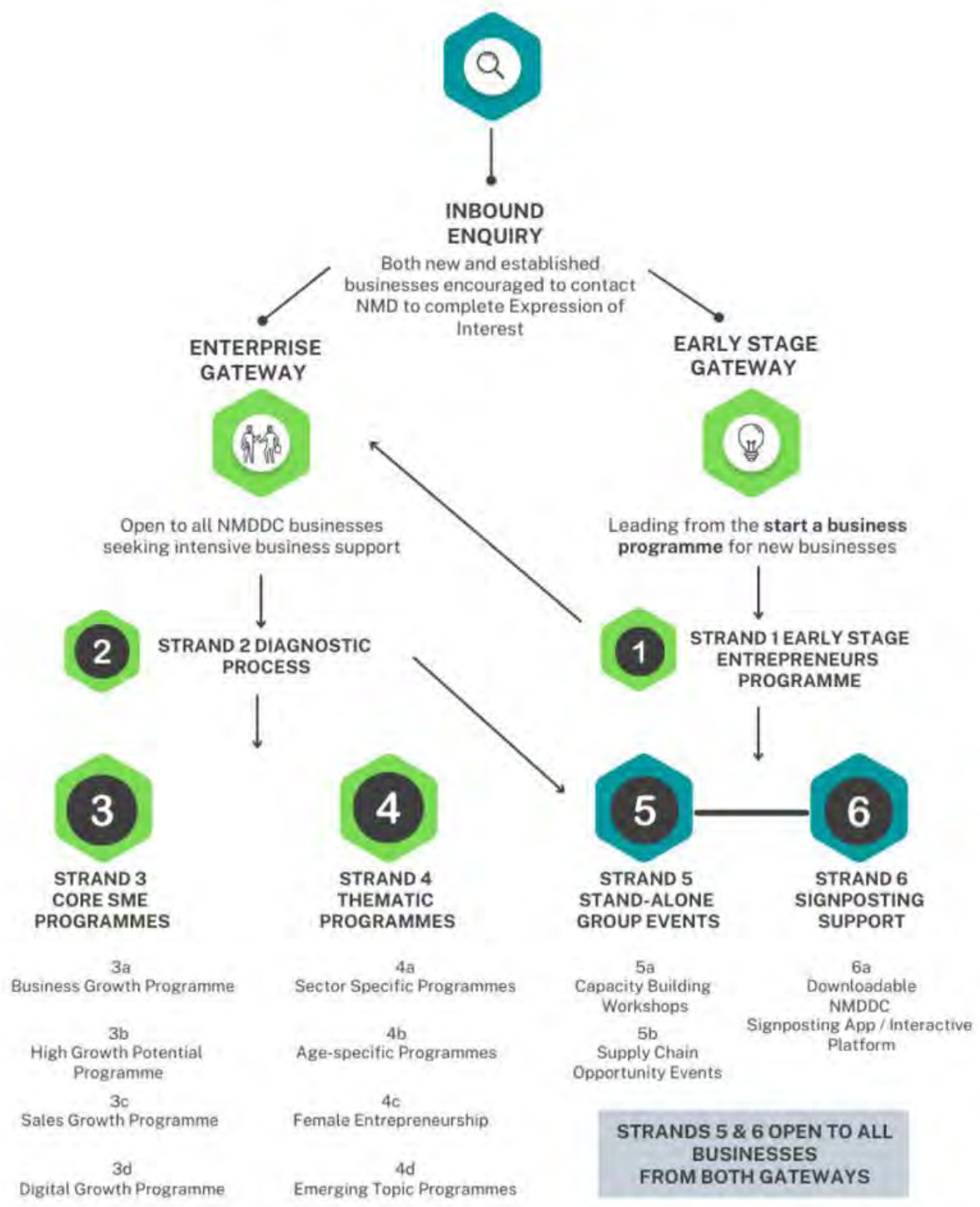
The NI-wide Start a Business Programme is due to conclude in March 2023. NI Councils are currently looking at continued support for business start-ups via a newly developed programme.

Whilst it is proposed therefore that this stays outside the parameters of the enterprise framework, it is essential that there is a clear and explicit link between the Start a Business Programme in the NMDDC region and the enterprise framework.

The diagram overleaf provides a visual snapshot of the enterprise framework for the NMDDC region. As this shows, the framework has 2 'gateways' and 6 distinct but interlinked strands, each of which with a number of sub-strands.

Details of each of these gateways and strands are included on Page 27 of this document.

# NMDDC Enterprise Framework Overview of Delivery Model



Further details of the enterprise framework are outlined below.

Topics	Comments
<b>Measurables</b>	To accurately monitor business success one or more of the following measurables to be used: wealth creation, productivity growth, innovation and job creation.
<b>NMD Business Programme Steering Group / Partnership</b>	<p>Establish a Steering Group with representatives from range of organisations including Invest NI, InterTradeIreland, SRC, SERC, Labour Relations Agency, Enterprise Agencies. [Other council departments such as Employability, Tourism etc]</p> <p>Meeting every month, the whole rationale for this Steering Group is to:</p> <ul style="list-style-type: none"> <li>• Share information at an operational level around 'live' or planned interventions / activities in the region.</li> <li>• Reduce the risk of duplication.</li> <li>• Promote new services.</li> <li>• Encourage joint initiatives between the partners.</li> <li>• Facilitate signposting of individual businesses from one.</li> </ul>
<b>Gateways to the enterprise framework</b>	<p>It is recommended NMDDC market and promote the 'Gateway to Enterprise' [or similar] support framework as a single brand with a single point of entry for all businesses regardless of stage of growth.</p> <p>All businesses must complete an expression of interest either online or with a representative from the Gateway. This will determine eligibility for either Gateway.</p> <p>At the point of entry all businesses will be logged on the CRM [or similar] for the purposes of monitoring their enterprise journey and to activate the annual 'Check in'.</p> <p>Businesses are then directed to one of 2 gateways on the framework by a 'gatekeeper' who is responsible for controlling and managing the inflow of businesses into the framework.</p> <ul style="list-style-type: none"> <li>- Enterprise Gateway will be the means by which <u>existing</u> businesses will access one to one support. The precise nature of this support will be determined by the conclusions of the bespoke business diagnostic – Strand 2.</li> <li>- Early Stage Gateway will be used specifically by pre-start entrepreneurs or owner-managers of fledgling businesses [less than</li> </ul>

	<p>6 months old]. Entrants to the enterprise framework via this Gateway are likely to be principally – although not exclusively – graduates of the Start a Business Programme in the NMDDC region.</p>
<p><b>Strand 1 Early-stage entrepreneurs programme</b></p>	<p>As indicated in Section 3, the measurable output from the 'Go For It' is the production of a business plan for would-be entrepreneurs. Whilst this business plan will provide a 'road-map' to the entrepreneur, it is considered that a programme that provides 'hands-on' intensive support to assist entrepreneurs to actually move from business planning to implementation could play a key role in growing the number of new business starts in the NMDDC region. This programme is particularly important in helping to address the level of business failures during Year 1 and therefore it is envisaged that this would be a 12 month programme, guiding entrepreneurs through the pre-start and early start phase of trading. The New Frontiers Programme in the Republic of Ireland – See <a href="http://www.newfrontiers.ie">www.newfrontiers.ie</a> showcases how this can create real economic impact.</p> <p>It is recommended that entrants to Strand 1 are accepted onto the Early-Stage Entrepreneurs Programme on a rolling basis in order not to delay the launch of their businesses. The principal focus of Strand 1 would be the provision of:</p> <ul style="list-style-type: none"> <li>- Intensive one to one business mentoring.</li> <li>- Product Development.</li> <li>- Product Testing.</li> <li>- Prototyping.</li> </ul> <p>It is anticipated that there would be very significant scope for involving SRC / SERC in a number of these areas.</p> <p>It should be highlighted the imperative of signposting participants who complete Strand 1 into Strand 2 and, from there, into the other strands of the enterprise framework, thereby ensuring a continuum of support as each of the fledgling businesses grows and develops.</p>
<p><b>Strand 2 Individual business diagnostics</b></p>	<p>All business applicants – excluding pre-starts and new starts would enter the framework via the Enterprise Gateway. Subject to meeting the core eligibility for support – based in the NMDDC region – each owner-manager would be allocated an experienced business advisor. Businesses will be accepted onto this Gateway on a rolling basis.</p>



	<p>Once a business has engaged on the framework their details should be logged on the Customer Relationship Management [CRM] software. This will also trigger the annual check in for each of the businesses.</p> <p>The business advisor will then meet with the owner-manager on a one-to-one basis. Owner-Managers will have the option of completing this diagnostic remotely with the business advisor or they can attend a business clinic in person at NMDDC offices.</p> <p>The purpose of the diagnostic would be to tease out the key challenges, priorities and constraints to growth facing the business. Following that meeting, the business advisor will draft a detailed diagnostic report that provides a 'warts and all' analysis of the current positioning of the business and recommending which strand and sub-strand the participant secures support through.</p>
<p><b>Strand 3 Core SME Programmes</b></p>	<p>It is anticipated that the 4 programmes in Strand 3 will be central to the enterprise framework and will service the support needs of the great majority of NMD-based businesses seeking support. More specifically:</p> <ul style="list-style-type: none"> <li>- The Business Growth Programme will be a 'catch-all' mentoring-based programme that seeks to provide general business support to participants. It is anticipated that this will be a 'roll-on, roll-off programme' over the lifetime of the framework. This programme will cover all aspects of business including some of the areas identified by respondents including finance, digital marketing etc.</li> <li>- The High Growth Potential Programme will be based on 10X principles such as innovation, export development and business scaling and will be aimed specifically at participants whose businesses have been identified through the Strand 2 diagnostic as having export potential. In contrast to many of the other proposed programmes, this programme would be delivered in waves with a specific start and completion date. It is further recommended that this will be delivered in close conjunction with Invest NI – workshops, for example, could take place in the Invest NI offices in Newry and experts from Invest NI could be used to deliver seminars on the supports available to new Invest NI clients.</li> <li>- The Sales Growth Programme. The recurrent feedback from owner-managers in the NMDDC region is that practical support to identify, target and exploit new business opportunities in NI, ROI and GB. The appetite for this type of support has been highlighted in the feedback provided. There is significant scope for delivering an ROI-focused strand of the Sales Growth Programme in conjunction with both</li> </ul>

	<p>InterTradeIreland and with selected Local Enterprise Offices in the ROI. [This could be positioned as a 'feeder programme' for InterTradeIreland's cross-border programmes such as Elevate and Acumen]. It is anticipated that there would be substantial merit in offering a GB-focused strand in partnership with one / more than one of the Local Enterprise Partnerships in England, some of which are very keen to explore reciprocal opportunities with NI regions.</p> <ul style="list-style-type: none"> <li>- Digital Growth Programme. Like the Business Growth and Sales Accelerator Programmes, the Digital Growth Programme has proven itself to be very attractive to owner-managers in the NMDDC region in recent years, not least as businesses were forced into lockdown during the Pandemic and had to find new ways of engaging with suppliers, customers and other stakeholders. Whilst it is anticipated that the less complex digital support requirements of businesses in areas such as social media and website enhancement can be delivered via the Business Growth Programme, it is envisaged that the Digital Growth Programme would focus specifically on how businesses in the NMDDC region can further digitalise in order to establish competitive advantage in markets outside NI.</li> </ul> <p>As is outlined in Section 3, it is strongly recommended that participants are required to make a small financial contribution towards the cost of support through these programmes, this may vary depending on the level of support.</p> <p>Options for financial contribution could be in the form of a one off annual payment for access to the 'Enterprise Gateway' framework, alternately contribution towards an online App or interactive platform.</p>
<p><b>Strand 4. Thematic programmes</b></p>	<p>It is strongly recommended that thematic programmes remain an integral part of the enterprise framework and anticipate that thematic programmes could include:</p> <ul style="list-style-type: none"> <li>- Sector-specific programmes, in particular for sectors such as: retail; hospitality and tourism; creative industries; Agri-food &amp; Drink, Fintech, construction and engineering. Again, the inputs from SRC, SERC, Retail NI etc could be built into such programmes to explore and promote best practice in these sectors;</li> <li>- Age-specific programmes. There is significant scope for proactively supporting young entrepreneurs, not least because the traditional culture on the part of most grammar schools in NI has been to promote a career in the professions as opposed to in the field of entrepreneurship. There is significant scope for a tiered young enterprise programme that is aimed both at school children and at</li> </ul>

	<p>young people who have left full time education and are actively seeking to build their own business. Furthermore, there should be opportunities to support mature entrepreneurs on their enterprise journey. Particular focuses given to people who have been made redundant or previously run their own business.</p> <ul style="list-style-type: none"> <li>- Female Enterprise Programme. This programme will focus on supporting women into enterprise, ensuring women are provided with the same equality of opportunity.</li> <li>- Skills piece – develop point – innovation, sustainability, digitisation / digital transformation</li> <li>- Engagement with schools and enterprise pathways and school engagement</li> <li>- Support for tradable services</li> </ul>
<p><b>Strand 5. Stand alone events</b></p>	<p>Whilst the Pandemic and the restrictions around social gatherings have presented significant challenges in terms of attracting large numbers of business people to events, the feedback has shown that there is an ongoing demand for group events such as workshops, clinics and Meet the Buyer events in the NMDDC region.</p> <p>Again, there is significant scope for more regular involvement of stakeholders in the region, especially those whose services are less well known to the SME owner-manager community such as the colleges, Chamber of Commerce and Labour Relations Agency.</p> <p>It is also considered that there is significant scope for building stronger supply chain links between the larger employers in the NMDDC region and smaller businesses in the region through such events.</p>
<p><b>Strand 6. Signposting.</b></p>	<p>What emerged loud and clear from the consultations was the lack of awareness on the part of most owner-managers regarding the support that is potentially available to them – furthermore, the sheer range of supports has confused some owner-managers to the point where they are deterred from even exploring these.</p> <p>There is an opportunity to add real value in the development of a 'Business Sat-Nav'-type app or interactive digital platform that allows NMDDC to communicate proactively and on an ongoing basis on the supports available as well as upcoming events – not only being offered from the Council but by other stakeholders as well. Such an app or interactive online platform could also be used to:</p> <ul style="list-style-type: none"> <li>- Profile good news stories;</li> <li>- Share best practice</li> </ul>

	<ul style="list-style-type: none"> <li>- Highlight upcoming funding opportunities in areas such as rural development / others</li> </ul> <p>Participants registering for Strands 1 – 5 could all be required to download the app or register on the interactive digital platform as part of the registration processes.</p>
<p><b>Funding Pot</b></p>	<p>A practical way of supporting businesses on their enterprise journey is access to funding. Consider a funding pot for businesses to bid into. For example – start-up companies could bid for funding for start-up stock, building a website, insurance etc, Growth companies may wish to avail of bespoke in-house training, digitising services, ecommerce site etc. This type of support could take a business from thinking about starting to actually starting and move the business start up company to the next stage of growth.</p>

The number of days available to businesses will be driven by the budget available having said that feedback would suggest that 1.0-1.5 days can have limited impact. Notwithstanding the budget available the ideal would be a minimum of 3 days. The greater the growth potential as identified through the diagnostic process the more days to be allocated.

Feedback from respondents was highly in favour of a blended approach to delivery. The framework presents opportunities to meet both in person or remotely.

# APPENDICES

## **Appendix I - Review of the current / recent suite of SME programmes funded / part-funded by NMDDC**

## I.I Introduction

In this section of the review the recent / current suite of business programmes that are funded / part-funded by NMDDC whose purpose is to assist business people in the region to overcome barriers to growth and to realise their full potential. These programmes cover a range of segments within the local business community across pre-start entrepreneurs to owner-managers of existing businesses.

The aim in this section is to provide an overview of these programmes and to assess the extent to which these are adding significant value in terms of supporting entrepreneurs / owner-managers to develop their businesses.

## I.II Summary of current / recent programmes delivered

The business support programmes that are currently funded / part-funded by NMDDC are as follows:

- Exploring Enterprise Programme;
- Go for It Programme;
- Business Growth Programme
- Digital Growth Programme
- Tender for Growth Programme
- Make It Local Programme
- Sales Accelerator Programme
- Digital Surge Programme
- Yes You Can / Female Entrepreneurship Programme
- Innovate Accelerate Programme
- Social Enterprise Programme

Of these 11 programmes:

- 7 are part funded by INI
- 1 part funded by ESF – Exploring Enterprise Programme
- 3 funded by Council directly (Make It Local, Social Enterprise and Innovate Accelerate)
- Finally, Innovate Accelerate funded by NMDDC and Louth Co Council. Delivered by Newry and Mourne Enterprise Agency and Louth Enterprise Office.

This highlights the extent to which NMDDC has relied on ERDF funding recent years. The table overleaf provides a snapshot of these programmes.

Current Programmes	Funders	Core objectives	Target audiences	Delivery agents	Start dates	Completion dates	Total participant numbers over the contract period
<b>Digital Growth</b>	ERDF, Invest NI and NMDDC	To enhance digital capabilities and to develop knowledge in new and existing platforms	Based in NMDDC region Less than 50 employees Trading for more than 12 months Ability to create jobs	Alchemy Digital Training Ltd	January 2020	December 2022	Target: 260
<b>Go for It</b>	ERDF, Invest NI and NMDDC	To assist pre-start entrepreneurs to plan for business launch	Based in NMDDC region Pre-start entrepreneurs	Enterprise NI through NMEA and Down Business Centre	September 2017	March 2023	Target for NMD 2021-2022 – 312 Business Plans <ul style="list-style-type: none"> <li>• Statutory Job target 21/22 - 153</li> <li>• 2022–2023 -currently being agreed.</li> </ul>



							<ul style="list-style-type: none"> <li>Statutory Job target 22/23 - 173</li> </ul>
<b>Make It Local</b>	NMDDC	To promote local produce and the local independent retail sector	Based in NMDDC region	Council	On-going	On-going	On-going
<b>Business Growth</b>	ERDF, Invest NI and NMDDC	To overcome barriers to growth	Based in NMDDC region Less than 50 employees Ability to create jobs Have export, innovation or productivity improvement potential	Full Circle	September 2018	December 2022	758
<b>Tender for Growth</b>	ERDF, Invest NI and NMDDC	To provide participants with the skills and the confidence to identify, target and bid successfully for	Based in NMDDC region Less than 50 employees Ability to create jobs	Full Circle	June 2020	December 2022	170

		tendering opportunities in NI and further afield	Have export, innovation or productivity improvement potential				
<b>Exploring Enterprise</b>	ESF and NMDDC	To provide an insight into starting a business	Unemployed or working / in education or training to less than 16 hours per week  Aged 16 or over Able to commit to a full time training scheme	Enterprise NI through NMEA and Down Business Centre	April 2020	March 2023	40
<b>Digital Surge</b>	ERDF, Invest NI and NMDDC	To support participants to enhance their productivity and digital transformation	Based in NMDDC region Less than 50 employees Be from any sector however preference will be given to tourism, hospitality and retail businesses severely impacted	Consortium lead by Galvia Digital	Jan 2022	Dec 2022	18

			by the Covid 19 pandemic				
<b>Sales Accelerator</b>	ERDF, Invest NI and NMDDC [In partnership with Lisburn and Castlereagh City Council]	To provide assistance to owner-managers to explore, target and convert new sales opportunities – in NI, ROI and GB	Based in NMDDC region Less than 50 employees Trading for more than 6 months Have both sales growth and job creation potential	Full Circle	July 2021	December 2022	135
<b>Yes You Can / Female Entrepreneurship Programme</b>	11 Councils, Invest NI and Women in Business	To Promote female enterprise. Increase the number of women considering starting a business. Encourage existing female entrepreneurs to grow their businesses.	Female Entrepreneurs	Women in Business	January 2019	December 2021	43
<b>Innovate Accelerate Programme</b>	Newry, Mourne & Down District Council and Louth County Council	To increase the innovativeness and thus the competitiveness of 21 food and drink companies in the east trans-frontier region by helping them to plan a pathway to the	Food and drink sector businesses Located in the east trans-frontier region (i.e., the Newry Mourne and Down District Council area in	Newry and Mourne Enterprise Agency and Louth Enterprise Office.	April 2020	March 2021	21

		internationalisation of their businesses.	Northern Ireland and Louth and Meath counties in the Irish Republic)				
<b>Social Enterprise Programme</b>	Newry, Mourne & Down District Council	Support helping individuals and groups explore new social enterprise ideas to help them find sustainable socially innovative solutions to social problems.	Open door to any social enterprise in NMD	Down Business Centre	April 2020	March 2021	24

As the table above shows:

- 7 of the 11 business programmes that are currently available are funded by ERDF, Invest NI and NMDDC.
- 3 programmes directly funded by NMDDC is the Make It Local Programme; Innovate Accelerate and social enterprise programme
- 3 of the 11 programmes – Exploring Enterprise, Yes you Can and Go for It - are aimed at pre-start entrepreneurs;
- All 11 programmes are cross-sectoral – NMDDC does not currently offer any sector-specific programmes;
- 4 of the 11 programmes – Exploring Enterprise, Go for It, Yes you Can and Digital Surge - are being delivered on a NI-wide basis – in the NMDDC region as well as the other 10 council areas;
- Only 1 of the programmes – The Sales Accelerator Programme – is being delivered in partnership with a neighbouring council;
- All 7 of the ERDF-funded programmes come to an end on 31 December 2022, with the exception of Go For It which will continue until March 2023.

In consultation with representatives from Newry Mourne & Down District Council the suite of programmes offered to local businesses has been very well received and in strong demand across the region.

One of the biggest challenges for Council in terms of supporting all businesses has been the fact that business support has been led by funding rather than strategy, the Council wish to redress this in the development of the new business support framework. Furthermore, business success should be measured by wealth creation / productivity growth / Innovation and not solely Job Creation.

The programmes that have made the biggest impact within the business community have been those that have been flexible, where the Council has been in a position to react to meet a specific need. It is important any future programmes should have a built in degree of flexibility. The overarching catch all programmes such as the Business Growth Programme has been beneficial in allowing companies to tap into expertise at any stage and avail of specialist advice.

There is also a strong argument for thematic programmes, where a specific need has been identified, an example of this would be the Digital Programme.

**Gaps in current provision:**

- For any sector specific programmes there needs to be a clearly identified need. Potential areas may include:
  - o Tourism & Hospitality – one of the hardest hit sectors as a result of Covid-19, businesses within this sector are going through a period of recovery and growth, it is important that support is available to them during this time.
  - o Retail – a sector often ineligible through ERDF funding.
  - o Agri Food & Drink – growth sector within the region to be nurtured and developed.
  - o Construction & Engineering.
- One of the most frequent requests to the Council and delivery agents – is where a business can access funding. Potential to look at a funding pot for businesses to bid into. For example – start-up companies could bid for funding for start-up stock, building a website, insurance, growth companies may wish to avail of bespoke in-house training, digitising services, ecommerce site etc. This type of support could take a business from thinking about starting to actually starting and move the business start up company to the next stage of growth.

**I.III Conclusions from analysis of current / recent programmes**

Whilst ERDF funding has been central to the ability of NMDDC – and all of the local councils – to provide practical support to a large number of businesses in the region in recent years, there are a number of key learning points that should be considered in the context of developing the Enterprise Framework for the NMD region for the next few years.

These key learning points may be summarised as follows:

- NMDDC currently has a number of delivery agents, comprising the 2 local enterprise agencies and private sector providers. At present, these delivery agents largely deliver programmes as 'stand-alone' interventions – whilst there may be ad-hoc / sporadic engagement between these various parties, there is currently no formal vehicle for collaboration between these delivery agents. In this fragmented environment, there are inevitably missed opportunities to signpost businesses from one programme to another, a single point of entry is recommended to address this.
- Because current programmes are – to all intents and purposes – seen as 'stand alone', the level of ongoing engagement with individual businesses depends on the extent to which delivery agents proactively signpost participants on to follow-on programmes. At present, there is no real centralised function that drives individual businesses through a continuum of support from pre-start, to early-start, to early years to maturity.

- Under ERDF regulations, all support is 100% subsidised, meaning that participants have not been required to make a financial contribution for participation on such programmes. Whilst this has enabled many businesses to avail of support – irrespective of their financial position – the level of ‘buy-in’ on the participants has often been minimal because it has not cost them anything to participate. Similar programmes in Republic of Ireland, have a financial contribution – even a nominal one – on the part of all participants is an extremely effective means of ensuring that only participants who are genuinely committed to the Programme register for it.
- The majority of the programmes that NMDDC has delivered in recent years have been ‘roll on, roll off’ – participants can access support at any stage over the course of the contract. Whilst this allows participants to access support in a very flexible way, mentoring assignments on such programmes are frequently live for much longer than anticipated precisely because there is no clear completion date. It is recommended that with the exception of Early Start & Business Growth programmes other areas of support have a clearly defined start and end date, which ensure buy in from participants and which means that they utilise the mentoring time before the end of the Wave in full.
- Businesses in sectors such as retail, tourism and hospitality have often struggled to meet the eligibility criteria for ERDF-funded programmes. In the NMD region, however, these sectors have traditionally made a significant contribution to the local economy and are still considered to have substantial growth potential. There is therefore significant merit in not only making future business programmes available to more sectors but in offering sector-specific programmes for sectors in the NMD region that are considered to have significant scope for ongoing growth.
- The level of administration on ERDF-funded programme has become increasingly onerous in recent years and this has added significant pressure to both NMDDC staff and to the delivery agents who work in partnership with NMDDC. To put this into perspective, council staff are now heavily invested in vouching claims on a monthly basis and delivery agents now employ dedicated staff to administer ERDF-funded programmes. Whilst there must be a high level of transparency relating to the use of public funds, there must be scope for alleviating some of these administrative pressures.
- The great majority of ERDF-funded programmes delivered through NMDDC can make only a small number of days available per business. Whilst the

rationale for this is that the support should be spread across as many eligible businesses as possible, the ability to make a tangible impact on individual businesses through the provision of 1 / 1.5 days bespoke mentoring support is questionable. There is therefore a strong rationale for a programme that involves more intensive mentoring support that is aimed at fast-tracking the growth of very high growth potential businesses.

- The cap placed on the daily rates chargeable by delivery agents in Northern Ireland on ERDF-funded programmes has undoubtedly forced many suppliers from this market. Furthermore, this cap has engendered a strong perception on the part of many delivery agents and self-employed consultants that these programmes are merely paying lip service to the idea of SME support. As a result, the pool of high calibre consultants who are prepared to work on such programmes has shrunk considerably in recent years. A recommended daily rate would be £500.
- On all of the ERDF-funded programmes that are being delivered in the NMDDC region, the 2 common Key Performance Indicators are the number of referrals to Invest NI and the number of jobs created. Notwithstanding the adverse impact on job numbers caused by the Covid 19 pandemic, the reality is that, in many cases, a 'successful' outcome for a participant business may actually involve maintaining or reducing the number of employees as opposed to increasing these. That a number of additional KPIs should be considered, not least sales growth as a result of participation on future programmes.
- Of the current programmes, 2 of these are aimed at pre-launch entrepreneurs and the balance are aimed at businesses that have been trading for a minimum of 6 – 12 months. Given however that 50% of new-start businesses fail within the first 12 months, this is a significant gap in current support provision.
- Although a number of the existing programmes being delivered in the NMDDC region are being delivered simultaneously in other parts of NI, a partnership approach can work very well because participants from the NMD region have the opportunity to network with businesses in other regions, thereby creating potential synergies across a much wider area. It is anticipated that there is potential scope under the auspices of the Enterprise Framework from 1 January 2023 to pursue joint programmes, not only with other councils in Northern Ireland but with councils / local enterprise offices in the Republic of Ireland. The benefit of collaboration where a need has been identified is economies of scale in terms of delivery, wider exposure for businesses and an opportunity to focus on niche areas such as female,



young and mature entrepreneurship. This is particularly the case, given the geographical position of the NMD region vis a vis counties such as Lisburn & Castlereagh, Armagh Banbridge & Craigavon, Louth, Monaghan and Cavan.

#### **I.IV Recommendations**

Key recommendations that have been drawn as a result of the review of existing business support are as follows:

- Business success should be measured by one or more of the following: wealth creation; productivity growth; innovation; and job creation;
- Future business support programmes should have a degree of inbuilt flexibility to allow Council to react to changing market conditions or meet a specific industry need;
- Incorporate thematic programmes into the delivery model to meet specific business needs;
- Sector specific programmes to be designed to meet a clearly identified need. Key sectors that have been identified include: Tourism & Hospitality; Retail; Agri-food & Drink; creative industries; construction and engineering.
- Establish a funding pot for businesses to apply into. This would include early start, business start and business growth businesses.
- Introduce a new digital CRM system to monitor and manage client companies and reduce the administrative burden of business support delivery. The CRM system will also form as a basis to monitor and map the business journey.
- Intensive mentoring support programme aimed at fast-tracking the growth of high potential businesses.
- Financial contribution – businesses to make a financial contribution toward business support. An example of how this might happen could be a rate per day allocation, paying for an online app or access to an interactive platform for clients to monitor progress and have access to resources.
- Introduce an early stage entrepreneurs programme to support those businesses that have come through 'Go For It' [or equivalent] get established and begin trading.

## **Appendix II - Wider business support interventions available to SMEs in the NMDDC region**

## II.I Overview of wider support interventions that are available to SMEs in the NMDDC region

In addition to the supports available to individual businesses that are provided by NMDDC, there is a plethora of support that is available to eligible businesses in the NMDDC region that is provided by a large number of economic development agencies that operate either on a regional basis or on a NI-wide basis. The table below provides a summary of these.

Agencies / organisations that focus solely and specifically on support to businesses in the NMDDC region	Agencies / Catalyst organisations that provide support to businesses on a NI-wide basis
<ul style="list-style-type: none"> <li>• Newry Chamber of Commerce</li> <li>• Newry BID</li> <li>• Southern Regional College (SRC)*</li> <li>• South Eastern Regional College (SERC)*</li> <li>• Made in Mourne</li> <li>• Newry and Mourne Enterprise Agency</li> <li>• Down Business Centre</li> <li>• East Border Region</li> </ul>	<ul style="list-style-type: none"> <li>• Invest Northern Ireland</li> <li>• NIBusiness Info</li> <li>• InterTradeIreland</li> <li>• Social Enterprise NI</li> <li>• Federation of Small Businesses NI</li> <li>• The Labour Relations Agency</li> <li>• Manufacturing NI</li> <li>• Retail NI</li> <li>• Hotels Federation</li> <li>• Women in Business</li> <li>• Enterprise NI</li> <li>• Women in Business</li> <li>• Ulster University</li> <li>• Queens University Belfast</li> </ul>
<p><i>* Agencies / organisations that provide support to businesses in the NMDDC region and in surrounding areas</i></p>	

Details of the supports that are available from each of these economic development stakeholders are included in **Appendix 1** of this report.

## II.II Conclusions on the wider support interventions available

At one level, one could argue that the level of support available to businesses – both pre-start and trading – is massively high, given the sheer number of agencies / organisations that now have a role in economic development.

What is noteworthy however is that the lack of cohesion that exists across many of these agencies / organisations – in many respects, they typically work ‘in their own bubbles’, leading inevitably to lost opportunities in terms of collaboration, signposting, ideas sharing and joint initiatives.

From an SME perspective, it should be emphasised that the sheer number of agencies / organisations and the services that each provides often appears to be

overwhelming – feedback has shown that individual owner-managers often struggle to keep abreast of which follow-on services offer the most appropriate support to businesses in the NMDDC region [and in other regions].

It is considered that an absolute strategic priority from 1 January 2023 is to establish a much more 'joined-up' approach to supporting and referring on individual businesses to appropriate supports.

The best example of such a joined-up approach is the Steering group / partnership that was established by Derry City and Strabane District Council when the Council secured ERDF funding to roll out its Business Boost Programme in 2016 and its BIG Programme in 2019.

This Steering Group is chaired by DCSDC and includes representatives from a range of organisations including Invest NI, InterTradeIreland, NWRC, University of Ulster, Labour Relations Agency, ENW and Full Circle. [Other council departments such as Employability, Tourism etc

Meeting every month, the whole rationale for this Steering Group is to:

- Reduce the risk of duplication;
- Promote new services;
- Encourage joint initiatives between the partners;
- Facilitate signposting of individual businesses from one.

This collaborative approach has been massively successful in the DCSDC region and has undoubtedly been one of the key success factors for the Council's enterprise engagement strategy there.

As is outlined above, owner-managers – in NMDDC and in other council areas are overwhelmed by the range of business support options and **how to access these** is bewildering. In many cases, this causes owner-managers disengage completely rather than get sucked in to what they often consider is a maze.

Whilst NIBusiness Info seeks to serve as a 'one stop shop' for business advice and support, this requires individual owner-managers to have the awareness, the time and the wherewithal to access this website and to find the information that they are seeking and to then proactively engage with whichever agency / organisation is considered to offer the most appropriate support intervention.

As outlined in Section 7, however analysis of business support initiatives in other regions found that a more proactive app-based approach can provide a very

user-friendly way for business owner-managers – even those with very limited digital capabilities to either find or be presented with options regarding external supports that are likely to be of interest to them. This issue is outlined in further detail in Section 7 of this report.

### **II.III Recommendations**

Based on an analysis of wider support interventions the following recommendations have been drawn:

- Create the NMD Business Programme Steering Group to establish a much more 'joined-up' approach to supporting and referring on individual businesses to appropriate supports.
- Introduction of a signposting service for all businesses regardless of stage of development. Businesses could access the service either through initial contact at point of entry or a downloadable app / interactive platform.

## **Appendix III - The business consultation process**

### III.I Introduction

A fundamental objective of this exercise has been to secure the views and feedback of SME owner-managers in the NMD region in order to hear directly what their key issues, challenges and priorities for support are.

Full Circle in conjunction with NMDDC, developed and executed a comprehensive marketing campaign over a 6 week period to raise awareness of the planned enterprise framework and to highlight the importance of securing their inputs to the planning of this framework.

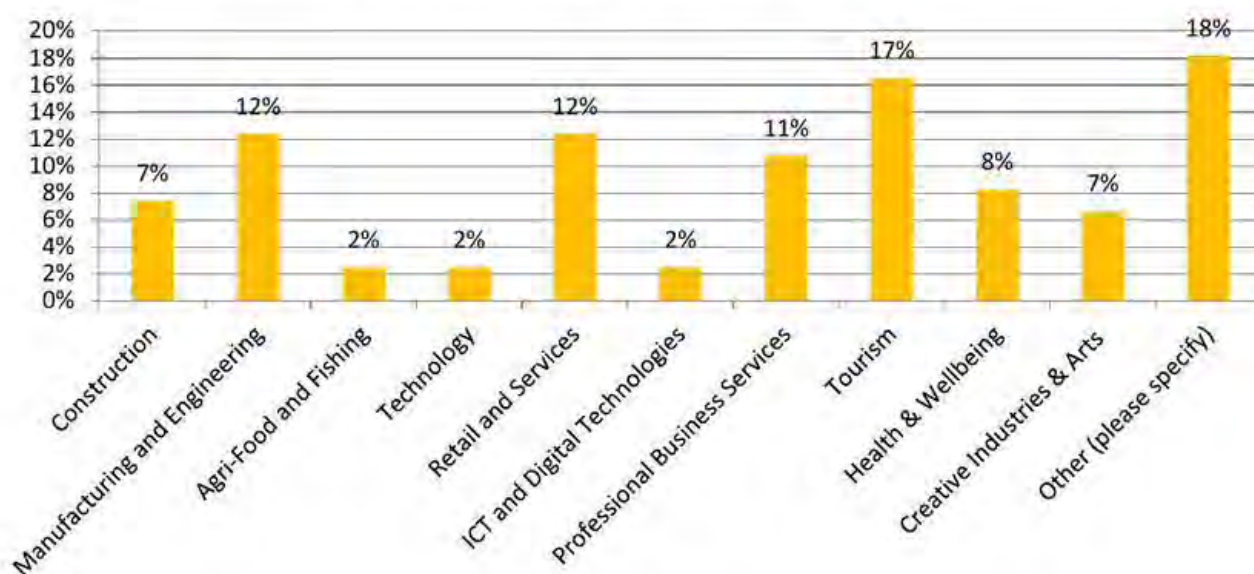
In total, the inputs of 121 owner-managers was secured over the course of the assignment. These 121 owner-managers provided feedback to us, either through an e-survey process or via one to one interviews carried out during February and March 2022.

Section 5.2 below provides a summary of the key themes emerging. Full details of this feedback are provided in Appendix 2 of this report.

### III.II Key themes emerging from owner-managers

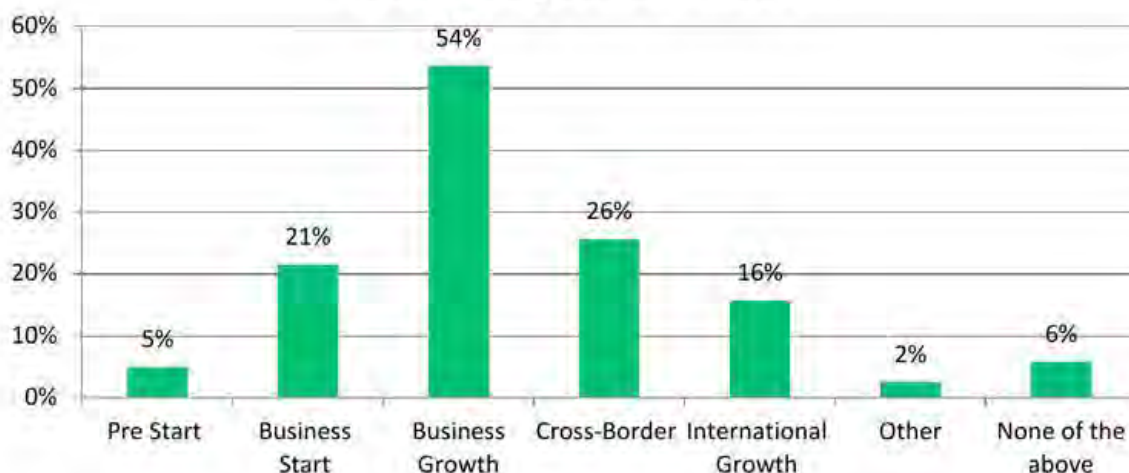
#### III.II.I Survey sample

- Of the 121 owner-managers who provided inputs to the consultation process, these came from 10 distinct sectors and an 11<sup>th</sup> which was an 'all-other sectors' category. The single largest number of contributors were from the tourism and retail sectors, sectors that have fared significantly less well than most others in recent years due to ERDF eligibility rules.



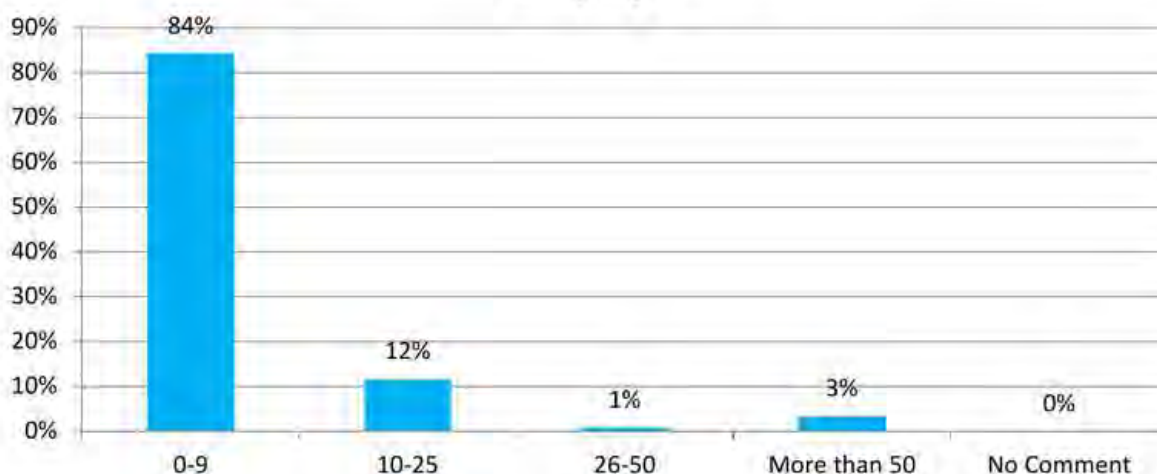
- 54% of the owner-managers defined their businesses as 'business-growth' – businesses that have been trading for more than a few years and that rely principally on the local market for sales;

Please tell us which of the categories below best describe your business



- 84% of respondents employ less than 9 people and 12% employ between 10 – 25 people.

Please tell us how many people your business employs



All of this points to the fact that the survey sample is very representative of the overall business sector in the NMD region



### **III.III Assessment of current skills and confidence on the part of owner-managers**

Respondents were asked to score themselves across 3 distinct but interlinked criteria relating to their levels of skills and confidence. Key findings to merge were as follows:

- When asked to score themselves on a scale of 1 – 5 [where 1 is not at all and 5 is absolutely] on the extent to which they have the hard skills such as sales, marketing, finance etc to sustain and build their businesses over the next 12 months, the average score across the respondent group was 3.17;
- When asked to score themselves on a scale of 1 – 5 [where 1 is not at all and 5 is absolutely] on the extent to which they have the confidence to sustain and build their businesses over the next 12 months, the average score across the respondent group was 3.74;
- When asked to score themselves on a scale of 1 – 5 [where 1 is not at all and 5 is absolutely] on the extent to which they have the soft skills such as communication, people management, resilience to sustain and build their businesses over the next 12 months, the average score across the respondent group was 3.82.

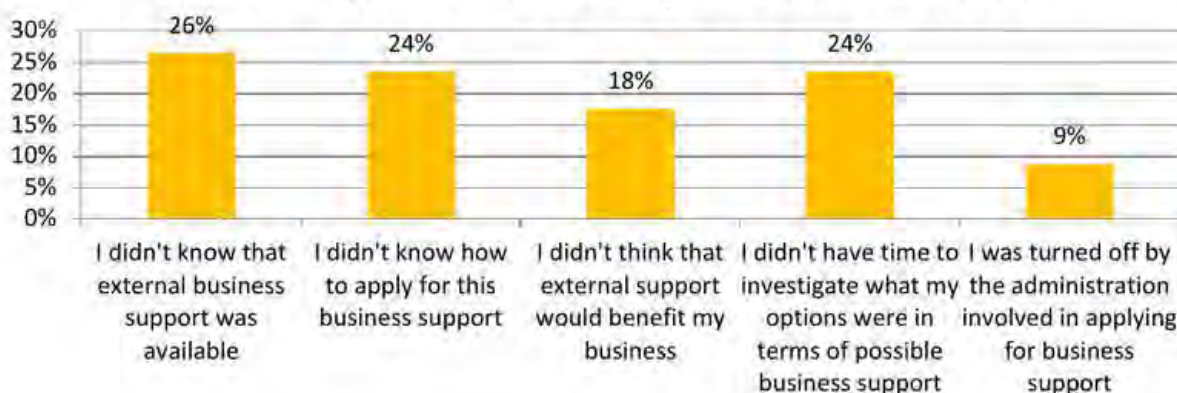
Overall, the owner-manager group rated themselves slightly above average in each of the 3 categories above however the average ratings were all under 4 which indicates that there is still substantial room for improvement in each of these areas.

The area that scored the lowest related to hard business skills. Specific areas highlighted were digital, funding and access to finance and sales and marketing.

### **III.IV Level of access to external support to date**

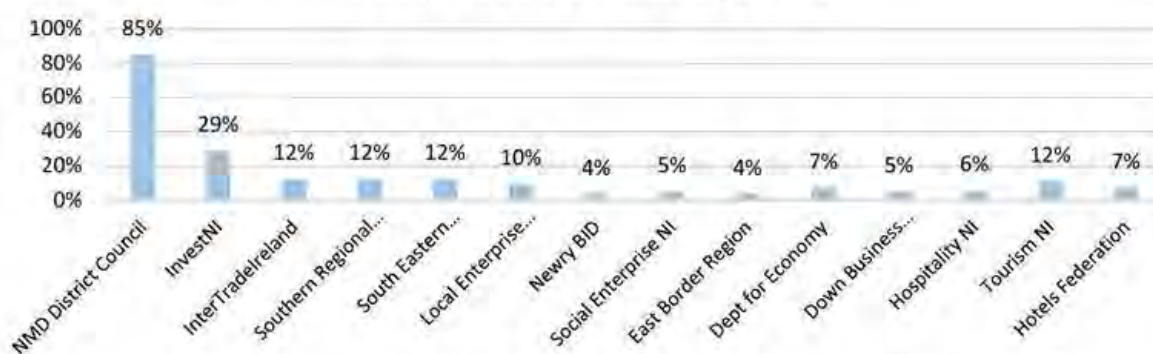
- 77% of the owner-managers who participated in the consultation exercise had previously availed of external support.

### If you have not previously accessed external support to help you to improve / grow your business, please tell us why this was the case?



- Of the owner-managers who have not availed of external support to date:
  - o 26% did not know that external business support was available;
  - o 24% did not know how to access this support;
  - o 24% did not have time to investigate options for external support;
  - o 10% were not convinced that external support would add tangible value;
  - o 9% were put off by applying for external support because of perceptions around the administrative processes involved in applying.
  
- 85% of the owner-managers surveyed had previously accessed support through NMDDC.

### Sources of External Support



Other providers of external support were identified as Invest NI [29%], InterTradeIreland [12%], SRC [12%], SERC [12%], Tourism NI [12%] and the LEAs [10%]. All other providers of enterprise support scored less than 10% of the respondent survey.

### III.V Perceptions of the value of the external support secured to date

The owner-managers who were identified as having previously secured external support were asked to score on a scale of 1 – 5 [where 1 is no value and 5 is excellent value] their perceptions of the value of this external support.

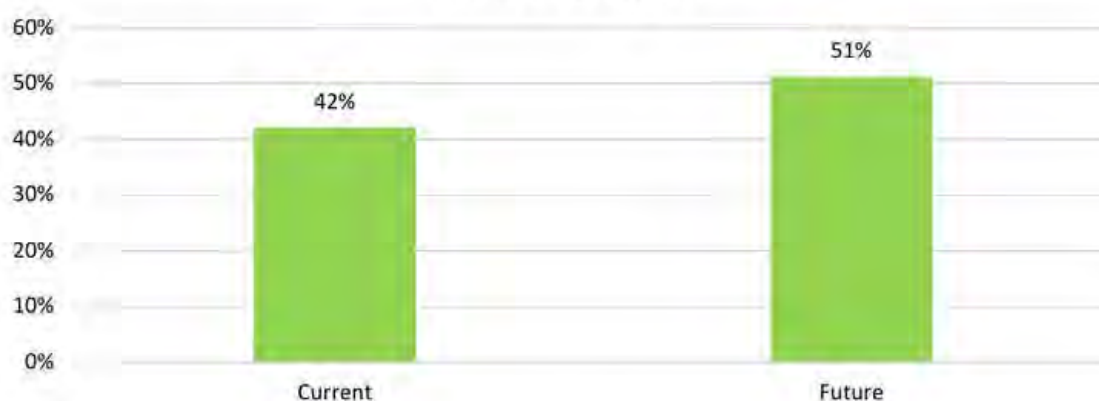
The value of NMDDC SME supports was highest across the owner-manager group with an average score of 3.98 out of 5 – 79.6%. Other organisations that scored highly were Invest NI [3.66], InterTradeIreland [3.19] and SRC. [3.23]. All other providers scored less than 2 out of 5 in terms of their value to those owner-managers who had accessed them.

The high score relating to NMDDC supports is important in so far as they have been very well received to date by owner-managers. This needs to be taken into account when considering the make-up of the enterprise framework for the NMD region from 1 January 2023.

### III.VI Access to skills labour

A major constraint to growth identified through the consultation exercise was a lack of access to appropriate skills / labour.

Is your business / sector currently facing any specific skills shortages, or projecting any future skills shortages



More specifically, 42% of owner-managers highlighted that they are currently facing skills / labour shortages. Specific areas identified were in sales, marketing, digital marketing, clerical and administration, hospitality and fintech.

Moreover, 51% of the owner-managers who responded anticipate that skills and labour shortages will be a significant factor over the next 12 months.

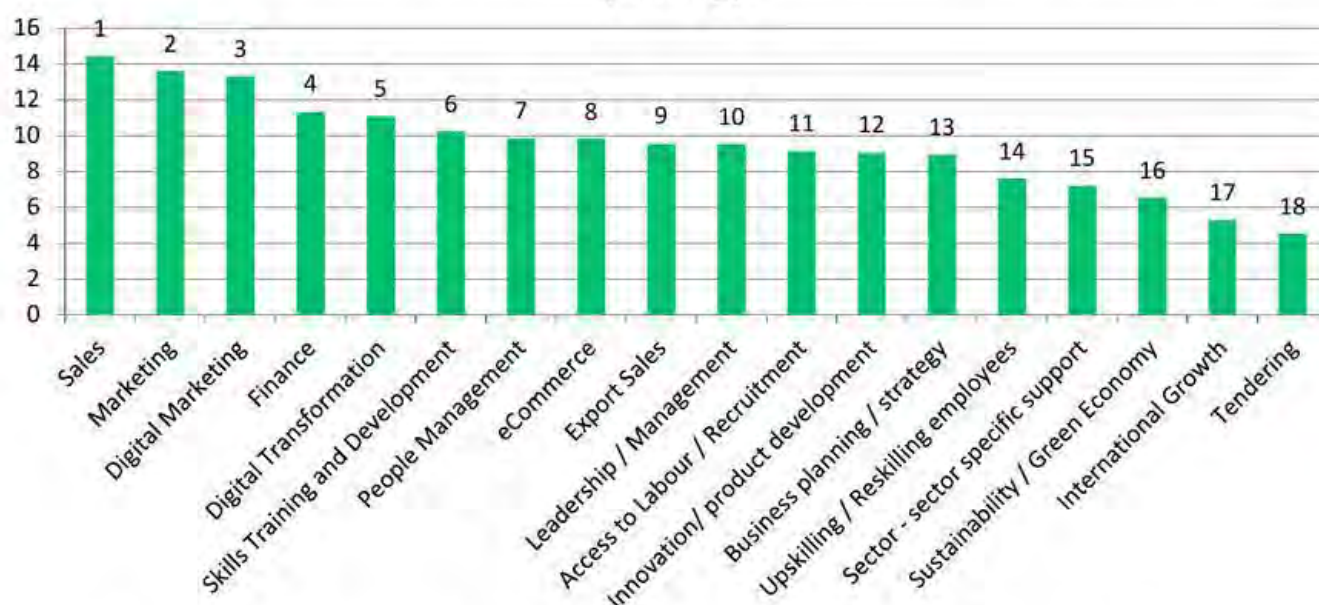
Given that over half of the business respondents in the consultation process consider that this is a challenge that will become ever-more acute over the next 12 months, careful attention will need to be given to how this challenge can be addressed through the enterprise framework.

### III.VII The demand for external enterprise support

Owner-managers were asked about the extent to which they would actively welcome external enterprise support [using a scale of 1 – 5 where 1 is not all and 5 is absolutely].

The average score was 4.58 / out of 5, highlighting a very significant appetite for practical external enterprise support on the part of SME owner-managers in the NMDDC region.

#### Areas of most importance to your business (with 1 = top priority)



The top 5 priority areas of support identified by the owner-managers were:

- Sales
- Marketing
- Digital marketing
- Finance
- Digital transformation

When asked about the most attractive format[s] for accessing external support, there was an overwhelming preference for a blended approach. More specifically, 40% of owner-managers that fed into the consultation process highlighted the merits of in-situ events such as workshops and networking events alongside remote mentoring support. This obviously reflects the 'new reality' post-Covid where many business people now see inherent advantages in engaging remotely in areas such as increased productivity and reduced costs.

### III.VIII Conclusions on the feedback

A number of key conclusions can be drawn from the feedback provided by the business representatives during this exercise. These may be summarised as follows:

- There is a fundamental lack of clarity on the part of many owner-managers around the range of external supports available across the many organisations that operate in the field of economic development. In many respects, there is almost too much choice in this regard;
- Whilst one to one inputs through NMDDC's various programmes have been exceptionally well received, a recurrent theme from owner-managers was that the level of input is generally capped at a very low level and that this is typically provided as a short term / 'one off' intervention. A number of owner-managers highlighted the benefit of having quarterly or annual 'check-in' meetings with external advisors to ensure that the business is rising to new challenges and being signposted to the most appropriate supports available;
- There is a significant appetite for sector-specific support. Owner-managers in sectors such as tourism and hospitality and retail highlighted that their needs, challenges and priorities differed fundamentally from most other sectors, thus warranting sector-specific programmes or interventions. There was also significant demand on the part of owner-managers for segment-specific interventions – female entrepreneurship programmes and young entrepreneur programmes.

### III.IX Recommendations

Recommendations from the business consultation process have been highlighted below:

- Future business support interventions to incorporate hard skills including: digital; funding and access to finance, sales and marketing.
- Market and promote the Enterprise Framework to the business community in NMDDC as a single brand to minimise confusion in the marketplace.
- When addressing skills shortages in the region particular areas of note include: sales & marketing; digital marketing; clerical and administration; hospitality and Fintech.
- Specific areas of support – sales & marketing, digital marketing; finance and digital transformation.
- Ensure a blended approach to the delivery of support – in-situ events such as workshops and networking events to be run alongside remote mentoring support.
- As part of the continuum of support incorporate annual 'check in' meetings to ensure businesses are continuing to access relevant support and being signposted to other relevant providers.
- Continue to offer stand alone support for female entrepreneurs and young entrepreneurs.

## **Appendix IV - The stakeholder consultation process**

## IV.I Introduction

In order to understand the extent to which existing provision remains fit for purpose, a number of stakeholders were approached in the region to gather feedback on their perception of existing provision and what they consider the support priorities should be for: Pre-start businesses; Business start businesses; Business Growth-focused businesses; High growth-focused businesses as well as businesses specifically seeking to grow in markets outside Ireland.

The research sought to canvas their views on which sectors they consider offer particular growth potential in the NMDDC region.

The following is a list of the key stakeholders consulted with:

Stakeholders	
Newry Mourne Enterprise Agency	Southern Regional College
Down Business Centre	Newry Chamber of Commerce
Enterprise NI	Made in Mourne
Alchemy Digital Training	Manufacturing NI
Invest NI	East Border Region
InterTradeIreland	Hospitality & Tourism Skills (HATS)
South Eastern Regional College	

## IV.II Key trends in the feedback from stakeholder consultees

- The flexibility of support has meant that businesses are in a position to engage at any point and avail of support that addresses current challenges within their business.
- Covid-19 has led to a number of benefits and efficiencies in terms of programme delivery. It forced a lot of training and mentoring on-line, from a Councils perspective this has meant greater productivity levels as delivery agents are in a position engage with more clients quicker. Furthermore, the reduction in onsite visits is also supporting reducing carbon emissions.
- Online group sessions can also be recorded which means that if a company is unable to attend in person they can download and watch the session at a time that suits them.
- Specialist advice can be provided from any part of the island, provided there is good broadband coverage, which therefore widens the pool of potential specialist support available.
- The Digital Growth Programme has been very well received and companies have really benefitted from the intervention.



- The Business Gateway Project in Scotland is a National Programme that is delivered locally, companies didn't get a business plan, what they received was practical help – such as considering the best route to market, how to access or raise finance and when they were ready they move to the next stage of expert support. The goal should be to get businesses started.
- A number of stakeholders commented that support is very different across regions. What has come through from the consultations is the lack of consistency of support across regions. A company in Castlederg should be able to access the same support as a company in Castlewellan and this is certainly not the case. However, NMDDC would appear to be performing better than some regions.
- Whilst many of the stakeholders felt that companies in the NMDDC region have access to some high quality support, there was a concern that there was a lot of duplication and lack of joined up thinking. All stakeholders stated they would welcome engagement when programmes or initiatives were being designed for the region to ensure that this wasn't being duplicated elsewhere.

### Areas for Improvement

- Continuum of support: There should be a clear link to the next stage of support. Very often specialist advisers that are operating in this sector struggle to navigate the scale of support available, which means this will be even more difficult for a busy owner manager. Client companies require assistance to navigate enterprise support, there needs to be a clear path for businesses to follow, directing them to tap into what is available when they need it.
- In some cases referral to some external sources of support requires a lot of administration and time commitment which many busy owner / managers don't have. Not only is the level of admin and bureaucracy a barrier, also the decision making process can be lengthy, obviously this can be off putting and is ultimately inhibiting the growth aspirations of many businesses.
- With regard to apprenticeships there should be a better linkup between LEAs, Chambers of Commerce & Colleges – to not only signpost companies better but also to ensure that relevant skills gaps are being addressed.
- Earlier links / engagement from schools to raise awareness of opportunities within the region could support future entrepreneurs.
- It was commented that the NMDDC website can be difficult to navigate.
- Clearer signposting to the local colleges for skills development. The colleges offer a range of services that can help a range of sectors from a hospitality business design a menu right through to the development of bespoke training for large employers. The colleges lack the marketing budgets that will allow them to

promote the services and therefore welcome engagement from those stakeholders engaging with a similar audience to signpost in the right direction.

### Gaps in Current provision

- Follow on support - Companies are being provided with very relevant support often as a short intervention and often that's where the support ends – future provision to contain some form of follow on / implementation support. The goal should be to upskill those in the business so that the knowledge stays in the business. Regular and frequent intervention will help achieve this.
- Lack of support for the creative industries once companies go through 'Go For It' there is very little available. The first 12 months of any business is important, guidance and support during this stage would be a significant benefit. This sector would benefit from the opportunity to test and trial their ideas beforehand. Other areas businesses within this sector face challenges is in branding/marketing. Better linkages between SERC, Tourism NI and Invest NI will support this sector.
- Within manufacturing there is room for improvement within export / trade development, developing stronger cross border links, embracing innovation and digital and ensuring earlier links at school level for apprenticeships.
- There are a number of good programmes available throughout NMDDC, what has been highlighted by several stakeholders is the gap between start up and growth. Moving forward a catch all programme that is not restricted to job creation could help support some of these businesses.
- Lack of support to the retail sector – whilst the decline of the high street has been evident for many years and this has been exacerbated by Covid-19. The retail sector has been neglected for a number of years and for many reasons there should be a focus on this sector, not least to encourage people back into local shops but also as catalyst for encouraging people to come and live in the region.
- Other sector specific support should be considered for: Agri-Food & Drink, Tourism & Hospitality, retail, manufacturing & engineering and construction.
- Hospitality and tourism has obviously been one of the hardest hit sectors as a result of covid-19, until international tourism returns to previous levels, this sector needs a lot of support, many need to embrace technology, businesses need to be bookable online. Green economy / sustainability will be high on the priority list, upskilling and reskilling, better linkages with colleges and universities, clear signposting and visibility of other support to avoid duplication of effort, is needed.
- Money for growth is not available – for many companies a small contribution can make the difference in starting or growing the business.
- There are a number of owner-managers that have reached a certain stage in the business and they have a nice lifestyle as a result. How can agencies stimulate these

owner managers to grow and scale their business, how can agencies encourage innovation in these businesses and grow their business outside NI.

- Whilst there has been some work in Fintech on the Dublin – Belfast corridor, there is probably more that could be done to support this sector.
- Lack of suitable property for businesses in the area. Possibly consider private sector incubators or hubs.

### **Future Priorities:**

- Clearer signposting and visibility of support available.
- The enterprise support sector is very disjointed – very often the client company also has no idea that support they received has been funded fully or partially by NMDDC. This is leading to a disconnect with the business community. Marketing and promotion around the support available from your local Council will be an important factor in the future.
- Companies require a full diagnostic when engaging with Council, there should be one overarching programme where a company is signposted to a particular stream of relevance to them, whether it is finance, digital, sales, marketing etc.
- When designing any future provision there needs to be more collaboration among stakeholders to ensure there is no duplication.
- Tradable services appears to have overtaken manufacturing in the NMDDC region, the best hope for the region will be to focus on supporting tradable services. Key employers within this sector include: First Derivatives, Stat Sports, JMK Solicitors, Crash Services to name a few.
- As businesses move along the Enterprise Pathway into the high growth phase, companies seeking high growth support should consider how they fit within the '10x Economy'. There will also be those companies that will not fit or wish to continue on this pathway therefore there will be a gap in how these companies will be supported to achieve high growth.
- The market is facing skills shortages across the board and one sector in particular is digital. As a result of covid-19 companies see the benefit of digital now more than ever. Covid has changed the recruitment landscape and often business owners are unsure about where to start or how to successfully recruit.
- If the employment pool is not there, the next step is to see if the gap in skills can be addressed by automation, robotics, big data, artificial intelligence. If that is the case companies will require support around technology, digitisation to meet their needs.
- Work collaboratively with the Chamber of Commerce to develop a calendar of networking and conference events and promote the CEO Club for informal peer learning. Run a joint branded business temperature survey.

- Rising costs is really bringing sustainability, low carbon and green to the fore. Very often small changes in a business can make a big difference, however, to some owner/managers they don't know where to start. Consider working with companies to carry out energy audits, if we look cross border businesses can avail of Green Vouchers through the Local Enterprise Office [LEO], something for Council to consider, possibly a cross border collaboration.
- Access to funding can make a significant difference to any business start or growth company, in many cases it will allow them to start or grow quicker, for example paying insurance, start up stock, grants for working capital.

### IV.III Summary

Overall, the opinion of many stakeholders was that moving forward there should be a clear pathway for enterprise support. Very often companies don't know what they need and also what is available. Once a company engages for enterprise support a proper business health check or diagnosis should be carried out, this should be centrally stored and updated on a regular basis as the company progresses on its enterprise journey.

The biggest gap currently is the gap between start-up and growth. Furthermore, many businesses where being signposted to what was available at the time as opposed to what they really needed, this should be addressed moving forward.

Overarching themes for many businesses are in the area of skills development, innovation and sustainability – circular economy.

Companies should be embracing technology and digitisation to ensure capacity is there to potentially address any skills deficits.

Development of clusters in the NMD area – eg Life Science Cluster / Food Manufacturing Cluster / Digital Technologies / Green Energy Cluster / Engineering Cluster.

Development of task force team / skills development team for Manufacturing as per other council areas.

Uptake of sustainable technologies should be prioritized.

### IV.IV Recommendations

Overall recommendations from the stakeholder consultation process includes:

- Owner/Managers consume business support services in a number of ways, for those not available to attend live sessions or have a wait for the next session it is important that when developing a bank of business support tools owner-managers can access downloadable materials or workshops at a time that suits.
- A key aspect of the NMD Business Programme Steering Group / Partnership will not only be an opportunity to promote initiatives and programmes, it will also provide the opportunity to ensure there is no duplication of service in the region.
- As part of the continuum of support it is important to embed skills within businesses, regular and frequent intervention will achieve this.
- Work with the manufacturing sector regarding export / trade development, developing stronger cross border links, embracing innovation and digital and ensuring earlier links at school level for apprenticeships.
- Specific sector support to the agri-food & drink, tourism & hospitality, retail, manufacturing, engineering and construction.

## **Appendix V - Best practice supports available in other regions**

## V.I Introduction

The *Overview of Current Business Support Programmes* (section 2) has highlighted gaps in the current support initiatives provided by the Council. This section reviews best practices of business supports in other regions that could address those gaps.

A cross section of regions were selected across UK & Ireland to provide a clear picture of the spread of interventions to micro enterprises.

Five regions have been considered:

1. Republic of Ireland (Donegal),
2. England (Cumbria,
3. Cheshire,
4. Northumberland
5. Lanarkshire
6. Belgium (Brussels Region).

## V.II Findings

The gaps identified in the current NMD business support programmes related mainly to sector-specific supports provided to two existing sectoral strengths (construction and retail) and one emerging sector (tourism).

Finally, several initiatives offered by the 5 selected best practices regions are described in this section. Those are mainly areas in which the Council has expressed a desire to offer further support:

- Upskilling & reskilling
- Employability of unemployed and economically inactive people
- Sustainability
- Access to supports

### V.II.I Sector-specific Support

**Construction** is a solid contributor to the NMD economy, being the second ranked sector in terms of sales (see *Section 1.2*). It is also a sector that traditionally faces challenges including low productivity and skills shortages. In Northumberland, the North East LEP has implemented two initiatives to support the construction sector:

- The *CITB Skills and Training Fund* which supports employers who provide day to day training for their workforce in construction-related

subjects through short course grants, qualification grants or apprenticeships grants.

- The *Constructing Excellence* platform gathering members from the entire supply chain – clients, industry, and users – from which to stimulate, debate and drive change in the Construction sector by crossing all disciplines within the construction sector and therefore helping to improve the entire arena of the built environment.

**Retail**, the other sector not supported by any NMD sector-specific programme, has been addressed by the Donegal LEO through the *Superior Retailing Programme*. This initiative was delivered under through mentoring and workshops by a team of retail professionals helping businesses to innovate and thrive throughout the challenges of Covid and Brexit in 2021.

To support the **tourism** sector, the Brussels Region has put in place a *Hospitality cluster* which brings together all stakeholders (both small and large) from the tourism sectors, but also from the events- and the culture industries in order to generate experience-sharing, partnerships and new synergies among its members.

### V.II.II Upskilling & Reskilling

In Cumbria, the Local Enterprise Partnership is currently supporting *The Edge* project, a partnership of highly skilled Further Education Colleges and training providers that work together to offer funded training solutions to the workforce of Cumbria. From 2013 to 2019, 12,000 learners from 3,000 SMEs across Cumbria had accessed funded training through the project. In the next phase of *The Edge* project which runs to 2023, the aim is to engage with a further 1785 learners. The support provided can be of three types:

- Training programmes including a full range of funded sector-specific courses.
- Skills support for redundancy for enterprises of any size that are undergoing industrial restructuring by providing skills and employability support for their employees who are at risk of redundancy.
- Support for individuals recently made redundant (within the last 3 months).

### V.II.III Employability of Unemployed and Economically Inactive People

The Brussels region has put in place the *Duo for a Job Programme*, an intergenerational mentoring support, matching two inactive individuals categories: a young unemployed person with an experienced local retiree



seeking to stay active. The 'duos' work together for a period of six months to connect the young unemployed to local networks and help find suitable employment.

In Cheshire, the *Pledge Partnership* helps young people to make informed decisions about gaining qualifications and skills that match the opportunities available locally and build awareness of employers and sectors within the region. The purpose of the Pledge is to facilitate relationships between education and business, to put employers at the heart of inspiring the next generation of employees and it works with every school and college in the region.

#### V.II.IV Sustainability

The Council's Vision emphasises the need about supporting economic development which is sustainable.

Donegal LEO has recently launched the *Green for Micro programme* to help businesses to identify cost savings and improve the green credentials of businesses. Projects may vary from looking at energy, water & waste costs, guidance with environmental management system, to the greening of product or business to adapt to the changing market place. The first part of this programme includes two days free mentoring during which a green audit of the business is carried out. In the second part, businesses can further progress with opportunities identified within the audit. For that second part, an additional three days mentoring can be applied for or a *Green voucher* to the value of €2500 at a maximum rate of 50% can be granted.

#### V.II.V Visibility and Access to Supports

The Regeneration and Economic Development Strategy and Action Plan 2020-2025 acknowledge that there is a difficulty faced by many SMEs to know where to access the most appropriate support for their needs. To help address this, Council acknowledges its role in providing a central point of contact for local business queries and referral for support either through a direct Council service or referral to partner organisation.

In the current challenging environment, and with things changing fast, there is a lot of value in local support helping their firms access resources that are out there. Sign-posting and other activities to encourage take-up of existing schemes is potentially a cost-effective way to help provide business with the support they need.

To ensure the best visibility of programmes and eases the access to supports, Cumbria has invented the *Cumbria Business Growth Hub*. That platform has now been rolled-out as the national model for business support. Cumbria Business Growth Hub aims to help businesses unleash their potential with free business support for growth by offering a great choice of advice, training and networking tailored to the business needs.

### V.III Conclusions & Recommendations

There are a range of business support interventions in regions across ROI, GB and further afield the research has focused on those areas that meet an existing gap within the NMDDC current provision. What the research has highlighted is that other regions also require sector specific support to meet challenges within that particular industry. Furthermore, flexibility in approach and adapting to changing conditions has also played a part in the delivery of support.

- The aim of the framework and a single point of entry should mean that the Council is in a better position anticipate challenges within sectors to enable it to develop support to meet those specific needs.
- Several of the regions included in this research have shown a willingness to engage further with NMDDC to share learning.
- An area of focus for NMDDC is age specific support – key learning from the Duo for a Job Programme offering intergenerational mentoring support is an area for consideration.
- A cross cutting theme identified throughout the research is in the area of sustainability. The Green for Micro and Green Vouchers have had a real impact in supporting businesses in this area.

## **Appendix VI – Business Survey**

**Introduction:** Full Circle Management Solutions Ltd has been commissioned by Newry Mourne and Down District Council [NMDDC] to consult with SME owner-managers in the region to understand their priority support needs.

From this exercise, we will then work with the Council to develop a business support framework for the next 5 years. **Your feedback is therefore very important in order that we can develop a business support framework that reflects the needs of small businesses like yours in the area.**

We appreciate you taking the time to complete this short online survey - it should take no longer than 10 minutes to complete.

<i>Contact Details</i>	
Company Name	
Contact Name	

**A. About your business**

- Please tell us how you would describe your business’ principle activities. [If you are a pre-start business, please let us know which sector you anticipate your business will operate in from the list below.**

	Drop down
<b>Construction</b>	
<b>Manufacturing &amp; Engineering</b>	
<b>Agri-Food &amp; Fishing</b>	
<b>Technology</b>	
<b>Retail &amp; Services</b>	
<b>ICT &amp; Digital Technologies</b>	
<b>Professional Business Services</b>	
<b>Tourism</b>	
<b>Other – Please specify</b>	

**2. Please tell us which of the categories below best describe your business.**

	Please Tick
<b>Pre-Start</b> (early stage, idea generation, proof of concept, little or no trading)	
<b>Business Start</b> (a newly formed trading company that is in the initial stages of business)	
<b>Business Growth</b> (where the business reaches the point for expansion and seeks additional options to generate more profit.)	
<b>Cross Border</b> (a company exploring or already exporting into the Republic of Ireland)	
<b>International Growth</b> (a company exploring or already exporting into international markets)	
Other	
None of the Above	

**3. Please tell us how many people your business employs. [If you employ part time staff, please assume 2 part time staff = 1 full time employee]. Please include yourself as 1 employee.**

Employee Numbers	Please tick
0-9	
10-25	
26 – 50	
More than 50	
No Comment	

**B. Current / Previous Access to Business Support**

**1. On a scale of 1-5 (where 1 is Not at All and 5 is Absolutely) please tell us the extent to which you consider that:**

You have all of the business skills required to build your business over the next 12 months and beyond [Finance / marketing / sales etc]	1	2	3	4	5

You have all of the confidence required to build your business over the next 12 months and beyond	1	2	3	4	5
You have all of the soft skills required to build your business over the next 12 months and beyond – resilience, communication, people skills etc.	1	2	3	4	5

**2. Please tell us if you have availed of any external support over the last few years to assist you to improve / grow your business.**

	Comment
Yes	Please go to Q4
No	Please go to Q3
Not Sure	Please go to Q5

**3. If you have not previously accessed external support to help you to improve / grow your business, please tell us why this was the case.**

	Comment
I didn't know that external business support was available	
I didn't know how to apply for this business support	
I didn't think that external support would benefit my business	
I didn't have time to investigate what my options were in terms of possible business support	
I was turned off by the administration involved in applying for business support	
Other. Please specify	

**4. If you have previously accessed external support to help you to improve / grow your business, please tell us which support and the extent to which you considered this added real value to your business.**

Examples here include: NMD District Council, Invest NI, InterTradeIreland, Southern Regional College, South Eastern Regional College, Local Enterprise Agency, Newry Bid, Social Enterprise NI, East Border Region, Dept for Economy, Down Business Connect, sectoral organisations such as Hospitality and Tourism or Hotels Federation.

Organisations that have provided you with business support over the last 3 years	Details of specific programmes / supports that they provided you with	Score from 1 – 5 in terms of the extent to which these added value to your business [where 1 – no value and 5 – excellent value]

5. **Is your business/sector currently facing any challenges in the area of recruiting and retaining appropriately skilled staff? Please provide details of the challenges being faced** eg recruitment & selection process, attracting labour to the region, retaining staff, support in training / upskilling staff, etc

6. **Is your business/sector currently facing any specific skills shortages, or projecting any future skills shortages – if so, please identify the specific skill sets or areas of the business where this is likely to have an impact.**

Current:

Future:

**C. Possible business support needs for your business over the next 12 months and beyond**

1. **If you think about the challenges that face your business over the next 12 months**

**and beyond, to what extent do you anticipate that you would avail of external business support if this were appropriate for your business?  
[1 – Definitely not and 5 – Absolutely]**

1	2	3	4	5
<p><u>Please provide an explanation for your score.</u></p>				

**2. Please tell us what you consider the priority areas for business support should be available to small businesses in the Newry, Mourne and Down region. Please rank in order of priority (with 1 = Top Priority)**

Possible areas for business support	Select one or more of the following
Sales	
Export sales	
Marketing	
Digital marketing	
Digital Transformation	
eCommerce	
Finance	
People management	
Innovation / product development	
Leadership / Management	
Skills Training & Development	
Access to Labour / Recruitment	
Upskilling / Reskilling Employees	
Business planning / strategy	
Sustainability/Green Economy	
International Growth	
Tendering	
Sector-specific support – Please specify	
Other – please specify	



**3. External business support can be provided in a variety of formats. Please tell us what your preference(s) are of the following formats and their value to a business like yours.**

	Please tick	Comments on your perception of the value of these interventions
One-to-one business advice – On site at your premises, face to face support from an experienced business advisor		
One-to-one business advice – Remote support from an experienced business advisor via Zoom/Teams		
Group skills development workshops where owner-managers come together to learn about best practice in areas such as sales, marketing etc.		
Networking events where the focus is on establishing contacts with other owner-managers in the region		
Meet the buyer events where you have the opportunity to meet with potential customers and find out more about their specific needs		
Best practice visits where you get to experience at 1 <sup>st</sup> hand – either locally, nationally or internationally – what best practice in your field looks like		
Blended Approach – more than one of the above		
Other – Please specify		

**4. How could Newry, Mourne & Down District council help support your business/sector in the area of recruiting and retaining appropriately**

**skilled staff?** Eg. Access to skills and training, apprenticeships, upskilling / retraining staff, recruitment & selection process etc.

**5. How could Newry Mourne & Down District Council help support your business/sector in addressing specific skills shortages in the region?**

**6. Please provide any other comments / feedback relating to the provision of business support to small businesses in the Newry Mourne and Down region in the box below.**

**Thank you for your time and co-operation**

## **Appendix VII – Business Respondents**

1. ALM Mechanical & Electrical	44. Elite Plumbing Heating & Gas Ltd
2. Deen Precision Engineering	45. NI Harbour Authority
3. Eco Plastic	46. Watson Steel
4. F10 Marine	47. Mitso Marketing
5. Gullion Loss Assessors NI	48. Morrissey Chartered Accountants
6. Mourne Dew Distillery	49. Murphy's Laundry
7. Next Steps	50. RNN Communications Ltd
8. Orliden Products	51. Yard Box
9. Platinum Recruitment	52. CM Wedding Invitations
10. Arcadian IT	53. Crawfords Rock Seaweed
11. Play Therapies Centre	54. Affinity Coaching
12. Premium Traffic Systems	55. Good Craic Gifts
13. Strive & Thrive Consulting	56. Eleven77
14. An Radhairc	57. Arris Heritage Consulting
15. Anachem Automotive	58. Tuck Mill Cottage
16. Colum Lynch Photography	59. VivoMed
17. The Mulberry	60. Tergo Solutions
18. Tim Bassett Digital Communication	61. Salt and Cove
19. Reavey Insurance	62. Quarryplan Ltd
20. Newry Clinic	63. Mobile VMS
21. Footfalls Walking Holidays	64. Kilmegan Cider
22. First Derivatives	65. ICCS
23. eSparks	66. Cleaners NI
24. Elma Van Baasbank	67. Eirvis Technology Limited
25. DM Groundworks	68. Benagh Engineering
26. Dish Dash Ltd	69. Kribben Cottages
27. Artistic Holistic	70. Studio 1+1
28. Art for The Senses	71. Dan's Wee Cottage - Slieve Croob, Dromara
29. Arcal Ltd	72. Tumbling Paddy
30. Anything Classic	73. Lead Balloon Studios
31. Norbrook	74. Hanna's Close Holiday Cottages
32. Visit AR	75. View 44
33. Studio 23	76. Spotlight Style Boutique
34. Primrose	77. Newry private clinic
35. Pile Breaking Hire	78. WeeFrog Woodcraft
36. Papervale Trees	79. Quinn Coaches Ltd
37. The Mourne Lodge	80. Stile Glass
38. Lucy Williams Herbalist	81. Greenans Products Ltd
39. LJ Artisan Bread	82. EirVis Technology Limited
40. Elk Creative Media	83. Raphael Mason Photography
41. Drumross Candle Company	84. Quay Dog Ltd
42. Artura Siuksteris	85. Mournet Timber Solutions Ltd
43. Aggie & I	
86. Bairbre Ryan Jewellery	
87. Kukoon Rugs Ltd.	

88. East Coast Adventure LTD
89. The Gymnastics and Trampoline Network CIC
90. GAAN Architects
91. Kickon Soccer C.I.C
92. Quality Solutions NI
93. The Coffee Dock
94. Found Home Films
95. Townland Tours
96. WBR CREDIT UNION
97. Angela Gillen Art
98. GHMusicSchool
99. Denvir's of Downpatrick Ltd,
100. C Russell Auto Sales Ltd
101. Masterson Opticians
102. Ark Integrated Solutions Ltd
103. Bramble Cottage
104. Lee Opticians
105. Lily Bain Bathrooms & Tiles
106. Grove Fort Self Catering Farmhouse
107. Eamonn P McGrady & Co
108. Stumpjump Ltd
109. Stone Boat Restaurant
110. True Harvest Seeds
111. Dance Associate Ltd
112. TRUSSBUDDY TOOLS
113. Newry chamber
114. Highview & Blossom
115. Stone boat restaurant
116. Pearlai Ltd
117. Mourne Yoga
118. Mount Kearney Quarries & Contracts
119. Ballydougherty Ice cream
120. Downpatrick Golf Centre
121. Vibe Studio

## **Appendix VIII – Wider Business Supports Available**

(SEPARATE EXCEL SPREADSHEET)



**BUSINESS SUPPORT NEEDS  
ANALYSIS FOR A SUSTAINABLE  
AND LOW CARBON ECONOMY  
IN THE SOUTH EAST REGION  
OF NORTHERN IRELAND**

**ABSTRACT**

This project, funded by Invest NI, is a collaborative exercise between Ards and North Down Borough Council, Armagh Banbridge Craigavon Borough Council, and Newry Mourne and Down District Council, collectively referred to as the Southeast (SE) Region. The remit of this research piece is to establish and analyse local business wants and needs to inform the SE Region on how they might best support local businesses to achieve a sustainable and low carbon economy across the area.

**Danielle McCormick**  
Owner & Lead Consultant, Triterra

### Executive summary:

This project, funded by Invest NI, is a collaborative exercise between the 3 councils covering the Southeast (SE) Region of Northern Ireland (Ards and North Down Borough Council; Armagh, Banbridge and Craigavon Borough Council and Newry, Mourne and Down District Council), which aims to establish and analyse local business wants and needs in order to inform the SE Region on how they might best support local businesses to achieve a sustainable and low carbon economy across the area.

The project, which ran from the 18<sup>th</sup> of January until the 14<sup>th</sup> of March, was overseen and managed by Danielle McCormick, Triterra, in partnership with Michelle Connolly, Profile Tree, who undertook all digital and survey engagement elements of the campaign.

The research gathered insights across five key areas. These included:

- Desktop research on industry insights
- An online ad campaign promoting the campaign survey. This was promoted across Facebook and LinkedIn over a 4-week period.
- A planned customer engagement session via zoom featuring a case study organisation. This was consequently cancelled due to low uptake across the region.
- Direct telephone calls aiming to engage local businesses directly in the survey.
- Development of relevant case studies

Desktop study has unveiled significant research that demonstrates the clear and tangible need, and benefits, to businesses of adopting a more sustainable and low-carbon agenda, with value being created across social, environmental, and economic pillars. These sentiments have been shared across the nine case studies undertaken, with business owners and organisations seeing numerous benefits for their companies.

Insights from the regional survey has demonstrated overwhelming support from businesses who feel that it is important to work towards creating a more sustainable and low-carbon agenda, with the majority of respondents feeling a clear sense of moral obligation, as well as being keen to identify cost saving opportunities. However, business recognise that support is needed across a number of key areas such as:

- Help in applying for funding
- Strategic sustainability planning
- Support in identifying cost savings opportunities through resource audits
- Help in creating sustainability policies, marketing strategies and general upskilling

Businesses also feel that the key stakeholders who can help facilitate businesses in making this transition include local government departments, local authorities, central government and specialist experts and consultants.





The key conclusions provided therefore support these views, with the final recommendations outlined below:

- 1) The SE Region should consider a programme of support that specifically seeks to address the sustainability and low carbon agenda.
- 2) The SE Region's officers should continue to develop their professional network and accrue relevant points of contact with key providers and industry representatives.
- 3) The SE Region should not seek to 'reinvent the wheel' and instead work to form partnerships with organisations already delivering relevant programmes of support.
- 4) Quarterly learning and engagement events should be organised for businesses where partners can be invited to speak to attendees about areas of interest and support.
- 5) There is evidence to support value in engaging with the agriculture and transport sectors as some of the most noted GHG contributors, however, all sectors have a part to play in this transition.
- 6) Support should be offered to business keen to diversify into more sustainable and low carbon products and service offerings.
- 7) The region should consider developing a dedicated team of consultants who can provide auditing expertise across areas including energy, waste, and water resource management, providing business reports, or registers of opportunity for businesses to focus on as they move forward. A consultant would require a bare minimum of 2 days for this piece to provide a very basic analysis of each premises.
- 8) The S Region should develop a toolkit or website where a range of information, templates, case studies and/or webinars should be shared for businesses to access and work through at their own pace.
- 9) All elements outlined above should be collated through a dedicated sustainability and low carbon business support programme, where a team of suitably qualified and experienced sustainability programme managers, facilitators, mentors and consultants are recruited to help the Council areas deliver on the region's key goals and objectives.
- 10) The business model recommended is like that of most economic development programmes operating across Northern Ireland's Council areas.
- 11) Based on the recommendations above it is estimated that costs for a programme of this scale would be in the approximate region of between £593,120 for 200 recruited businesses, to £879,120 for 300 recruited businesses.



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## Section 1: Introduction & Project Scope

This project, funded by Invest NI, is a collaborative exercise between Ards and North Down Borough Council, Armagh Banbridge Craigavon Borough Council, and Newry Mourne and Down District Council, collectively referred to as the Southeast (SE) Region.

The area collectively accounts for approximately 1,412 square miles (25.9% of the Northern Ireland total); a population of 554,669 (29.3% of the Northern Ireland total) and 22,135 businesses (28.5% of the Northern Ireland total) across all sectors, with the majority of these considered to be sole-traders, micro and small and medium sized enterprises (SME's), as is in line with the rest of the Northern Ireland (NI) region.

The three councils within the SE Region offer a wide range of services that span across leisure, community, parks and open spaces, tourism, culture, refuse collection and street cleansing, environmental health, registrations of births, deaths and marriages, burial grounds, public conveniences, administration, employment, finance, planning and building control and economic development, including business support services.

The remit of this project is to establish and analyse local business wants and needs in order to inform the SE Region on how they might best support local businesses to achieve a sustainable and low carbon economy across the area. As such, the scope of this project aims to identify that following key questions:

1. What actions (Financial, Social, and Operational) have already been taken to address the sustainability agenda as directed by other government departments and agencies e.g., NIEA, DEARA, DfE, etc?
2. What actions have local businesses already taken (Financial, Managerial, Social and Operational) to address the sustainability agenda?
3. What actions have been/need to be taken as a result of the two previous points?
4. What level of investment has been/is required to make these changes?
5. What are the commercial implications (positive and negative) of increasing businesses' environmental credential e.g., gaining new markets?
6. What is the social impact on the workforce and wider community?
7. What is the level of opportunity that exists for transition and transformation to a low carbon economy in the South East region?
8. What actions can be taken collaboratively as councils and/or other statutory public sector agencies to support the transition of the businesses to a low carbon economy in the South East Region?
9. What are the external influencers (Consumers, Government Departments, competitors etc.) which can determine the transition to a low carbon economy



(e.g., people, skills, management techniques, infrastructure, banking and finance, other government departments)?

10. How can we link all external influencers together to ensure efficient use of existing support and assets?
11. How has the COVID-19 Pandemic influenced low carbon transition planning?
12. What central government financial package should or could be available to facilitate the transition to a low carbon economy for businesses at a time when they are still recovering from the Covid Pandemic?
13. Are there any incentives to assist or support them?
14. What is the attitude and how important is climate action or the low carbon agenda for businesses?
15. Highlight examples of best practice elsewhere which can be shared with others, and which highlight the barriers for a business to adapt to a low carbon economy

Insights for this piece of research were planned and gathered across five key areas which included:

- Desktop research
- An online customer survey promoted via an advertising campaign that ran across Facebook and LinkedIn
- A customer engagement zoom session featuring a case study organisation (which was consequently cancelled due to low uptake)
- Direct telephone calls aiming to engage local businesses in the survey
- Development of case studies relevant to the project

Further details on methodology have been provided in section 2.

Given the remit of the project, the content of this report will focus on the data collected across the areas outlined with the aim of informing the three council bodies.

## Section 2: Project Methodology

The contract was managed by Danielle McCormick, Triterra, in partnership with Michelle Connolly, Profile Tree, to deliver all requirements of the contract.

The work plan that was agreed between all parties can be viewed via Gantt chart below (figure 1). The plan included an initial outline of all proposed activities to occur under the 8-week project incorporating key milestones and an indication of who will be responsible for managing, monitoring and auditing each stage to meet the schedules as outlined in the timeline below.

**Figure 1: work plan Gantt chart**

Activity	Contractor personnel	Council personnel req	18-Jan	25-Jan	01-Feb	08-Feb	15-Feb	22-Feb	01-Mar	08-Mar	14-Mar
			wk 1	wk 2	wk 3	wk 4	wk 5	wk 6	wk 7	wk 8	END
Collate relevant held data / information on businesses / sectors within the sub-region for sharing with contractor		YES									
Meet with all team members & Council to discuss project, agree questionnaire & survey script & date of zoom facilitation sessions & relevant questions	DMC & MC	YES									
Research businesses for approach within the SE Region	MC & DMC										
Develop questionnaire and survey script	DMC										
Sign off from council	DMC to liaise	YES	req EOP 26 Jan								
Upload survey onto SurveyMonkey platform for promotion	MC										
Develop script / video for ad campaign	DMC & MC										
Sign off from Council	DMC to liaise	YES	req EOP 26 Jan								
Launch targeted ad campaign	MC			28-Jan							
Ad campaign running across FB and LinkedIn	MC		start 28 Jan; finish 4 Mar								
1:1 telephone surveys of 300 businesses to coincide with ad generated responses	MC										
Facilitation of 1 zoom teleconference / facilitation session for local businesses	MC & DMC	YES					Date TBC				
Ongoing collation of responses	DMC & MC										
Collate all information	DMC & MC								req by 07 Mar		
Ongoing monitoring with feedback to Council			weekly update provided to Council on project progress & milestones								
Development of report, inc. stakeholder engagement	DMC										
Final handover meeting	DMC & MC	YES									DATE TBC

As part of this workplan the following elements were agreed:

- The Council collated relevant business data and shared with the contractors within the first week of the project.
- Michelle Connolly (MC) oversaw all digital engagement elements of the campaign, with Danielle McCormick (DMC) preparing the script, survey questions and advertising introduction.
- A brief weekly progress report was provided where MC advised on, and revised where appropriate, the digital and engagement approach as agreed by all parties with the aim of achieving maximum engagement against set targets over the course of the project.



- DMC was responsible for overall project management and worked directly with MC to identify potential opportunities and 'red flags', which were relayed to Council at each stage of the campaign.
- DMC was responsible for all desktop research elements of the exercise, including enquiry into existing business support programmes in NI, background research, evidence gathering and case study development.
- An initial project initiation meeting date occurred on the 20<sup>th</sup> of January 2022. During this meeting the following items were discussed:
  - Team initiation and introduction opportunity
  - Appointment of elected point of contact for the SE region project
  - Discussion on relevant questions for the business questionnaire and 1:1 telephone survey
  - Agreement on the format of the zoom facilitation session, including date (agreed to be held on the 23<sup>rd</sup> of February 2022 at 11am).
  - Discussion of concept / script for targeted business ads on social media platforms, Facebook & LinkedIn
- Following initial discussion MC carried out additional, in-depth research to develop a list of potential clients for telephone contact. This spanned across all key sectors in the Southeast sub-region to include manufacturing, tourism (hospitality and leisure), the agri-food sector, the creative industry, the service sector, and other associated sectors deemed as important for this study.
- DMC worked with MC to identify relevant partnerships who could help reach local businesses, including local enterprise agencies; local business mentoring programmes and online and offline business networks including local chamber of commerce.
- DMC generated a questionnaire, telephone survey & facilitation questions, which were agreed with the local point of contact.
- DMC and MC developed a relevant social media advertisement and script, which were agreed with the local point of contact.
- MC uploaded all elements of the final campaign, which went live on 03<sup>rd</sup> of February 2022. All assets including a link to the survey, the video and zoom registration link, were shared with all relevant council representatives.
- The medium to high impact, targeted advertising campaign ran across LinkedIn and Facebook until the 7<sup>th</sup> of March, extending the original length of the campaign by 2 days to maximise upon engagement opportunities. The ad campaign contained the direct link to the SurveyMonkey questionnaire, which also included a direct registration link for the zoom session at the end.



- NB: This link was subsequently removed upon agreement that the zoom session should be cancelled due to lack of uptake.
- Engagement in this initiative was promoted via project management team's own relevant networks, in compliance with GDPR regulations.
- The project management team remained aware that the timeframe for engagement with a target of 300 businesses was short and were likely to be impacted by a number of external factors which were outside of the control of the project management team. These factors included:
  - Covid19 and the omicron strain were at peak numbers across NI during the initial phases of the campaign, which impacted people's personal health and ability to work.
  - Many businesses were, resultantly, short staffed and those who were at work remained under pressure due to restricted staff resource.
  - Staff across all sectors were encouraged to work, which impacted the team's ability to obtain a response from relevant business contacts.
- The team attempted to mitigate these impacts by directly contacting, via telephone, 1032 businesses across the identified sectors, with many of these businesses were contacted on several occasions to encourage participation at a time that was convenient for them. A full list of these businesses can be viewed in Appendix 5 (page 137). This was in addition to the ongoing online survey and ad campaign that was promoted via social media advertising and personal networks, as well as ongoing attempts from the three Councils who utilised their own communication channels and contacts lists.
- DMC and MC continued to monitor weekly progress throughout the advertising and promotion schedule and provide regular updates to the council point of contact.
- The contractors organised an additional engagement opportunity, offering an opportunity to gather more, in-depth feedback on business views. This one-hour session invited guest speaker, and case study (appendix 4) Skillnet Ireland to speak on their Climate Ready programme. This offered the representative a 15-minute speaking opportunity where they provided an overview of the project, followed by a 45-minute Q&A and feedback session for attendees.
- Unfortunately, due to low registration numbers (2 businesses) it was agreed on the 21<sup>st</sup> of February by all parties, that the session should be cancelled.
- All digital and engagement information was collated by MC and shared with DMC on the 8<sup>th</sup> of March for inclusion into the report.

DMC continued to work on the preparation of the report throughout the project, engaging with relevant stakeholders and contacts across this period to capture



background information, case study research, existing business support programmes across NI and other information as deemed necessary and relevant to the final report.

Final handover of the report to Council team members occurred on the 14th of March, where a final meeting date was also agreed.

All elements of the project were delivered remotely to ensure that staff and team members remained safe from the risks of Covid, whilst also offering a straightforward and easily accessible opportunity to maximise on direct engagement with local businesses across the short time schedule, and through the difficult and restrictive impacts from Covid19 and the Omicron strain.





### Section 3: Positioning Sustainability and The Low Carbon Agenda for The SE Region

#### 3a: How has the Covid19 pandemic influenced sustainability and the low carbon transition?

Covid19 has wreaked havoc for public health, businesses and severely impacted the local and global economy during since it was first reported in December 2019.

Governments around the Globe worked to maintain balance between keeping the public safe whilst retaining a level of economic activity, and it became apparent that the health and wellbeing of the planet had a strong and interlinking connection to the health and wellbeing of society, and the economy. As a result, the world's business leaders and health professionals began to call out for a green and healthy economic recovery.

In May 2020, 155 MNBs, with a combined market value over \$2.4trn, and representing more than five million employees globally, signed a statement appealing to governments for a 'green recovery' by aligning their economic response to Covid19 with the science-based targets.

Later that month, over 350 organisations representing over 40 million health professionals and over 4,500 individual health professionals from 90 different countries, joined this global call to action by drafting an additional open letter to the G20 leaders calling for a 'Healthy Recovery', which shared these same sentiments.

These signatories also wanted to see reforms made to fossil fuel subsidies, with a call for support to be shifted towards renewable energy, which they highlighted would make for cleaner air, cut greenhouse gas emissions and help to spur economic growth of nearly \$100tn in the next three decades:

*"Climate change poses an imminent and serious threat to the health of the world's population. We are calling on governments to make sure that pollution levels do not return to previous levels, so that our children and grandchildren will be able to grow up healthily in a liveable and sustainable climate. Only by investing in both healthcare and the environment can we create a sustainable future."*

*(Kennedy, 2020)*

Research from Oxford University, which involved some of the world's leading economists, demonstrated that this approach could deliver a better result for both the world's economy as well as the environment:



*'Covid-19 is falling like a daily hammer blow on our economy, putting the livelihoods and employment prospects of many millions at risk. By aggressive investment in green skills and the creation of a swathe of green economy employment opportunities the UK can buffer COVID-19's impacts and simultaneously deliver a safer climate future'*

(Reay, 2020)

The research illustrated several recovery options that promised to bring both short-term high economic impact and long-term structural change. It also highlighted the potential for strong alignment between the economy and the environment, suggesting that green projects will create more jobs, deliver higher short-term returns and lead to increased long-term cost savings, when compared to traditional economic stimulus:

*"...this report shows we can build back better, keeping many of the recent improvements we've seen in cleaner air, returning nature and reduced greenhouse gas emissions.'*

(Hepburn, 2020)

As part of this research, a survey was conducted amongst 231 financial and banking experts from across the globe where over 700 different, stimulus policies were catalogued, and it was found that respondents also saw a 'green route' out of the crisis as also being highly economically effective.

These calls to action have been heard, and heeded by Governments across the world with national plans, such as NI's 'Rebuilding a Stronger Economy' (Department for the Economy NI, 2020), the UK's 'The Ten Point Plan for a Green Industrial Revolution' (Department for Business, Energy & Industrial Strategy, 2020) and Ireland's, 'Recovering from COVID-19 through a Green Lens' (Tithe an Oireachtas, 2020), demonstrating that local governments plan to build a greener recovery, and ongoing sustainable approach into their economic development.

### **3b: What actions have been taken to address the sustainability agenda in NI:**

#### **NI Legislative measures:**

Following the local NI government's 'Rebuilding a Stronger Economy' publication, The NI Department of Agriculture, Environment and Rural Affairs (DAERA) are now developing a Green Growth Strategy. This will be the NI Executive's long-term strategy which plans to balance climate, environment and the economy for the region. It aims to set out a long-term vision, along with a framework for tackling the climate crisis in the most appropriate way.



The Green Growth strategy aspires to address more than just climate targets, also taking into consideration the wider environment as well as green jobs through a series of Climate Action Plans, which will set out the actions to meet sector-specific greenhouse gas emission targets leading to a cleaner environment, more efficient use of natural resources within a more circular and green economy.

On the 21<sup>st</sup> of October 2021, DAERA opened up the Green Growth Strategy to public consultation on behalf of the Northern Ireland Executive where they welcomed and encouraged the views of all stakeholders across NI. The consultation remained open for an 8-week period until 21 December 2022. Following analysis, it is anticipated that the final Green Growth Strategy will be launched in 2022.

Climate change and greenhouse gas emissions for NI are also managed by DAERA. Until March 2022 NI was the only country not to have its own climate act. The NI Executive has spent significant time discussing two separate bills at local assembly which stemmed from a difference in opinion as to what the most appropriate greenhouse gas (GHG) reduction target should be for the region. One suggesting a 2045 target for reaching net-zero GHG emissions, whilst the second proposed reducing overall GHG emissions by 82% by 2050.

On the 8<sup>th</sup> of March 2022 the bill passed its final stage. The Bill, which was tabled by Agriculture and Environment Minister, Edwin Poots, will now go forward for Royal Assent and has set an overall net-zero GHG emissions target for 2050, with a separate reduction target of 46% for methane emissions to allow for the large agricultural sector across Northern Ireland.

This goes beyond the initial 82% GHG reduction target, proposed by Lord Deben, Chairman of the Climate Change Committee (CCC), in his letter responding to a request from NI officials in February 2021 asking for further evidence on the economic costs of setting and delivering a 2050 emissions target for Northern Ireland.

The CCC's view on associated costs to NI in achieving the goal that was recommended at that stage was estimated to be in the region of £300 million:

*“As a result, our estimate of the annualised resource cost (which measures the net additional cost each year to deliver the same services with lower emissions) peaks at around £300 million per year in the early 2030s. Resource costs are less than 1% of 2018 GDP in Northern Ireland in every year from now through to 2050.”*

*(Deben, 2021)*

The advice provided by the CCC as to how a 2050 emissions target in Northern Ireland feed into the UK-wide and global economic benefits outlined that the NI Executive could support the UK by setting stretching targets into law and should seek to:

*“...develop ambitious policies that are aligned to the UK pathway to Net Zero via our recommended Sixth Carbon Budget. Our recommendations to Northern Ireland from December 2020 support a leadership-driven global pathway that reflects the goals and requirements of the Paris Agreement, recognising the UK's responsibilities as a richer developed nation and its capabilities.”*

*(Deben, 2021)*

The letter can be found in full in Appendix 1.

The NI Executive has also attempted to address the issues associated with carbon management, through the Department for the Economy's (DfE) Energy Strategy, "The Path to Net Zero" which was released in December 2021. Since energy consumption accounts for almost 60% of NI's GHG emissions, the Energy Strategy sets out a pathway for an energy reform to 2030 that will help to help mobilise the skills, technologies and behaviours needed to take the region towards net zero carbon and affordable energy by 2050. This pathway was further discussed in the DfE's subsequent publication "The Path to Net Zero – Action Plan", which was release in January 2022 and sets several relatively SMART targets across 5 key areas which are:

1. Placing you at the heart of our energy strategy
2. Grow the green economy
3. Do more with less
4. Replace fossil fuels with renewable energy
5. Create a flexible, resilient, and integrated system

Within this publication reference is made to the following targets over the short to long term future, which may be considered the most relevant to this research and the SE Region's future planning:

- The future "establishment of a one stop shop for energy information, advice, and support scheme delivery
- Delivery of £10m of funding through a new green innovation challenge fund, which will be used to help fund green technology innovation and support the growth of the low carbon and renewable energy economy
- Carrying out an energy skills audit for energy decarbonisation, to identify gaps and the skills needed from the education and training sectors in the short, medium and long term, engaging with stakeholders from relevant industries.
- The launch a non-domestic energy efficiency scheme, which will deliver a new energy efficiency support scheme for NI businesses.
- Delivery of additional funding in the region of £10m for central government energy efficiency projects to support the reduction of energy consumption and carbon footprint in central government.



The link to these publications can be found in the references section of this report on page 51.

### Currently Available Business Support Programmes

At present there are a wide range of support programmes available to businesses across the SE Region and whole of NI. It should be noted that the availability of these programmes can vary, for example some grant funds open intermittently on a recurring basis, whilst others are offered on a one-off basis, therefore it is important for the SE Region to remain informed as to which types of business support are open as time moves on.

The table below (table 1) gives an overview of the key organisations who are actively promoting support to businesses across the region, outside of individual council business support programmes, at the time of writing this report. The table also outlines the types of support that are currently available to businesses from the perspective of supporting low carbon and sustainable development, with live links included for each programme. It is recommended that the SE Region engage directly with these programme providers in order to remain informed and to help local businesses access additional opportunities where they might exist.

**Table 1: Low carbon and sustainability focused business support currently available in NI**

INSTITUTION	STATUS	SUPPORT TYPE	DESCRIPTION
BEIS - industrial energy transformation fund	Intermittently	<a href="#">grant funding</a>	For feasibility and engineering studies, and deployment of industrial energy efficiency and deep decarbonisation projects
Invest NI (INI)	Intermittently	<a href="#">innovation voucher programme up to £5k</a>	£5k innovation vouchers allow businesses or potential entrepreneurs to get expertise from a public sector knowledge provider, such as a university or college (NI and ROI) for an approved innovation project.
	Ongoing to all businesses	<a href="#">best practice guides, focused webinars and workshops</a>	The operational excellence team can assist by introducing new concepts, tools and techniques that can improve many areas of your business.

	<p>Ongoing for businesses with over £30k annual spend on energy &amp; resources</p>	<p><a href="#"><u>sustainability reports</u></a></p>	<p>A holistic assessment/understanding of a business's environmental performance across a number of areas, such as raw materials, energy, carbon, packaging, biodiversity and waste.</p> <p>This support helps to enable businesses to measure, monitor and report on environmental impacts, demonstrating transparency and accountability, which can lead to consumer confidence and brand loyalty</p>
	<p>Ongoing for businesses with over £30k annual spend on energy &amp; resources</p>	<p><a href="#"><u>technical consultancy to identify areas of efficiency &amp; cost savings</u></a></p>	<p>Helps businesses to identify areas for increased efficiency and cost savings. INI provide specialist support to complete bespoke energy saving projects such as technical audits and feasibility studies.</p> <p>This support will allow businesses to make informed decisions on potential investments in energy efficiency – and ultimately save on business energy and reduce business costs.</p>
	<p>Ongoing to all businesses</p>	<p><a href="#"><u>resource matching services through international synergies</u></a></p>	<p>Offers businesses opportunities to convert redundant materials from one business into a resource for another – both adding value and reducing business costs for all parties.</p>



			<p>As well as benefiting from cost savings and productivity improvements, this service allows businesses to prolong the life of resources whilst reducing their carbon footprint.</p>
	<p>Ongoing to all businesses</p>	<p><a href="#"><u>capital grants for energy/resource saving equipment up to £50k</u></a></p>	<p>INI can provide investment support of up to £50k to help businesses invest in energy saving equipment that will drive productivity in the business. This applies to any project that will reduce the consumption of water, raw materials or waste production.</p> <p>The rate of support is based on company size - a maximum of 10% of total eligible project costs for large businesses, 20% for medium and 30% for small and micro.</p>
<p>WRAP (waste &amp; resource action programme) NI</p>	<p>Ongoing for food and hospitality sector</p>	<p><a href="#"><u>guardians of grub</u></a></p>	<p>Guardians of grub is aimed at empowering professionals from across the hospitality and food service sector to reduce the amount of food thrown away in their businesses.</p> <p>The campaign is suitable for everyone in the sector, from Michelin star restaurants to local pubs, wherever food is served to order. It is about making simple, low-cost changes to the way food is bought, prepared and served that can help reduce the amount of food needlessly thrown away</p>



	<p>Ongoing for businesses across the entire UK food chain</p>	<p><a href="#"><u>food waste reduction toolkit</u></a></p>	<p>An industry wide roadmap and toolkit that:</p> <ul style="list-style-type: none"> <li>-allows businesses to measure and report consistently and with confidence.</li> <li>-helps food businesses take targeted action to reduce waste in their own operations, their supply chain and from consumers.</li> <li>-helps the food sector deliver against Courtauld 2025 targets.</li> <li>-helps the UK deliver its part in delivering the UN's sustainable development goal 12.3.</li> </ul>
	<p>Ongoing for businesses across the entire plastics value chain</p>	<p><a href="#"><u>plastics pact</u></a></p>	<p>The UK plastics pact brings together businesses from across the entire plastics value chain with UK governments and NGO's to tackle the scourge of plastic waste.</p> <p>Wrap are creating a circular economy for plastics, capturing value by keeping plastics in the economy and out of the natural environment.</p>
	<p>Ongoing for businesses across the entire UK food chain</p>	<p><a href="#"><u>Courtauld commitment</u></a></p>	<p>The Courtauld commitment 2030 is a voluntary agreement that enables collaborative action across the entire UK food chain to deliver farm-to-fork reductions in food waste, GHG emissions and water stress that will help the UK food and drink sector achieve global environmental goals.</p>
	<p>Ongoing for the fashion</p>	<p><a href="#"><u>textiles 2030</u></a></p>	<p>Textiles 2030 is an expert-led initiative, harnessing</p>





	and textiles industry's		the knowledge and expertise of UK leaders in sustainability to accelerate the whole fashion and textiles industry's move towards circularity and system change in the UK.
<b>DAERA</b>	Tier 2 tranche 2 opened for applications on 10 January 2022 and will close at 4pm on 1 April 2022	<a href="#"><u>farm business improvement capital scheme</u></a>	The farm business improvement scheme (FBIS) is a package of measures and grant funding opportunities aimed at improving the competitiveness and sustainability of the farming sector.
	The maritime and fisheries fund (NI) 2021/22 is open for applications from 7 October 2021. The closing date for applications is 04 March 2022	<a href="#"><u>maritime and fisheries fund</u></a>	The maritime fisheries fund (NI) 2021-2022 (MFF(NI)) is designed to support maritime and fisheries activity and help deliver the objectives of the common fisheries policy (CFP). It is also geared to encourage the development of integrated maritime policy
	The forest expansion scheme is currently closed to applications – expected to re-open early summer 2022	<a href="#"><u>forest expansion scheme</u></a>	The forest expansion scheme is for new woodland planting of 3 hectares and larger. All woodlands that comply with the UK forestry standard are eligible for support. Successful applicants will receive up to 100% of eligible establishment costs and where eligible annual premia for a 10-year period.
	The agri-food co-operation scheme	<a href="#"><u>agri-food co-operation scheme</u></a>	The aim of the scheme is to reduce fragmentation and improve



	(AFCS) is currently open for applications. Closing date for expression of interest forms is 30th April 2022.		competitiveness and sustainability within the agri-food sector.
<b>Business in the community (BITC) support</b>	Open to all businesses	<a href="#">climate action pledge</a>	Signing the climate action pledge is a public commitment by an organisation to reduce its absolute scope 1 and scope 2 greenhouse gas emissions by either 30% or 50% by 2030; and to work towards measuring and reporting scope 3 GHG emissions.
	Open to all businesses	<a href="#">environmental benchmarking</a>	Enables organisations to publicly demonstrate commitment to being environmentally responsible and transparent, and the process allows organisations to examine and reflect on their environmental performance, to help drive improvements.
	Open to all SME's (up to 499 employees)	Climate action Programme	Through the climate action programme BITC recruit climate champion organisations who invite and support SMEs in their supply chain to kick start their climate journey and take action on the climate crisis by completing a three-month programme.
	Available to all members	E-learning resources	E learning resources and toolkits available to members
<b>Keep Northern Ireland Beautiful</b>		<a href="#">tackling plastics toolkit</a>	Toolkit designed to help businesses tackle



			unnecessary plastic use and wastage
<b>Carbon trust</b>	Ongoing to all businesses	<a href="#"><u>free learning resources</u></a>	A range of tools, guides and reports to help businesses or organisations achieve their sustainability goals.
<b>Energy savings trust</b>	Ongoing to all businesses	<a href="#"><u>fleet management toolkit</u></a>	Provides information and resources to help businesses lower costs, while reducing the carbon emissions from the organisation's vehicles and employee travel.
<b>CAFRE support</b>	Ongoing for agri-food based businesses	<a href="#"><u>farm friendly skills programme</u></a>	The farm family key skills (FFKS) scheme provides short, specific training courses aimed at creating awareness and knowledge of topical issues impacting on farm businesses that can help with on-farm business decision making
	Ongoing for agri-food based businesses	<a href="#"><u>food innovation support</u></a>	Loughry campus provides key expertise in food manufacture, innovation, safety, packaging and waste minimisation
	Ongoing for agri-food based businesses	<a href="#"><u>environment technical support</u></a>	Technologists based at Greenmount campus, translate the latest research findings through a range of projects and programmes to make a positive impact on your farm business covering air quality, biodiversity, carbon management, water quality, soils and farm plastics.
<b>Power NI business support</b>	Ongoing to all businesses	<a href="#"><u>power NI renewables</u></a>	Power NI have a range of measures in place to make sure users get the most out of their renewable generator system



It should be noted, that whilst these are the main areas of support currently available to businesses, it is probable under the current plans for the NI Energy Strategy, that additional schemes of support, including possible financial support, will become available in the coming months and years. It is therefore recommended that the SE Region remain abreast of DfE's programme of delivery, as well as any opportunities that may arise from DAERA's new Climate Bill and Green Growth Programmes, which are likely to progress in 2022 onward.

## Section 4: The commercial, social and environmental implications of transitioning towards a low carbon and sustainable economy within the SE Region

### 4a: Opportunity:

Integrating sustainable and low carbon practices into businesses is fast becoming a key driver for business growth and innovation on a global scale. Research carried out from Accenture in 2019 demonstrated that whilst value for money and quality are still a key focus for consumers, the vast majority of participants (83%) believed it to be crucial for brands to design products that could be more easily recycled or reused. It was also discovered that 72% claimed to be buying more environmentally friendly products than they had done in previous years, and a further "...81% said they expect to buy more over the next five years." (Accenture, 2019)

In 2019, Harvard Business Review interviewed 70 executives of 43 large multinational businesses, and it was found that Environmental and Social Governance (ESG) is now a major priority, with executives and organisations expected to be held accountable by their shareholders for their overall ESG performance. (HBR, 2019).

Research has long shown overwhelming evidence demonstrating the clear and tangible benefits to businesses who chose to integrate sustainable practices, as outlined below:

- In 2017 Unilever reported a €966 billion opportunity for brands which develop and make their sustainability credentials clear, and that a third of consumers are buying from brands based on their social and environmental impact
- In 2019 Unilever announced that its purpose led sustainable living brands are growing 69% faster than the rest of the business and is delivering 75% of the company's overall growth
- In 2017 it was reported by the UN that there is over a \$12 trillion a year market opportunity linked to implementing the UN's sustainable development goals.
- In 2019 Bloomberg reported that global sustainable investment increased by 34% over the past 2 years to \$30.7 trillion
- In 2016 Cone Consulting reported that two-thirds of young people won't take a job at a company with poor CSR practices

Research in 2015 from Rochlin, Bliss, Jordan and Yaffe Kiser also demonstrated that effective business sustainability practices can lead to:

- Market value increases by an extra 4-6% over a 15-year period
- Shareholder value increases by approximately \$1.28 billion
- Avoidance of revenue losses by up to 7%
- Reduced employee turnover rate by 50%.

In addition, more recent research from HSBC (November 2021) has shown a shared focus on sustainability from businesses. Results from the UK has revealed that business participants feel sustainability has a key role to play in their economic growth,



with 78% saying that a more sustainability-driven business model would have a positive impact on their overall growth. Among the organisations surveyed:

- 69% of companies say they plan to make manufacturing more sustainable
- 66% will be improving their internal practices
- 57% say they plan to increase expenditure on sustainability
- 48% say sustainability is key to their growth plans
- 24% say sustainability is crucial for recruitment and retention

The respondent also reported that the 3 biggest drivers for this change include:

- Operational efficiency
- Keeping up with competitors
- Changing regulations such as the government's 2050 net-zero ambition

In addition, other key benefits, and associated statistics for incorporating sustainability into the business model includes:

- **Offers a unique value proposition and competitive advantage:**
  - A Nielsen survey has shown that millennials are twice as likely as baby boomers to say they are changing habits to reduce environmental impact, with Generation Z, being equally, if not more concerned, about sustainability than the millennial generation.
- **Helps meet consumer demands in a rapidly changing marketplace:**
  - Nielsen has also revealed that 66% of consumers would spend more for a product if it came from a sustainable brand, and 81% of global consumers feel strongly that companies should help improve the environment.
- **Improves operational efficiency:**
  - According to McKinsey, a sustainability strategy can substantially reduce costs and impact operating profits by as much as 60%, as well as helping to lower energy consumption and water intake, and therefore associated billing costs.
- **Helps attract and retain lead talent:**
  - In 2019 research found that almost 40% of millennials reported taking a job because of the company's sustainability policies and were also willing to take a pay cut to work with a more environmentally responsible business. Furthermore, staff who work for a socially and environmentally responsible company often feel more motivated within their roles as they believe in the good work that the organisation is contributing to.
- **Create New Opportunities:**
  - A strong sustainability proposition can help companies tap new markets, expand into existing ones, and can help secure new tender and supply chain opportunities.

The implications of this evidence for the SE Region points to there being significant value in helping local businesses address sustainability through the provision of

strategic business model planning support to help them incorporate a more sustainability and low carbon focused agenda.

#### **4b: Creating value for businesses from the net-zero transition:**

According to McKinsey in 2021, there are three key ways that businesses can create value from decarbonisation, these include:

1. They can reduce their own emissions which also reduces operating costs.
2. Climate change mitigation offers opportunities for businesses to develop and sell goods and services that others will need on the path towards net zero.
3. Enable others in the business value chain to reduce the carbon-intensity of production and consumption.

#### **Reducing emissions:**

McKinsey's analysis shows that a quarter to a third of potential UK climate-change mitigation investments by businesses over the next 8 years are likely to have a positive net-present value, especially for transport-intensive firms.

The opportunities from decarbonising businesses' operations are thought to be largely concentrated around the following sectors:

- Agriculture
- Oil and gas production
- Mining
- Utilities
- Manufacturing
- Transport sectors

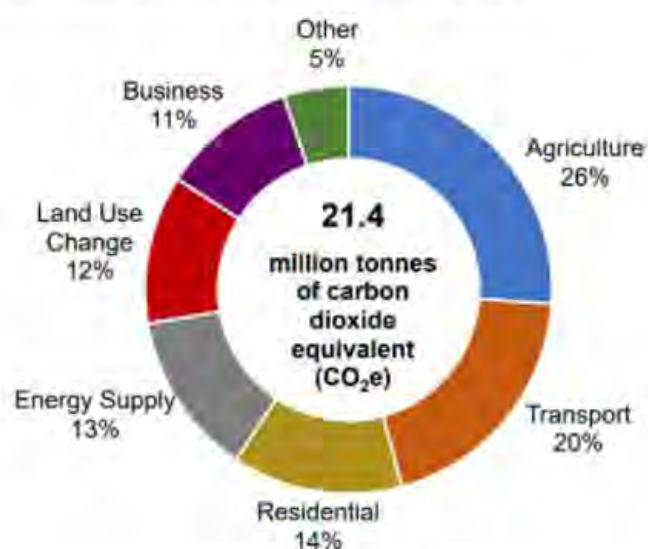
Collectively these sectors generated 84% of GHG emissions in the UK in 2019 (even though they account for just 14% of UK companies), 18% of employment, and 19% of gross value added. McKinsey estimates that approximately 85% of all business emissions reductions, and two thirds of UK's overall emissions reductions, will need to come from these sectors by 2030.

In 2019, Northern Ireland's greenhouse gas emissions were estimated to be 21.4 million tonnes of carbon dioxide equivalent (MtCO<sub>2</sub>e). During this time, the largest sectors in terms of emissions, outside of domestic, were:

- Agriculture (26%)
- Transport (20%)
- Energy supply (13%)

This is shown in Figure 2:

**Figure 2: Greenhouse gas emissions by sector, 2019**



The implications of this evidence for the SE Region would suggest that the sectors most relevant to the area, where Councils have the greatest potential to effect positive change in reducing carbon emissions, could lie in the agriculture and transport sectors.

### **Climate change mitigation offers opportunities for businesses to develop and sell goods and services that others will need on the path towards net zero.**

The transition towards net-zero will be capital-intensive. McKinsey's estimates that the capital expenditure into low-carbon assets in the world's broader energy, transport, food, and land-use systems could be around £40-50 trillion in the period 2021–2030.

Businesses implementing sustainability change are likely to need capital investment into this transition. How much this will cost each business will depend on what level of change is required; the sector; the scale of change and to what extent throughout the supply chain this change is being applied.

However, almost all UK banks are keen to increase green and sustainable lending to businesses with Barclays, HSBC, Lloyds Bank, NatWest, Santander, Standard Chartered and Triodos having undertaken to align their lending policies with the UK's pathways to Net Zero by 2050.

Despite the costs likely to be incurred due to this transition, there remains significant financial opportunity. Research from kMatrix in 2021 reported that the UK's low carbon economy is currently worth over £200bn, almost four times the size of the country's manufacturing sector, with further growth expected to accelerate in the coming years.

The global market opportunity for UK companies producing the goods and services that can aid the net-zero transition and is thought to be worth over £1 trillion by 2030,



with the following sectors considered to be the most likely to benefit if they can reconfigure their offerings to support the need, and opportunity, that currently exists:

- Manufacturing
- Construction
- Professional services
- Information and communication
- Financial-services firms

The SE Region has representation across each of these sectors within its business profile, and therefore, support to these sectors would not only aid the transition towards net-zero carbon across NI and beyond, but also has the potential to help secure strong economic growth for the region.

### **Enabling others in the value chain to reduce the carbon-intensity of production and consumption:**

This opportunity is thought by McKinsey to be most material for B2B companies that are either carbon-intensive themselves or supply capital goods and services to the world's energy, transport, and land-use systems.

The marketplace is showing a rapidly growing number of sustainable consumer brands, where product decarbonisation across the entire supply chain is allowing businesses to create distinctive and profitable value propositions.

A significant and growing consumer base are demonstrating preferences for brands demonstrating more sustainable and low carbon approaches. In the US sustainability-marketed products accounted for 16% of sales in 2019 but grew seven times faster than other products in the period from 2015 to 2019. Approximately 50% of consumers reported that they were willing to pay extra for sustainable products, and in a recent consumer survey, 60% of respondents said that they had gone out of their way to buy products in environmentally sustainable packaging (McKinsey, 2020).

The implications of this research to the SE Region suggests that there would be value, to both the business and the end consumer, in helping local businesses to better understand, strategise and implement sustainability marketing into the fabric of their communications strategies, thus better aiding them to identify their unique value proposition, engage with their target audience and maximise on sales opportunities arising from their sustainable approach to business. It is therefore possible that this support, if applied in a meaningful way by the business, can lead to increased sales, marketing, and customer engagement opportunities, whilst also helping to inform and educate consumers to make more sustainable choices.

## Section 5: Survey Findings

### Overview:

The survey campaign ran from the 3rd of February until the 7th of March (approx. 4 weeks). The survey was promoted via online ad campaign that ran across Facebook and LinkedIn and was also used for the telephone engagement initiative. The survey comprised of 13 main questions that were designed to achieve the following key aims:

- 1) Gauge levels of understanding, attitudes, and actions towards becoming a more sustainable and low carbon economy
- 2) Understanding the real and/or perceived key drivers, barriers, and risks to local businesses in moving towards a more sustainable and low carbon approach
- 3) Levels of awareness and engagement in sustainability programmes, resources and initiatives already available to businesses across NI
- 4) Support needs identified by local businesses
- 5) Which stakeholders do local business feel have the most influence in facilitating their transition towards a low carbon and more sustainable approach?

The survey was designed on the Survey Monkey platform with the objectives of:

- Being intuitive and easy to use
- Not being time-intensive
- Providing ample opportunities for the participant to provide more in-depth answers if they wished to do so

A full outline of the survey can be viewed in Appendix 2. Below is an overview of the statistics that resulted from the 4-week campaign.

**Table 2: campaign statistics**

Activity:	Statistics:
<b>Telephone surveys:</b>	
Total telephone calls made	1032
Total number of surveys completed on calls	188
Respondents who asked for survey to be emailed	265
<b>Social media ad campaign:</b>	
Clicks	465
Impressions	160,195
Reach	12,631
<b>Total surveys completed</b>	<b>223</b>

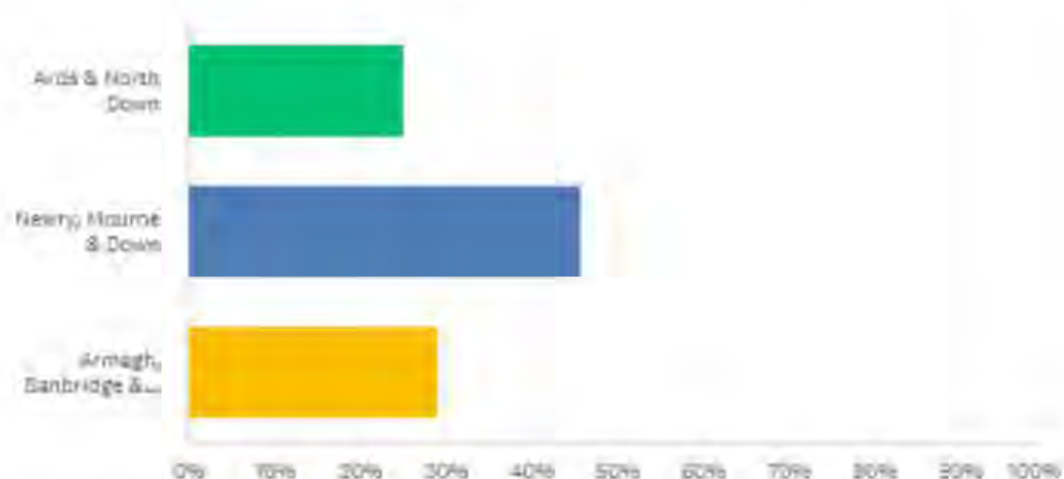
Below follows key insights into the responses collected from survey participants.



### 5b: Council area participation:

The majority of responses came from the Newry, Mourne and Down region, accounting for 102 responses (45.7%), followed by 65 responses from the Armagh, Banbridge and Craigavon area (29.2%) and 56 responses were gathered from the Ards and North Down region (25.1%), as can be viewed in figure 3 below.

**Figure 3: Responses by Council area**

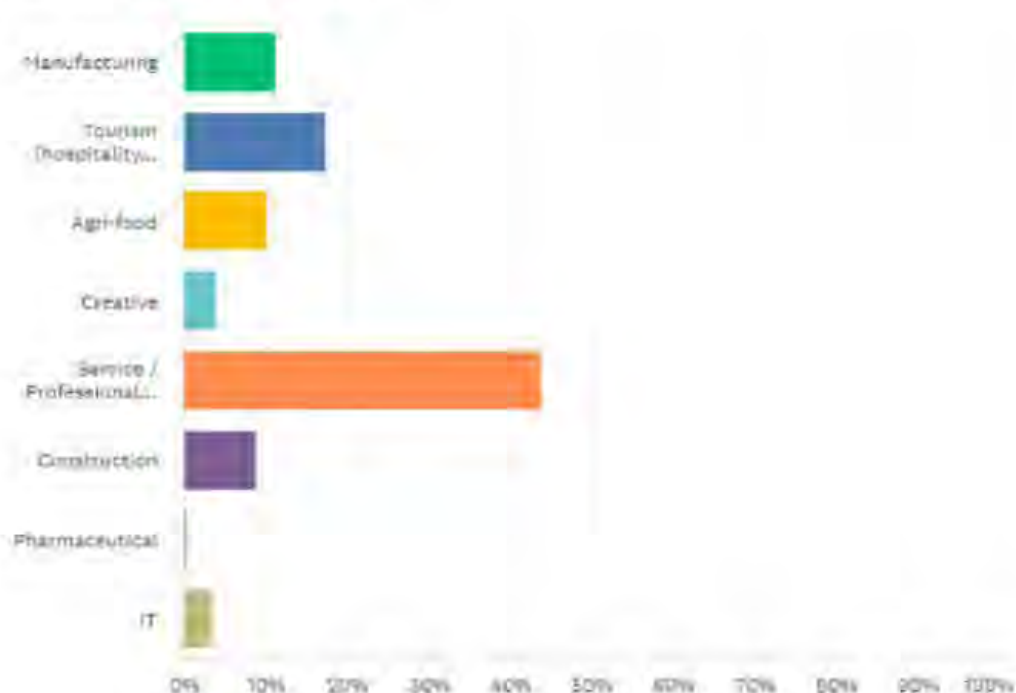


### 5c: Business sector:

A total of 8 key business sectors were identified across the SE Region, these were:

- Manufacturing
- Tourism
- Agri-food
- Creative
- Service / professional services
- Construction
- Pharmaceutical
- IT

The majority of responses gathered through the survey came from the service / professional services sector (44%), followed by tourism (17.5%) and manufacturing (11.2%), accounting for a combined 162 responses from a total of 224 (figure 4).

**Figure 4: Responses by sector**

#### **5d: Understanding, Attitudes and Actions Towards Becoming a More Sustainable and Low Carbon Economy**

Of the 222 responses received, an overwhelming 98.2% (218) participants believed that it was important to become more environmentally sustainable and to work towards achieving a low carbon economy.

In addition, although 61% of respondents (132) felt that Covid-19 had accelerated the environmental and low carbon agenda, only 88 respondents (approx. 40%) felt that it had accelerated their personal sustainability agenda.

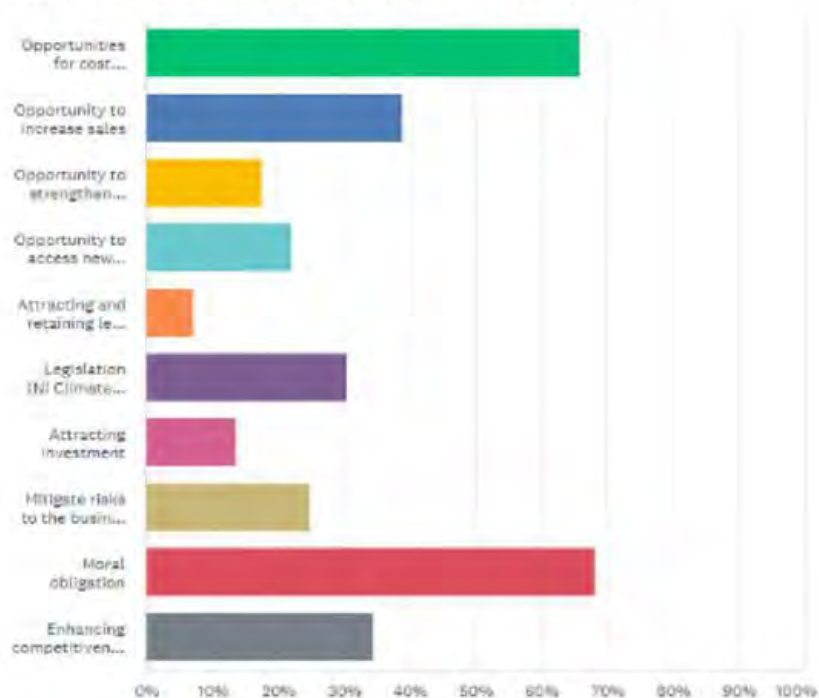
When asked what respondents felt were the key drivers for their businesses to become more environmentally sustainable, they reported that their key drivers included, first and foremost, a sense of moral obligation (68.3%), closely followed by identifying opportunities for cost savings (66%). However, a number of businesses were also keenly aware of the current shift in the marketplace with 39% seeing an opportunity to increase sales, 35% seeing an opportunity to carve out a unique value proposition, or sales proposition and 30% being aware of legislative changes that will be enforced.

This question allowed respondents to click all responses that they felt applied to their business. The results of these have been provided in table 3, below, and in a visual representation in figure 5:

**Table 3: key drivers**

Answer choice	Response	% of responses received
Opportunities for cost savings	145	65.91%
Opportunity to increase sales	86	39.09%
Opportunity to strengthen tender submissions / win tenders	39	17.73%
Opportunity to access new markets	49	22.27%
Attracting and retaining lead talent	16	7.27%
Legislation (NI Climate Bill & NI Energy Strategy)	67	30.45%
Attracting investment	30	13.64%
Mitigate risks to the business in the long term	55	25%
Moral obligation	150	68.18%
Enhancing competitiveness / USP	76	34.55%

**Figure 5: Key drivers visual representation of results**

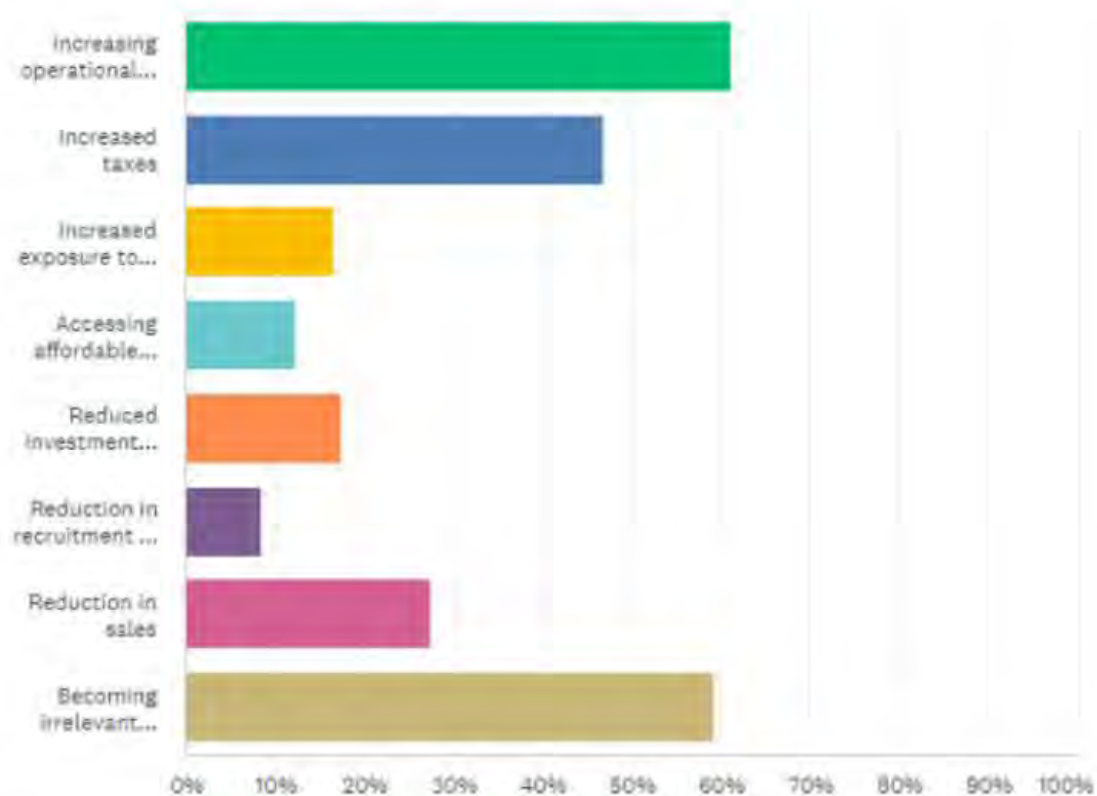


When asked what participants felt were the risks to businesses who did not adopt a more environmentally sustainable and low carbon approach 61.1% (129 respondents) reported the likelihood of increased operational costs; 59.2% (125) were concerned about becoming irrelevant when compared to more sustainable competitors and 46.9% of all respondents were worried about increased taxes. This question allowed respondents to click all responses that they felt applied to their business. The full range of responses can be viewed in table 4, and via visual representation in figure 6.

**Table 4: risks to businesses who do not adopt a more environmentally sustainable and low carbon approach**

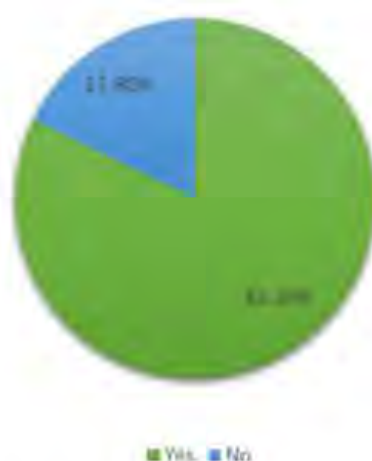
Answer choice	Response	% of responses received
Increasing operational costs	129	61.14%
Increased taxes	99	46.92%
Increased exposure to risks (such as supply chain interruption)	35	16.59%
Accessing affordable finance	26	12.32%
Reduced investment opportunities	37	17.54%
Reduction in the recruitment and retention of lead talent	18	8.53%
Reduction in sales	58	27.49%
Becoming irrelevant compared to more sustainable competitors	125	59.24%

**Figure 6: visual representation of risks responses**



82.2% (180) of respondents reported that they had already taken some steps towards becoming more environmentally sustainable and/or reducing its carbon footprint (figure 7).

**Figure 7: respondents who have taken some steps towards becoming more sustainable / adopting a low carbon agenda**



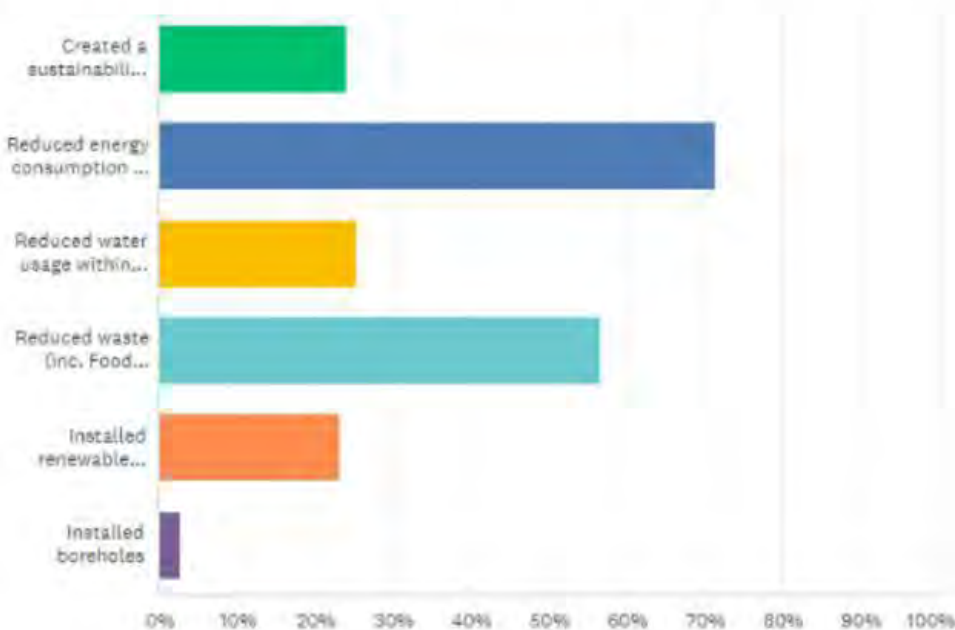
When asked what types of actions these might include the outline below (table 5) demonstrates the responses recorded from 150 respondents. 74 businesses chose to

skip this question based on a 'no' response to the previous question. This information is also represented visually in figure 8.

**Table 5: steps taken to address the environmental sustainability and low carbon agenda**

Answer choice	Response	% of responses received
Created a sustainability policy	36	24%
Reduced energy consumption within the business	107	71.3%
Reduced water consumption within the business	38	25.3%
Reduced waste (inc. food waste)	85	56.7%
Installed renewable technologies	35	23.3%
Installed boreholes	4	2.7%

**Figure 8: visual representation of data regarding steps taken to address sustainability and low carbon agenda**



126 respondents also provided additional comments on their personal actions which can be viewed in appendix 3.



Businesses were asked if they currently had any environmental accreditations in place. Of the 212 that answered this question 87.3% (185) businesses said that they did not, whilst 12.8% (27) responded positively, noting some of the following accreditations and awards. The answers to this question are provided in full in appendix 3:

- ISO accreditations
- HO & SALSA Approved
- Bronze Green Plaque from local Council
- Green tourism accreditation
- Organic soil certification

### **5e: Key barriers for businesses within the SE Region:**

The survey provided several options that represented real and perceived barriers in making the transition towards a more sustainable business. Businesses were offered the opportunity to select all options that they felt applied to their business. The following options were provided:

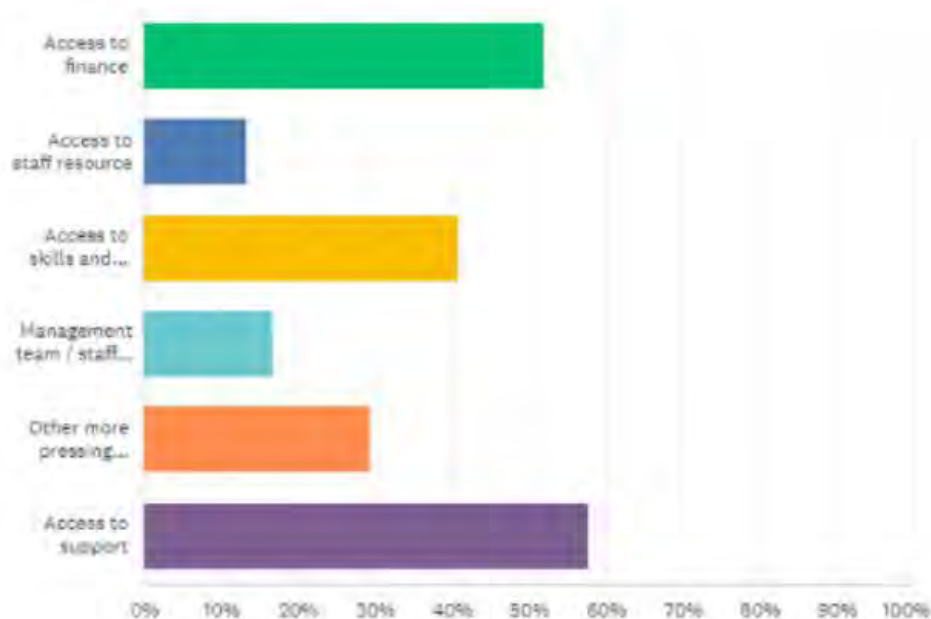
- Access to finance
- Access to staff resource
- Access to skills and know-how
- Management team / staff awareness and buy-in
- Other more pressing priorities
- Access to support

The top three barriers that respondents reported included:

- Access to support (57.7%)
- Access to finance (51.9%)
- Access to skills and know-how (40.9%)

Figure 9 below illustrates the full range of answers selected by respondents.

**Figure 9: key barriers**



**5f: Levels of awareness and engagement in sustainability programmes, resources and initiatives already available to businesses across NI**

When respondents were asked about their awareness of, and engagement in a selection of 10 pre-existing sustainability focused business support programmes currently running across NI, the following responses were obtained (table 6):

**Table 6: awareness of and engagement in NI support programmes**

Programme	Aware	Availed	Skipped (unaware)
BEIS grant funding	27	4	194
Invest NI support	141	13	76
WRAP NI	30	3	191
DAERA support	104	8	116
BITC	64	8	153
KNIB	68	2	154
Carbon Trust	108	3	113
Energy Savings Trust	58	2	166
CAFRE support	66	2	156
Power NI support	74	3	147

Figure 10 below, demonstrates that awareness and overall engagement in existing NI business support programmes is very low, with the largest majority of respondents

generally opting to skip these questions, suggesting that those participants remain unaware of the programmes that are available to help support their needs.

**Figure 10: visual representation of awareness and engagement data**



**5g: Support needs:**

Participants in the survey were asked what types of support, outside of financial, they felt would help their business’s transition towards a more environmentally sustainable and low carbon agenda. A selection of 13 options were provided with the additional option of specifying ‘other’ types of support. Respondents were asked to select all that they felt applied to their business. The following results were recorded (table 7):

**Table 7: support needs**

Answer choice	Response	% of responses received
Strategic sustainability planning (supply chain assessment, sustainable business model planning, identification of strategic sustainability partners etc)	43	21%
Undertake a review or baseline audit of energy, water and/or	72	35.1%



waste within the business		
Develop a register of opportunities to reduce water / energy / raw material consumption	57	27.8%
Identify cost savings opportunities by developing low/no carbon options	89	43.4%
Identify a pathway towards becoming a net-zero business	39	19%
Develop a sustainability plan or policy	41	20%
Establish a green team / green leader within your business	24	11.7%
Deliver training, upskilling and mentoring to staff	62	30.2%
To establish key performance indicators for the business	28	13.7%
Identify renewable energy sources, installation methodology, pricing and payback	57	27.8%
Support to apply for funding	112	54.6%
To identify relevant environmental accreditations for the business & support understanding of implementation processes	36	17.6%
To establish appropriate green marketing and promotional strategies	39	19%
Other	44	21.5%

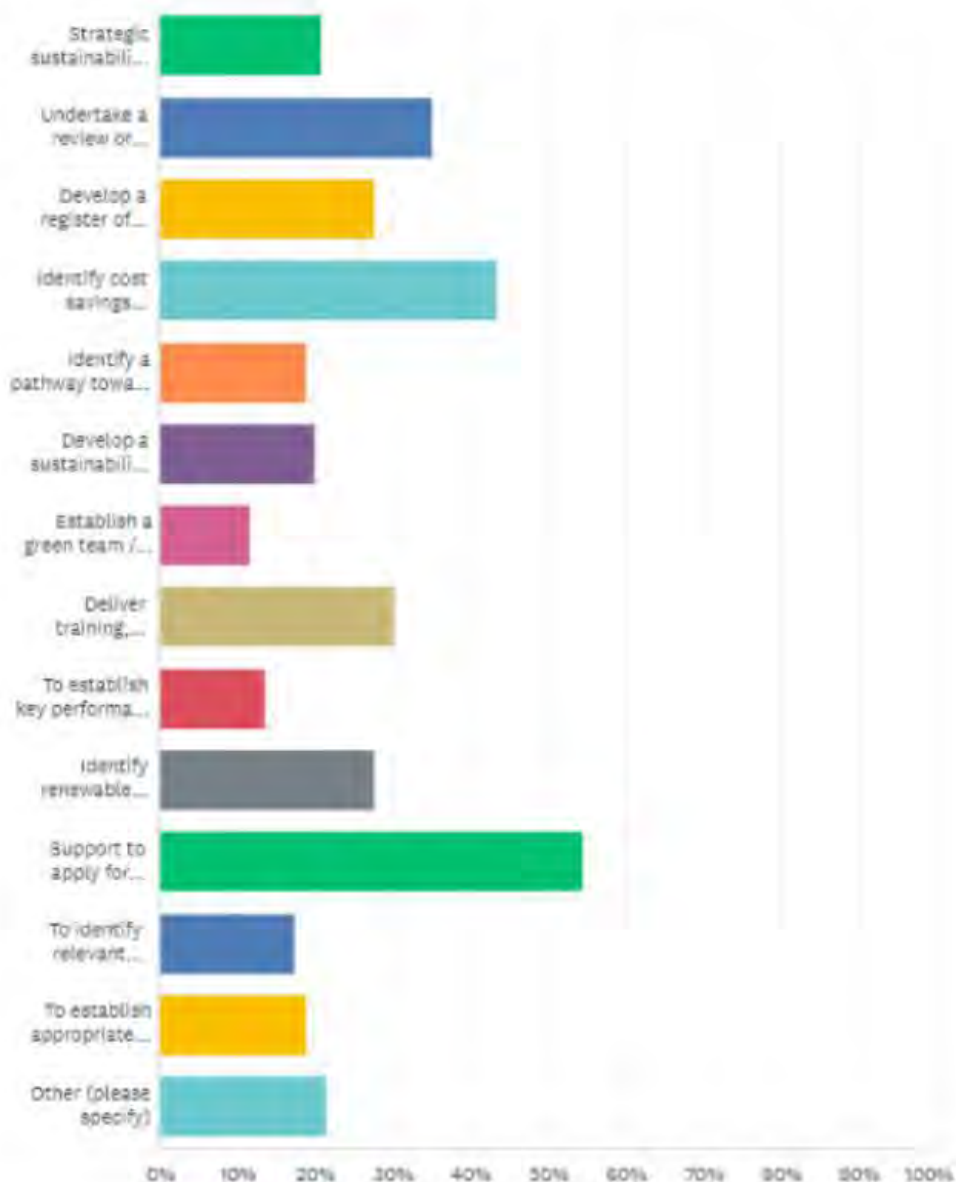
If we review this data via visual representation (figure 11) we can see that support to apply for available funding is the most requested option (54.6%) followed by help to identify cost saving opportunities through low / no carbon options (43.4%) and undertaking baseline reviews and audits of resource usage (35.1%).



Some of the additional comments received under the 'other' option include:

- Interest in knowing what other businesses are currently doing
- Help to install solar panels (inc. support on regulations / planning)
- Information, advice, and points of contact
- Support in supply chain carbon reduction
- Opportunities to bring stakeholders together
- Support with waste and recycling

**Figure 11: visual representation of business support needs**



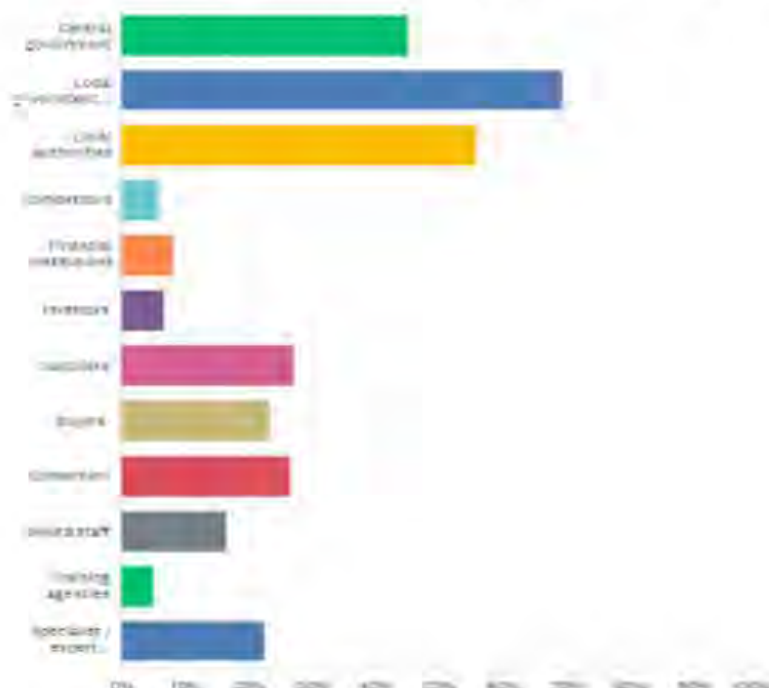
### 5h: Stakeholders most significant in determining /facilitating a low carbon, and environmentally sustainable agenda:

The final question asks participants which external stakeholders they feel are most significant in determining or facilitating their transition to a low carbon, and environmentally sustainable business model. The survey offered 12 options for the participant to consider, and they had the opportunity to select all that they felt applied to their business. The following results (table 8) were recorded from 212 respondents with figure 12 providing a visual illustration of the answers received:

**Table 8: stakeholders determining / facilitating a low carbon & environmentally sustainable agenda**

Answer choice	Response	% of responses received
Central government	98	45.2%
Local government departments	151	69.6%
Local authorities	121	55.8%
Competitors	13	6%
Financial institutions	18	8.3%
Investors	15	6.9%
Suppliers	59	27.2%
Buyers	51	23.5%
Consumers	58	26.7%
Skilled staff	36	16.6%
Training agencies	11	5.1%
Specialist / expert consultants and/or business mentors	49	22.6%

**Figure 12: visual representation of results regarding stakeholders determining / facilitating a low carbon & environmentally sustainable agenda**



This information clearly demonstrates that businesses within the SE Region believe the key stakeholders who are most significant in determining and facilitating their transition towards a more sustainable and low carbon business model are local government departments (69.6%), followed by local authorities (55.8%) and central government (45.2%). However, businesses did acknowledge the shift in market expectations, with change also being driven through supply chains (27.2%), consumers (26.7%) and buyers (23.5%), and noted specialists / expert consultants and/or business mentors as having a role to play in facilitating this change (22.6%).

When businesses were asked if they had any additional comments that they would like to share, the following outlines some of the responses received. Answers can be viewed in full in appendix 3.

- *"Up to everyone to do their bit. Suppliers and Government are the main stakeholders. The shop really needs recycle bins."*
- *"Training and advice would be beneficial."*
- *"Difficult to know where to go for support especially for small business - too many organisations - direction on where to go to for advice and support."*
- *"Infrastructure will need to be developed otherwise impossible."*
- *"Would like more information and advice on sustainability schemes etc."*
- *"Up to everyone to play their part and do what they can."*
- *"More information on everything. Not aware of what's available to me as a business, best practice."*
- *"Knowledge from external organisations."*

## Section 6: Recommendations & Projected Costings

### Recommendations:

As demonstrated in section 4a, there is a weighty amount of research that supports the SE region in believing there is significant economic, environmental, and social value, and opportunity, in helping local businesses address the sustainability agenda. As has been demonstrated from the survey findings, 98.2% of local businesses already believe that it is important to become more environmentally sustainable and work towards a low carbon economy; 68.3% of businesses feel a sense of moral obligation, and 66% recognising opportunities for cost savings, which is a common theme across all businesses at present in the face of rising energy, fuel and operational costs, and whilst they are still recovering from the impacts of Covid19.

The survey also demonstrated a number of businesses who are keenly aware of the current shift in the marketplace with 39% seeing an opportunity to increase sales, 35% seeing an opportunity to carve out a unique value proposition or sales proposition, and 30% being aware of legislative changes that will come into play in the coming months and years.

Section 4b highlights that the global market opportunity for UK companies producing goods and services that can aid the net-zero transition, is thought to be worth over £1 trillion by 2030, with the following sectors considered to be the most likely to benefit if they can reconfigure their offerings to support the need, and opportunity, that currently exists:

- Manufacturing
- Construction
- Professional services
- Information and communication
- Financial-services firms

As the SE Region has representation across each of these sectors within its business profile there is an opportunity to support these businesses, who in turn may also be able to help in the transition towards net-zero carbon for the region, whilst also creating strong potential for future economic growth for the region. The research clearly implies that providing support across these areas offers value to both the business and the end consumer.

Additional research was also carried out across 9 case studies. These case studies spanned a variety of businesses, organisations, sectors and regions and were researched to gain additional insights for the project. Each case study gathered:

- Background information for the organisation
- The sustainability measures implemented
- Identifying the key drivers for the actions undertaken





- Identification of barriers
- Overall impacts of these changes

All contacts who provided additional feedback (6 out of 9) reported exceptionally positive outcomes and few barriers to achieving their sustainability and low carbon goals, and what was clearly communicated throughout were a wide range of benefits that have included:

- Financial gain: either through savings and / or increased sales
- Staff, employee and / or owner wellbeing
- Carving out unique value propositions
- Helping to win tenders
- Engaging stakeholders in values
- Reducing waste: through food, energy and / or water
- Reduced carbon footprints

Some of the key barriers that were raised included:

- Certain planning regulations that didn't best support renewable / low carbon alternatives
- A lack of progress for relevant technologies
- Lack of appropriate support from local authorities / planning / local government departments

The case studies can be read in full in Appendix 4 and include:

#### **Hospitality / tourism:**

- The Salthouse Hotel, Ballycastle
- Lackan Cottage, Co Down

#### **The food / agri-food sector:**

- Broughgammon Farm, Ballycastle
- Finnebrogue Farm, Co Down

#### **Construction:**

- Grahams

#### **Regional programmes:**

- Sustain Wales
- Sustainable Scotland
- Skillnet Ireland: Climate Ready Programme
- Tourism NI: Kickstart Programme

Based on the desktop research that has been gathered and the overall results of the survey the following actions are recommended to the SE region in progressing a



programme of business support that focuses on the sustainability and low carbon agenda:

1. There is a significant change within the global marketplace that demands businesses and brands become more sustainable in how they operate. This is largely being driven by legislation, financial institutions, rising operating costs, climate change, risk management and customer demand. Local businesses are aware of these changes and are keen to address but do require support and expertise in making this transition. **It is therefore recommended that the SE Region consider a programme of support that specifically seeks to address the sustainability and low carbon agenda.**
2. There are a number of business support programmes, events and networks that already exist across Northern Ireland, with more opportunities likely to arise over the coming months and years in light of changing legislation relating to climate change. Details and availability of these will vary over time. The results from the survey would suggest that most businesses within the region are unaware of available NI programmes, with only a small minority applying for support. **It is therefore recommended that the SE Region continue to develop their professional network and accrue relevant points of contact with key providers and industry representatives so that they can advise businesses within the local region of progress, news and opportunities. It is also recommended that the SE region check in with contacts on a regular basis to stay abreast of current and upcoming programmes.**
3. Based on recommendation 2 above, **it is recommended that the SE Region does not seek to 'reinvent the wheel' and instead work to form partnerships with organisations already delivering relevant programmes of support.** This will save the Council time, staff and financial resources, whilst still ensuring that businesses can access the support that they need, and also helping to support those programmes that are already being funded. One way that this might be achieved is through the establishment of a sustainable business support working group, engaging key representatives across NI business support programmes. A suitable frequency should be agreed with the group, but it is recommended that this be approximately once per quarter.
4. A suggestion would be for **the region to hold learning and engagement events approximately once per quarter where a partner / number of partners**, such as those already delivering the programmes, funding or support across NI that has been referred to previously, **can be invited to speak to attendees about an area of interest / support** as identified in the survey questionnaire. Below are just a few key areas of support that have already been requested from survey participants:
  - a. Support in accessing funding
  - b. Identifying cost savings through low / no carbon options within the business
  - c. Insights into how to carry out a review / baseline audit of resource usage within the business



- It is recommended that these be provided both live, and in person (hybrid approach) to maximise on engagement, learning and personal networking opportunities.
5. Based on the research from section 4b, **there is evidence to support value in engaging with the agriculture and transport sectors as some of the most noted GHG contributors, however, all sectors have a part to play in this transition.**
  6. Section 4b also highlights that the global market opportunity for UK companies producing goods and services that could aid the net-zero transition. This is based on those companies being able to reconfigure their offerings to support those needs and opportunities. Therefore, **it is recommended that support be offered to business interested in diversifying into more sustainable and low carbon products and service offerings.** Appropriate support may include:
    - a. Business model restructuring
    - b. Business and financial planning for green goods and services
    - c. Signposting to finance
    - d. Support in completing grant / funding / finance applications
    - e. 1:1 sustainability mentoring, upskilling and staff training
    - f. Support in green marketing to help carve out unique selling, or value, propositions (USP / UVP) and to help appropriately market their product and service
    - g. Training on the 'Green Claims Code' to generate awareness of greenwashing
    - h. Support in identifying relevant sustainability accreditation schemes and creating pathways towards achieving
  7. Within the survey, businesses have acknowledged a need to help them identify cost savings, low carbon / renewable alternatives and help to establish baseline audits of their resource usage. Each of these exercises will also help the business reduce their carbon footprint in the long term. **It is therefore recommended that the region consider the provision of a team of consultants who can provide auditing expertise across areas including energy, waste, and water resource management, providing a report, or register of opportunity for businesses to focus on as they move forward.** For a very basic baseline review of a micro / SME business, with a final register of opportunity, **a consultant would require a bare minimum of 2 days.** A more in-depth technical analysis, or analysis of larger businesses would take longer.
  8. A number of businesses also expressed an interest in accessing relevant support materials and insights into what other businesses are doing. **It would be useful to consider the development of a toolkit or website where a range of information, templates, case studies and/or webinars could be shared for businesses to access and work through at their own pace.**

**It is recommended that the SE Region consider collating all of these elements, which includes:**

- Network building
- Signposting
- Training / events / workshops / webinars
- 1:1 sustainability mentoring and expert technical consultant support
- Website / toolkit / case studies / accessible materials

These areas could be achieved **through a dedicated sustainability and low carbon business support programme, where a team of suitably qualified and experienced programme managers, facilitators, mentors and consultants are recruited to help the 3 Council areas deliver on the region's key goals and objectives**, of helping business transition towards a more sustainable and low carbon agenda.

**The business model recommended is similar to that of most economic development programmes operating within each of Northern Ireland's Council areas**, as this model is tried, tested and familiar to both Council and local businesses. This approach is also similar to the highly successful case study programmes being ran by Sustain Wales, Skillnet Ireland and Tourism NI, which can be read in full in Appendix 4.

Programme managers who are recruited to oversee this work should seek to engage with Council points of contact in setting suitable key performance indicators and SMART targets for the term, and then liaise directly with businesses and key providers across NI to deliver tangible results for the programme. Programme managers would also be best placed to help recruiting and identifying relevant, skilled mentors and consultants for the project, and assigning individual business projects as appropriate.

### **Projected costings:**

In order to ensure that a realistic set of costs were provided for this report, Danielle McCormick engaged with highly experienced Northern Ireland Consultant, Deirdre Fitzpatrick. Ms Fitzpatrick has significant expertise in the area of business support programme delivery across the Northern Ireland region having delivered projects for several local Council areas, Invest NI, the Northern Ireland Go for It programme, and the also current involved in the Tourism NI Kickstart Programme.

The projections have been developed to include each of the recommended elements outlined above for each Council area. These include:

- Technical audit consultation
- 1:1 Sustainability mentoring
- Development of a toolkit
- Quarterly events

- Webinars
- Project management fees

Costs are based on a per Council area approach offering two scenarios. One allowing for 200 business, whilst the other is based of 300 businesses being recruited. The costings have also taken into consideration the following assumption for both scenarios:

- Up to 5 days of support per business
  - based on 2 days technical support
  - up to 3 days additional mentoring support to cover areas such as strategic business review/remodelling and financial projections, upskilling, training, marketing etc
- Technical audit daily rate = £550
- Sustainability mentoring rate = £500
- Toolkit = £10,000
- Quarterly Events: 4 x £1550
- Short webinars = 6 x £500 = £3,000
- Project Management = 10%

The scenarios are provided below in figure 13, which considers 200 businesses being recruited, and figure 14 which outlines projected costs for 300 businesses.

**Figure 13: Projected costs scenario 1, based on 200 recruited businesses**

Budget for 200 businesses per year			
	Days	Rate	Cost
Audit	2	550	£1,100
Mentoring	3	500	£1,500
Total x 200 businesses			<u>£520,000</u>
Development of a toolkit			<u>£10,000</u>
Information			
Templates			
Webinars			
Flyers			
Promotional info			
Quarterly Events			
Speakers	2 x £250	500	
room hire		200	
Refreshment 30 people x 15		450	
Recording and editing		400	
		<u>1550</u>	
4 per year			<u>£6,200</u>
Series of short webinars			
6 x £500			<u>£3,000</u>
Total			£539,200
Project Manag	10%		£53,920
<b>Total Cost per year</b>			<b>£593,120</b>



Based on the assumptions provided in figure 13, the final estimated costs of providing a comprehensive business support programme and suite of information materials for 200 businesses, inclusive of all associated fees, would be in the region of £593,120.

**Figure 14: Projected costs scenario 2, based on 300 recruited businesses**

<b>Budget for 300 businesses per year</b>			
	<b>Days</b>	<b>Rate</b>	<b>Cost</b>
Audit	2	550	£1,100
Mentoring	3	500	£1,500
Total x 300 businesses			<u>£780,000</u>
Development of a toolkit			<u>£10,000</u>
Information			
Templates			
Webinars			
Flyers			
Promotional info			
Quarterly Events			
Speakers <u>2 x £250</u>		500	
room hire		200	
Refreshments 30 people x 15		450	
Recording and editing		<u>400</u>	
		1550	
4 per year			<u>£6,200</u>
Series of short webinars			
6 x £500			<u>£3,000</u>
Total			£799,200
Project Ma	10%		£79,920
<b>Total Cost per year</b>			<b>£879,120</b>

Based on the assumptions provided in figure 14, the final estimated costs of providing a comprehensive business support programme and suite of information materials for 300 businesses, inclusive of all associated fees, would be in the region of £879,120.

## Section 7: Conclusions

The remit of this project was to establish and analyse local business wants and needs to inform the SE Region on how they might best support companies to achieve a sustainable and low carbon economy across the area. The scope of the project aspired to identify the following key areas which have now been addressed in full within this final report with reference provided to the relevant section for each query raised:

- 1) ***What actions (Financial, Social, and Operational) have already been taken to address the sustainability agenda as directed by other government departments and agencies e.g. NIEA, DEARA, DfE, etc?***
  - a. Addressed within section 3
- 2) ***What actions have local businesses already taken (Financial, Managerial, Social and Operational) to address the sustainability agenda?***
  - a. Addressed within section 5
- 3) ***What actions have been/need to be taken as a result of the two previous points?***
  - a. Addressed within section 6
- 4) ***What level of investment has been/is required to make these changes?***
  - a. Addressed within section 4 and section 6
- 5) ***What are the commercial implications (positive and negative) of increasing businesses' environmental credential e.g. gaining new markets?***
  - a. Addressed within section 4
- 6) ***What is the social impact on the workforce and wider community?***
  - a. Addressed within section 4
- 7) ***What is the level of opportunity that exists for transition and transformation to a low carbon economy in the South East region?***
  - a. Addressed within section 4 and section 6
- 8) ***What actions can be taken collaboratively as councils and/or other statutory public sector agencies to support the transition of the businesses to a low carbon economy in the South East Region?***
  - a. Addressed within section 6
- 9) ***What are the external influencers (Consumers, Government Departments, competitors etc.) which can determine the transition to a low carbon economy (e.g. people, skills, management techniques, infrastructure, banking and finance, other government departments)?***
  - a. Addressed within section 5



**10)How can we link all external influencers together to ensure efficient use of existing support and assets?**

- a. Addressed within section 6

**11)How has the COVID-19 Pandemic influenced low carbon transition planning?**

- a. Addressed within section 3

**12)What central government financial package should or could be available to facilitate the transition to a low carbon economy for businesses at a time when they are still recovering from the Covid Pandemic?**

- a. Addressed within section 3

**13)Are there any incentives to assist or support them?**

- a. Addressed within section 3

**14)What is the attitude and how important is climate action or the low carbon agenda for businesses?**

- a. Addressed within section 5

**15)Highlight examples of best practice elsewhere which can be shared with others, and which highlight the barriers for a business to adapt to a low carbon economy**

- a. Addressed within section 6 and Appendix 4

The final information, research and findings that have informed this report were gathered across four key areas, following the cancellation of the planned zoom session. These have included:

- Desktop research
- An online customer survey promoted via an advertising campaign that ran across Facebook and LinkedIn
- Direct telephone calls aiming to engage local businesses in the survey
- Development of nine case studies

Based on the information gathered and the recommendations provided in section 6, 'Recommendations and Projected Costings', we can conclude by highlighting that there is a clear appetite for change across the region, with the vast majority of survey participants (98.2%) believing that it is important to become more environmentally sustainable and work towards a low carbon economy. Their key drivers for this being a strong believe that it is our moral obligation to make these changes (68.3%), whilst also wanting to identify areas for cost savings (66%), especially in light of rising



operational costs for businesses who are still recovering from the fall-out of the Covid19 pandemic.

With businesses having identified that they believe there is a key role for local government departments (69.6%), local authorities (55.7%) and central government (45.2%) in helping to drive and facilitate these changes, there is a clear opportunity for the SE Region, and any associated partners within local and central government, to introduce support that can help to facilitate these changes towards a more sustainable and low carbon economy.

Businesses have identified needs across a wide range of practical and technical areas including access to funding and support in applying for these funds (54.6%); help in identifying cost savings through low / no carbon opportunities (43.4%) and the undertaking of baseline audits of resource usage (35.1%). However, they have also indicated a request for support across areas such as help with green marketing (19%); strategic sustainability planning (21%) and assistance in the development of sustainability plans and policies (20%) from specialist / expert consultants and / or business mentors (22.6%) and skilled staff (16.6%).

There is significant evidence, outlined in section 4, that supports the economic, social and environmental value of investment into businesses within the region to assist in the transition towards a more sustainable and low carbon economy. There is also particularly strong research to suggest the value of investing in those companies who can pivot and diversify their business to provide products and services that also help further drive the low-carbon agenda forward.

The case study section, provided in appendix 4, further supports these views, with businesses and organisations across all sections and regions clearly demonstrating the many benefits gained from their more sustainable and low carbon approach. Whilst some of these businesses have flagged up barriers around planning, accessing technologies that are advanced enough for purpose and accessing relevant support, none have claimed to have found the costs involved prohibitive. In fact, most have found that this transition has aided the company financially in the longer term, has helped them future proof their business and has also provided them with a competitive edge.

In conclusion, this research has demonstrated the clear and tangible need, and value of funding a dedicated programme of support for businesses across the SE region to help businesses transition towards a more sustainable and low carbon agenda, with the final projected costs associated with providing a comprehensive business support programme and suite of information materials for between 200 - 300 businesses, estimated to be in the region of between £593,120 - £879,120.

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## Appendices:

### Appendix 1: Lord Deben's letter



The UK's independent adviser  
on tackling climate change

Edwin Poots MLA  
Minister of Agriculture, Environment and Rural Affairs  
Room 438 Dundonald House  
Upper Newtownards Road  
Ballywiscaw  
Belfast  
BT4 3SB

Climate Change Committee  
161 Buckingham Palace Road  
London SW1W 9SZ

w [theccc.org.uk](http://theccc.org.uk)

1 April 2021

Dear Minister,

I am delighted to hear of your recent recovery and, on behalf of the Climate Change Committee, I welcome you back to your Ministerial role in good health. In this crucial year for global climate action, I extend my support to you and your department as you work towards legislating a set of greenhouse gas emissions targets for Northern Ireland.

This letter is a response to a request from your officials in February 2021 for further evidence on the economic costs of setting and delivering a 2050 emissions target for Northern Ireland.

In December 2050, we recommended that any climate legislation for Northern Ireland include a target to **reduce all greenhouse gas (GHG) emissions by at least 82% by 2050** as part of a fair contribution to the UK Net Zero target in 2050 and our international obligations under the Paris Agreement. This remains our clear recommendation.

This contribution to the UK Net Zero target would require Northern Ireland to reach **net-zero CO<sub>2</sub> emissions by 2050**, as well as significantly reducing emissions of other GHGs including methane.<sup>1</sup>

Achieving net-zero GHG emissions for the whole of the UK by 2050 does not necessitate that every sector or area of the UK reaches absolute zero emissions by that date. Some parts of the UK will be 'net sources' of greenhouse gases by 2050 with emissions offset in other parts of the UK that are 'net sinks'.

<sup>1</sup> In our Balanced Pathway, methane emissions in Northern Ireland fall by 42% from 2020 to 2050.

Twitter: [@theCCCuk](https://twitter.com/theCCCuk)



Our analysis shows that Northern Ireland's position as a strong agri-food exporter to the rest of the UK, combined with more limited capabilities to use 'engineered' greenhouse gas removal technologies, means that it is likely to remain a small net source of greenhouse gas emissions – almost entirely from agriculture – in any scenario where the UK reaches Net Zero in 2050. It is fair that those residual emissions should be offset by actions in the rest of the UK.



**At this time, our assessment is that a Net Zero target covering all GHGs cannot credibly be set for Northern Ireland.** Targets should be ambitious, but must be evidence-based and deliverable with a fair and equitable route map to achieving them.

Our recommendations on the UK's Sixth Carbon Budget take into account a set of considerations defined in the Climate Change Act.<sup>2</sup> As new evidence on climate science, behaviour or low-carbon technologies (particularly in low-carbon farming measures) emerges and/or the UK's international climate commitments change, it may be prudent to tighten a 2050 target in Northern Ireland.

Northern Ireland's climate legislation should allow emissions reductions to go beyond our current assessment by requiring at least an 82% reduction, and should contain clear provisions to tighten the target if there is evidence to support such a decision. We have already seen similar provisions used to increase climate targets for the UK, Scotland and Wales since 2019.

Our responses to specific requests from your officials are summarised below, with further detail set out in the Annex that accompanies this letter.

We have also set out additional recommendations on setting targets, which should cover international aviation and shipping, be focused on domestic efforts to reduce emissions rather than credit purchase, and define stretching interim targets on the route to 2050 that are in line with our recommended Balanced Pathway.

We also recommend that – like the UK, Scotland and Wales – the Northern Ireland Executive produces and monitors statistics on its overseas consumption footprint.

#### **Economy wide costs of meeting both the 82% target and a Net Zero target by 2050.**

Our analysis demonstrates that the costs of deep decarbonisation are affordable and achievable for Northern Ireland and for the whole of the UK.

Northern Ireland's contribution to our recommended UK Sixth Carbon Budget involves a large sustained increase in investment in Northern Ireland, adding around £1.3 billion annually by 2030. The largest increases are for low-carbon power capacity, retrofit of buildings and the added costs of batteries and infrastructure for electric vehicles.

This required increase in investment can be delivered largely by the private sector.

Operational savings from fuel costs and increased efficiency will offset the investment costs in later years. As a result, our estimate of the annualised resource cost (which measures the net additional cost each year to deliver the same services with lower emissions) peaks at around £300 million per year in the early 2030s. Resource costs are less than 1% of 2018 GDP in Northern Ireland in every year from now through to 2050.

<sup>2</sup>This includes scientific knowledge; technology; economic circumstances; fiscal circumstances; energy policy and supply; differences between England, Scotland, Wales and Northern Ireland; international circumstances; and international aviation and shipping.



Our analysis has not produced a scenario for UK Net Zero in 2050 that sees Northern Ireland reach Net Zero in the same year. We are not therefore able precisely to calculate the costs of Northern Ireland reaching Net Zero, but they will almost certainly be higher than those of the 82% reduction target, by up to £900 million per year by 2050 if engineered removals technologies are used.



The context of a Net Zero 2050 target for the whole of the UK is also important. Rather than leading to additional overall reductions in UK GHG emissions, there is a risk that a Net Zero target for Northern Ireland in the same year or earlier could simply shift a greater share of the UK-wide costs of reaching Net Zero to Northern Ireland.

#### **The economic context for the proposed interim targets for the advised 82% target by 2050.**

The context of COVID-19 and the falling costs of low-carbon electricity favour a decisive transition for Northern Ireland, quickly switching resources away from high-carbon activity and into low-carbon investments with lower operating costs than high-carbon alternatives.

Northern Ireland must act swiftly to deliver a green recovery and avoid the substantially higher costs of delayed climate action. If successful, Northern Ireland has the capability to become a climate leader, driving action from Westminster by setting the benchmark in Belfast.

#### **How does a 2050 emissions target in Northern Ireland feed into the UK-wide and global economic benefits?**

The Northern Ireland Executive can support UK action by setting equally stretching targets into law. More importantly, Northern Ireland must develop ambitious policies that are aligned to the UK pathway to Net Zero via our recommended Sixth Carbon Budget.

Our recommendations to Northern Ireland from December 2020 support a leadership-driven global pathway that reflects the goals and requirements of the Paris Agreement, recognising the UK's responsibilities as a richer developed nation and its capabilities.

#### **Additional information on the overall costs and benefits to Northern Ireland of setting a realistic target in line with the CCC's advice – and risks of aiming too high too soon.**

In addition to green recovery opportunities and the investment requirements and operational savings, there is overwhelming evidence that reducing greenhouse gas emissions will be beneficial to public health in Northern Ireland.

Our scenarios require that almost all new purchases and investments in Northern Ireland are in zero-carbon solutions by 2030 or soon after, and virtually all technology in Northern Ireland is zero-carbon by 2050.

Going further to reach Net Zero in 2050 would likely require either (or both) of the following:

- A **larger reduction in output from Northern Ireland's livestock sector** compared to the rest of the UK. Even our most stretching Tailwinds scenario – which entails a 50% fall in meat and dairy production in Northern Ireland by 2050 and significantly greater levels of tree planting on the land released – is not enough to get Northern Ireland to Net Zero emissions in 2050. Without a corresponding reduction in consumption of such produce, this would simply shift emissions overseas.
- A **much greater than equitable share of all UK greenhouse gas removal technologies** being located in Northern Ireland.



The greatest risks are associated with failing to act quickly enough. Delays to action are likely to increase global **climate risk**, increase **uncertainty** for businesses and households, lead to **unnecessary costs** in future, and could lead to Northern Ireland **missing out on the benefits** of climate investment that takes place elsewhere in the UK.



However, going too fast, and in particular aiming to decarbonise significantly faster than the rest of the UK, also poses several risks:

- Setting emissions reduction targets that are too ambitious to be delivered can **undermine their credibility**.
- Going beyond the natural rate of stock turnover would lead to **premature scrappage** of assets (e.g. vehicles, boilers). This may be costly, risks undermining popular support for transition, and could cause increased embedded emissions.
- Unfair **distributional impacts**, particularly if Northern Ireland's targets are out of line with HM Treasury actions to support a Just Transition to the UK target.

I would like to reaffirm the Committee's support for the Executive's increasing action on climate in the past year, even in the face of significant external challenges. We remain ready to support the Northern Ireland Executive as you develop and pursue targets that support UK Net Zero and the Paris Agreement.

We also note recent developments in climate legislation in the Republic of Ireland, and welcome opportunities to work more closely with the Climate Change Advisory Council in future to support our shared goals of global action on climate change.

Yours,

A handwritten signature in black ink, appearing to read "Deben".

**Lord Deben**  
Chairman



**Appendix 2: Survey**

**Ards & North Down - Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland:**

**Business Questionnaire**

This research will take the form of an online Questionnaire and Telephone survey. This Online survey [below] will access the business support needs within the South East region to help inform and facilitate future business support interventions that may be needed to help businesses achieve an environmentally sustainable and low carbon economy.

Triterra and Profile Tree are working on behalf of the South East region who are, Ards and North Down Borough Council, Armagh, Banbridge and Craigavon Borough Council and Newry, Mourne and Down District Council.

We will collect, store, and use the data gathered (which may include your business and contact details) to inform this piece of work and this will be shared with our third-party contractor, Triterra, who are responsible for the overall project management of this work. The Delivery Agent may contact you by telephone to follow up on responses received via the Online survey.

We will NOT share your personal data with any other third-party or use outside of the scope of this study.

**Contact name: (optional)**

**Contact number: (optional)**

**Contact email address: Mandatory**

**Business name: Mandatory**

**Council area: Mandatory (drop down list)**

**Sector: Mandatory (drop down list)**

**Sector:**

DROP DOWN BOX TO INCLUDE:

- Manufacturing
- Tourism (hospitality & leisure)
- Agri-food
- Creative
- Service / professional services
- Construction
- Pharmaceutical
- IT

**QUESTIONS**



1	<b>Do you believe that it is important to become more environmentally sustainable and work towards a low carbon economy?</b>		
	Yes		
	No		
2	<b>Do you feel that Covid19 has accelerated the environmental and low carbon agenda?</b>		
	Yes		
	No		
3	<b>Do you feel that Covid19 has accelerated <u>your</u> environmental and low carbon agenda?</b>		
	Yes		
	No		
4	<b>What do you feel are the key drivers for your business to become more environmentally sustainable?</b> <i>(Please tick all that apply)</i>		
	<ul style="list-style-type: none"> <li>• Opportunities for cost savings</li> </ul>		
	<ul style="list-style-type: none"> <li>• Opportunity to increase sales</li> </ul>		
	<ul style="list-style-type: none"> <li>• Opportunity to strengthen tender submissions / win tenders</li> </ul>		
	<ul style="list-style-type: none"> <li>• Opportunity to access new markets</li> </ul>		
	<ul style="list-style-type: none"> <li>• Attracting and retaining lead talent</li> </ul>		
	<ul style="list-style-type: none"> <li>• Legislation (NI Climate Bill &amp; NI Energy Strategy)</li> </ul>		
	<ul style="list-style-type: none"> <li>• Attracting investment</li> </ul>		
	<ul style="list-style-type: none"> <li>• Mitigate risks to the business in the long term</li> </ul>		
	<ul style="list-style-type: none"> <li>• Moral obligation</li> </ul>		
	<ul style="list-style-type: none"> <li>• Enhancing competitiveness / USP</li> </ul>		
5	<b>What do you feel are the key barriers for your businesses to become more environmentally sustainable?</b> <i>(Please tick all that apply)</i>		
	<ul style="list-style-type: none"> <li>• Access to finance</li> </ul>		
	<ul style="list-style-type: none"> <li>• Access to staff resource</li> </ul>		
	<ul style="list-style-type: none"> <li>• Access to skills and know-how</li> </ul>		
	<ul style="list-style-type: none"> <li>• Management team / staff awareness and buy-in</li> </ul>		
	<ul style="list-style-type: none"> <li>• Other more pressing priorities / pressures</li> </ul>		
	<ul style="list-style-type: none"> <li>• Access to support</li> </ul>		



6	<b>What do you feel are the risks to businesses who do not adopt a more environmentally sustainable and low carbon approach?</b> (Please tick all that apply)		
	<ul style="list-style-type: none"> <li>Increasing operational costs</li> </ul>		
	<ul style="list-style-type: none"> <li>Increased taxes</li> </ul>		
	<ul style="list-style-type: none"> <li>Increased exposure to risk (such as supply chain interruption)</li> </ul>		
	<ul style="list-style-type: none"> <li>Accessing affordable finance</li> </ul>		
	<ul style="list-style-type: none"> <li>Reduced investment opportunities</li> </ul>		
	<ul style="list-style-type: none"> <li>Reduction in recruitment and retention of lead talent</li> </ul>		
	<ul style="list-style-type: none"> <li>Reduction in sales</li> </ul>		
	<ul style="list-style-type: none"> <li>Becoming irrelevant compared to more sustainable competitors</li> </ul>		
7	<b>Have you already taken steps towards becoming more environmentally sustainable and/or reducing your carbon footprint?</b>		
	Yes		
	No		
8	<b>If yes to Q6, can you please advise what steps you have already taken to further your environmental sustainability and low carbon agenda?</b>		
	<ul style="list-style-type: none"> <li>Created a sustainability policy</li> </ul>		
	<ul style="list-style-type: none"> <li>Reduced energy consumption in the business</li> </ul>		
	<ul style="list-style-type: none"> <li>Reduced water usage within the business</li> </ul>		
	<ul style="list-style-type: none"> <li>Reduced waste (inc. Food waste)</li> </ul>		
	<ul style="list-style-type: none"> <li>Installed renewable technologies</li> </ul>		
	<ul style="list-style-type: none"> <li>Installed boreholes</li> </ul>		
	<b>Other (please state):</b>		
	<b>Additional comments (please feel free to expand on your answers):</b>		



9	<p><b>Are you aware of the following business support measures that are currently available, and have you availed of this support?</b>  <i>(Please tick all that apply)</i></p>		
	<b>Support</b>	<b>Aware of</b>	<b>Availed of</b>
	<p><b>BEIS grant funding</b></p> <p><i>If asked this is for feasibility and engineering studies, and deployment of industrial energy efficiency and deep decarbonisation projects</i></p>		
	<p><b>Invest NI support</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• <i>Innovation Voucher Programme up to £5k</i></li> <li>• <i>Sustainability reports *</i></li> <li>• <i>Technical consultancy to identify areas of efficiency &amp; cost savings *for those with over £30k annual spend on energy &amp; resources</i></li> <li>• <i>Resource matching services through International Synergies</i></li> <li>• <i>Capital grants for energy/resource saving equipment up to £50k</i></li> <li>• <i>Best practice guides</i></li> </ul>		
	<p><b>WRAP (Waste &amp; Resource Action Programme) NI support:</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• <i>Guardians of Grub – food and hospitality industry</i></li> <li>• <i>Food Waste Reduction Toolkit - for businesses across the entire UK food chain</i></li> <li>• <i>Plastics Pact – for businesses across the entire plastics value chain</i></li> <li>• <i>Courtauld Commitment – for businesses across the entire UK food chain</i></li> <li>• <i>Textiles 2030 - the fashion and textiles industry's</i></li> </ul>		
	<p><b>Support offered by DAERA</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• <i>Farm Business Improvement Scheme Capital Scheme</i></li> <li>• <i>DAERA Maritime and Fisheries Fund</i></li> </ul>		



	<ul style="list-style-type: none"> <li>• DAERA Small Woodland Grant Scheme</li> <li>• DAERA Agri-Food Co-operation Scheme</li> <li>• DAERA Environmental Farming Scheme</li> </ul>		
	<p><b>Business in the Community (BITC) support:</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• The Climate Action Pledge</li> <li>• Environmental benchmarking</li> <li>• Environmental Awareness e-learning resources</li> </ul>		
	<p><b>Keep Northern Ireland Beautiful:</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• The Tackling Plastics Toolkit</li> </ul>		
	<p><b>Carbon Trust:</b></p> <p>If asked, they offer learning / support resources to NI businesses</p>		
	<p><b>Energy Savings Trust:</b></p> <p>If asked they offer a Fleet Management Toolkit to NI businesses</p>		
	<p><b>CAFRE support:</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• Farm Friendly skills</li> <li>• Food innovation support (for businesses within the food sector)</li> </ul>		
	<p><b>POWER NI business support:</b></p> <p><i>If asked this includes:</i></p> <ul style="list-style-type: none"> <li>• Renewable generation schemes</li> <li>• Renewables grants (occasional)</li> </ul>		
10	<p><b>What further support, outside of financial investment, do you feel would help support your business's transition towards a more environmentally sustainable and low carbon business?</b></p> <p><i>(Please tick all that apply)</i></p>		
	<p><i>Work with an expert to:</i></p>		
	<ul style="list-style-type: none"> <li>• Strategic sustainability planning (supply chain assessment, sustainable business model planning, identification of strategic sustainability partners etc)</li> </ul>		



	<ul style="list-style-type: none"> <li>Undertake a review or baseline audit of energy, water and/or waste within the business</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop a register of opportunities to reduce water / energy / raw material consumption</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify cost savings opportunities by developing low/no carbon options</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify a pathway towards becoming a net-zero business</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop a sustainability plan or policy</li> </ul>		
	<ul style="list-style-type: none"> <li>Establish a green team / green leader within your business</li> </ul>		
	<ul style="list-style-type: none"> <li>Deliver training, upskilling and mentoring to staff</li> </ul>		
	<ul style="list-style-type: none"> <li>To establish key performance indicators for the business</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify renewable energy sources, installation methodology, pricing and payback</li> </ul>		
	<ul style="list-style-type: none"> <li>Support to apply for funding</li> </ul>		
	<ul style="list-style-type: none"> <li>To identify relevant environmental accreditations for the business &amp; support understanding of implementation processes</li> </ul>		
	<ul style="list-style-type: none"> <li>To establish appropriate green marketing and promotional strategies</li> </ul>		
	<b>Other (please state):</b>		
11	<p><b>Does your business already have any environmental accreditations in place?</b></p> <p><i>(Such as ISO 14001 for example)</i></p> <p>Yes</p> <p>No</p>		
12	<p><b>What external stakeholders do you feel are most significant in determining /facilitating your transition to a low carbon, and environmentally sustainable business model?</b></p> <p><i>(Please tick all that apply)</i></p> <ul style="list-style-type: none"> <li>Central government</li> </ul>		



	<ul style="list-style-type: none"> <li>• Local government departments</li> </ul>		
	<ul style="list-style-type: none"> <li>• Local authorities</li> </ul>		
	<ul style="list-style-type: none"> <li>• Competitors</li> </ul>		
	<ul style="list-style-type: none"> <li>• Financial institutions</li> </ul>		
	<ul style="list-style-type: none"> <li>• Investors</li> </ul>		
	<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>		
	<ul style="list-style-type: none"> <li>• Buyers</li> </ul>		
	<ul style="list-style-type: none"> <li>• Consumers</li> </ul>		
	<ul style="list-style-type: none"> <li>• Skilled staff</li> </ul>		
	<ul style="list-style-type: none"> <li>• Training agencies</li> </ul>		
	<ul style="list-style-type: none"> <li>• Specialist / expert consultants and/or business mentors</li> </ul>		
13	<p><b>What, if anything else do you feel that you might need to support your business that we have not covered in this questionnaire:</b></p>		







### Appendix 3: Survey responses

Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of NI.

SurveyMonkey

#### Q1 Contact Information

Answered: 225 Skipped: 0

ANSWER CHOICES	RESPONSES	
Contact Name: (Optional)	92.00%	207
Contact Number: (Optional)	56.00%	126
Contact email address:	90.22%	203
Business name:	95.56%	215

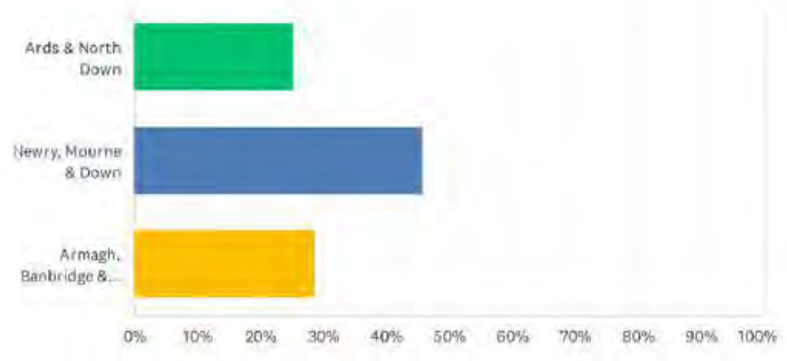


Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of NI.

SurveyMonkey

Q2 Council Area:

Answered: 225 Skipped: 0



ANSWER CHOICES	RESPONSES	
Ards & North Down	25.33%	57
Newry, Mourne & Down	45.78%	103
Armagh, Banbridge & Craigavon	28.89%	65
TOTAL		225

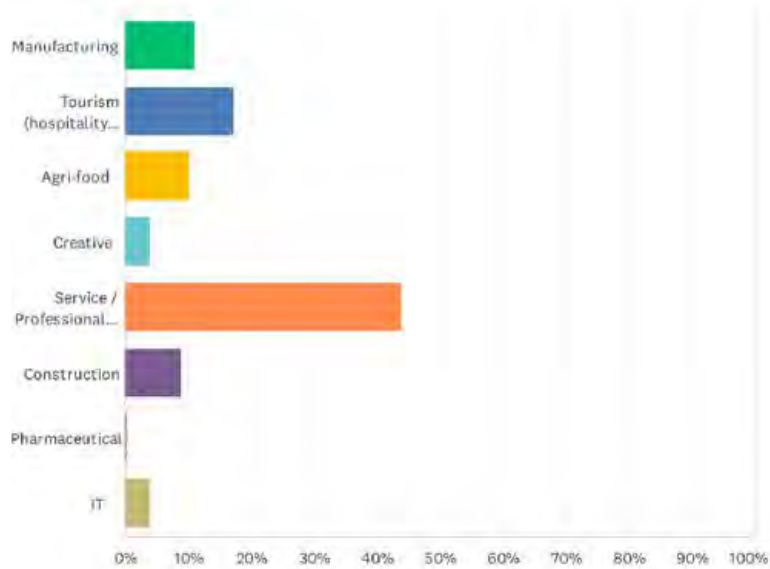


Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of NI.

SurveyMonkey

Q3 Business Sector:

Answered: 225 Skipped: 0



ANSWER CHOICES	RESPONSES	
Manufacturing	11.11%	25
Tourism (hospitality & leisure)	17.33%	39
Agri-food	10.22%	23
Creative	4.00%	9
Service / Professional Services	44.00%	99
Construction	8.89%	20
Pharmaceutical	0.44%	1
IT	4.00%	9
<b>TOTAL</b>		<b>225</b>

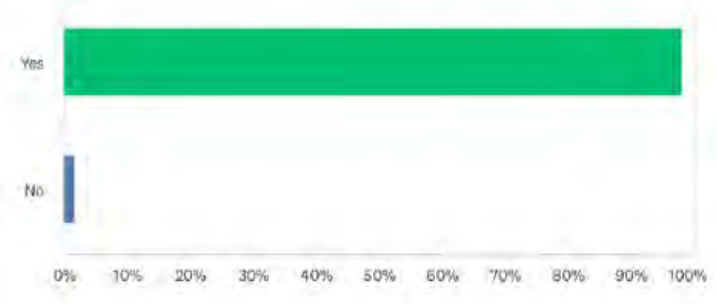


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### Q4 Do you believe that it is important to become more environmentally sustainable and work towards a low carbon economy?

Answered: 224 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	98.21%	220
No	1.79%	4
Total Respondents: 224		

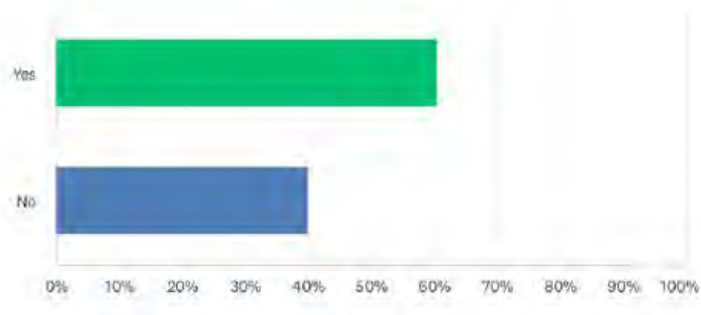


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### Q5 Do you feel that Covid19 has accelerated the environmental and low carbon agenda?

Answered: 220 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	60.45%	133
No	40.00%	88
Total Respondents: 220		

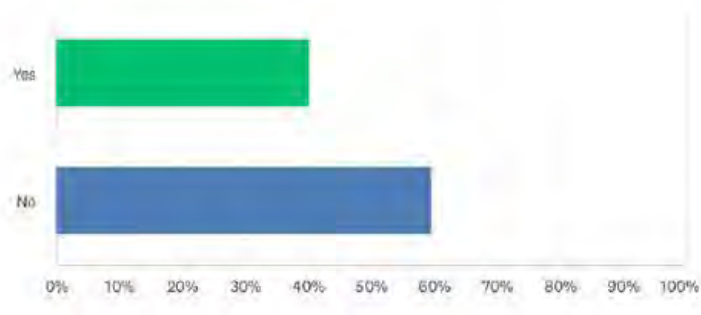


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### Q6 Do you feel that Covid19 has accelerated your environmental and low carbon agenda?

Answered: 223 Skipped: 2

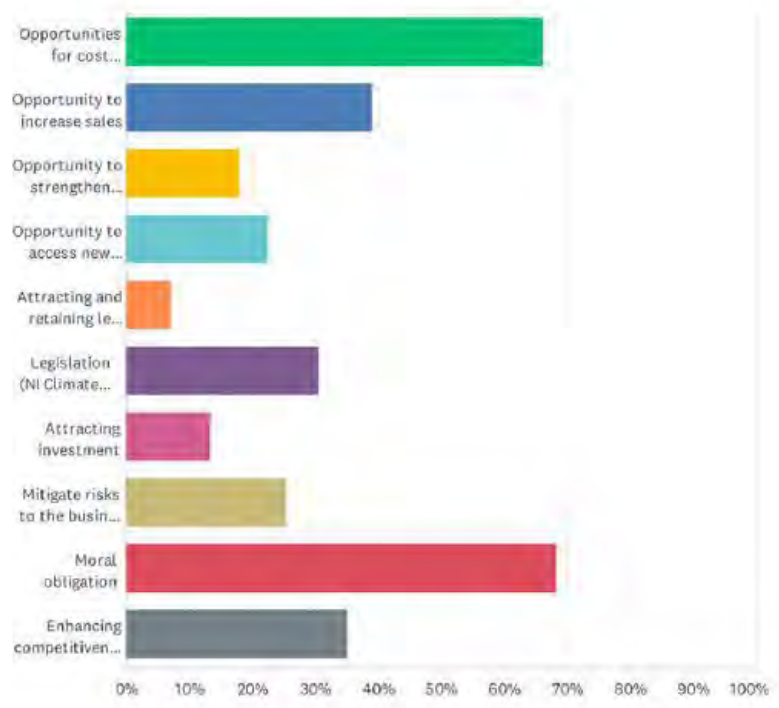


ANSWER CHOICES	RESPONSES
Yes	40.36% 90
No	59.64% 133
Total Respondents: 223	



### Q7 What do you feel are the key drivers for your business to become more environmentally sustainable? (Please tick all that apply)

Answered: 222 Skipped: 3



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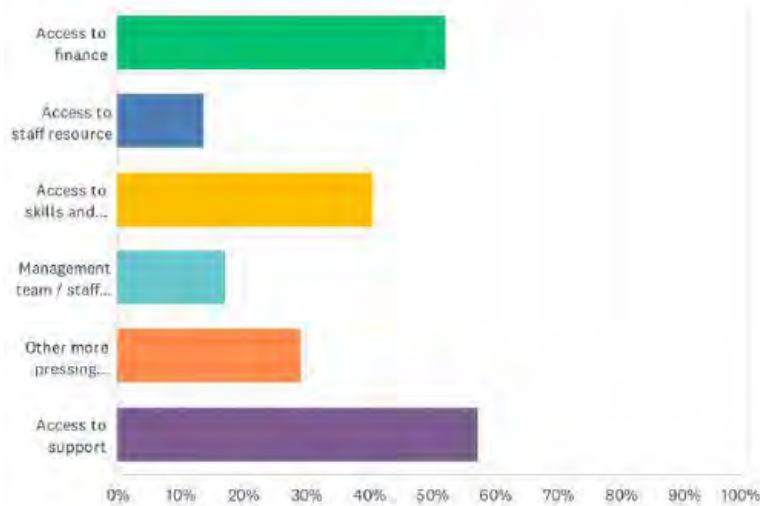
ANSWER CHOICES	RESPONSES	
Opportunities for cost savings	66.22%	147
Opportunity to increase sales	39.19%	87
Opportunity to strengthen tender submissions / win tenders	18.02%	40
Opportunity to access new markets	22.52%	50
Attracting and retaining lead talent	7.21%	16
Legislation (NI Climate Bill & NI Energy Strategy)	30.63%	68
Attracting investment	13.51%	30
Mitigate risks to the business in the long term	25.68%	57
Moral obligation	68.47%	152
Enhancing competitiveness / USP	35.14%	78
Total Respondents: 222		





**Q8 What do you feel are the key barriers for your businesses to become more environmentally sustainable? (Please tick all that apply)**

Answered: 209 Skipped: 16

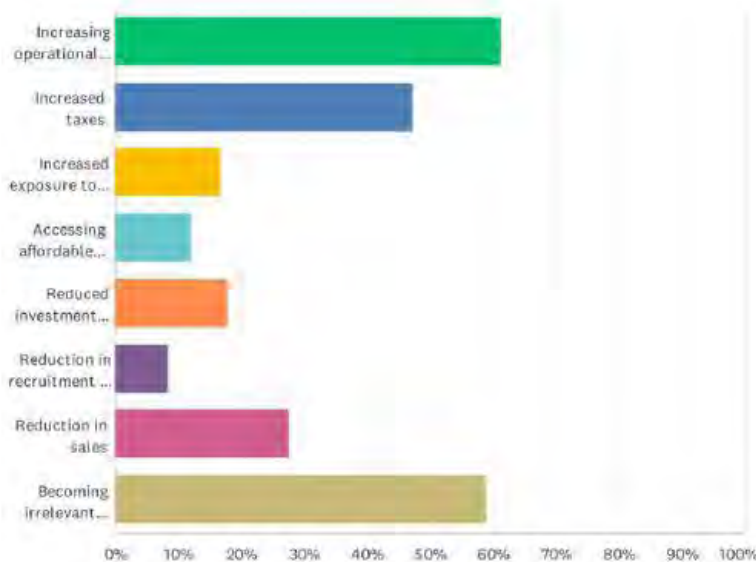


ANSWER CHOICES	RESPONSES	Count
Access to finance	52.15%	109
Access to staff resource	13.88%	29
Access to skills and know-how	40.67%	85
Management team / staff awareness and buy-in	17.22%	36
Other more pressing priorities / pressures	29.19%	61
Access to support	57.42%	120
Total Respondents: 209		



**Q9 What do you feel are the risks to businesses who do not adopt a more environmentally sustainable and low carbon approach? (Please tick all that apply)**

Answered: 213 Skipped: 17



ANSWER CHOICES	RESPONSES
Increasing operational costs	61.50% 131
Increased taxes	47.42% 101
Increased exposure to risk (such as supply chain interruption)	16.90% 36
Accessing affordable finance	12.21% 26
Reduced investment opportunities	17.84% 38
Reduction in recruitment and retention of lead talent	8.45% 18
Reduction in sales	27.70% 59
Becoming irrelevant compared to more sustainable competitors	59.15% 126
Total Respondents: 213	

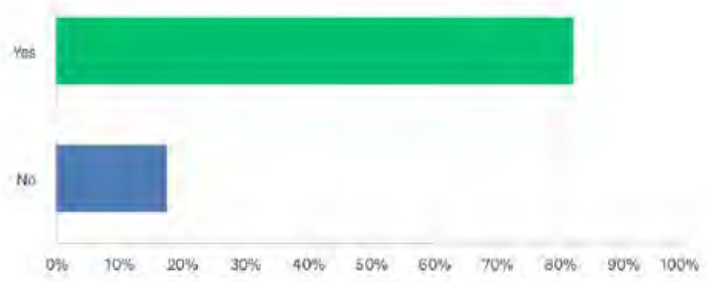


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### Q10 Have you already taken steps towards becoming more environmentally sustainable and/or reducing your carbon footprint?

Answered: 220 Skipped: 9

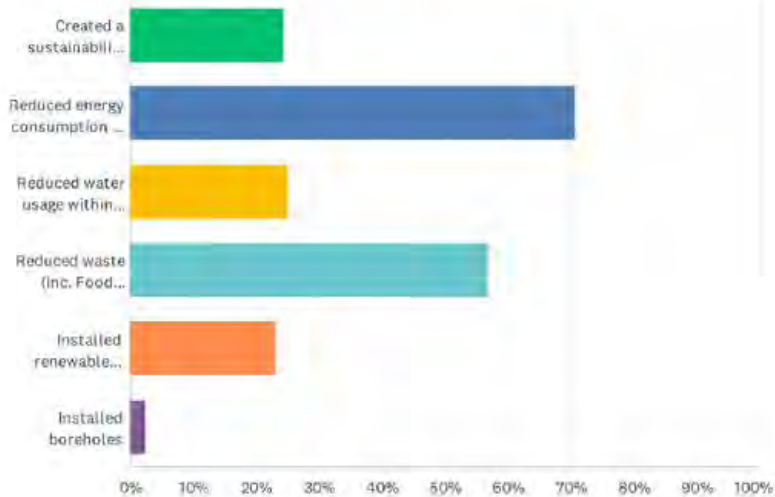


ANSWER CHOICES	RESPONSES	
Yes	82.27%	181
No	17.73%	39
TOTAL		220



**Q11 If yes to the question above, can you please advise what steps you have already taken to further your environmental sustainability and low carbon agenda?**

Answered: 151 Skipped: 74



ANSWER CHOICES	RESPONSES	
Created a sustainability policy	24.50%	37
Reduced energy consumption in the business	70.86%	107
Reduced water usage within the business	25.17%	38
Reduced waste (inc. Food waste)	56.95%	86
Installed renewable technologies	23.18%	35
Installed boreholes	2.65%	4
Total Respondents: 151		



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### Q12 Additional comments (please feel free to expand on your answers):

Answered: 125 Skipped: 99



<b>Q12: Additional Responses re: what steps you has the busienss already taken to further their environmental sustainability and low carbon agenda</b>
Recycle bags, reduce waste in general - they are a charity shop so recycling is their culture.
Small business would need guidance and support
Transport business - electric lorries not available
Better internet connection at home and the office - to allow them to be closer to their customers.
Remote access - less travel to meetings etc.
Reduced energy and trying to minimise plastic packaging - trying out eco version is not as good!
Some working from home. Small business - Recycling - too expensive for collection of bins - so they do it themselves.
Work from home. Do as much digitally as possible. Meet with clients virtually when possible to save car journeys etc.
Always very aware of waste a carbon footprint
Recycle office paperwork -, recycle vehicle parts and tyres etc. Always done this - but it is
We have maintained remote working and may totally forgo an office environment, or use shared offices when needed
Low energy fridges. Use LED lighting. Recycle boxes. Must use separate bags for each type of
New Business - bathroom showroom
Hard to reduce plastic - using PPC every day! Looking at combining journeys. Reducing paper.
Electrical suppluier - changed lighting, heaters
Installation of electric vehicle charging points
New building - for efficiency
Family firm - need to adapt to survive.
Use recyclable brown bags, recycle oi and food waste. Use recyclable pizza boxes etc.
Local products. reduced journey's in the car etc.
Recycling, low energy lighting
Installed solar panels, wind turbine, bio mass boiler.
Reduced energy, waste and fitted renewable technologies where possible.
Don't use single plastic, recycle, LED lighting etc.
Recycling, reduced washing machine and tumble dryer use.
Recycling, LED lighting etc. Very little food waste - any food waste would go to local chicken
Reduced washing machine usage. Use a tunnel to grow fruit and veg for breakfasts. Buy local
No waste, avoid single plastic. More timers on appliances. Reduced temperatures on washing machine. Cook fresh - reduce gas and electric usage. Low wattage fridge, TV, LED bulbs and
Own water supply. Bio mass instead of gas. Solar panels. Recycling food, cardboard and general waste. Local companies collect.
Mostly outdoors with her work/customers. Recycle, minimise waste of any form.
Infrastructure for Electric vehicles needed
Use recycling company for paper waste. Share lorry to reduce journeys. Cut back on lighting and heating use in the office.
Using recycled materials in my product and packaging which are produced and sourced in
I run a low cost operation (walking tours) but promotes the principles of Leave no trace
Trying to manage food waste looking at installing lighting etc.
Looking at alternative manufacturers and electric alternatives.
Working from a hot desk environment - consultants can work remotely. Zoom, Teams etc. Face to face meetings arranged geographically to save on fuel etc.
Small office. Reduced their paper use. Use diesel but they can bring the event to groups to reduce coach/bus hire etc.
They practice Economic sustainability and environmental sustainability



Listed building so they are limited in what they can do at the moment. Minimise waste - convert it to compost etc. Use brown paper and chicken wire etc. LED heaters.
Recycle within the business - dispose of any scrap locally. Invested in electric cars and hope to change to electric vans as soon as they can.
Recycle hangers, use paper bags, reduced plastic bag use - only for accessories/handbags.
Recycling, fit LED lighting etc.
They will need to invest in electric vans and diggers when available/possible.
Infrastructure and packaging
Use a van for work - work a lot in England - in the process of winding the business down.
Recycling led bulbs - doing what they can in their small office. They use big vans - at the moment there are no alternatives at present unfortunately.
Fitted solar panels on the roof
Reduced travel - migrated to online meetings
As a credit union office they do recycle paper - they haven't reviewed energy lights etc yet.
Would welcome advice etc.
Stonemasonry business
Teamed with another club so that the fish stockist is making less journey's to deliver the fish therefore saving on omissions.
LED lighting recycling.
One of the key barriers we face as a food manufacturing business is the availability of environmentally friendly packaging materials including films and trays which do not reduce the
They would love to recycle cardboard - they cant get a recycling company to come to their area.
Can the council help with this?
Adaptions to electricity and energy products.
i dont know what a bore hole is
Have their own water well, electricity, replaced a couple of company cars with electric company cars, recycling etc. Implementation of concrete calculator - to avoid waste
Always recycle cardboard etc.
Brian uses a company who plant trees for his shipping. Recycles as much as possible.
Emails - little post - recycling in general
Write down how they save energy and paper to track - use the other side of paper.
Minimise paper in the office and recycle.
Limited due to poor internet (working from home) and electricy supply e.g charging for cars etc. not possible in the area
Recycling & environmentally friendly vehicle
Free market economy should come up with the solutions
Recycle rainwater and they have a glasshouse that is run by a digester - supplys heat to the greenhouse. If they had more support to produce cut flowers locally they could reduce their
Tim works for himself and doesn't employ anyone - he plants trees and wild flowers and has bought an environmentally friendly van.
Working from home - online meetings - paperless agency
Online agency - paperless - researching corporate tree plantation opportunities
Upgraded car to have lower omissions for business use
Online and paperless Accountancy practice
Less travel for business
Bought more environmentally friendly buses.
Recycle where possible, small office to run, would install extra insulation when applicable etc.
They follow instructions as best they can re. waste etc.
They have planted trees, worked with schools and pay to get rid of waste and recycle.
Management and awareness within Building industry necessary. Signed up to the Business in



Using environmentally products in cleaning and laundry - sourced from Eden Natural products used where possible.
1 member of our team has taken a BITC course "We need to talk about Carbon"
The company have bought Hybrid cars
Environmental statement is part of their company policy. LED lighting, plant machinery low emissions, recycle - no waste that isn't recycled.
Rural setting - don't have power supply to run electrical machines. They would invest in the machines if they had the power supply.
We are a very small business so only limited initiatives possible.
Aligning with suppliers who more environmentally sustainable
Lorries can be delayed e.g weather, custom checks etc. customers can sometimes send the lorry and pallets away and another delivery date will have to be agreed! Zwecker try to plan for
We are 100% off grid as far as electricity [from 11 November 2021], heating & hot water [14 January 2022] are concerned
reusable plastics, cut down on fuel costs
Recycle packaging etc.
Relatively new business - hope to introduce policies soon where possible
Fuel costs have doubled - Green energy would be more cost effective
We have become more self sustaining
Invested in a Plasma cutter and a press break - big investment to save materials - much more
Suppliers local
Energy efficient office, appliances are energy efficient etc.
Working with recyclable frames etc
Hoping to install a new water system to recycle water
Can only buy the electricity and lorries available to them at the moment. Open to alternatives.
Put in place attempts to reduce energy usage
We've moved some ready meals to a recyclable tray
Richard cycles to work, recycles in the office and do what they can to reduce waste of any sort.
Very difficult to recycle plastic from pallets etc!! Currently being charged to get rid of plastic. Not able to get rid of plasterboard.
MOVED TO PAPERLESS ACTIVITIES, REMOVED DAILY COMMUTE, RECYCLE MORE.
Use less paper and recycle in the office and recycle waste oil etc. - this can be costly.
Changed suppliers for raw materials
Waiting delivery of an electric bus - will trialing this to see if it works sustainably
In our case, e would love to be more efficient and more green but it would entail replacing a lot of costly equipment, which would need to be paid for by price rises which would jeopardise our competitiveness. Furthermore, our biggest issue will be heating losses because of sub optimal business premises. Unfortunately, there is very little in the way of industrial property available and the costs of building are astronomical. Basically, it all comes down to money. Give me a million pounds and we could be neutral and fab. With us investing as we can afford it- with singer
Recycling, change filters in compliance with council regulations and inspections
installed constructed wetlands - dealing with waste water try to work with the land and
We have a Pathway to zero CO2 target through our parent body but there s very little guidance and support locally on how buisness can look at assessing hteir current CO2 footprint and simple changes that can be made to reduce this (and measure reductions)
Choosing not to drive as much - using Zoom Skype and Teams when possible
We have recently found and old Victorian culvert which we want to explore further to perhaps use to sustainably water the organic vegetable and fruit in the Walled Garden
Have started creating a sustainability policy
Annvale do what they can as per the guidelines



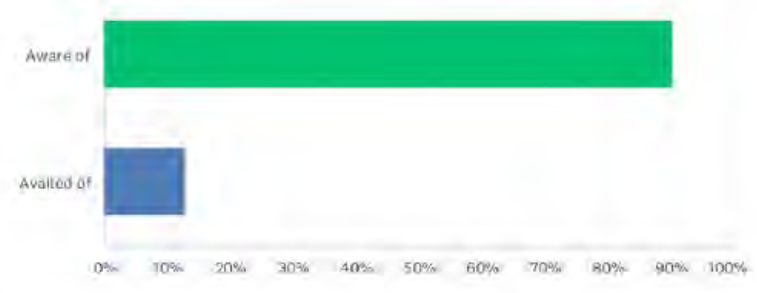


We are currently exploring the options for Solar and Hydro installations to help with our carbon footprint but also to reduce costs with the increasing cost for Fossil energy
Over the last 2 years, Covid-driven I have mostly been working from home & used a Bounce back loan to install an outside office
I feel as we are manufacturing and our product is required to go into a certain quality bag we are going to come under increased pressure when the plastic tax is introduced.
As a lot of paint is used in my business. Making sure this is never washed down drains/ sinks etc and correctly disposed of. Reducing single use plastic where possible. Re using and repurposing of materials for childrens workshops.
Only thing we can do at the moment, is attempt to reduce energy consumption and the use of
1. Car share with partner. 2. Partner and I have reduced our food carbon footprint by avoiding meat and animal products. 3. Use email not mail where possible. 4. Print documents only when necessary. Most filing is digital. 6. Our building is low energy but could be improved, 7.
Landscaping around building is nature friendly with native species in hedging and wild zones
The caravan park is situated between Ardglass & killough. There is no footpath to either village which means visitors must use their cars to access shops and local amenities. We are on the St Patrick's trail. Surely trying to cut down on carbon emissions from car usage would help the
Assistance from professionally qualified climate change consultant and software to calculate
Less waste is always a worthwhile objective however in years to come the current climate change mass hysteria in the western world will be looked back on with a mix of humor and horror.
Though we are a Micro SME the business is about energy efficiency so our environmental impact
Using environmental friendly packaging.
My company Farming Carbon is creating environmental and social impact through sustainable farming. Love to see that the sustainable movement is gaining traction.



### Q13 BEIS grant funding For example, feasibility and engineering studies, and deployment of industrial energy efficiency and deep decarbonisation projects

Answered: 31 Skipped: 194

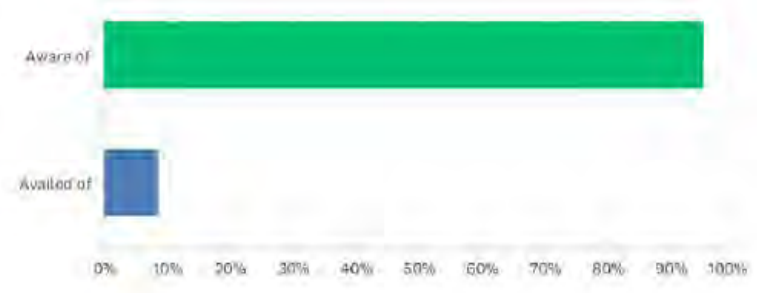


ANSWER CHOICES	RESPONSES	
Aware of	90.32%	28
Availed of	12.90%	4
Total Respondents: 31		



Q14 Invest NI support This includes: Innovation Voucher Programme up to £5k Sustainability reports \* Technical consultancy to identify areas of efficiency & cost savings \*for those with over £30k annual spend on energy & resources Resource matching services through International Synergies Capital grants for energy/resource-saving equipment up to £50k Best practice guides

Answered: 149 Skipped: 76

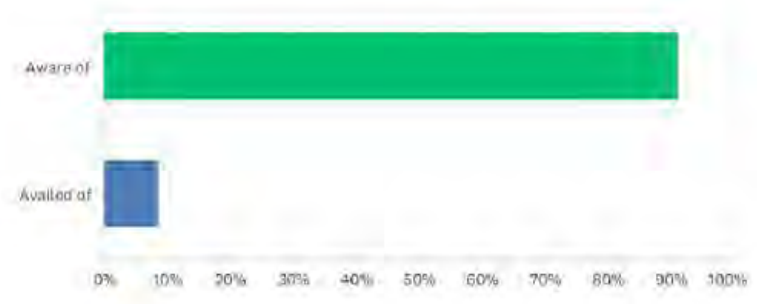


ANSWER CHOICES	RESPONSES	
Aware of	95.30%	142
Avalied of	8.72%	13
Total Respondents: 149		



Q15 WRAP (Waste & Resource Action Programme) NI support: This includes: Guardians of Grub – food and hospitality industry Food Waste Reduction Toolkit - for businesses across the entire UK food chain Plastics Pact – for businesses across the entire plastics value chain Courtauld Commitment – for businesses across the entire UK food chain Textiles 2030 - the fashion and textiles industry's

Answered: 34 Stopped: 191



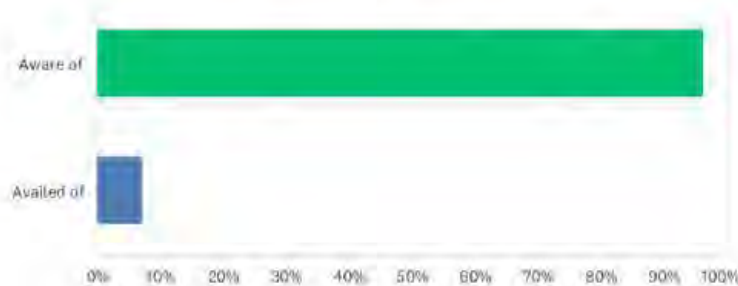
ANSWER CHOICES	RESPONSES	
Aware of	91.18%	31
Avalled of	8.82%	3
Total Respondents: 34		

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**Q16 Support offered by DAERA This includes: Farm Business Improvement Scheme Capital Scheme DAERA Maritime and Fisheries Fund DAERA Small Woodland Grant Scheme DAERA Agri-Food Co-operation Scheme DAERA Environmental Farming Scheme**

Answered: 109 Skipped: 116

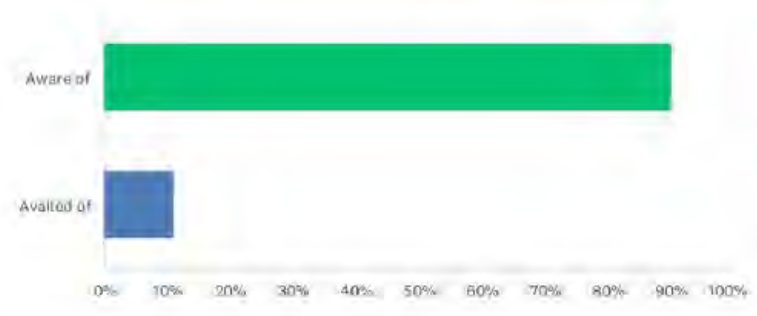


ANSWER CHOICES	RESPONSES	
Aware of	96.33%	105
Avalied of	7.34%	8
Total Respondents: 109		



### Q17 Business in the Community (BITC) support: This includes: The Climate Action Pledge Environmental benchmarking Environmental Awareness e-learning resources

Answered: 72 Skipped: 153

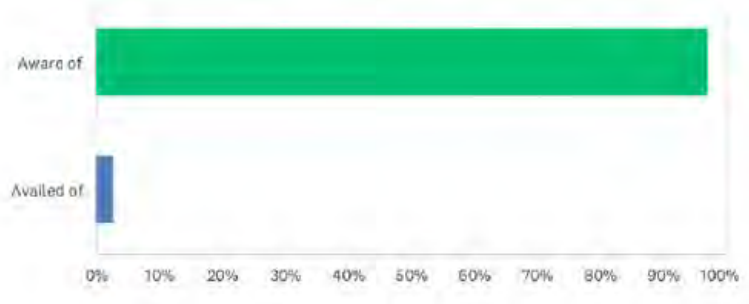


ANSWER CHOICES	RESPONSES	
Aware of	90.28%	65
Avalied of	11.11%	8
Total Respondents: 72		



### Q18 Keep Northern Ireland Beautiful: This includes: The Tackling Plastics Toolkit

Answered: 71 Skipped: 154

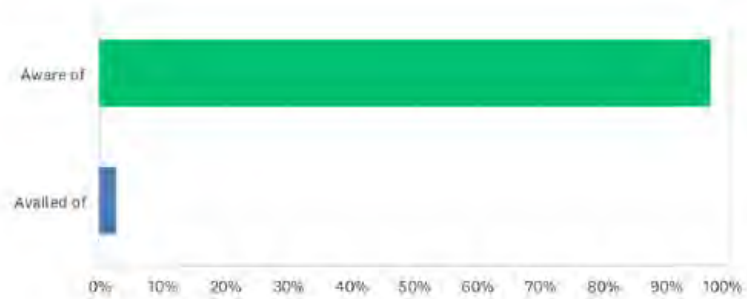


ANSWER CHOICES	RESPONSES	
Aware of	97.18%	69
Availed of	2.82%	2
Total Respondents: 71		



### Q19 Carbon Trust: They offer learning/support resources to NI businesses

Answered: 112 Skipped: 113



ANSWER CHOICES	RESPONSES	
Aware of	97.32%	109
Availed of	2.68%	3
Total Respondents: 112		



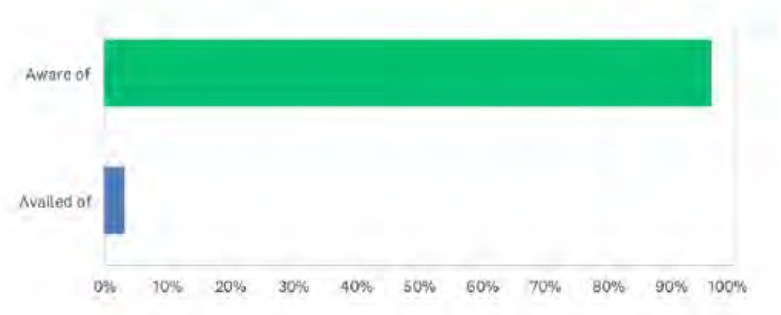


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### Q20 Energy Savings Trust: They offer a Fleet Management Toolkit to NI businesses

Answered: 59 Skipped: 100



ANSWER CHOICES	RESPONSES	
Aware of	96.61%	57
Availed of	3.39%	2
Total Respondents: 59		

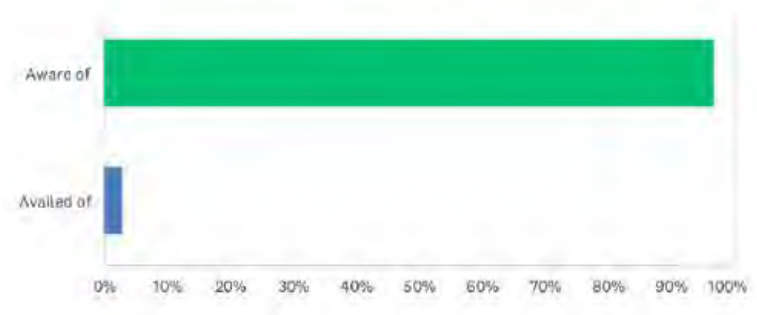


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### Q21 CAFRE support: This includes: Farm Friendly skills Food innovation support (for businesses within the food sector)

Answered: 69 Skipped: 156



ANSWER CHOICES	RESPONSES	
Aware of	97.10%	67
Availed of	2.90%	2
Total Respondents: 69		

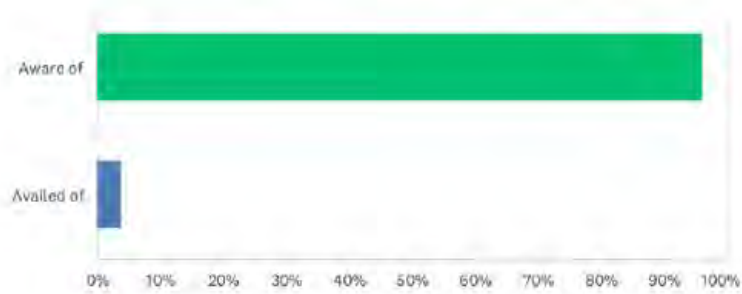


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### Q22 POWER NI business support: This includes: Renewable generation schemes Renewables grants (occasional)

Answered: 78 Skipped: 147

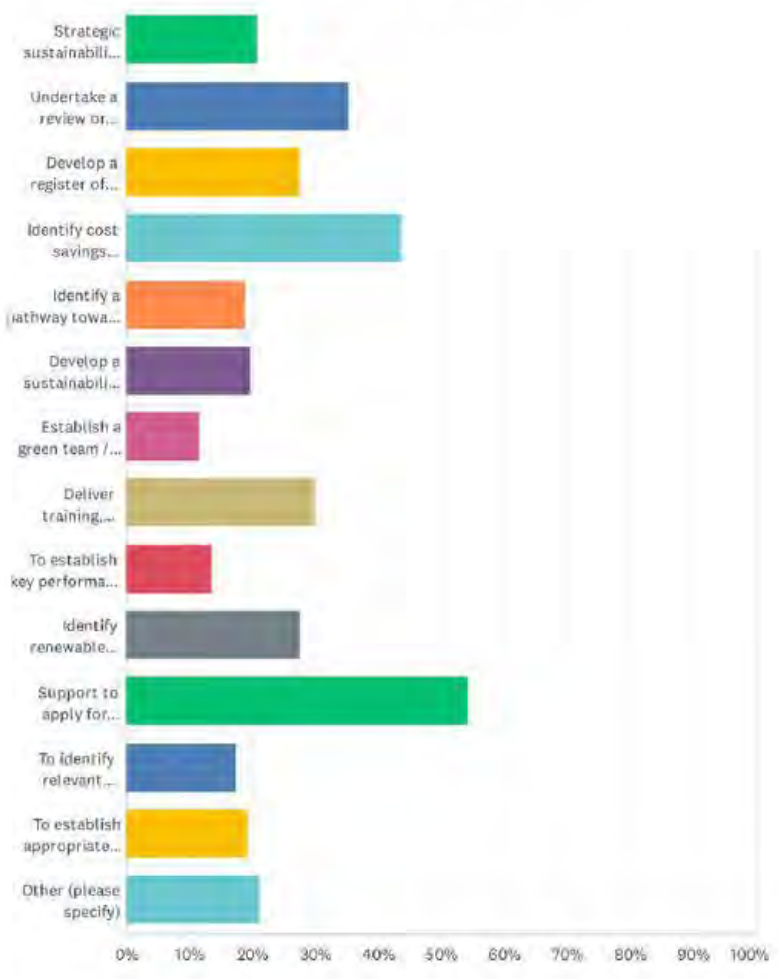


ANSWER CHOICES	RESPONSES	
Aware of	96.15%	75
Availed of	3.85%	3
Total Respondents: 78		



Q23 What further support, outside of financial investment, do you feel would help support your business's transition towards a more environmentally sustainable and low carbon business? (Please tick all that apply) Work with an expert to:

Answered: 206 Skipped: 19



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ANSWER CHOICES	PERCENTAGE	RESPONSES
Strategic sustainability planning (supply chain assessment, sustainable business model planning, identification of strategic sustainability partners etc)	20.87%	43
Undertake a review or baseline audit of energy, water and/or waste within the business	35.44%	73
Develop a register of opportunities to reduce water / energy / raw material consumption	27.67%	57
Identify cost savings opportunities by developing low/no carbon options	43.69%	90
Identify a pathway towards becoming a net-zero business	18.93%	39
Develop a sustainability plan or policy	19.90%	41
Establish a green team / green leader within your business	11.65%	24
Deliver training, upskilling and mentoring to staff	30.10%	62
To establish key performance indicators for the business	13.59%	28
Identify renewable energy sources, installation methodology, pricing and payback	27.67%	57
Support to apply for funding	54.37%	112
To identify relevant environmental accreditations for the business & support understanding of implementation processes	17.48%	36
To establish appropriate green marketing and promotional strategies	19.42%	40
Other (please specify)	21.36%	44
Total Respondents: 206		

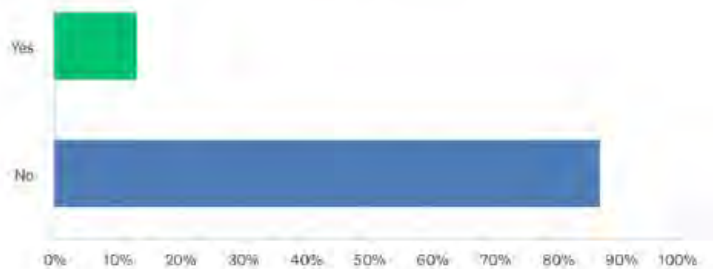


<p><b>Q23: Additional answers to what further support, outside of financial investment, do you feel would help support your business's transition towards a more environmentally</b></p>
<p>What are small business doing? Great to know need advice!</p>
<p>Would welcome solar panels - regulations preventing this !</p>
<p>Office is in the business park - no input on energy etc.</p>
<p>Information</p>
<p>Identify a pathway of relevant practical information</p>
<p>Van hire company - Infrastructure required to survive!</p>
<p>Information and where to access more relevant information</p>
<p>Reducing carbon footprint for sourcing products</p>
<p>Partnership implementation bringing stakeholders together</p>
<p>Small scale business</p>
<p>Would be interested in solar panels</p>
<p>This outdoor business is in a rural setting.</p>
<p>Advice on how to dispose of waste</p>
<p>Affordability of sustainability and ethically made products.</p>
<p>Recycling unit within the Down Business Centre needed.</p>
<p>Advice &amp; information - helpful - don't know who to contact</p>
<p>Guidance and information would be very helpful</p>
<p>You have to be at a certain level for that to be relevant</p>
<p>Management just doesn't have time currently to consider much beyond survival.</p>
<p>No recycling bin made available for paper waste at present!</p>
<p>It is a niche business - new musical instruments etc.</p>
<p>Downpatrick independent businesses need council support</p>
<p>Sole trader - no staff - interested in what support is on offer</p>
<p>It would be helpful to know what is available</p>
<p>There is quite a lot of information online etc.</p>
<p>To have up to date advice and information</p>
<p>Information of environmental projects/programmes in the community</p>
<p>Up to date knowledge</p>
<p>Support in what to do</p>
<p>Can't do much more than currently doing - recycling, inform guests to recycle, use our eco friendly products when possible, oil fired central heating, solar panel for some heating elements</p>
<p>Support from local authorities - educate smaller companies</p>
<p>General guidance and advice</p>
<p>Electric only currently available with small vehicles - some forklifts etc.</p>
<p>Using recyclable fuel and plastics - grant</p>
<p>A mix of all of the above</p>
<p>More local suppliers - knowing who is out there</p>
<p>N/A the problem is external with vehicles/lorries etc.</p>
<p>We are currently doing all ticked</p>
<p>standby modes for computers etc.</p>
<p>Accessibility for recycling</p>
<p>Funding available to market the sustainable tourism experience s already developed. Marketing support needed to connect interested clients with experience s already available</p>
<p>Help and support finding experts to help with improvements</p>
<p>changing our primary heating to air source heat pump. Too expensive now.</p>



### Q24 Does your business already have any environmental accreditations in place? (Such as ISO 14001 for example)

Answered: 213 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	13.15%	28
No	86.85%	185
TOTAL		213



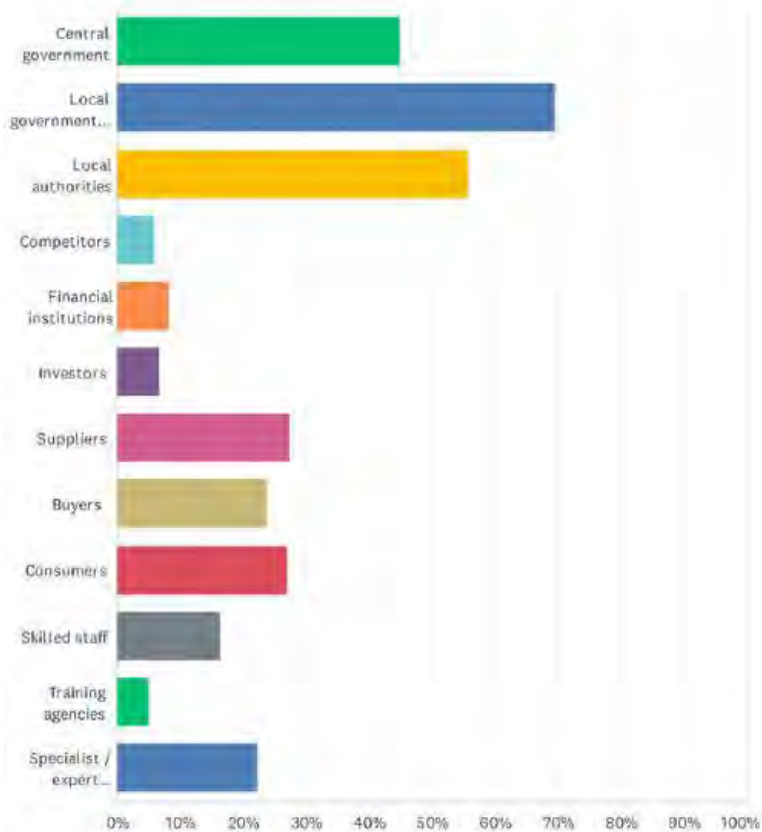
Q24: Additional comments to environmental accreditations already in place
ISO14001
ISO9001 & ISO27001
Not sure
HO & SALSA Approved
ISO (can't remeber)
Achieved a Bronze Green Plaque through council
Working on Green Tourism at the moment - Green Business UK
Leave no Trace Trainor's
WISE scheme, Green Tourism Network & 2min Beach Clean
Organically soil certified.
ISO 12 ??
ISO 14001
Previous ISO14001 accreditation was discontinued as it was not adding any value to the
Annual audits with Envirocert
ISO 14001
In the middle of getting a ISO 27001
ISO something....
Not sure - would need to speak with owner
ISO 14001
Part of Green Tourism
Not at the moment....
Not sure which ones
ISO 9001 & 1401
ISO 1401
ISO 9000 - ISO 14001 on the agenda
AIC annual inspections
Council environmental officers - compliance
ISO 14001
STEM Project years ago - recycling etc.
ISO14001
Using Recycling materials
ISO 14001
ISO14001





Q25 What external stakeholders do you feel are most significant in determining /facilitating your transition to a low carbon, and environmentally sustainable business model? (Please tick all that apply)

Answered: 218 Skipped: 7



Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of NI.

SurveyMonkey

ANSWER CHOICES	RESPONSES	
Central government	44.95%	98
Local government departments	69.72%	152
Local authorities	55.96%	122
Competitors	5.96%	13
Financial institutions	8.26%	18
Investors	6.88%	15
Suppliers	27.52%	60
Buyers	23.85%	52
Consumers	27.06%	59
Skilled staff	16.51%	36
Training agencies	5.05%	11
Specialist / expert consultants and/or business mentors	22.49%	49
Total Respondents: 218		



Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of NI.

SurveyMonkey

**Q26 What, if anything else do you feel that you might need to support your business that we have not covered in this questionnaire:**

Answered: 61 Skipped: 164



<p><b>Q26: Additional comments to what, if anything else do you feel that you might need to support your business that we have not covered in this questionnaire</b></p>
Up to everyone to do their bit. Suppliers and Government are the main stakeholders. The shop really needs recycle bins
Training and advice would be beneficial
Difficult to know where to go for support especially for small business - too many organisations - direction on where to go to for advice and support.
Infrastructure will need to be developed otherwise impossible
Information on electric vans would be beneficial.
Very difficult with the present situation and regulations with PPP.
Q3 I have picked Service as the best fit for this business but it is really Retail, however that option was not available.
Breweries should have an input.
Extremely busy due to Covid etc.
No support through Covid. They need to keep adapting to survive as a family business.
Fitted solar panels. Information and advice on water waste would be valuable.
More information on disposing rubbish, and any other information and advice. Any funding info. to enable further changes.
No public transport available - Difficult to find information on company electric cars - interested in information and advice re. incentives or grants available etc.
Tenders prioritising local businesses who can reduce carbon footprint re. shipping etc.
Legislation will be the driving force
Tailored marketing - challenges for small businesses
Everyone needs each other and need to work together. Access to local manufacturing network to see where/how companies could link up.
Recycling unit at Down Business Centre needed - help businesses get started on their efforts to become sustainable.
They can't recycle if its not recycled locally It needs to become the norm and not the exception Everybody has a responsibility to do their bit. Council could be more supportive especially with Scotch Street.
If local recycling was available to small businesses it would encourage disposal of equipment etc. Local Government not supportive.
Would need a paper recycling bin for the business - too much waste on a daily basis.
Would like to move to electric vehicles - no charging points in Comber to use. Restricts this
Would like more information and advice on sustainability schemes etc.
Access to alternative materials is a barrier for the business to becoming more environmentally sustainable.
They are moving to new premises soon and intend to implement more changes.
Would like information on electric vehicle charging points in Downpatrick and are there any grants available to have them installed on site? Thanks.
Rates and Bag levy tax are crucial to independent businesses. The businesses in Downpatrick need support not just Newcastle.
Local Councilors and Councils could support small businesses in their area more
Up to everyone to play their part and do what they can.
Up to everyone to do their bit!
Local government need to support local businesses e.g. infrastructure - internet not good enough for business use.
If democracy was truly represented we wouldn't be in this circumstance.
You need to have a buy in at company root level
More information on everything. Not aware of what's available to me as a business, best practice.



Competitors influence - Turkingtons should promote themselves re. sustainability - it would be beneficial meet with other companies to talk about what each other is doing and help each other
Reduce VAT on environmentally friendly products Tax incentives to use environmentally products - encouraging businesses to them.
Do not know anything about the grants etc and to start becoming more environmentally sustainable it is a cost to our business overheads which are already at a high and how do you pass this cost onto the customer when it isn't affecting the service we are providing to them directly such as renovating their home etc as the materials to make them more environmentally friendly are alot more expensive than the standard which is why we already have had so many opt out of using them as they cannot afford it.
Courses aimed at very small/micro to medium businesses through the councils instead of only medium to large businesses. Has taken part in courses before and never apply to business
Fuel is a drain on the economy - government support such as grants for hospitality should be more categorised and streamlined to support businesses outside of mainstream hospitality business categories.
Support should be given to local companies who buy local and GB made products. Made by companies who abide by the rules. Levies should be placed on cheap overseas sub standard products made in countries to have no regard for the environment.
More green energy - electric prices to come down
Building Control to manage physical improvements to environment etc.
Need for suppliers to create a product that is attractive and good enough value for customers - some green options are too expensive for customers at present
Manufacturers Volvo, Mercedes, Scania and Daf for lorries etc. need to support sustainability. Power companies etc. Biggest running cost for this company is electricity
To note that SONI is not based in the council areas in this survey we have been asked specifically by TRITERRA Consulting to provide a view from electricity sector. We are based in LCCC council area. We understand if that excludes us from consideration but as advised we were asked to provide a view
Education on 'throw away culture' - an agency or recycle centres could help with that - items being reused for other purposes.
Main issue is with disposing/recycling plastic wrapping - previous Armagh City recycling centre rules at worked better!
Network of charging station points would be required!
Small businesses need to get publicity in the way that Titanic and the North Coast are always being promoted. On the one hand we are told that tourism leaders don't want over tourism at the above tourism hotspots yet they keep advertising these destinations? Small businesses do not have large advertising budgets but with more targeted marketing support for small businesses they can make an important contribution to sustainable rural communities. Xmas
A list of specialists that could help with research for each individual business - for example heating engineers etc. So that everyone is making the most of sustainability.
Knowledge from external organisations
Increased costs by Brexit - NI missing an opportunity of making the best of two economies - otherwise this will drive up house prices
Investment
Ease of access to a small grants database with a focus on micro businesses.
Our biggest carbon producer is our building. Affordable help from a qualified engineer or engineers to examine where the problems and solutions are would be great.



Specific advice for SME business's in how we can progress on our aim towards net zero. In particular how we can help suppliers and contractors meet their obligations and what standards we should be setting for them. Specific advice on how we measure our stage 3 obligations and how best to gather this information. how we should look at carbon offsetting and the best way to do this. It would be helpful if there was a nominated person within the local authority who could answer any questions that we may have or groups set up that we could join.

There is a financial cost to gaining and retaining accreditations which potentially prevents us from getting them.

## Appendix 4: Case studies

### Broughgammon Farm:



#### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

The information that you provide for us from this case study [below] will inform a research piece commissioned on behalf of the South East Region who are, Ards and North Down Borough Council, Armagh, Banbridge and Craigavon Borough Council and Newry, Mourne and Down District Council. Triterra have been commissioned on behalf of the region to carry out this research.

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<b>Business Name:</b> Broughgammon Farm
<b>Sector:</b> Agri-food
<b>Location:</b> Ballycastle, Co Antrim
<b>Contact name:</b> Charlie & Becky Cole
<b>Contact email:</b> info@broughgammon.com
<b>Brief business overview:</b>  Broughgammon are a forward-thinking farm providing ethical and sustainable produce fresh from their small, family-owned farm in Co. Antrim, Northern Ireland.  The farm was established in 2011, when they saw that a large majority of male kid goats born into the dairy industry were being put down at birth. The family felt that this was unethical and caused unnecessary waste within the food sector. In a response to this problem the family decided to take the male goats that would otherwise have been put to slaughter and rear them to create delicious and healthy cabrito kid goat meat produce.  Since then, the family have also branched out into rearing free-range rose veal, seasonal wild game and in 2019 they also began producing vegetables and edible flowers.





The family now have their own artisan on-site butchery, where we teach others the art of butchery and handling wild game. They run foraging courses, herbalist workshops, seasonal cookery classes and fermenting workshops to name but a few.

In addition, the family open their doors to the public each week between Friday-Sunday where they have an open farm and delicious farm cafe where they serve home baked goods using foraged finds, seasonal produce and edible flowers from their garden.

They also offer a small farm shop selling the best of Northern Irish and Irish produce and deliver their meat boxes all over Ireland and the UK.

#### **Sustainability measures implemented:**

##### **The Eco Farmhouse:**

In 2006 the family built a state-of-the-art farmhouse incorporating solar thermal heating, an air-source heat pump, an MVHR (Mechanical-Ventilation with Heat Recovery) system, PV's; heavy use of insulation, a wood pellet boiler and a wood stove.

The house also has two 10,000 litre rain water harvesting tanks plumbed to supply all non-potable water, with the infrastructure in place to use a UV treatment & filter system to supply potable water in the future. Wastewater is transported to a biokube wastewater treatment facility before discharging to a pond for tertiary treatment by reeds and plants; finally returning clean to the local waterway.

The rest of the farm has solar energy panels (PV's) installed in all buildings, including the butchery area, and has a wastewater treatment system in place which they hope to integrate into the farm by installing a reed-bed system in the future.

##### **Sustainable Food Sourcing:**

The family strongly believe in sustainable food sourcing. This is demonstrated in their approach to helping reduce the culling and wastage of males produced into the dairy industry and in the way in they encourage consumers to make use Northern Ireland's beautiful game bird resources. Both of these options also help to assure local fair trading with farmers, as well as reducing food miles and overall carbon footprint.

The Cole's belief in a sustainable food chain has helped promote local diversification in farmsteads with other local farmers, where they have encouraged them to rethink their by-products in a different light and have worked hard to lead by example within the industry.

In addition, the Cole family operate a crop rotation system whereby they rotate the types of crops planted to ensure that the soil is regenerated on an ongoing basis. They have a small, forested area to allow for carbon capture and enhanced biodiversity on the land.







**Drivers for this change:**

The Cole family, through their own personal ethos towards living sustainably and living in harmony with the land, were keen to address the systematic issues facing the agri-food sector and to promote a way to living within the boundaries of the environment, and the land on which they farm, and live.

They wanted to address the issue of food wastage within the dairy sector and find a suitable product that could be created from the otherwise culled and wasted male animals, they also wanted to approach their farming methods with the future in mind, creating a balance between nature and running a sustainable, family business. The Cole family recognise that the goat herd that they have decided to focus on, is not the easiest option for the family, as the goats are not best suited to the cold and wet environment, but the principle of farming in a way that makes best use of an otherwise wasted by-product, and being able to showcase this approach, continues to be of primary importance to them.

The family were also driven to ensure that they could future-proof their farm hold, to ensure that their own family, and future generations, could also enjoy the land and the produce that it helps to generate.

**Any barriers / problems faced during implementation? If so, how were these overcome?**

- Bureaucracy and issues associated with planning, consents etc
- Costs associated with installing new systems and practices
- The family live in a remote geographical location which means that they have to travel further to access the market, thus increasing their carbon footprint
- The area is heavily reliant on tourism which creates good business opportunity during holiday season, but can be quiet for the business for the remainder of the year
- The goats are not naturally suited to the cold and wet climate that NI provides

The Cole family have continued to persevere and work through these challenges in a stage-by-stage approach and remain focused on their core purpose to farm their land in the most sustainable way practicable.

**What have been the impacts of these changes?**

The Cole family feel that overall, the impacts have been positive for them and for their land. The family have worked areas of otherwise barren land over a number of years to create a biodiversity rich area that supports a wide range of native flora and fauna. The land itself has become more workable and usable; they have created a unique and popular product for sale at local markets and delicatessen outlets, which they also sell in their own farm shop and café.





They have also enjoyed the opportunity to educate and support other local farmers and NI residents across a range of topics beyond the benefits of sustainable farming, including the delivery of butchery classes; foraging workshops and more.

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**

## Finnebrogue:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

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<b>Business Name:</b> Finnebrogue
<b>Sector:</b> Food
<b>Location:</b> Downpatrick
<b>Contact name:</b> Greta Delfino
<b>Contact email:</b> <a href="mailto:greta.delfino@finnebrogue.com">greta.delfino@finnebrogue.com</a>
<b>Brief business overview:</b>
<p>Finnebrogue is one of the UK's leading artisan food producers. A family-owned business based in Downpatrick, Northern Ireland, the company have made their name producing premium sausages, venison, bacon, ham wagyu beef and plant-based products and is the creator and producer of well-known local brands including Better Naked, Rankin, and Good Little Company.</p> <p>The business' mantra is to make food the best it can possibly be without being bound by the way it's always been done. The company pursue restless innovation and a determination to make some of the most delicious, nutritious and sustainable food in the world.</p>





Now a £180 million business Finnebrogue currently employs approx. 800 employees across 4 Sites.

#### **Sustainability measures implemented:**

Finnebrogue Artisan has published 2021 sustainability audit for the years 2019-2020, which acts as an introduction to the business's environmental initiatives and credentials.

The report includes environmental targets, the sustainability credentials for its operations, emissions, packaging, waste and Foundation Earth. The report highlights what the business is doing for the Earth throughout its value-chain.

#### **Factories:**

The company has invested hundreds of thousands of pounds to boast environmental measures such as a heat recovery system, solar panels, LED lighting, high grade insulation and a heat pump – all designed to make the business more energy efficient and materially sustainable.

#### **Emissions:**

By transitioning their operations to 100% renewable energy, the business is set to avoid at least 1950 tonnes of CO<sub>2</sub>e from purchased electricity annually. They have also set targets to achieve Net Zero GHG Emissions by 2040 and transition to 100% renewable energy by 2025.

#### **Packaging:**

Finnebrogue only source paper sleeves from [Forest Stewardship Council](#) certified suppliers and have set important recycled packaging targets. In 2019, they moved away from unrecyclable black plastic trays to recycle alternatives. They have partnered with [Responsible Plastic Management](#) to help deliver two packaging targets: by 2025, 100% of packaging to be reusable, recyclable or compostable. By 2025, they want to achieve 50% average recycled content across all plastic packaging.

#### **Waste:**

The company has been a zero to landfill business since 2015. All of their waste is recycled, sent for anaerobic digestion or recovered for energy.

#### **Food redistribution:**

The business redistributed over 6 tonnes of product in 2019 and 5.4 tonnes in 2020 from overstock, short-notice changes and delisted product. This product was donated to charity and provided over 27,264 meals throughout 2019-2020 to people in need in our local community through [Fareshare NI](#) and [Simon Community](#). The reduction in redistributed food was due to an increase in production efficiencies.





#### Finnebrogue Farm:

Since the late Denis Lynn, founder of Finnebrogue Artisan, bought Finnebrogue Estate in 1991, the business has been working on preserving and improving the natural environment. This has included tree planting, rewilding, regenerative farming and carbon sequestration on the farm.

#### Foundation Earth:

Finnebrogue's late founder, Denis Lynn, created and founded [Foundation Earth](#) which is an independent, non-profit organisation established to issue front-of-pack environmental scores on food products, enabling consumers to make more sustainable buying choices. Finnebrogue brands, [Better Naked](#) and [The Good Little Company](#) join global food brands Nestle and Tyson Foods as well as household British brands such as M&S, Costa Coffee, Sainsbury's and the Co-Op in adding enviro-scores to products.

#### Additional useful links:

Foundation Earth - <https://www.foundation-earth.org/>

Sustainability report - [Finnebrogue-Sustainability-Report-2019-20-compressed.pdf](#)

#### Drivers for this change:

- Driver for Foundation Earth was the lack of a reliable, comparable and independent way to measure and communicate the sustainability of a product.
- The business recognises a clear call for brands to take sustainability action from a wide range of stakeholders including consumers, retailers, customers, government.
- The business founders and management has always had a genuine drive to produce more sustainable products with real sustainability knowledge.

#### Any barriers / problems faced during implementation? If so, how were these overcome?

- Internal data was in some cases difficult to pull out and verify as the data needed to run life cycle assessments is wide ranging, and the overall quality and reliability of this data can impact overall results. This was overcome by putting in time and commitment to find the most appropriate and accurate data available.
- Engagement with suppliers to secure third party sustainability data, especially with those without available data or not willing to share information. This was overcome by engaging with stakeholders to explain the importance of the data, and of sustainability, the benefit of understanding your products impact, the ability to communicate your sustainability impact to your target audience.

#### What have been the impacts of these changes?

Finnebrogue feel that the following have been the main impacts of their positive work on





sustainability:

- Better data governance.
- Greater awareness of environmental impact by all parts of the business on the final label score.
- Greater demand by departments to understand their impact, understand climate change, and understand how to implement these learnings in their operations.
- Demand from departments into including their positive impact in board meetings or other stakeholder conversations.

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**



**Grahams:**



**Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland**

**Sustainable Business Case Studies:**

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<b>Business Name:</b> GRAHAM
<b>Sector:</b> Construction
<b>Location:</b> Various sites across the UK and NI
<b>Contact name:</b> Rosie Barnett
<b>Contact email:</b> <a href="mailto:Rosie.Barnett@graham.co.uk">Rosie.Barnett@graham.co.uk</a>
<b>Brief business overview:</b>  GRAHAM is a privately owned company within the construction sector with a history built on integrity and responsibility. The company is through to have roots dated as far back as 1778, but it was not until the turn of the 19th Century that the company became established for its ongoing work within the sector when John Graham moved into Dromore in 1878, and later became incorporated as a private limited company in 1955.  In 1985 the company made its first ventures into England and since then the company has grown consistently to become a leading player in all areas of construction throughout the UK and Ireland.





In 1997 the scope of GRAHAM's services was expanded further following the establishment of GRAHAM Facilities Management. The introduction of GRAHAM Investment Projects followed soon after, acting as a vehicle for the group to invest in PPP and revenue funded projects.

The most recent change to the Group structure came in 2007 when a Holding Company structure was established with the formal creation of John Graham Holdings Limited and three main subsidiary companies: John Graham Construction Limited (GRAHAM Construction), GRAHAM Asset Management Limited and GRAHAM Investment Projects Limited.

GRAHAM now operates from 23 regional offices in the UK and Ireland, employing over 2,000 employees, sub contracting over 10,000 staff, earning a turnover of £853.3 million and working across more than 100 live projects across the UK and Ireland.

#### **Sustainability measures implemented:**

GRAHAMs recognise the enormity of the challenge faced in reducing GHG emissions and transitioning to net-zero and are aware of the implications for the future of our planet and the consequences of not moving fast or decisively enough to tackle these challenges.

Climate Action is a key priority for the company, it is considered business critical and embedded in all business-related decisions. As an established construction company, GRAHAMs are at the forefront of action on the climate emergency and have set out a climate ambition "To eliminate carbon from our business and to measure and manage our progress toward a decarbonised economy". The company have adopted science-based targets to achieve net zero carbon by 2040 (at the latest) across their full value chain and to be net zero across their direct operations by 2030.

To guide these net zero ambitions and to outline the GRAHAM vision for delivering a zero-carbon future the company have committed to producing an annual climate action strategy and reduction plan. Each year this sets out our climate actions – both short and long-term, so that they can strive to achieve the most ambitious action, quickly. Its purpose is to push the company to achieve improved climate and carbon outcomes, performance and to enhance collaborative action.

Through each annual Climate Action Strategy, GRAHAMs chart their progress and achievements and detail collaboration with our stakeholders that help deliver a decarbonised economy.

The company's environmental mission is "to help protect and improve the environment, conserve resources and tackle climate change for the benefit of current and future generations", and their environmental agenda is arranged into four key pillars:

- Climate action
- Conserving resources







- Environmental management and improvement
- Protecting the environment

These pillars are aligned with the UN's following 4 SDG's:

- Clean Water and Sanitation
- Responsible production & consumption
- Climate action
- Life on land

GRAHAMs currently have a team of 10 leading on all aspects of the sustainability agenda across the entire organisation, and their approach is strongly embedded into every site and operational team.

The company's full Climate Action Strategy can be viewed via this link: <https://www.graham.co.uk/media/documents/Climate-Action-Strategy-2021-Oct-21-Edit-LT-003.pdf>

The company's CSR strategy can be viewed via this link: <https://graham.frb.io/media/publications/GRAHAM-CSR-Report-10-low-res.pdf>

And a video that the company have prepared advising on how to cut carbon on site can be viewed here: <https://vimeo.com/652884079/9a0294192a>

#### Drivers for this change:

Some of the key drivers for the business in implementing a strong sustainability agenda are outlined below:

- The company's core pillar is "We strive to make a difference". The company want to go beyond basic compliance to create positive impact for all.
- The company are very focused on reducing their carbon footprint to help reduce their impact on the environment, as well as future proofing the business in the years ahead.
- Having a sound sustainability policy and structure in place helps the company in securing new work and tender opportunities as they are seeing these elements becoming more and more heavily incorporated into procurement exercises.
- It helps the company to meet legal compliance.
- Clients want to see a more sustainable approach to business.
- A more sustainable approach can help the organisation to reduce running costs.
- With costs continuing to rise on fuel, especially on the rebate of red diesel from April which will see fuel soar from 60p to £1.10, the company are aware that they will need to drastically reduce diesel consumption on site across all plans and equipment.
- Having a sound sustainability agenda helps with reputation management.
- It reduces risk to the business.
- The company are aware that to remain sustainable as a profitable business into





the future, that environmental sustainability will become a standard requirement and way of doing business. The business has a strong sense of responsibility to their staff and supply chain, which are of paramount importance to the business. They want to look after their staff and ensure their livelihoods and wellbeing. To do this, they need these to maintain business opportunities and continue to win contracts.

**Any barriers / problems faced during implementation? If so, how were these overcome?**

Some of the key barriers or problems for the business are outlined below:

- Technology hasn't caught up with need yet. The construction industry needs big plant, and this still has a long way to go in terms of technological development, the company have however, been trailing a number of technologies including electric diggers.
- The company try to get connection to temporary electrical supply to reduce the need for generators / diesel, but this can often be tricky depending on the site.
- An alternative to diesel that is currently available is HVO. This offers 90% less carbon emissions than red diesel but is 20p/litre more expensive and can be hard to get outside of certain sites in England and is generally limited in NI and UK.
- The fluctuating energy prices makes it very hard for the business to accurately price jobs.
- Legislation is changing, which the company feel is a positive thing as it gives structure and reinforcement to the work that they are doing, especially when including this price into the work that the business is doing, but there is a severe time lag in terms of delivering on this, especially within NI.
- The company are currently acting on the Environment Act's biodiversity net-gain element, where a company need to show 10% improvement on biodiversity net gain for all developments projects, but this isn't being brought into force until 2023/24
- Sub-contractors are also expected to have sustainability policies and agendas but there can be a skills gap within this workforce where more education is needed to help, motivate, and improve understanding and compliance. In order to address this issue GRAHAMs introduced carbon literacy training for all staff and sub-contractors.
- Getting good quality data from subcontractors can be a challenge.
- Cost of more carbon efficient equipment is still very high, and often has long payback periods, resulting in high risk to the business especially as the technology is still being developed and improved, however this is something that the company need to do to maintain their business and continue to move forward.

**What have been the impacts of these changes?**





Below is an outline of the general impacts of these changes:

- The company is continuing to grow, diversify and remain profitable through their sustainability approach, which continues to help them win tender opportunities.
- The company continues to have a positive impact on its workforce, biodiversity, and carbon emissions.
- The company has shown an absolute carbon reduction despite continued growth.
- The company continue to win awards for their sustainability approach and have a strong reputation within the industry.

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**



## Lackan Cottage:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

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<b>Business Name:</b> Lackan Cottage
<b>Sector:</b> Tourism / self-catering accommodation provider
<b>Location:</b> Ballyroney, Mournes
<b>Contact name:</b> Mr Steven Byrne
<b>Contact email:</b> lackancottage@riseup.net
<b>Brief business overview:</b>  Lackan Cottage, situated in the Mournes, Northern Ireland, is owned by Steve & Claire Golemboski-Byrne, who are pioneers in the growing ecotourism and green tourism movement. The family, who live onsite, open their property up to the public where they share their green lifestyle, access to fresh produce, and sustainability focused experiences and workshops with visitors, which forms part a unique visitor offering within the region.  Birch Cottage, a separate cottage on site, offers off grid, self-catering accommodation for holidaymakers, which has been hand crafted using natural, locally available products to provide visitors with relaxation, comfort, and an insight into living a more carbon neutral lifestyle .  The cottage is considered one of the greenest self-catering holiday cottages in Northern Ireland and has received a Tourism NI 4-star rating, Green Tourism Gold rating and was the



<p>first Green Key accredited accommodation in Northern Ireland or Ireland.</p>
<p><b>Sustainability measures implemented:</b></p> <p>Birch Eco Cottage is part of a holistic and organic smallholding near Ballyrone in County Down.</p> <p>The cottage offers exceptional environmental credentials that don't compromise on visitor comfort and is one of the few cottages in Northern Ireland to hold a Green Tourism Gold award and a 4-star Tourism Northern Ireland rating. It is the only Green Key accredited business in Northern Ireland.</p> <p>The off-grid properties (both the homestead and the self-catering cottage) are powered by solar and wind renewable energy and are heated by wood burner using coppice wood, wood pellet biomass, and excess solar/wind energy.</p> <p>The family use natural and local materials wherever possible to minimise the need for transport, and the overall carbon footprint of the buildings, whilst also benefiting the local economy.</p> <p>The family grow much of their own food and open up the property's gardens where guests and visitors can access free range eggs and seasonal vegetables, when available. Water is harvested and reused, and the properties offer rainwater flushing toilets. The family also recycle and compost as much waste from these properties as possible.</p> <p>The cottage itself is almost completely carbon neutral, and the family continually aim to lower their environmental footprint, with the primary exception being the need to access transport from their rural location.</p>
<p><b>Drivers for this change:</b></p> <p>Mr Byrne and his wife were keen to make the transition towards off the grid living for the following key reasons:</p> <ul style="list-style-type: none"> <li>• They saw the types of changes that were coming down the line and wanted to future proof their family's lifestyles</li> <li>• They wanted to protect themselves against rising fuel, energy and food prices</li> <li>• They had genuine concern for the wellbeing of the environment</li> <li>• The couple were raising a family and were concerned about the future that their daughter would inherit</li> <li>• They wanted to lead by example and showcase that you can live a comfortable life that was also sustainable</li> <li>• They wanted to prove that sustainable living didn't mean that you were 'alternative' or 'out-there'; sentiments that are off putting to a mainstream audience</li> <li>• They wanted to educate, share insights and skills with others</li> </ul>
<p><b>Any barriers / problems faced during implementation? If so, how were / could these be</b></p>

**overcome?**

Those wanting to embrace more sustainable and low carbon options into their premises are met with discouraging regulations and planning conditions, which often don't appear to be in favour of sustainable options such as alternative building materials and renewable energies. It would be useful if the approach towards sustainability could be more joined up between internal Council departments and local government, where incentivisation could be promoted through a more open, encouraging and supportive approach.

A presumption to support where development of buildings or businesses will result in measurable improvements in sustainability ("measured using ecological footprinting tools?) would be desirable.  
<https://cat.org.uk/info-resources/free-information-service/green-living/carbon-calculators-ecological-footprints/>

Some current planning guidance – for instance any solar not roof mounted, has failed to keep up with available technology and increased requirements that are being driven by the need to move to greater electricity use in the coming decades.

Simple approaches such as orienting buildings to south to maximise passive solar gain, and the integration of adequate insulation as a first measure, together with properly oriented PV could vastly reduce the energy requirements and thus costs of many businesses.

Changes therefore need to be more integrated into not only planning but all areas of local government in order to incentivise sustainable development. Staff will benefit from training and education in not only how, but why the public should implement positive changes towards a lower carbon and more environmentally sustainable approach.

There is a need for basic educating and support, in energy consumption for end users, perhaps through a dedicated energy audit team, where insight into how basic changes to lifestyles can create tangible differences and cost savings

**What have been the impacts of these changes?**

The family and their properties are able to boast an almost carbon neutral lifestyle. They are insulated from energy and fuel price fluctuations and overall, they feel that their homestead is a nicer, richer and more biodiverse place to live and to raise their family.

NB: A short video outlining the family's approach can be viewed here: <https://www.youtube.com/watch?v=IQvG5tALBg>

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**



## Skillnet Ireland:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

The information that you provide for us from this case study [below] will inform a research piece commissioned on behalf of the South East Region who are, Ards and North Down Borough Council, Armagh, Banbridge and Craigavon Borough Council and Newry, Mourne and Down District Council. Triterra have been commissioned on behalf of the region to carry out this research.

The information that you share will help inform and facilitate future business support interventions that may be needed to help businesses achieve an environmentally sustainable and low carbon economy.

We will collect, store, and use the data gathered (which may include your business and contact details) to inform this piece of work and this will be shared with all parties outlined above, who are responsible for the overall project management of this work.

We will NOT share **your personal data** with any other third party or use outside of the scope of this study, but, with your consent, will aim to promote the good work that your business has already undertaken and showcase this as an example of good practice across our programme.

<b>Business Name:</b> Skillnet Ireland
<b>Sector:</b> Not for profit / government supported
<b>Location:</b> 5th Floor, Q House, 76 Furze Road, Sandyford, Dublin 18, Ireland
<b>Contact name:</b> Tracey Donnery
<b>Contact email:</b> Tracey.Donnery@skillnetireland.ie
<b>Brief business overview:</b>  Skillnet Ireland is a business support agency established to support Ireland’s competitiveness through talent development. They help businesses develop the talent and skills that they need to succeed and work in partnership with businesses and enterprises of all sizes and sectors. Their ambition is to help more Irish businesses develop a highly skilled and agile workforce.  Skillnet Ireland funds demand led talent development and upskilling through a range of programmes delivered by its over 70 Skillnet Business Networks, across all sectors and regions. Companies representing specific industry sectors or geographical regions form business networks and co-operate to design training programmes specifically designed







and adapted to current market requirements. This ensures projects remain enterprise-led and aligned with business needs and that they can help equip businesses to tackle their digitalisation, climate action, business productivity and innovation challenges.

In 2021, Skillnet Ireland launched its new Climate Ready talent initiative to develop talent for the green economy in partnership with Chambers Ireland, Wind Energy Ireland, and Sustainable Finance Ireland.

<https://www.skillnetireland.ie/climate-ready/>

#### Sustainability measures implemented:

Climate Ready equips businesses with the practical skills and knowledge they need across a range of critical areas to prepare for this change, delivering real results for our economy, workforce and climate. The Climate Ready talent development initiative supports 1,400 Irish businesses and 3,000 workers annually and provides them with the practical skills and insights to manage the challenges that transitioning to a low-carbon economy presents.

The programme offers 3 pathways to build sustainable practices and to develop green talent:

- **Climate Ready Academy:** Offering practical and specialised leadership programmes and masterclasses for SMEs and large companies in the areas of climate action and sustainability. Climate Ready Academy offers a Climate Leadership Series in Energy Management, Transport, Waste and the Circular Economy and specialist masterclasses delivered by experts in a wide range of areas including biodiversity, plastics, carbon management, sustainability strategy and showcasing examples of best practice including Nestles journey to Sustainability.
- **Climate Ready Cluster:** A group of existing Skillnet Business Networks that are delivering substantial skills provision in renewable energies and green technology, water and energy management, and sustainable finance. These Networks include Green Tech Skillnet, Lean & Green Skillnet and Sustainable Finance Skillnet plus others within relevant sectors.
- **Climate Ready Insights:** A centralised platform dedicated to helping businesses advance their thinking and actions around sustainable practices and climate change

One of the foundational programmes Climate Ready launched in 2021 was the Sustainability Pass, which is one of a suite of upskilling programmes delivered by the Climate Ready Academy.





**Drivers for this change:**

The programme was designed to develop sustainability awareness, knowledge, and best practices across the workforce in key climate action areas, thus tackling the issues associated with climate change, and helping to achieve Ireland’s environmental objectives and regulations.

The Sustainability Pass programme enabled individual to see how they can play a pivotal role in creating a culture of sustainability within their work and home lives. The programme engages all employees in contributing to enhanced resource efficiency and reduced costs for example and provides learners with a pathway to further professional development opportunities.

**Any barriers / problems faced during implementation? If so, how were these overcome?**

One problem faced in ROI is the level of competition from other free sustainability related programmes currently being offered across the region. It also becomes more difficult to encourage companies to engage in programmes due to the constraints businesses faced with Covid. This was overcome through focussed engagement with enterprise and showcasing business impact.

**What have been the impacts of these changes?**

*“The Climate Ready Sustainability Pass online training course supported a training need for greater sustainability awareness and guidance to colleagues on how to impact and contribute to energy, water and waste reduction goals in their daily activities.”*  
 Ian Ryan Energy Engineer, Wyeth Nutrition

*“Sustainability is embedded into our culture at Gilead Sciences and the understanding that we all need to be more vigilant in today’s society to minimise our energy consumption, impact to the environment. The Climate Ready Sustainability Pass has helped us gain greater insight into these areas and how we all can work together for the greater good.”*  
 James O’Regan Snr. Manager Facilities / Sustainability, Gilead

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No





**Many thanks for your participation in our research**



## Sustain Wales:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

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<b>Business Name:</b> Sustain Wales
<b>Sector:</b> sustainability: non-profit charity
<b>Location:</b> 107 Cowbridge Road East, Cardiff, CF11 9AG
<b>Contact name:</b> Dr Karolina Rucinska
<b>Contact email:</b> <a href="mailto:shwmae@cynnalcymru.com">shwmae@cynnalcymru.com</a>   <a href="mailto:Karolina@cynnalcymru.com">Karolina@cynnalcymru.com</a>
<b>Brief business overview:</b>
<p>We are sustainability specialists based in Wales - we provide advice, training and connections to help organisations take bold decisions for a fairer and more secure future. We are a not for profit organisation.</p> <p>The organisation's income currently predominantly comes from training, consultancy projects, Living Wage accreditation and grant funding.</p> <p><a href="https://livingwage.wales/">https://livingwage.wales/</a></p>





**Sustainability measures implemented:**

Since 2002 Sustain Wales have been part of Wales's journey in becoming a leader in sustainable development and played a key part in developing the ground-breaking 'Well-being of Future Generations (Wales) Act 2015'. The key focus for the organisation has shifted to enabling practical action towards realising the Well-being goals and UN Sustainable Development goals.

The organisation provides advice, training and networking opportunities, with the team delivering wide-reaching work touching on many agendas and policy areas including climate change and decarbonisation, sustainable travel, renewable energy, utilities, affordable housing, the Foundational Economy, in-work poverty, management of natural resources and more.

Sustain Wales current areas of expertise include:

- Real Living Wage accreditation and support
- A Carbon Literacy Training Organisation delivering Carbon Literacy training for organisations
- Nature Wise – Eco literacy training
- Climate change, environmental and decarbonisation strategies and support
- Creating and facilitation communities of practice – including for social Housing Decarbonisation and the Foundational Economy in Wales
- Secretariat for the Dŵr Cymru Welsh Water Customer Challenge Group

They provide a number of ways to support members ranging from accredited Carbon Literacy training and eco literacy courses, and encourage shared learning through networking and events, where they support individuals and organisations from the public, private and voluntary sector to understand why and how they can take action for a sustainable future.

The organisation's mission is to create affordable, flexible learning to accelerate action and impact on the most urgent issues of sustainable development. Their courses are designed for individuals and organisations from any sector or industry, and although they are based in Wales their courses are available everyone, regardless of where they are in the World.

**Drivers for this change:**

Dr Karolina Rucinska has commented that the key drivers for the work that the organisation does is based in a firm belief that sustainable development, and therefore also a fair society, is achievable.

**Any barriers / problems faced during implementation? If so, how were these overcome?**





Dr Karolina Rucinska has commented that the organisation is seeing increased interest in sustainable development, however, as a small organisation it struggles with core funding and covering overheads. For their clients, one of the most persistent barriers in implementing change that is: lack of knowledge and expertise about implementing change to achieve sustainable future, and the lack of resources too. To overcome the initial barrier, training staff is a great step forward. As soon as training is done, organisation soon realise they do have power to take further steps.

#### What have been the impacts of these changes?

Sustain Wales has currently certified over 600 individuals who took up Carbon Literacy training. The team have also delivered Carbon Literacy training to over 115 public and private organisations across Wales, which, in turn, has spurred people into action to either roll out the training further, implement or at least begin climate action plans and start their sustainability journey.

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**



## Sustainable Scotland Network:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

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<b>Business Name:</b> Sustainable Scotland Network
<b>Sector:</b> Sustainability: Un-constituted entity
<b>Location:</b> Edinburgh
<b>Contact name:</b>
<b>Contact email:</b> <a href="mailto:info@sustainablesotlandnetwork.org">info@sustainablesotlandnetwork.org</a>
<b>Brief business overview:</b>  The Sustainable Scotland Network (SSN) is Scotland’s public sector network on sustainability and climate change. The network support over 600 members across public bodies in Scotland on their journey to net zero, supporting them to drive action on climate change, scaling up impact through leadership, policy and research.  The SSN is an un-constituted entity, based on close partnerships between network members, core/principal funders, and the University of Edinburgh’s ECCI. Strategic partners are drawn from the sectors named in Public Bodies Climate Change Duties, including NHS Scotland, EAUC Scotland, COSLA and other major players.





Membership is open to all public sector professionals with a focus on delivering positive action on climate change and sustainability, with the Network offering a programme of support, capacity building, communications and events focused on key themes and offering peer-to-peer support and wider networking opportunities. Member also receive updates, newsletter, and access to the website platform for communications and resources.

**Sustainability measures implemented:**

The SSN aim to support public sector action in three inter-linked thematic programmes, these are:

- Collaborating to develop Net Zero Places
- Leveraging influence towards Net Zero Indirect Emissions
- Networking to achieve Net Zero Public Sector Organisations

The programmes provide advice and access to:

- Consistent guidance and methodologies
- Tools and frameworks for improving public sector climate action
- Professional training and advice
- Sharing good practice and peer-to-peer learning
- Policy engagement and knowledge exchange

The network encourages members to:

- Share experiences and information on sustainability issues and practice
- Develop and apply common tools and models to achieve scale
- Work together on common projects in order to accelerate action
- Communicate a shared story about Scotland's delivery of sustainability and climate action

**Drivers for this change:**

Sustainable Scotland were contacted but, as employees are now working from a suitable contact hasn't come forward and we have been unable to obtain further feedback from the organisation.

**Any barriers / problems faced during implementation? If so, how were these overcome?**

As above

**What have been the impacts of these changes?**

As above







**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**



## The Salthouse Hotel:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

The information that you provide for us from this case study [below] will inform a research piece commissioned on behalf of the South East Region who are, Ards and North Down Borough Council, Armagh, Banbridge and Craigavon Borough Council and Newry, Mourne and Down District Council. Triterra have been commissioned on behalf of the region to carry out this research.

The information that you share will help inform and facilitate future business support interventions that may be needed to help businesses achieve an environmentally sustainable and low carbon economy.

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<b>Business Name:</b> The Salthouse Hotel
<b>Sector:</b> Hospitality / tourism
<b>Location:</b> Ballycastle, Co Antrim
<b>Contact name:</b> Pearse McHenry
<b>Contact email:</b> <a href="mailto:pearse.mchenry@myenergi.com">pearse.mchenry@myenergi.com</a>
<b>Brief business overview:</b>  The Salthouse is a luxury 24-bedroom eco hotel in situated in Ballycastle, Co Antrim which also offers six luxurious three-bedroom eco lodges.  The hotel is owned and was built by the McHenry family in Ballycastle, but it is run by husband and wife team Nigel and Joann McGarrity with their son and daughter, Carl and Emma McGarrity. The Salthouse is considered one of the most sustainable and "smartest" hotels in Ireland and Europe and has enjoyed great success since it's opening, with guests travelling from far and wide to experience what the hotel has to offer.





#### Sustainability measures implemented:

The Salthouse design was created to demonstrate that luxury can also be sustainable. The hotel is one of only a few of its kind in Ireland, where every effort has been taken to ensure the hotel minimises its impact on the environment through its impressive range of ECO features, which includes:

- A 225kw onsite wind turbine and 150kw solar PV panels, which combined could produce enough energy to power 150 households for a year.
- The hotel heating and hot water is primarily provided by air source heat pumps, the electricity for which is provided by the onsite wind and solar generation.
- The radiators in each bedroom are individually controlled, reducing waste of heat and increasing the overall efficiency of the hotel.
- Outside temperature sensors enables the building to adapt to its environmental conditions, which means that the heating in public areas turns on or off as needed.
- The hotel has its own borehole for water supply.
- Guests can avail of Zappi electric car chargers, which can be connected to the hotel's renewable generation. The number of chargers are also set to increase from 4 to 8 over the coming months.
- The hotel has LED lighting throughout the building with motion sensors and controls to improve overall energy efficiency.
- Hotel staff monitor and control the energy efficiency of the building through a centralised dashboard available on hotel tablets, phones and desktop computers which provides instant energy reporting, evaluation and control from the automated intelligent building management system.
- CO2 sensors are fitted throughout the hotel to monitor air quality.
- The kitchen is unique in its use of more energy efficient induction hobs rather than traditional gas or electrical options.
- The hotel doesn't use single use plastics.

#### Drivers for this change:

The owners of the hotel were keen to demonstrate that luxury could also mean sustainability for the industry, hence the business strapline, 'sustainable luxury'.

The business owners also owned a business within the renewables sector and knew what the technologies could achieve. They were aware that regulatory changes would be coming down the line and wanted to ensure that they were future proofed and prepared. They were also aware that no one else was putting an emphasis on renewables within the sector and wanted to showcase the possibilities.

The McHenry's wanted to demonstrate the savings that this approach could ultimately create for the hospitality sector, as well as future proofing their business against rising fuel and energy prices, and work towards meeting net-zero carbon targets into the future.





The site that was selected in Ballycastle was well suited to renewables, with a good wind resource and so wind was selected to provide energy for the winter months, whilst solar was also integrated to provide energy during the summer season.

**Any barriers / problems faced during implementation? If so, how were these overcome?**

Below are the key barriers faced during the development of the Salthouse Hotel:

- Planning regulations and permissions are much more difficult to achieve than they are for solar panels.
- Connection to the electrical grid is currently difficult to get due to increasing demand although the McHenry family were more keen to become self-sufficient rather than creating energy for export.

**What have been the impacts of these changes?**

The hotel has been able to create a much more energy and resource efficient business, reducing financial outgoings as well as reducing the overall carbon footprint of the hotel. In previous years the payback for these technologies may have taken a little longer than they are at present due to rising energy and fuel prices, which has made this an excellent investment for the Salthouse. The hotel is also currently at a stage within its operation that it can boast being carbon positive, in that it creates more energy than it currently needs.

The hotel has been able to avail of tax allowances and incentives to help integrate the technologies and has shown that it can effectively balance sustainability, profitability and luxury.

Another positive effect of this approach has been that many guests are drawn to the hotel for its sustainability credentials and has gathered strong media attraction as a show case within the industry at a local and national level.

The hotel has enjoyed such success that the McHenry family now plan to further expand the hotel creating another 32 bedrooms and another restaurant, and in keeping with the hotel's ethos, this will also mean further integration of the renewable technologies that will support this expansion.

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No





**Many thanks for your participation in our research**



## Tourism NI:



### Future Business Support Needs Analysis for a Sustainable Low Carbon Economy in the South East Region of Northern Ireland

#### Sustainable Business Case Studies:

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<b>Business Name: Tourism Northern Ireland</b>
<b>Sector: Tourism</b>
<b>Location: Northern Ireland Wide, central offices based in Belfast</b>
<b>Contact name:</b>
<b>Contact email:</b>
<b>Brief business overview:</b>
<p>Tourism NI is responsible for the development of tourism and marketing of Northern Ireland as a tourist destination on the Island of Ireland and works closely with Tourism Ireland to sell the destination overseas.</p> <p>In 2019, tourism in Northern Ireland was a successful €1bn industry, employing 65,000 people. Northern Ireland had just launched a new experience brand to showcase the very best of what Northern Ireland had to offer, however, the COVID-19 pandemic has had a huge impact of the sector, right across the region, with predictions suggesting that it is unlikely that the tourism sector will return to pre-COVID revenue levels for several more years.</p>





Over the next number of years, it is anticipated that the tourism marketplace, from both a destination and individual business perspective, will be exceptionally competitive. With this in mind, and in response to the COVID-19 pandemic, Tourism NI has designed and developed the Kickstart Programme; a suite of industry supports, and initiatives designed to support the Northern Ireland tourism industry to rebuild, recover and compete in this changed environment helping stimulate and support the industry to build competitiveness within their business across four key pillars:

- Business Model Restructuring
- Digital Innovation & Productivity
- Recruitment & Talent Development
- Sustainability

#### **Sustainability measures implemented:**

The Programme is a Business Improvement and Implementation Support initiative providing expert independent support directly to existing and eligible businesses.

The Kick Start Programme provides businesses with free access to a range of advisory and mentoring support to inform critical business decisions now, and to ensure longer term sustainability.

The Kick Start Programme has provided expert mentoring support to businesses to address the following areas, as it is recognised that these will be the key drivers within an exceptionally competitive marketplace in the coming years:

Business Model Restructuring  
 Digital Innovation and Productivity  
 Recruitment and Talent Development  
 Environmental Sustainability

Within the sustainability pillar the following areas of support were made available to businesses:

- Support in implementing environmental management and sustainability initiatives that enable businesses to reduce costs, improve productivity and deliver a competitive advantage.
- Work with an independent industry expert:
  - ◊ To undertake a review and develop a register of opportunities to reduce energy, water and raw material consumption.
  - ◊ To identify cost saving opportunities by developing no/low carbon options or by becoming a zero-carbon business.
  - ◊ To deliver a sustainability plan and develop a 'Green Leader' within each business.
  - ◊ To benchmark the business to develop resource efficiency and carbon KPI's.
  - ◊ To support the business in the identification of renewable energy sources and the methodology and costs to implement solutions.





<ul style="list-style-type: none"> <li>☐ To support your business in implementing a 3rd party environmental certification (GTSC or a similar globally recognised accreditation) programme which incorporates an EMS policy, green procurement and bespoke action plans,</li> <li>☐ To implement "Green" messaging into your business's marketing &amp; promotion activities.</li> </ul>
<p><b>Drivers for this change:</b></p> <ul style="list-style-type: none"> <li>• A response to the devastating impacts of the COVID-19 pandemic on the industry</li> <li>• To prepare for the tourism marketplace, from both a destination and individual</li> <li>• To help support the Northern Ireland tourism industry to rebuild, recover and compete in this changed environment by helping stimulate and support the industry to build competitiveness within their business.</li> </ul>
<p><b>Any barriers / problems faced during implementation? If so, how were these overcome?</b></p>
<p><b>What have been the impacts of these changes?</b></p>

**Do you consent to us showcasing and promoting your case study as part of our business development programme?**

Yes

No

**Many thanks for your participation in our research**





## Appendix 5: Businesses contacted

© The First & Last Off Licence
212 Bathrooms
A J Electrical Engineering Ltd
A M D Architectural Design
A McKay Livestock Breeders
A One Control Systems Ltd
A R Graham Engineering
A&A SF Ltd
AA Promotional Products
Abbey Financial & Mortgage Advisors Armagh
Abbeyfield UK NI Ltd
AC Auto Electrics
Acorn Renewables Ltd
Action Trauma
ACTIVE HEALTH SOLUTIONS
ADVANCED CERAMIC ENGINEERING LTD
Advanced Vacuum & Lift
Advantage Control Ltd
AED Metal Cutting Services Ltd
agacentric
AGRI HEALTH (NI) LTD & Agrihealth
Agricultural Trading Merchants
AIDAN MCCRYSTAL OPTICIANS Ltd
Aikens Agricultural Supplies
Airtightness Ireland Ltd
AJ Plumbing Supplies Newry
AJC Electrical
Alan Dunlop Agricultural Machinery
Alexander Reid & Frazer
ALPHA COMMUNICATIONS (IRELAND) Ltd
AllSource
Annard Horseboxes Ltd
ANNAVALE CONSTRUCTION (ARMAGH) LTD
Antrim Construction Company Limited
Apex bricklaying ltd
Apex Media and Print Ltd
Apt. Fabrics Ltd
AQ ENGINEERING LTD
Arctic Refrigeration Services N.I Limited
Arctic Refrigeration Services N.I Limited
Ardbrae Country House
Ardmore Advertising & Marketing Ltd
Ards Blair Mayne Wellbeing and Leisure Complex
Ards Business Hub
ARMAGH BANBRIDGE CRAIGAVON SKIP HIRE LTD
ARMAGH CIDER COMPANY LTD

Armagh Dental Laboratory
Armagh Marble
ARMAGH RURAL TRANSPORT Ltd
ARMAGH TYRE DISTRIBUTORS Ltd
ARMAGH TYRES LTD
Armatile Ltd
Armstrong Interiors NI Ltd
AROUND NOON PRINT
Art Bar Funkel
ASHDON CARE Ltd
Ashvale Engineering Ltd
Associated Processors Ltd
AUTO SEEKERS (NI) LTD
Automar
Autozone Car Parts
AXA Insurance - Newry Branch
AxBoard Ltd
AyeCode Ltd
AZIL Racking & Shelving
B C Asset Finance Ltd
B Cogger Podiatrist
B.J. McNally Ltd.
Baird Packaging
BALFOUR WINDOWS (NI) Ltd
Baling Tape Direct
Ballinaskeagh Grains
Ballyboley Dexters
Ballyholme Yacht Club
Ballykine Structural Engineers Ltd
Ballylough Consultancy Solutions Ltd
Banbridge Reading Centres
Banbridge Storage and Logistics
Bangor Garden Service
BANN MOBILITY Ltd
BANOGE LTD
BARNWELL FARM COTTAGES
Barry Magill Financial Services
Bassetts Bathrooms
Bawnless Recruitment Ltd
Bawnless Recruitment Ltd
BD Blinds & Curtains Downpatrick
Beechvale Nursing Home
BELFAST INSULATION CO. LIMITED
Bellini's Newry
Bells Crossgar Motors
Benagh Engineering



Benjamin Close Hairdressing
Bernadette O'Hare Insurance Services
BIO CRANIAL OSTEOPATHY Ltd
BioGen Distributors
BIZZY BEE (NI) Ltd
BJ Marine Ltd
BLACKSTAFF BUILDERS Ltd
Blackthorn Furniture Ltd.
Bloomfield Shopping Centre
BLUE EAGLE PRECISION LTD
BlueBuild Energy Ltd
Bluechip Tile Solutions
BM Heat Services Ltd
BM Steel Fabrications Ltd
BMC Accountants Ltd
BMCA SOLUTIONS Ltd
BMKenf Consulting
Body Gem piercing studio
Bodytone Physiotherapy
BORDERLINE TILES LTD
Bouncemania Inflatables
Bowman Windows
Boyce Precision Engineering
BPF Distributors & Pumps
Bradley NI
Bravo Live Cuisine Newry
BRAVO LIVE LIMITED
Brendans Bar & Restaurant
Brian Douglas - Optometrist
Brian Feeney & Co Solicitors
BRIAN J. RICE Ltd
Brian's Garage
Bright Promotions (UK) Limited
Bright Promotions (UK) Limited
Bright Vision Accountancy
Brownlow Radiators
BROWNS COACH HIRE
Build a harp
Bullhouse Brewing Company
Business Name
C & O Milligan
C A McClurg Chiropodists
C H C Group Ltd
C M G Cunningham Dickey Solicitors
C Russell Auto Sales Ltd



Cai Systems
Camerata Ireland
Campbell Bulk Haulage Ltd
CAMPBELL FUELS
CAMPBELL'S JEWELLERS
Capsure Tax
Capsure Tax
CAR AND COMMERCIAL COMPONENTS (NI) LIMITED
Carlingford Lough Pilots Ltd
Carna Industrial Engineering LTD
Carna Meats (UK) Ltd
Casey & Casey Solicitors
Castle Espie
Castle Mushrooms
Castledillon Farm
CCL Services Limited.
CCL Services Limited.
CEF Bangor
Cefetra Ltd
Cefetra Ltd
CENTRAL BUSINESS SYSTEMS
Central Chemical Supplies Ltd
CENTRAL GARAGES (CROSSGAR) LTD
CENTREPOINT LEISURE Ltd
Ceramica
CG MOTOR FACTORS
Chain Care Lifting Services Ltd
CHAMBERS CONTRACTS Ltd
Charles Rourke & Sons, Funeral Directors
CHC Group Ltd.
Cherry Branding Ltd
Cherry Pipes Ltd
CHIRPY CHICKS PLAYGROUP
Cirrus Plastics
CK RAFFERTY SOLICITORS LIMITED
CLADY QUARRIES PLANT & HIRE LTD
Clandeboyne Dental Clinic
Clandeboyne Estate
Clarendon Agricare
Clarke Wholesale
Clements Eggs
Clerk Fencing
Climate Control Systems
Clones Tractors
Close Focus
CM Precision Components Ltd



COBRA AUTOMATION Ltd
Codico Distributors NI Limited
Coleraine Sure Start Partnership
Collen Bros Quarries Ltd
Colourpoint Creative
Colum Lynch Photography
Comber Building Services
Comber Commercial Centre
Comber Regeneration Community Partnership - CRCP
Comber Tandoori
Comiskey Motors Newry
Completed phone survey with Sean
Compressor Services Ltd
Concrete Batching Systems Ltd
Continental & British Truck Repairs
Cooke Bros Engineering
Cool Temp Refrigeration
Cooltech Refrigeration
Cootes (Concrete Products) Ltd
Coredale Management Limited
Cornies Meats
Cosy Insulation
County Down Rural Community Network
Crafts and Art
Craftstone 2000 Ltd.
Craigavon Chemicals Ltd
Cranston Consulting
Crawfords
Cross Refrigeration (NI) Ltd
Crossen Engineering
Crossgar Commercials
CSS LAND SURVEYS LTD
CT LINDSAY CHARTERED ARCHITECTS LTD
Cunningham Contracts Ltd
Curran Contracts Ltd
Cycle Recycle Newry
D & S Donnelly Mushrooms
D Mac Tyres
D R DIESEL
D T M Insurance Brokers Ltd
Daily Bake Limited
Daly Park Chartered Accountants
DALZELL LANDSCAPE CO. LTD
Dalzells of Markethill
DAVID MAWHINNEY & SONS LTD
David Russell



Davison Quality Foods
DAZN
Declan Magennis & Co Chartered Accountants
Declan Magennis & Co Chartered Accountants
Delta Distributors AE LIMITED
Delta Distributors AE LIMITED
DELTA SIGN SYSTEMS LTD
DEMESNE ENGINEERING LTD
Denroy Plastics
DentaMed Dental Care
Derry Bros Shipping Ltd
DERRYHALE TRANSPORT Ltd
Des Ewing Residential Architects
Design Matters
Design Matters
DESTINATION NEWRY
Diamonds Restaurant
Dickon & Co Insurance Brokers
Digital Stylist UK
Digney Boyd
Digney Grants
Dineen Office Supplies
DMC Secure Ltd
DMRR LTD
Donite Plastics
DONNELLY & FOLEY CROSS BORDER TAX ADVISERS Ltd
Doorcraft Design
DOR-2-DOR Newry
Doran Contracts Ltd
Doris Optical
Dougan Contracts
Down Boiler Services
Down Community Care
Down Drains Ltd
Down Hire Centre Ltd
Down Jewellers
Down Town Transport
Downeys Kia Newtownards
Downpatrick & District Anglers Association Limited
Downpatrick Argos
Downpatrick Cooperative Marketing Ltd.
Downpatrick Credit Union Ltd
Downpatrick Farm & Garden Supplies Ltd
Downpatrick Racecourse
Downpatrick Taxis



Downshire Interiors
DPH Construction Ltd
Dream Studio
Drilling and Pumping Supplies Ltd
DrinkApp Ltd
DRUMHORC PALLETS Ltd
Drumkirk House
DS SUPERVISORY SERVICES LTD
DSC Cars
Duct Products Ltd
Duffy Solicitors Newry
Dunleath Estates Ltd
DWW CONSULTING LTD
E & C Fitzgerald Ltd
E A Blythe & Company Ltd
E J Magee
E M A Systems Integration Ltd
Easa Ltd
Eastern Dental Laboratory
Echlinville Distillery
EcoDepo
Ecoplastic Recycling Ltd.
Eden Vale House
Edgewater Holiday Park
Edwin Long Car Sales
Edwin May,limited
EF Engineering
Electric Gate Systems Ltd
Electric Gate Systems Ltd
Emos Infineer Division
Empower Generation Limited
Enhanced Hair Studio
Enlighten IC
Enlightm
Ennislare House
Enterprise Stationery Ltd
Enviroform Solutions
ENVIROTRONICS NI LTD
Erth Engineering Limited
Europa Valve Ltd
EUROPEAN RENEWABLE ENERGY SOLUTIONS LTD
Everville Estates Limited
Evrclean and Forevvr Ironing
Eweb Solutions
Excel Clothing
Exploris



Express Freight
Exquisite tiles
Eyekiller - Your Digital Agency™
Fabrigate Ireland
Fairgreen Plastics
Fallones Pizza & Treats Downpatrick
Families First NI
FANE VALLEY AGRICULTURE STORE
Farm Chemicals Ltd
Farm Compare
Feetech Consultancy Services
Fegan Transport
Felix O'Hare and Co. Ltd
FIELDMOTION Ltd
Finnebrogue Artisan
First Derivative
Fisher & Fisher Solicitors
Fisher Mullan Solicitors Newry
Fisher Mullan Solicitors Newry
Fitzsimons Mallon Solicitors LTD
FKP SMYTH Ltd
Flixx Graphics
FLOORPLAN (N.I.) Ltd
Fluid AV
FN Research
Focused Hub
FOOD FORTRESS
Foot Clinic NI
Force Equipment Ltd
FORTH COMMUNICATION NI Ltd
Forth Communications
Fortior Insight Ltd
Fox Autospares
Francis McCone & Sons Ltd
Frazer Haulage
G Curran & Co Ltd
G T Gasworks
G. McGreevy Construction
G.M. Handipack Products Ltd
Gaia Marketing & Design Ltd
Ganaway Activity Centre
Gard Engineering Ltd
Garden Lodge Veterinary Clinic
GB Poultry Ltd.
GC CARPETS Ltd
Genuine Parts UK NI LTD





George Lowden Guitars Ltd
George Milligan & Sons Fish Merchants Ltd
GERALD HAMILL & SONS
Gerard Byrne Tyres Ltd
Gibbsec Manned Security Bangor
Gibson Plus
Giffin Hughes LLP
Gilford Van Hire
Gilfresh Produce
GivRan Autoparts
Glanbia Cheese Ltd
Glastry Farm Ice Cream
Glebe House
Glen Dimplex NI
Glendarragh Bouncy Castles
Glenlola Collegiate
GLENN DRUMS RECYCLING LTD
Glenn Drums Recycling Ltd
GOLDSTAR COACHES LTD
Gordons Chemists, Sugar Island, Newry
Gosford Karting Ltd
GRAND PRIX TYRES Ltd
Granite Exchange
Grant Bros Developments Ltd
Green Man Packaging
GREENISLAND FLOWERS Ltd
Greenpark Private Nursing Home
Greenway Ireland
H B A Distribution
H. & J. Jordan
H2Flow Water Management
Hair Company
Halfords - Downpatrick
Hamilton Erskine Ltd
Hamilton Morris Waugh Accountants
Hamilton Property Improvements
Hanlons (Downpatrick) Limited
Hanratty Oils
Harnett's Oils
Harrisons of Greyabbey
Harvard Manufacturing Ltd
Hasco Europe Ltd
HAUGHEY METALS Ltd
Hazeldene Dental Practice
HBA Distribution
Helix Innovation Partnerships Limited



Heritage Financial Planning
HEWITT MEATS
Hill Engineering
Hill Engineering Ltd
Hillwood Kitchens
Holdfast Ltd
Holistic Pet
Hollywood Shared Town
HOME-START DOWN DISTRICT
Horta Soils
Housily   House Clearances   Rubbish Removal
HQ Building Design
HQ Building Design
HUDSON TRAILERS (NI) LTD
Hughes & Mcleod Ltd
Hundred Acre Wood Playgroup Ltd
Hunt Solicitors
HVS Animal Health
I Am Digital Group
I K Butchers
IAN DONNELLY ASSOCIATES Ltd
Ice Machines Ireland
Iconic Sign Systems Ltd
idanceirish ltd
Ideal Hardware Supplies Ltd
Indie Fude
Innovate Networks Ltd.
INSPIRE BUSINESS CENTRE LTD
Intelligent Construction Solutions Ltd
Intouch Network Solutions Ltd
Iq Financial LLP
ISLAND SALADS LTD
Ivory & Pearl Bridal Boutique
J F McKenna Ltd
J G MOTOR FACTORS
J J Donnelly Menswear
J K Estate Agents
J L Engineering
J M W Farms Ltd
J SHORTT RECYCLING LTD
JACKSON STOOPS & SONS Ltd
James Perry & sons
James Stewart & Sons Ltd
JBC Security Services
Jemphrey International
Jen Interiors



Jenny Archer at Bangor Physiotherapy Practice

Jenny S Cakes

JIGSAW FINANCIAL ASSOCIATES Ltd

Jims Garden Services

JN Hire

Joe Mulholland

John Beers Recovery & Commercial Repairs

John Hogg & Co Ltd

John Kearney Ltd

John MacMahhoh Accountants

John Ross & Son Solicitors

JOHNSTON INTERNATIONAL TRANSPORT Ltd

Joseph Martin

Joseph Walls Ltd

JP CORRY

JR Lighting

JRS Accounts & Payroll Ltd

Just Good Grub

Kane Engineering Ltd

Kap Properties Ltd

Kearns & Murtagh Ltd

Kearns & Murtagh Ltd

KEEGANS BAR Ltd

Kendal Agencies

Kennedy & Co

Kernan Property Services

Kilcooley Women's Centre HQ

Kilhome Bay Seafoods

Kilkeel Development Association

Killough Community Playgroup

Killyleagh Box Co

Killyleagh Library

Kingspan Environmental Ltd

Kirkwood Tree Services

Kitchen Bakes

Knotts Bakery

KOSI Corporation Limited

KPM Property

KPS Chartered Accountants

KTS Sea Safety

Kuba Creative

Kukoon Rugs Newry

La Mon Hotel

LANCE LAB LTD

Laser Electronic Systems Ltd

Law Quinn Solicitors



Learn It At Work Ltd
Lecale Clinic
Lenfestey & Co
Lenfestey & Co
Levity Digital
Lighthouse Communications NI
Lighthouse Electrical Contracts Ltd
LIGNUM INTERIORS LTD
Linwoods
Little Doves Childcare Centre
Little Stars Private Day Nursery
Locksley Furniture Sales
Logue Casing Co
LOUGHRAN ROCK INDUSTRIES (NI) Ltd
Lucidity London Ltd
M C Dental Laboratory,
M Mcg Roadmarks Ltd
M T WASTE MANAGEMENT & MANUFACTURING LTD
M. REYNOLDS FINANCIAL SOLUTIONS Ltd
MA Quail Ltd
mac Dynamic Construction
MAC ELECTRICS
Macmillan of Crossgar Ltd
MacNabb Waste Management Ltd. HQ
Maghera Developments Ltd.
MAGNET SOLUTIONS (NI) Ltd
Magrisk
Malone Accounting
Manor House
Manse on the Beach
Marie Curie Charity Shop
Mark Browne Consulting
Mark McNulty & Co
MARKETHILL SAND & GRAVEL Ltd
Markey Drilling Ltd
Marfield Construction Ltd
Marshalls of Saintfield
Martin Phillips Carpets
Martin Tim & Co
Mash Direct
Mason's Animal Feeds
Masters Choice
Matik LTD
MATLEN SYSTEMS LTD
MB McGrady & Co Chartered Accountants
Mc Cabe Fine Furnishings



Mc Nulty Smyth Associates
MC2 CONSULTANTS LTD
Mcaleese Marine
McAllister Group
McAllister Group
MCC Recruitment
McCall J & W Supplies Ltd
McCORMACK POTATO LTD
McCoy Chartered Accountants
McDonnell Apple Farm
McElmeel Mobility Services Ltd
MCEVOY PROPERTIES LTD
McGeary Mushroom Compost Limited
MCGEOWN COMMERCIALS LTD
McGimpsey Brothers Removals
McGrady Insurance
m McGuigan malone solicitors
McKee's Country Store and Restaurant
McKibbin Engineering Ltd
McKibbin Motors
McKinney Group
MCSHANE PACKAGING Ltd
McWhinney's Sausages
MDE ENGINEERING Ltd
Meddev Solutions.
MEDIA AND COMMUNICATION PUBLIC RELATIONS
Menary's
MG Construction
Michael Goss & Co Ltd
Milligan Oil Ltd
Milligan Reside Larkin Ltd
Minders Menswear Downpatrick
Mobile Team Adventure
Mobile Team Adventure
Mocsari Visual Systems
Modern Tyre Service
MOIRA COSMETIC DENTAL Ltd
MOLLOY METALS RECYCLING LTD
MOR GARAGE DOORS LTD
Morgan Property Services
Morgan Property Services
Morrissey Chartered Accountants
Morrow Communications Ltd
Mossvale Equestrian Centre
MOTIS IRELAND LTD
MOTOR VEHICLE TRANSPORTATION Ltd



Mount Stewart House & Garden
Mourne Electrical Services Ltd
Mourne Management Systems
mourne mountains brewery
mourne office supplies
Mourne Veterinary Clinic
Movilla House Nursing Home
Moyfab Engineering
MR FOODS WHOLESALE LTD
Mug Print Limited
Mug Print Limited
Mulla Contructions
Multi Cool Refrigeration Company Ltd
Mulvaney
Munster Simms Engineering Ltd
Murlands
Murray Brian W Ltd
Mutt Hutt NI Ltd
MVA Consulting
MyLife Bathrooms
N.I. SECURITY QUALIFICATIONS LTD
Narrows Guesthouse
National Building Services
Natural Hair Co Ltd
NC Engineering (Hamiltonsbawn) Ltd
Neeson Chambers
Newell Boat Building & repair Ltd
Newhouse Farms Ltd
Newry Bid
Newry Computer Centre
Newry Democrat
Newry Fuel Centre Ltd
Newton Ground Engineering Ltd
NEWTOWNARDS & DISTRICT SHOOTING CLUB LTD
Newtownards Chronicle Ltd
NI Food Tours
Nicholson Decommissioning
Nici C Boutique
NIPAK Ltd
Nitronica
Nixon Marine Global Ltd
NMD Business
Noctura Interiors
Norbrook® Laboratories Limited
NORLECT ENGINEERING Electrical & Mechanical Engineering
NORLECT ENGINEERING Electrical & Mechanical Engineering



North Down Construction Ltd
North Down Motor Factors Ltd
Northern Car Carriers
NORTHWEST DRILLING LTD
NS Cleaning Services
Nucoat Interiors Downpatrick Store
Nutech Renewables
O'Boyle Accounting & Taxation Ltd
O'Hagan Plant
O'Prey Developments Ltd
Öin Interactive
Old School House Inn
Ollard Westcombe
Open Fairways
OPEN FAIRWAYS Ltd
Orby Engineering Ltd
ORCHARD COUNTY ENTERPRISES Ltd
Orchard County Enterprises Ltd
Orchard Fresh Foods Ltd
Oscar & Joy
P McCann & Sons
P.O.S Electrical Supplies
p&A painting and decorating
PÁ©arlaÁ Group
Patchmills Farm Meats
Patricia's Closet Ltd
Pattons Bakery
Paul Campbell
Paul Mcalister Architects
PEDConsultants
Peninsula Healthy Living
Pentland Macdonald Ltd
Penton Publications Ltd
Pep & Co
Perry Concrete
Peter Bowles & Co Solicitors
Peter Fitzpatrick
Peter Fitzpatrick
Peter Lloyd & Associates
Peter Loy Deep Clean
PETER QUINN CONSULTANCY SERVICES LTD
PGS ELECTRICAL LTD
PHARMACO Consulting International Ltd
Philip White Tyres Ltd
Phillips Financial Planning Limited
Phillips Financial Planning Limited



Phoenix Health Care
Phyto Industries Ltd.
Phyto Industries Ltd.
PICNIC DELICATESSEN Ltd
Pinkertons Pork
Pionier Limited
PJW ELECTRICS Ltd
PKF-FPM Accountants Limited
PLANT MEC IRELAND Ltd
Platinum Recruitment
PM Construction
PM Engineering Limited
Pocket Box
Pocket Box Ltd
PORTAFERRY & STRANGFORD TRUST Ltd
Portaferry Hotel
PORTMORE EQUESTRIAN CENTRE
Power Mart
POWERTECH REFRIGERATION LTD
PPC Environmental Ltd
Premier Cleaning NI
Premier Tours Ireland
Prestige Print and Design
PRETANI ASSOCIATES LTD
Primacy Meats Food Village
Princetown Guesthouse
Priory Financial Planning Ltd
Priory Press
Professional Plumbing and Heating
PROFESSIONAL TRAVEL Ltd
Protec Distribution Ltd
Quadra Ltd
Quinn Piling Limited
QUINN PROPERTY SALES LTD
R B Financial Planning Ltd
R F Associates
R Savage & Co Ltd
Radius Housing
Radius Plastics Ltd
Rapid International Ltd
Raven Developments
Ray Grahams Ltd
RBL Couriers Ltd
Re-Gen Robotics
Red Office Newry
Redman Solicitors





Redrock Engineering Ltd
Redrock Machinery Ltd
Reen Compost Ltd
Reformed Car Care
Reformed Healthcare Ltd
Refresh Appliances Ltd
RICH SAUCES Ltd
Richhill Semen Centre
RICHWOOD DOORS Ltd
Right Revenue
Riverside Pig Farms Limited
RM Solutions (NI) Ltd
RMG FURNITURE LTD
Road Tanker Spares INT
Road Tankers Armagh
Robert Clarke (Keady) Ltd
Robert Kernaghan
ROCKVALE POULTRY
Rockview Farms
ROMAC CIVIL ENGINEERING LTD
Rooney Fine Foods
Rosco Engineering (Ni) Ltd
Roskyle Ltd
Round House Bar
RTA Ireland Ltd
Ruddell Metals Ltd
Rural Studio Architecture
Russell Bros (Property) Ltd
RW Powder Coatings
Ryco Marketing Newry
S. Clarke + Son Funeral Directors
S.A.F.E Fuels
Salt & Pepper Catering Ltd
Sandycove Holiday Homes Ltd
Sarah Muskett Performing Arts
Sauce Master Ltd.
SCISSORS (NEWRY) Ltd
SCISSORS DIRECT Ltd
Scрабо Bathing Care
Scрабо Contracting
Screwfix Newry
SCULLY SUPPLIES Ltd
Sea Source
Seamus Fitzsimons Funeral Directors
See.Sense
Selfbuild Ireland



Seven Social
Shanlieve Stone
Sheals S & Son
Shelbourne Property
Shelleven House
Sheridan & Co Ltd
SHIELDS LIVESTOCK LTD
Short Gross Gin - Rademon Estate Distillery
Silvery Light Sailing
Simms Agriparts
Simply Telecom
SKIDATA Ireland Ltd
Sloan Removals Licenced Haulier
Slurrykat Ltd
Smart Bunker Greenans
SmartPets Grooming
SMARTS (NI) Ltd
Smylie Sectional Buildings
Southern Area Hospice Service Shop
Southern Area Hospice Service Shop
SP McKeown & Co
SP McKeown & Co
SPA SECURITY SOLUTIONS
SPAR Edward Street
Specialised Electronic Services Limited
Specsavers Opticians and Audiologists - Downpatrick
Sports Direct Newry Centre
Sprayrite Agri Ltd.
Stable Innovations
STAMP PROMOTIONS
Steer Training
Stephen Bowman Associates
Stephen Leyland Ltd
Stewart Lodge
Stoneyways Ltd
Strangford Arms
Strangford College
Strangford Fuels
Strangford Holiday Park
Strangford Lough Activity Centre
STYLE CONTRACTOR SOLUTIONS
STYLE CONTRACTOR SOLUTIONS
SUP Hub NI
Superdrive
Surefreight Ltd
Surefreight Ltd



Sustainable Journeys Ireland
Swift Fuels Limited
T Gibney
Table 10 - Table & Chair
Talon Security Ltd
Tandem Design
Tareesh Contracts Ltd
TAS FUELS
Task Recruitment Ltd
Taylor Heating & Plumbing Ltd
Taylor Window Cleaners est.
Teleperformance
Terra Solutions Ltd
Terraclean NI County Down
Terrazzo Flooring
The Bathroom Business
The Crosslé Car Company Limited
The Cuan
The Daily Grind Cafe
The Down Recorder
The Dry firewood Company
The Echlinville Distillery
THE EXACT GROUP
The Frying Squad Ltd
The Gill Corporation Europe Ltd
The Good Little Company
The Growth Company
The GYM Newry
The Heatherlea
The Home Loan Company
The Jamaica Inn
The Little Meat Co.
The Marquee Company
The Old Inn Crawfordsburn
The Old Vicarage
The Parlour Bar & Restaurant
The Physio Clinic
The Print Room
The Salty Dog Hotel
The Stove Yard Northern Ireland
The Strain Practice
The Walled Garden Helen's Bay
THE WEDDING BOX Ltd
The Wine Company Newry
Thermahood
Think Studio Ltd



Think Studio Ltd
Three Newry
Thyssenkrupp Elevator Uk
Tiernans Solicitors
Tiger Tots Day Nursery
Tile Showroom & Paving Centre
Tile Showroom & Paving Centre
Tilt-a-Dor Ltd
TJ Noble
TL Graham and Son
Top Oil Newry Ltd
Top Oil Newry Ltd
Topaz Filling Station
Trademark Technologies Group
TradePoint Newry
TradePoint Newry
Traynor Executive Cleaners
Treple Ltd
TRI EQUESTRIAN Ltd
Trimprint Ltd
TULLYHERRON FARM FEEDS LTD
Turkington Windows
Tyrrell Tanks Ltd
uberlegen
UNIQUE HOME CARE
United Dairy Farms Transport Depot
Universal Meat Co.
Univet
VACUUM EQUIPMENT SUPPLIES Ltd
Valpar Micro Matic Ltd
Value Foam
VICTOR FOSTER POULTRY SERVICES Ltd
Vivomed
W R JENKINS & CO LTD
W SMYTH ACCIDENT REPAIR CENTRE LTD
Waddell Media
Wallace & Co
Wallace Canmore Ltd
Warden Bros
Warden Brothers (Newtownards) Ltd
Water Tight Flood Protection
WE Elliott & Sons
Wellg Heritage Crafts and Bridge Cottage
Wells Tyres Batteries Exhausts & Auto Servicing
william kirkwood & sons
Willow Wealth Management Ltd



Willowbrook Foods
Wilplas uPVC Ltd.
Wilplas uPVC Ltd.
WILSON AUCTIONS
Wipeco
Wipeco
WJ MEDICAL SERVICES
WM Controls Ltd
WOLF ENGINEERING LTD
Wolf Inns Ltd
Woodstoc Ltd
WOOLSEY CONCRETE Ltd
Wright Waste Management Ltd
YELLOW MOON POST PRODUCTION Ltd
Zparty
Zwecker, Noel International Transport Ltd

