

NEWRY & MOURNE
CO-OPERATIVE LIMITED



INCORPORATING
NEWRY & MOURNE ENTERPRISE AGENCY
NEWRY & MOURNE DEVELOPMENTS PLC



ANNUAL REPORT

2000-2001

FINANCIAL STATEMENTS



GENERATING PROSPERITY IN A NEW MILLENNIUM

Annual Report

2000-2001

NEWRY & MOURNE
CO-OPERATIVE LIMITED



GENERATING PROSPERITY

NEWRY & MOURNE CO-OPERATIVE

NEWRY & MOURNE ENTERPRISE AGENCY

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NEWRY & MOURNE CO-OPERATIVE

The Twenty Seventh Annual General Meeting of

**NEWRY & MOURNE
CO-OPERATIVE LIMITED**



incorporating

NEWRY & MOURNE ENTERPRISE AGENCY

Held at the offices of Newry Credit Union, Newry, Co. Down
at 7.30pm on 3rd December 2001.

ARCHITECTS

WIN Expansion and Border Enterprise Park
Milligan, Reside, Larkin

AGENDA

1. Apologies.
2. Minutes of Last Annual General Meeting.
3. Chairman's Report.
4. Enterprise Agency Report
5. Financial Director's Report.
6. Auditor's Report.
7. Elections to Board of Directors.
8. Election of Corporate Representatives to
Annual General Meeting of Newry and Mourne
Developments PLC.

By Order of the Board, Kevin Starrs, Hon. Secretary.

BOARD OF DIRECTORS

Chairman: John MacMahon

Vice-Chairman: Vacant

Secretary: Kevin Starrs

Directors: Conor Patterson, Michael Hughes,
Joe Magill, Gordon Coulter, Peter McEvoy, Councillor Jim
McCart, Peter Fitzsimmons, Kathleen Magee, Kevin Magill,
Ronan Denny.

BANKERS

Ulster Bank, Hill Street, Newry

AUDITORS

Fitzpatrick & Kearney,
10c Marcus Square, Newry

SOLICITORS

Donnelly, Neary & Donnelly
Downshire Road, Newry

NEWRY & MOURNE CO-OPERATIVE STAFF 2000/2001

Conor Patterson	Chief Executive
Liam Quinn	Financial Controller
Michael Durkin	Senior Business Development Executive (Manufacturing & Technology)
Paul McCormack	Senior Business Development Executive (Manufacturing & Technology)
Barbara Whitfield	Senior Business Development Executive
Jennifer Malone	Senior Business Development Executive (Property)
Sharon McGrath	Programme Manager - Territorial Employment Pact - left November 2000
John O'Hare	Programme Manager (Newry/Dundalk Business Linkage Programme)
Gráinne Moody	Business Development Executive
Shane Kelland	Business Development Executive (Manufacturing and Technology)
Enda Magill	Business Development Executive (Community Development)
Clíodhna Geraghty	Business Development Executive (Community Development)
Declan Carroll	Planning & Research Executive
Rachael McCamley	Development Officer (Peace & Reconciliation)
Patricia Phillips	Office Services Co-ordinator
Maria Coyle	Finance Officer
Michelle Frost	Administrator
Deirdre Goss	Administrator

Chairmans Report

This is the twenty-seventh Annual Report of Newry & Mourne Co-operative, although the organisation has actually now been operational for 29 years. While the problems and challenges which it sought to address may have been more stark when the Co-operative was founded in 1972, the principles which motivated its Directors then remain at the heart of our mission now: voluntary effort, civic responsibility, concern for the socially excluded and those otherwise disadvantaged, sustainable economic development, and the desire to create a secure, prosperous and harmonious environment for our children and future generations to grow up in.

The Co-operative's executive team, working primarily under the auspices of the Enterprise Agency division, again worked very hard to deliver a comprehensive programme of support to businesses in the region. They, supported by our voluntary Board of Directors, recorded some significant landmark achievements during the year:

- The completion, in partnership with ROSA (The Regeneration of South Armagh) of the Flurrybridge Enterprise Centre in South Armagh. The Centre opened for business at the end of March 2001. It will ultimately attract 15 businesses to one of the most economically disadvantaged wards in Northern Ireland.
- The Doing Business in Ireland trade fair over two days in Newry and Dundalk in October 2000, which attracted the largest delegation of overseas businesses ever to visit the Newry/Dundalk region.
- Helping to formalise the partnership of local enterprise agencies with the creation of Enterprise Northern Ireland.
- Recording for the second year running the highest number of start-up businesses supported in Northern Ireland: 156 new locally owned and managed businesses creating 234 vital jobs.

2000/2001 saw Newry & Mourne's economy continue to develop with a further fall in unemployment and record numbers in employment. I believe the Co-operative/Enterprise Agency made a valuable contribution through its many initiatives to that success.

I am proud to report that our Enterprise Agency's partnership with the District Council, LEDU and other funders, notably the IFI, had an impact on many people's lives in Newry & Mourne. We estimate, for example, that the jobs and prosperity created as a result of our partnership with the District Council and LEDU, in the three-year period 1997-2000, benefited some 1,031 families and more than 5000 people, i.e. 6% of the population in the region. When, in addition, the Agency's partnership with the District Council in co-ordinating the investment of the Peace and Reconciliation programme in Newry and Mourne is considered, along with the impact of

Northern Ireland's only EU Territorial Employment Pact, we estimate that in total 1 in 4 people in Newry & Mourne in some way benefited.

Our plans for the future are ambitious. Our aim is to help to offer the opportunity to live a prosperous and peaceful life to people across Newry & Mourne, irrespective of political or religious affiliation.

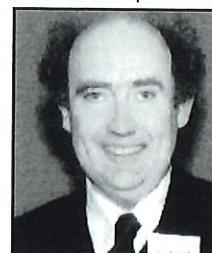
We hope to develop in 2002 significant additional workspace capacity in Newry, along with a technology development centre, a business hosting suite and specialist information and computer technology office provision. In 2003 our plan is to develop an Enterprise Centre in Kilkeel in partnership with the Kilkeel Development Association. Our overriding aim in lobbying Government, the EU and the International Fund for Ireland for resources which we can invest in our region is to create sustainable, good quality indigenous jobs.

A further ambition is to develop the Co-operative and Enterprise Agency as a Centre of Excellence in the field of economic and business development. In that capacity we hope to secure a role for Newry as a "hub" supporting businesses across the 12 Northern Counties in Ireland.

The Enterprise Agency division has in the last year taken on a much more strategic role in drawing up and delivering economic and business development programmes at Northern Ireland level. It has done so through Enterprise Northern Ireland and by establishing a framework for delivering support programmes to SMEs across the five District Council areas in the Southern Region, through the Regional Action Plan.

Having a committed, efficient and effective team, led by Conor Patterson, has allowed us to be ambitious on behalf of the people of Newry and Mourne. I want to pay tribute to their efforts and of course the continued dedication of our voluntary Board of Directors who have between them some 200 years of service to the Co-operative. I want to acknowledge the work of our former Board colleague, Shiela McGuigan who retired as a Director during the year, after nine years of service.

Finally, I would like to thank the many people who have shown faith in our vision during this last year: members and officials of Newry & Mourne District Council, officials in LEDU, the Department of Agriculture, the Training and Employment Agency and Co-operation Ireland. But I think a particular mention is due to the International Fund for Ireland, always the first to give us a hearing, and prepared to take the sort of flexible approach which community-led regeneration efforts require.

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NEWRY & MOURNE CO-OPERATIVE

The Enterprise Agency - Activity Report

The Enterprise Agency Division's **Mission Statement** is "to contribute to the growth and prosperity and thus the social stability of the Newry & Mourne region by undertaking enterprise, business, economic and community development initiatives independently and in partnership with others."

Our main objectives are: 1) to increase the stock of new businesses and increase the competitiveness of existing businesses in the Newry & Mourne area; and 2) to assist in the strategic development of the region by advising on the efficient allocation of resources, promoting the region as an investment location, and contributing to central and local government policy making.

The range of initiatives which we are now involved in is outlined below:

1. PROVISION OF WORKSPACE

1.1 LOW COST WORKSPACE: ie VITAL ECONOMIC INFRASTRUCTURE

In 2000/2001 WIN Business Park, Warrenpoint Enterprise Centre and the RDC at WIN provided units for 73 businesses, occupying approximately 80,000 sq. ft. and employing 300 people. During the year we were 100% occupied at all our sites, an achievement in no small measure due to the commitment of our Property Manager Jennifer Malone.

1.2 EXPANDING WORKSPACE PROVISION

In March 2001 the 20,000 square foot Flurrybridge Enterprise Centre in South Armagh opened for business. A joint venture between the Co-operative and ROSA (the Regeneration of South Armagh, under the auspices of a joint holding company ORIEL



A tenant at Flurrybridge Enterprise Centre

DEVELOPMENTS LTD), the £1 million Centre will accommodate up to 15 businesses ultimately employing 75 people.

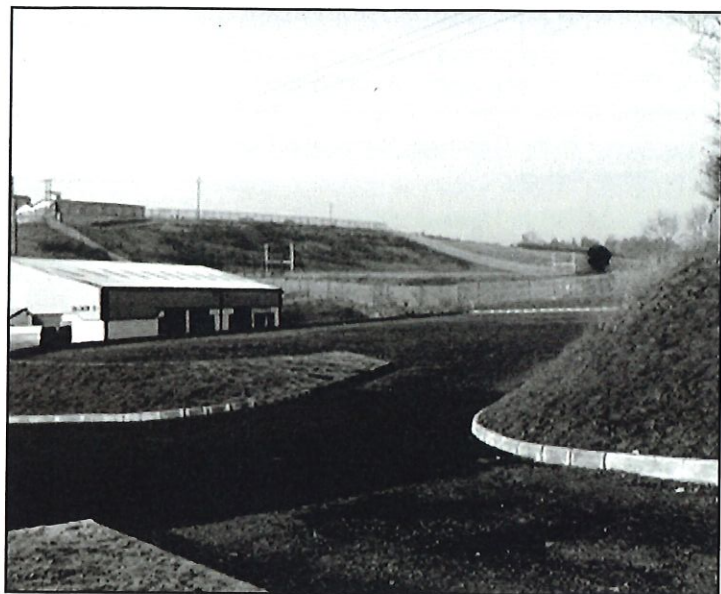
During the year, site works began in preparation for the development of a further 24,000 square feet of workspace and ICT office units at WIN Business Park in Newry. It is hoped that this project will be completed in the last quarter of 2002. The facilities which are planned will provide the infrastructure for the Agency to concentrate some of its efforts on supporting indigenous technology-based businesses offering good quality jobs to local people. Ultimately the development could bring up to 100 jobs to a ward (i.e. Drumgullion), which is one of the ten most deprived wards in Northern Ireland.

In the summer of 2000 the Agency and Kilkeel Development Association began work on a proposal to develop an Enterprise Centre in Kilkeel to provide up to 20,000 square feet of workspace in the town. It is hoped that this development can get underway in 2003.



Flurrybridge Enterprise Centre, South Armagh

The Enterprise Agency - Activity Report



Site Preparations for a further large scale development at WIN Business Park which will be completed in 2002

2. DEVELOPMENT OF NEW BUSINESS AND EMPLOYMENT

In 2000/2001 the Agency was involved in a wide range of activities to support business development in Newry & Mourne:

2.1 COUNSELLING

This year our business counselling service for prospective start-up companies was provided under the Business Start Programme to 221 local people which means that a total of 4671 people have availed of this service since 1984. Under equal opportunity legislation we are required to monitor the perceived cultural/religious affiliation of clients assisted under the programme. During the year 17% of those counselled were from the Protestant community. The Protestant community accounts for approximately 20% of the population of Newry and Mourne. This is a free and confidential service, which we are able to provide because of support from LEDU; it is provided to anyone considering the option of self-employment.

2.2 TRAINING

2.2.1 BUSINESS START PROGRAMME

Developing the skills of managers and employees is the key to business success. It is therefore important that anyone considering the self-employment option is given the opportunity to access specialist advice and training.

From April 2000 to March 2001 we provided 12 Business Start training courses for 171 people. Business Start training is funded by LEDU and is free of charge to participants.

During the year the Agency, in partnership with the District Council and LEDU, helped to set up 156 new businesses in Newry & Mourne through the Business Start Programme, creating 234 jobs. For the second year in which Northern Ireland-wide statistics were collated, **MORE NEW BUSINESSES WERE STARTED UP IN NEWRY & MOURNE THAN IN ANY OTHER DISTRICT COUNCIL AREA.** The exceptional performance of Newry & Mourne was due to both the quality of support provided by the Agency and the dynamism of our local economy.

2.2.2 OTHER TRAINING

The Agency also delivered training through a number of other target programmes:

E-connect

This was a specialist training Programme which focused on the business benefits of information and computer technology, supported by LEDU, the Princes Youth Business Trust and BT. The Agency provided training, mentoring and computer hardware to 16 small businesses across Newry & Mourne.



Gráinne Moody provided training for businesses in the use of Information and Computer Technology

The Enterprise Agency - Activity Report

2.3 NEWRY & MOURNE ENTERPRISE FUND

The Enterprise Fund is now in its sixteenth year and has made a significant impact in terms of financial support for new businesses in the area. To date the Fund has made 329 loans totalling £505,830. In the year under review 21 projects were approved for financial support. While the Fund is an integral part of the Agency's portfolio of support, particular mention should be made of our voluntary external finance committee members, Mr Richard Convery, Ulster Bank and Mr P Kane, FM Systems.

2.4 COMMUNITY BUSINESS PROGRAMME

The Enterprise Agency managed and administered the Community Business Start-up Programme for LEDU in the Southern Region (i.e. in the District Council areas of Newry & Mourne, Banbridge, Craigavon, Armagh City and District and Down).

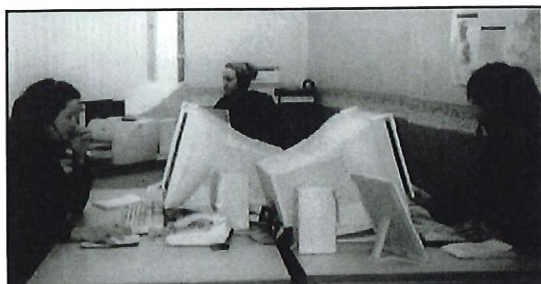
The main aim of the Programme was to establish and develop community based businesses which will be economically sustainable. Enda Magill and Clíodhna Geraghty jointly managed the Programme. New Groups supported during the year included:

- Premier Wipes (Newry)
- Nightingale Project (Lurgan)
- The Spice Tree Juice Bar (Kilkeel)

Since 1996, 80 groups have been provided with training and mentoring support under the auspices of the Programme. 15 Community Businesses, employing 48 people directly, were set up in that 5 year period and continue to trade. One other ceased to trade and 3 others trade on a part time basis

The following community businesses began trading during the year as a result of the assistance provided by the Agency and LEDU:

- S & G Connections, Newry
- Zions Den, Lurgan



S & G Connections, community business, Dominic Street, Newry

2.5 PEACE & RECONCILIATION PROGRAMME

During 2000/2001 the Agency continued to service the Peace & Reconciliation District Partnership Programme in Newry & Mourne, as part of the Consortium formed with Newry & Mourne District Council.

By March 2001 the District Partnership had committed £4.48 million to projects and programmes in the Newry & Mourne area.

2.6 PESCA PROGRAMME

In January 2001 the Agency's contract with the Department of Agriculture NI to administer and manage the £2m Northern Ireland PESCA Programme was renewed. PESCA provided EU aid to fishing dependent communities in Northern Ireland. The success of the PESCA Programme was in no small measure due to the efficiency and dedication of Barbara Whitfield, Programme Manager.

2.7 NEWRY & MOURNE TERRITORIAL PACT EMPLOYMENT (TEP)

The TEP sought to develop innovative approaches to the problem of imbalances in the labour market. Newry & Mourne hosted the only TEP in Northern Ireland. There were four in the Irish Republic and nine in Britain.

The European Commission took a decision in 2000 that the Pacts would cease to be funded directly by the EU as part of a European wide network. They instead urged that the experience of the TEPs should be adopted by national governments and where appropriate their activities mainstreamed. In November 2000 our Pact Manager, Sharon McGrath, left to take up a post with Co-operation Ireland. In December, the Newry & Mourne Pact, as a formal initiative of the European Commission, ceased to operate. However, the impact of the programme has continued in that, for example, a **study of deprivation and social exclusion** which it funded is still influencing funders and policy makers in framing programmes and action in Newry & Mourne. And a further legacy of the interventions which were made under the auspices of the TEP is that the Co-op/ Agency is acknowledged as a body which can make an effective contribution to tackling the problems which result from social exclusion in Newry & Mourne.

The Enterprise Agency - Activity Report

2.8 NEWRY AND MOURNE DISTRICT COUNCIL LOCAL ECONOMIC DEVELOPMENT STRATEGY

During 2000/2001 the Agency was the principal deliverer of measures in Newry & Mourne District Council's Local Economic Development Strategy. In December 2000 the Agency completed the following programmes of support to which Newry & Mourne District Council had made a financial contribution:

Newry & Mourne Ambassadors Club
Export Development in TSN Areas
Enterprise Training for Part-time Businesses
Rural Outreach Programme
Manufacturing Effectiveness Programme
Entrepreneur Linkage Programme
Newry & Mourne Business Education Partnership
Cross Border:
▶ Newry/Dundalk Business Linkage Programme
▶ Product Transfer Programme

Several of these programmes were co-funded by LEDU.

In total 159 jobs were created and 20 jobs were maintained as a direct result of the assistance provided by these programmes. In addition, 500 people were placed in jobs. The average cost per job was £5,081. It is worth noting that the cost of the keeping a person on unemployment benefit is £9,573 p.a; We estimate that 1,039 families and 5000 people have benefited from interventions made through these programmes by the Agency and supported by the District Council, ie 6% of the population of the region.

2.8.1 NEWRY AND MOURNE EXPATRIATE NETWORK (AMBASSADORS CLUB)

By December 2000 the Newry & Mourne Ambassadors Club included more than 500 members across the world. The Club was established as a network of graduates and business people originally from the Newry & Mourne area now living overseas who wish to be involved in regeneration initiatives in the area and to be kept informed of the development of the area's business and trade. A news bulletin for expatriates, "Vision 21", was published each quarter during 2000/2001 each being distributed to some 1,200 expatriates and key influencers.

2.8.2 EXPORT DEVELOPMENT PROGRAMME IN TSN AREAS

The focus of this Programme was on young companies with export potential. They were provided with mentoring, a business plan and assistance to attend overseas joint venture brokering events and explore new markets.

2.8.3 ENTERPRISE TRAINING FOR PART-TIME BUSINESSES

This programme assisted part-time businesses wishing to develop into full-time trading.

It was co-funded by LEDU and the Department of Agriculture (Northern Ireland).

2.8.4 RURAL OUTREACH PROGRAMME

This programme enabled the Agency to hold a monthly surgery in various centres in South Armagh and in South Down for people considering starting or expanding a business.

2.8.5 MANUFACTURING EFFECTIVENESS PROGRAMME

This programme provided local manufacturers with technical advice on restructuring production lines, saving energy, scrap reduction and productivity increases.

2.8.6 ENTREPRENEUR LINKAGE PROGRAMME

This programme secured additional funding from the Rural Development Council to deliver 4 actions:

- Business Prompt (Newry online website)
- Business Linkage (Trade encouragement)
- Business Excellence (Specialist seminars)
- Doing Business in Ireland trade event (see overleaf)

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2.8.7 DOING BUSINESS IN IRELAND

In October 2000 the Agency organised "Doing Business in Ireland", a major two day trade fair which attracted some 20 visiting delegations from across North America, as well as three delegations from Europe. The visitors constituted the largest trade mission ever to visit the Newry/Dundalk region.



Conor Patterson speaking at the launch of the 'Doing Business in Ireland' event.



The Agency's Canadian Agent Doug Clute (right) with local company Wren Innovations and Canadian company Lucidia, signing a deal which resulted from the 'Doing Business in Ireland' trade event.

2.8.8 NEWRY & MOURNE BUSINESS EDUCATION PARTNERSHIP

In its role as co-ordinator of the Newry & Mourne Business Education Partnership the Agency organised:

- A two day Enterprise Awareness event which gave the opportunity for every post primary school in the region to participate. In all, 300 pupils were involved.

- A two day Science and Technology exhibition which was launched by Education Minister, Martin McGuinness

- The publication of a Science and Technology Placement and Project Directory



Education Minister Martin McGuinness with the team from St. Mary's High school at the Science and Technology Exhibition, held in Newry.

2.9 LEDU ACTION PLAN

LEDU co-funded several of the District Council sponsored initiatives listed above. However LEDU was also the principal funder of:

- The Business Start Programme
- The Community Business Programme

... Both of which were referred to earlier in this report, (at 2.2.1 and 2.4 respectively).

In addition LEDU and the IFI funded the following pilot initiatives:

2.9.1 THE BUSINESS INCUBATION PROGRAMME

The BIP provided intensive development assistance to six new companies with growth potential during the year.

2.9.2 SOUTHERN REGION ACTION PLAN

From April 2000 to March 2001 the Agency co-ordinated the implementation of this major pilot strategy to develop micro-enterprises across the 5 District Council areas which comprise the Southern region. The model developed by Newry and Mourne has subsequently been rolled out across Northern Ireland.

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Promoting Enterprise Awareness - Buttercrane Shopping Centre, Conor Patterson, Declan Carroll and Jennifer Malone with Buttercrane Manager Peter Murray.

Under the formal label of the Southern Region **Action Plan 7** initiatives were supported:

- The Product Transfer Programme (which included Louth County)
- The Benchmarking for Success Programme
- The Competitive Supplier Programme
- The Step up to E-Commerce Programme
- The Pathways Programme (Promoting Enterprise Awareness)
- The Women Into Business Programme
- The Enterprising Women Programme

The delivery of these programmes continues.

3. CROSS BORDER PARTNERSHIPS AND ACTIVITIES

3.1 NEWRY & MOURNE/LOUTH PRODUCT TRANSFER PROGRAMME

The largest initiative within the Southern Region Action Plan, this was one of the Agency's most significant cross border programmes. Its aim is to introduce new products and/or manufacturing processes into the East Border region under licence from North America. During the year 36 companies were recruited onto the programme. Its predecessor programme, funded by Interreg, had at its close in December 2000, several deals for 20 companies in Newry and Mourne and Louth, cre-



A deal signed as a result of the Product Transfer programme. Mark Cummings of East Coast Adventure and Joe Follansbee of Adventure Outport, New Hampshire.



Shane Kelland, centre, gets a send off from colleagues in the Agency's Trade Development Team, on his departure for a 3 month secondment to Ontario, March 2001

ating 30 jobs, with the potential for a further 40 to be created.

Early in 2001 the Agency began planning an East Border Region trade mission to three centres in Ontario, Canada. It was anticipated that in May 2001 13 companies from Newry and Mourne, County Louth, Armagh City and District, Down District, Banbridge District and Craigavon District would participate along with civic leaders from several areas. In support of this important mission the Agency placed Shane Kelland on a 3 month secondment in Ontario from March 2001 with the support of the Department of Trade and Industry in London.

3.2 NEWRY/DUNDALK BUSINESS LINKAGE PROGRAMME

This Programme, launched two years before the signing of the Good Friday Agreement, did much to promote Newry as the hub of cross border trade and co-operation, ultimately acknowledged in the decision by the British and Irish Governments to locate the Trade and Business Development Body established under the Good Friday Agreement, Inter-Trade Ireland, in Newry. The Programme closed in December 2000 having fulfilled its remit, as a short-term intervention to encourage business and public sector links between Newry and Dundalk.

3.3 NEWRY/DUNDALK COMMUNITY LEADERSHIP AND ENTERPRISE DEVELOPMENT PROGRAMMES

3.3.1 COMMUNITY LEADERSHIP/ADVANCED ECONOMIC DEVELOPMENT TRAINING

During the year the Agency completed an innovative training programme for community activists from Newry & Mourne and Dundalk. The Programme was accredited by the Northern Ireland Open College Network at Level III (i.e. providing university entry). The aim of the Programme was to formally validate

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6. NEWRY ONLINE

The Agency devoted considerable effort to promoting a positive image of Newry nationally and internationally.

During the year, www.newryonline.com the website which it promoted in partnership with Internet Technology Solutions, provided practical information on Newry, updated daily. By the end of the year it was attracting 60,000 hits on average per month. Set to achieve one million hits per annum, newryonline was an enormously effective tool for promoting a positive image of Newry and region.

7. ENTERPRISE NORTHERN IRELAND (ENI)

In December 2000 Conor Patterson was nominated to the Board of Enterprise Northern Ireland, the organization which was formally set up in the summer of 2000 to represent the interests of Northern Ireland's 31 active local enterprise agencies. As well as representing enterprise agencies and the interests of their client base in discussions with government and others, Enterprise Northern Ireland plans to co-ordinate the delivery of a portfolio of better resourced higher quality programmes through all of its local enterprise agencies across Northern Ireland. Collectively Enterprise Northern Ireland members have 200 staff, are assisted by 350 voluntary directors, have 1.5m square feet of workspace under their management, and have 5,000 active client companies. The network operates from 40 centres across Northern Ireland.



Conor Patterson at the Launch of Enterprise Northern Ireland in Parliament Buildings with Economy Minister, Sir Reg Empey, Joe McCoubrey (Down Business Centre), Tracy Gale (Armagh Business Centre), Ciaran Cunningham (Banbridge Enterprise Centre) and Jim Smyth (Craigavon Industrial Development Organisation).

8. BUSINESS LIBRARY

The Business Library is a valuable resource for the public providing a wide range of business reference material. It is a free service which business owners, third level students and school pupils are encouraged to use.

As well as being an access point for the EU sponsored Euro Info Centre at Dundalk Institute of Technology, the library is now an access centre for the LEDU sponsored EDNET economic development network in Northern Ireland and Tradenet, the cross border e-business vehicle. The Agency now provides on-line access to information on global trade opportunities, market research, policy development, legislation and tender opportunities as well as access to the Internet.

9. OFFICE SERVICES

Our Office Services, which include telephone answering, word processing, desktop publishing, photocopying, colour printing and fax are available to businesses, community organisations, voluntary organisations and individuals. Michelle Frost and Deirdre Goss, our Receptionists, handle all our enquiries.

10. QUALITY ACCREDITATION

The Enterprise Agency has been registered as an ISO 9002 (BS5750) quality assured body since June 1991. During the year the Agency had its internationally recognised accreditation renewed by the UK National Quality Assurance (NQA) organisation.

The ISO 9002 Operational Manual includes procedures for:

- Managed Workspace
- Training
- Manufacturing Support Programmes
- Office/Secretarial services
- Business Start
- Business Counselling
- PESCA
- Enterprise Fund
- Peace & Reconciliation
- Newry & Mourne District Council Programmes
- Community Business
- Cross Border Programmes
- Supplier Approval/Purchasing
- Quality Audit
- Library

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Each procedure is subject to internal audits twice yearly and external audits once a year. In addition specific contracts are subject to third party audits which form part of the monitoring process.

II. STAFF CHANGES

During the year one full-time employee and two "associates" joined the team:



Shane Kelland (Trade Development Unit)

Shane was offered a full-time contract with the Agency in June 2000. Shane is a graduate of Queen's University Belfast and a native of Bessbrook.



Associate: Kieran Mathers (Trade Development Unit)

Kieran provided support to the Trade Development Unit during the year, particularly on our benchmarking and quality programmes. Kieran was formerly the quality manager at Norbrook Laboratories. He is a native of Newry.



Associate: Doug Clute (Canada Agent)

Doug was appointed as the Agency's representative in Canada during the year. Doug provides a bridge for local companies into the Canadian market. Doug is a native of Sault Ste. Marie, Western Ontario.

Also during the year two members of the team left to develop their careers outside the region:



Sharon McGrath

After four years with the Agency as our Peace and Reconciliation Development Officer and then as our Territorial Employment Pact Manager, Sharon left us in November 2000 to take up a post with Co-operation Ireland in Belfast.



John O'Hare

Also, after four years with the Agency as Manager of the Newry/Dundalk Business Linkage Programme, John left us in December 2000 to take up a post with Tenants First in Dundalk.

12. BOARD CHANGE

At the 2000 AGM on 4 December, Sheila McGuigan stepped down as a Board member after nine years of voluntary service to the Co-operative, which included being its Vice Chairperson for six years, and its representative on the Board of Oriel Developments, the company which was formed in partnership with ROSA (The Regeneration of South Armagh) to develop the Flurrybridge Enterprise Centre.

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NEWRY & MOURNE CO-OPERATIVE

WIN Consultants

www.winbiz.net

The purpose of this division is to, where appropriate, tender for commercial work and to secure market fees for work done by the Co-operative's high calibre team.

Our aims are:

- 1) to secure an independent income which the Co-operative can then invest in promoting economic development and social harmony in Newry & Mourne and,
- 2) to enable the Co-operative to operate more effectively beyond Newry & Mourne, in Ireland, Britain and in international markets.

WIN Consultants has a worldwide web presence at www.winbiz.net

As well as deploying the skills of the Co-operative's team, WIN Consultants uses the skills of a wider network of associates involved in community and business development in the region.

In 2000 WIN opened an office in Dundalk at Partnership Court.

Examples of some of WIN's work during the year were:

- Evaluation of Tradenet Ireland
- Community leadership training
- Peace and Reconciliation guidelines
- Strategy for Community workers network
- Community arts assessment

NEWRY & MOURNE
CO-OPERATIVE LIMITED



GENERATING **PROSPERITY**



DESIGN: MARK O'NEILL