

# LISBURN ENTERPRISE ORGANISATION LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 DECEMBER 2023

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The Trustees present their annual report and financial statements for the year ended 31 December 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019)

#### **Chairman's Foreword**

Welcome to the 2023 Annual Review of the activities of Lisburn Enterprise Organisation, presented on behalf of the LEO Board of Directors.

This year has been another extremely busy year for the organisation which has included the continued support to local businesses through the provision of advice, delivery of new business support initiatives and the provision of workspace.

A key objective for the organisation is the provision of business support initiatives to aspiring, start-up and existing entrepreneurs in the Lisburn area. One of the key programmes that we have offered to local entrepreneurs for many years is the Go for It programme. However, we did experience challenges as to the future of this programme when we faced a period of uncertainty for the funding of this initiative in 2023 with the ending of European funding in Northern Ireland.

Following a programme extension to September 2023 this programme has now been superseded by the Go Succeed initiative which is funded by the UK government under levelling up funding. We were delighted in Autumn 2023 to be awarded the delivery of the Go Succeed initiative to Lisburn based entrepreneurs in partnership with Enterprise Northern Ireland. This new support service will offer the right support at the right time to entrepreneurs at all stages of their entrepreneurial journey.

In addition to completing the Go for it programme, during the year our Business Advisory team have rolled out the new Go Succeed and NI Explore Enterprise Initiatives in addition to continuing to deliver our own funded initiative, MY Adviser.

LEO has continued to develop strong partnerships with other organisations throughout the year. As a result of these partnerships we are now a delivery partner of the Go Succeed Growth programme in the Lisburn and Castlereagh City Council area in partnership with Full Circle Management consultants.

The provision of workspace units and Grade A office facilities is a core activity of the organisation and supports many of the charitable activities of LEO. I am delighted to report that by the end of December 2023 we had an occupancy level of 99% at the site.

The continued success, high performance and achievements of LEO is due to the dedication of our Chief Executive, Martina Crawford and her support staff. On behalf of the Board, I wish to record our thanks to them.

I would also like to take this opportunity to thank our Board of Directors for their continued commitment and support. LEO's success is a result of their individual and collective contributions. This time is given on a voluntary basis and is very much appreciated.

#### **Objectives and activities**

LEO's main activities and beneficiaries are detailed in this report. All of our charitable activities focus on the promotion of urban and economic regeneration in the Greater Lisburn area and are intended to further our charitable purpose for the public benefit. Every activity is assessed in respect of its impact on beneficiaries and its contribution to charitable activities so that Trustees may determine the best allocation of resources. The objectives of the charity include the promotion of an entrepreneurial culture, support for business start-ups and mechanisms to encourage existing business development.

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In the course of promoting an entrepreneurial culture and offering support services to new and existing businesses, the Charity makes a contribution to the following charitable purposes:

- a. The relief of poverty;
- b. The relief of unemployment, including assistance to the unemployed to find employment;
- c. The advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
- d. The provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help: (i) in setting up their own business, or (ii) to existing businesses; and
- e. The creation of training and employment opportunities by the provision of workspace, buildings and/or land for use on favourable terms.

#### **Public Benefit**

The Trustees have had regard to the Charity Commission Guidance on public benefit in the Charities Act 2011.

The public benefit of our charitable purposes of advancing citizenship and community development through the promotion of urban regeneration in Lisburn are as follows:

- The relief of poverty through increased opportunities to learn, train and be successful in attaining paid employment locally;
- A reduction in unemployment because of enhanced opportunities to upskill, gain work experience and attain paid-for job positions;
- An increase in the number of indigenous businesses established;
- An increase in the survival rates of business start-ups as a result of the advice, training & mentoring received;
- An improvement in the skills and experience of the local resident population so that Lisburn becomes an attractive destination for businesses to locate, thus providing more opportunities for paid jobs, skills and experience;
- An enlargement of the local economy by providing support to businesses to become sustainable and prosper thus employing more people locally who's wages when spent locally, sustain many more businesses;
- The enhanced access to support structures making it easier for people to access advice, training & mentoring in entrepreneurship & business skills; and
- The advancement in awareness of enterprise as a viable career option.

These benefits are evidenced in a number of ways, both in the collection of primary data and the review of independently produced statistics.

Lisburn Enterprise Organisation was formally registered with the Charity Commission NI on 13 February 2015 having been confirmed by the Commission to exist for charitable purposes and the public benefit.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

# LISBURN ENTERPRISE ORGANISATION LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

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#### Achievements and performance

##### *Enterprise Awareness*

Levels of entrepreneurial activity are a vital sign of any economy with research showing that the creation of new ventures is positively connected to the drivers of economic growth and productivity through increased innovation, competition and job creation.

The promotion of an enterprise culture and the undertaking of awareness raising activities to highlight the opportunity of self-employment and business start-up in the Lisburn area remains a key feature of the work at Lisburn Enterprise Organisation.

The Global Entrepreneurship Monitor (GEM) is an international project which seeks to provide information on the entrepreneurial landscape of 49 countries. By measuring the Total Early Stage Entrepreneurial Activity rate (TEA) based on a proportion of the population who are 18-64 years old and are actively trying to start a business or own and manage a business that is less than 42 months old, the latest Global Entrepreneurship Monitor (2022) provides an insight into entrepreneurial activity at national and international levels.

After a strong recovery from the COVID-19 pandemic, the TEA rate across the UK has been slightly lower in 2022 in comparison with 2021. Specifically, the rate of early-stage entrepreneurship in Northern Ireland decreased from 9.1% in 2021 to 8.7% in 2022. While Northern Ireland still lags behind the UK rate of 11% for 2022, it has experienced a higher TEA rate than Wales which had a rate of 7.8% for the period.

Overall, the TEA rate of 8.7% in Northern Ireland in 2022 equates to around one in every eleven adults aged 18-64 years old, or approximately 99,210 individuals, engaged in early-stage entrepreneurial activity, around 68% of whom were in the very early stages of starting a business (nascent entrepreneurs: 5.9%) and the remainder those who had a new business which was between 3 and 42 months old (2.8%).

Throughout the year the LEO Business Advisory team continued to provide guidance and support to individuals considering self-employment. To promote the opportunities of entrepreneurship to individuals, Business advisers actively engaged with local community groups and the Jobs and Benefits office. Other activities included participating in case studies to highlight entrepreneurship as a career option.

During the year LEO continued to work with The Science Shop in Queen's University Belfast to sponsor a post graduate student undertaking research into the drivers and barriers of entrepreneurship. The findings of this research highlighted that barriers to starting a business included a lack of financial support and education and training in entrepreneurship. This valuable research assists LEO in the development of appropriate support to entrepreneurs in the Lisburn area.

Lisburn Enterprise Organisation was delighted to once again sponsor an award category at the Lisburn and Castlereagh Business awards ceremony. This year the organisation sponsored the Best family business award which was awarded to the Ivanhoe Hotel.

##### *Business start up*

###### • Northern Ireland Explore Enterprise Support Service

Following completion of the Explore Enterprise programme in 2022, a programme which was delivered by Lisburn Enterprise Organisation for over a decade, the organisation was delighted to partner with Enterprise Northern Ireland and the Prince's Trust for the delivery of a new enterprise support initiative in the Lisburn and Castlereagh City Council area.

The Northern Ireland Explore Enterprise Support Service will run until March 2025 and aims to engage economically inactive individuals and provide them with the opportunity to develop their entrepreneurial and employability skills.

Funded by the UK Government through the UK Shared Prosperity Fund, this new service offers one to one bespoke mentoring with a dedicated Business Adviser and training at a pace tailored to the individual's needs. Participants also have the opportunity to work towards achieving a level 2 qualification in Business Enterprise.

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### **Business start up (continued)**

#### **• Northern Ireland Explore Enterprise Support Service (continued)**

By encouraging out-of-work individuals to develop themselves both personally and professionally, the aim of the initiative is to boost the economy by helping participants become economically active.

Following the programme launch in June 2023, LEO Business Advisers engaged with 5 individuals who wished to either explore the setting up of a new venture or develop their employability skills.

Samantha Kincaid participated on the programme to gain skills and confidence to help her set up her new venture, Memories, which provides handmade memory bears, blankets and cushions. Samantha comments that "the NI Explore Enterprise programme helped me develop the confidence and business skills to launch my business and I would highly recommend that anyone exploring a business idea avails of this initiative".

#### **• The Prince's Foundation - Self-employment Business programme**

Lisburn Enterprise Organisation was delighted to deliver a self-employment course to 6 participants who were considering starting their own business, on behalf of The Prince's Foundation All Ireland Heritage skills programme.

The All-Ireland Heritage Skills Programme aims to highlight the holistic nature of our built environment and as such promotes multidisciplinary learning, providing exposure to elements of architecture, design, and a range of craft skills. Participants on this programme had a range of craft skills which could progress to starting a business including Blacksmiths, Joinery and Decorative finishing.

#### **• Go For It Programme**

The Go For It Programme has provided professional business advice and tailored one to one business mentoring support and assistance to start up entrepreneurs in the Lisburn and Castlereagh City Council area since September 2017.

From September 2017 to September 2023, LEO Business Advisers provided business advice to 1161 individuals and assisted 692 entrepreneurs to develop their business idea through the provision of tailored business mentoring support and the completion of a comprehensive business plan to help them on their entrepreneurial journey.

The programme came to an end in September 2023 and was delivered free of charge to participants through Northern Ireland's wide network of Enterprise Agencies highly experienced Business Advisers and locally by Lisburn Enterprise Organisation in partnership with Lisburn and Castlereagh City Council. Go for It was part-funded by Invest Northern Ireland and the European Regional Development Fund under the Investment for Growth & Jobs Northern Ireland (2014 – 2020) Programme and the 11 councils in Northern Ireland.

Kayleigh Jess launched her business Fit Physio Hillsborough with the support of the Go For It Programme. A qualified physiotherapist, Kayleigh felt that the opportunity had arisen for her to start her own venture and availed of the expertise business advice and mentoring that her Go For It Business Adviser provided through the initiative.

Offering clients a holistic approach to their rehabilitation and fitness goals by integrating physiotherapy with strength training and one to one Pilates, Kayleigh's Hillsborough facility is fully equipped with a private treatment room and a bespoke strength and conditioning area.

Kayleigh notes that "taking the leap into entrepreneurship was a huge decision for me as I found myself at a crossroads between establishing my own business or continuing to work for an employer. However, an opportune moment came up when the perfect premises became available, and that spurred me on to take the jump and embark on this exciting journey."

Commenting on the support she received, Kayleigh adds "the Go For It programme was a game-changer. It helped me with financial planning and opened my eyes to aspects of running a business that I hadn't considered before. The business plan they helped me create has been an essential tool for my business's success."

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##### *Business start up (continued)*

###### • **Go Succeed Start**

Launched in late Autumn, Go Succeed Start is a new Northern Ireland wide support service delivered to local entrepreneurs in the Lisburn area by Lisburn Enterprise Organisation's business advisory team, in partnership with Enterprise Northern Ireland and Lisburn and Castlereagh City Council. Depending on the stage of their entrepreneurial journey, individuals can avail of tailored support to either start, grow or scale up their business through Go Succeed NI Business Support.

Through the provision of expert business advice and mentoring, LEO's highly skilled team of Business Advisers are on hand to help budding entrepreneurs and those that are starting out at the Go Succeed Start stage. Whether this is to assist in the formalising of business ideas to get up and running or helping start up business owners to achieve their business goals.

Northern Ireland's 11 Councils have partnered with the UK Government through the Department of Levelling Up, Housing and Communities, Enterprise Northern Ireland and the wide network of Local Enterprise Agencies to offer entrepreneurs just starting out to avail of expert business advice, training and mentoring to Go Succeed with their start up venture

###### • **MY Adviser**

The MY Adviser programme is an initiative that has been fully funded by LEO since 2018. The programme provides start-up entrepreneurs in the Lisburn area who are trading less than 18 months, the opportunity to avail of tailored one-to-one business mentoring support and MY Network catch up events.

This support has proved extremely beneficial to local entrepreneurs to help them formulate their business plans and gain confidence to get their business up and running. Each participant receives bespoke business mentoring over a 12-month period alongside the opportunity to network and learn from other start-up business owners.

Monthly MY Network events provide participants with the opportunity to develop business skills while building their network of support with other local entrepreneurs.

Throughout the year 10 MY Network workshops took place. These events focused on a range of topics which included Digital Marketing Strategy, Remarketing for Beginners, Engaging Video, Sales and How to Win Customers, Quickbooks Accounting software, Cashflow, Taxes and Profit, Websites, Creative Effective Website Content, Social Media Strategy, Goal Setting.

By the end of December, 13 participants availed of tailored one to one business mentoring and networking workshops.

Since the programme's inception a total of 84 individuals have availed of support through the initiative.

##### *Business Development*

###### • **Go Succeed Grow**

Lisburn Enterprise Organisation are delighted to partner with Full Circle Management Consultants to assist in the delivery of expert business mentoring to established businesses in the Lisburn and Castlereagh City Council area as part of the Go Succeed Grow element of the new Go Succeed NI Business Support initiative.

This element of the Go Succeed NI Business Support initiative will provide tailored business mentoring to established businesses that wish to grow and take their business to the next level.

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### **Business Support**

#### **• Workspace**

At Lisburn Enterprise Organisation we provide entrepreneurs with a choice of flexible workspace accommodation ranging from light industrial units to high-tech offices. The property portfolio now comprises over 85,000 sq. ft.

Workspace is offered on favourable terms to encourage and stimulate entrepreneurship. These terms include a flexible licence agreement that can be terminated with a minimum of 30 days' notice, a single all-inclusive licence fee that includes site security, waste disposal and grounds maintenance and access to on-site administration and business support functions.

Occupancy figures throughout the site remained high during the year with 99% occupancy recorded in December 2023 bringing the total number of businesses trading from the site to one hundred and fifty and providing employment for over 500 people.

As part of LEO's commitment to the environment, the Organisation is pleased to report that waste reduction and recycling initiatives during the year contributed to 73 tonnes of waste being diverted from landfill.

#### **• Virtual Office Facilities**

LEO Virtual office facilities allow a business owner to present a professional image while keeping overheads down. Businesses can avail of a commercial mailing address and have the option of adding a call handling service if required. Rather than incur the cost of a full-time receptionist, the LEO administrative team provided a personalised call handling facility to clients. By the end of the year 45 businesses were taking advantage of the virtual office facilities offered at the centre.

#### **• Conference Facilities**

Providing excellent room hire facilities, delivering a high-quality service and offering a central location resulted in a substantial increase in demand for our meeting rooms and conference facilities this year. A total of 202 room hire meetings and events were facilitated during the year by the LEO team.

#### **• Accessing Finance**

LEO is an official and pro-active Delivery Partner of the Start Up Loans Company and the NI Small Business Loan Fund. In 2023 these two loan funds committed £67,000 in loans to 3 Lisburn based businesses and entrepreneurs. During the year LEO were delighted to deliver business mentoring to clients who received a loan through the Start Up Loans Company.

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### *Business support (continued)*

#### • **Co-operation & Partnership**

A fundamental part of LEO's charitable activities is the significant contribution made by Trustees and staff to a range of other initiatives within the city of Lisburn and further afield.

The partnership with Fusion Theatre Company continued this year. Fusion is an award-winning youth theatre group based in Lisburn which provides an opportunity for youth aged 8-21 from all backgrounds to engage in the production of high-quality musical theatre. Once again Fusion demonstrated the extremely high standard of local youth talent with their performances of Evita at the Island Arts Centre.

The Board of Directors welcomes the exceptional relationship that exists with our primary enterprise and economic development partners Lisburn & Castlereagh City Council and Enterprise Northern Ireland. During the year LEO promoted several business growth initiatives and networking events on behalf of the Council and the Chief Executive attended the council's business networking event in the Palace of Westminster along with some of our local entrepreneurs.

In early Spring, LEO were delighted to host a meeting of the NI Assembly All Party Group in partnership with Enterprise Northern Ireland, at Lisburn Enterprise Centre. At the event MLAs heard from our local micro and small business owners on the current challenges that they are facing in business. The purpose of these group meetings is to afford the micro and small business community the opportunity to engage with All Party Group members to highlight critical challenges and opportunities local entrepreneurs face as they establish and grow.

LEO remains an enthusiastic member of Enterprise Northern Ireland and is represented on the organisation's Board. LEO deliver many ENI initiatives to local entrepreneurs and along with ENI continue to ensure that the issues facing micro and SMEs are raised at a government level.

Throughout the year the organisation continued to maintain strong links with Lisburn Chamber of Commerce and the Board of Directors were delighted to attend the Lisburn Chamber Dinner this year at Hinch Distillery.

LEO continues to work alongside the Bank of England and the British Business Bank, ensuring the experience of Lisburn businesses is represented in the economic and financial intelligence gathered by Bank agents.

### **Financial review**

The charity returned net incoming resources of £149,465 (2022 - £99,974), of which all were unrestricted. At 31 December 2023, the level of unrestricted reserves held was £3,924,267 (2022 - £3,774,802).

The primary objective of the LEO Reserves Policy is to retain a level of free reserves which matches the needs of the charitable company both at the current time and in the foreseeable future.

The most recent review of this policy encompassed the nature of the income and expenditure streams, the need to match variable income with fixed commitments and the nature of the reserves. The review concluded that to allow the charity to be managed efficiently and to provide a buffer for uninterrupted services, an adequate general reserve should be maintained at a level equivalent to 6 month's expenditure.

The LEO Board believes in retaining an appropriate level of reserves for the following reasons:

- To ensure sufficient funds are available to meet current commitments when income streams are erratic.
- To ensure services can be maintained in the event of an unexpected loss of income or exceptional expenditure.
- To provide sufficient funds for an orderly winding up in the event that the organisation should cease operations.

The trustees maintain a policy of actively managing the reserves in order to increase the operational possibilities of the charitable company in future years. The Reserves Policy is formally reviewed annually.

The trustees have assessed the major risks to which the charitable company is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

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### Plans for future periods

LEO plans on continuing its activities under the headings of enterprise awareness, business start-up, business development and business support in forthcoming years.

### Structure, governance and management

The charity is a company limited by guarantee and does not have share capital. It is governed by a Memorandum and Articles Association. The charitable company was incorporated on 13 August 1990 and registered as a charity on 16 February 2004. The company has charitable status for taxation purposes.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr A H Robinson (Chairman)  
Mr J R Catney (Company Secretary)  
Mr N E Elliott (Financial Director)  
Mr R S Briggs  
Mr N S Fenton  
Mr G A Green  
Mr D T Magill  
Mr I S S McBrien  
Mrs J E McQuitty  
Mr B Sofley

The charitable company is managed by the Board which usually meets each month. The day to day management of the charitable company is carried out by the Chief Executive Officer.

The trustees of the company are elected by the members of the charitable company. Trustees are recruited and appointed in accordance with the Articles of Association. Upon election each trustee is given a copy of the Memorandum and Articles of Association and the latest Annual Report and also introduced to the legal and operational aspects of the charity to ensure they have an understanding of the nature of charity trusteeship and responsibilities and duties that go with this position.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

### Key Management Personnel

The Board consider the board of trustees, the chief executive officer and the senior business advisor as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis. All board members give their time freely and no board remuneration was paid in the year. Board members are required to disclose all relevant conflict of interests and register them at each monthly board meeting and in accordance with the Trust's policy withdraw from decisions where a conflict of interest arises.

The Board of Directors wishes to record its appreciation of the dedication during the year of Martina Crawford, Chief Executive and all the team. Throughout the year demand for our programmes remained high, room hire levels increased substantially and an occupancy level of 99% was reached.

The Charity is committed to developing and training its staff and Board, thus contributing to the provision of the highest quality service to its clients. Throughout the year training was provided to staff in a range of areas including new programme initiatives.

This year we welcomed Christopher Greene to the Business Advisory team and look forward to his contribution to the organisation.

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During the year, the organisation successfully maintained both ISO 9001 and ISO 14001 accreditations.

Trustees and staff are also heavily involved with voluntary action in the local community and in prisons. In 2023, these activities included staff and licensees raising over £610 for Macmillan Cancer.

The Trustees of the Charity give their time to support LEO voluntarily and are not in receipt of any payment from the Charity.

### Statement of trustees' responsibilities

The trustees, who are also the directors of Lisburn Enterprise Organisation Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Auditor

In accordance with the company's articles, a resolution proposing that GMcG LISBURN be reappointed as auditor of the company will be put at a General Meeting.

### Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemptions.

The trustees' report was approved by the Board of Trustees.



Mr A H Robison (Chairman)  
Trustee

Date: 14/05/24