



Brexit: Nordirland und die Angst v
STERN.de



Manchmal kann ich Brexit nicht mehr höre
schreiben eigentlich auch nicht mehr. Es ist
Seiten dröhnt es. Ich wünsche mich dann
es einen kleinen Zipfel im Meer, der dem K
nahkommt, obschon ganz und gar Vereint
schön und voller Pro-Europäer. Eine Enklav
Wassers, noch etwas nördlicher, liegt Sch
Man kann es auch so sagen: Die Kelten ha

2016-17 ACTIVITY REPORT



WIN - Work In Newry & mourne

Newry and Mourne Co-operative Limited
incorporating
Newry and Mourne Developments Limited and
Newry and Mourne Enterprise Agency

Newry and Mourne Co-operative is a Charity
(Charity number: XT25288).

Newry and Mourne Enterprise Agency is a member of
Enterprise Northern Ireland, the federation of Local
Enterprise Agencies.

STAFF / AGENDA

2016-17 NEWRY AND MOURNE ENTERPRISE AGENCY ACTIVITY REPORT

NEWRY & MOURNE CO-OPERATIVE AND ENTERPRISE AGENCY



incorporating
NEWRY & MOURNE ENTERPRISE AGENCY
www.nmea.net
presented at the forty-fifth Annual General Meeting of
NEWRY & MOURNE CO-OPERATIVE LIMITED incorporating
NEWRY & MOURNE ENTERPRISE AGENCY and
NEWRY & MOURNE DEVELOPMENTS LIMITED

Held at WIN Conference Centre, Newry at 5.30pm on Monday
the 11th December 2017

AGENDA

1. Chairman's Business: Chairman, Peter McEvoy
2. Apologies.
3. Minutes of last Annual General Meeting.
4. Chairman's Report.
5. Enterprise Agency Report.
6. Financial Director's Report.
7. Auditor's Report.
8. Elections to Board of Directors.
9. Election of Corporate Representatives to Annual General Meeting of Newry and Mourne Developments PLC.
10. To re-appoint Fitzpatrick & Kearney Accountants as Auditors to the company.
11. Guest speakers.

By Order of the Board, Kevin Starrs, Michael Hughes

BOARD OF DIRECTORS

Chairman: Peter McEvoy
Vice-Chairman: Kevin Starrs
Secretary: Michael Hughes
Directors: Gordon Coulter, M.B.E.
Ronan Dennedy, Geraldine Donnelly,
Brendan Jackson, Davy Hyland, Jim
McCart, Clarie McCullough (appointed June 2017)
John MacMahon, and Kevin Magill.

BANKERS

Ulster Bank, Hill Street, Newry.

AUDITORS

Fitzpatrick & Kearney,
10c Marcus Square, Newry.

SOLICITORS

Donnelly, Neary & Donnelly,
Downshire Road, Newry.

Newry & Mourne Co-operative & Enterprise Staff 2016-17

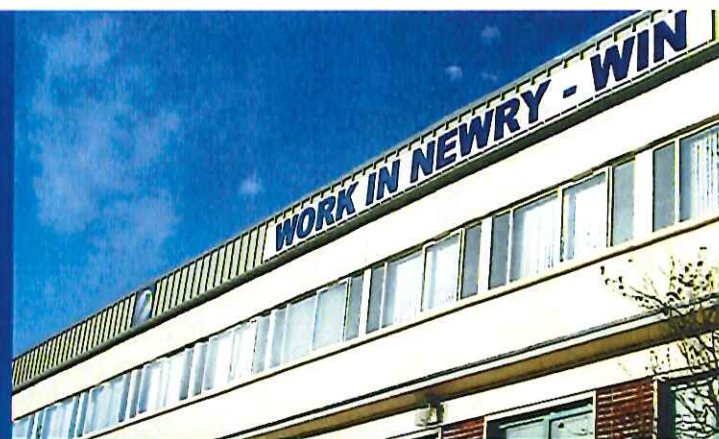
Dr Conor Patterson	Chief Executive
Liam Quinn	Financial Controller
Kieran Mathers	Innovation Programme Manager
Jennifer Malone	Business Development Executive (Property)
Colin Hanna	Information, Research and Computer Technology Co-ordinator
Stephen McClelland	Social Economy Advisor
Pauline Coghlan	Work4Uplus Programme Manager
Maeve McParland	Education to Employment Programme Manager
Patricia Phillips	Office Services Co-ordinator
Maria Coyle	Finance Officer
Michelle Frost	Receptionist

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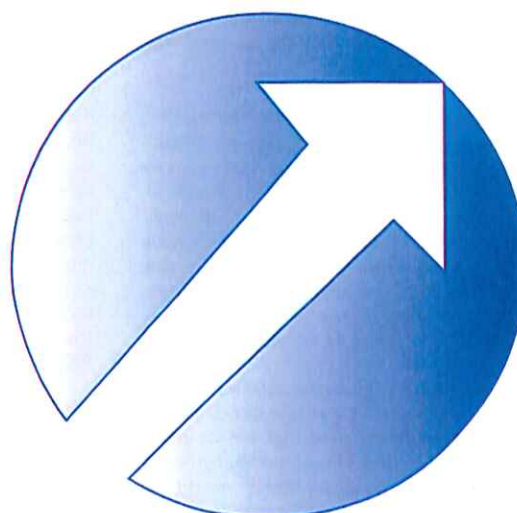
TABLE OF CONTENTS

2016-17

WIN - Work In Newry & mourne



CHAIRMAN'S MESSAGE	4
PROVISION OF WORKSPACE	5
DEVELOPMENT OF NEW BUSINESS AND EMPLOYMENT	6
CROSS BORDER PARTNERSHIPS AND TRADE DEVELOPMENT ACTIVITIES	8
COMMUNITY DEVELOPMENT	10
INFLUENCING POLICY AND PROMOTING THE REGION	13
NEWRY & MOURNE CO-OPERATIVE - BOARD OF DIRECTORS	15
NEWRY & MOURNE ENTERPRISE AGENCY - STAFF 2016-17	15





CHAIRMAN'S REPORT

2016-17 - NEWRY AND MOURNE ENTERPRISE AGENCY ACTIVITY REPORT

Notwithstanding the continued ambition and impact of all the hard work reported in this 2016/2017 review, the past year has been defined by (and will be remembered for many decades to come because of) Brexit. How many metaphors should I try to pack into a sentence to try to capture how much it has dominated the thinking of people in business, politics and community development in our area in the last year? We in the Newry border region have been described by national and international commentators as being "in the eye of a storm", being "ground zero in the Brexit debate in Ireland", having been "blindsided by a potential existential threat" as "collateral damage" of a decision made by people millions of whom had "no understanding of its significance for the island of Ireland"....

One thing that appeared certain to the Co-operative and Enterprise Agency and other stakeholders in the Newry and Mourne border area when we tried to plot scenarios and compute possible impacts was that the balance of costs and benefits weighed very very heavily on the side of costs for this area, its citizens and businesses.

We took a view that we had to take a stand to protect the decades of effort on the part of so many to transform this area from being for most of the 20th century an unemployment blackspot stalked by poverty, political violence, ill health and emigration to a place offering opportunity and a real prospect of well-being for future generations. So in 2016/2017 we directed our Chief Executive, Dr Conor Patterson, to use his energy, insight and communication skills to draw the attention of decision-makers in Britain, Northern Ireland, the Irish Republic, the EU as well as opinion-formers across the World to what came to be called in the last year the 'Irish border issue'. It is in no small part due to his efforts and those of others in the Newry Chamber of Commerce and in business organisations across this country that this came to be recognised as the most complex of challenges with potentially enormous implications, economically, politically and socially. It is work reflecting that the Irish border hardly featured in the 2016 referendum debate in Britain. It was simply not anticipated as an issue by most of those proposing Brexit. I believe that our constructive, well informed agitation did yield an outcome in so far as the resolution of the border issue was laid down as one of the three pre-requisites which would have to be addressed before the so-called 'divorce talks' could proceed. If those 'Pandoras' who opened this 'box' could travel back to early 2016 would they be tempted still to lift the lid?

As Chairman of the Co-operative and Enterprise Agency during this momentous year I can say one thing without equivocation, I am proud of the role that this organisation has played – of the way that we have drawn on the spirit of our founding mission to work for Work in Newry and Mourne, to take on this the greatest of challenges, deploying logic, evidence, argument and the credibility that comes with our never having accepted that we would be done onto or be the collateral damage of someone else's rash and uninformed decision-making. Rather we would take our destiny in our own hands no matter how powerful the forces ranged against us appeared to be.

Having the resources that we now have, the infrastructure across our District, the networks we can draw upon, I and my fellow directors and our Enterprise Agency team were also determined that we wouldn't allow Brexit to distract us from trying to address the continuing needs of our young people facing into a hyper-competitive world of

supercharged change; or of businesses wanting to start-up or consolidate the gains that they had made; or of communities where quality of life was still constrained by decades of under-investment. This Report presents our efforts supported by our partners to intervene to improve the prospects of the businesses, lives and places of our fellow citizens.

We focused significant resources in the last year on young people, especially those challenged by adversity. We also worked to develop the social enterprise sector (of which we are a part) as a change agent in sectors and communities across the district, catalysing citizens' energy so that they could better help themselves.

We also took the view that now more than ever we needed to do all that we could to encourage local companies to innovate and to seek out new market opportunities across the border and internationally. To that end we committed two of our most experienced staff, Kieran Mathers and Maria Coyle, to manage the EU-funded cross border Co-Innovate Programme in partnership with InterTradelreland. We also focused a significant effort on upgrading the WIN Conference Centre in recognition of the importance of having a modern, professional venue for us to host visits and to showcase the area of which we are so proud.

Reported in this review is, I think what amounts to a comprehensive strategy to deepen the economic gains which have been made in this area and to extend their benefits to all in our community. You will see that ambition reflected in the breadth of activity reported here from the provision of workspace across the district, to business development and employment creation initiatives, cross border trade development and transnational partnering through to community development actions and efforts to influence policy and positively promote our region.

On behalf of the Newry and Mourne Co-operative and Enterprise Agency I call on the agencies of Government to work in partnership with us to harness our vision, local commitment and energy for the benefit of all our citizens. We will continue to work for Work in Newry and Mourne – WIN.

In conclusion, I would like to thank my fellow voluntary directors for their continued support. I would also like to recognise the expertise and dedication to our mission of our executive team, led by Dr Conor Patterson. I would like also to thank all of those who helped us during the year: the Department for Communities, the Newry Neighbourhood Renewal Partnership, Newry Mourne and Down District Council, The Big Lottery Fund, Invest Northern Ireland, Newry Chamber of Commerce and Trade, the County Armagh Development Trust, Kilkeel Development Association, the Confederation of Community Groups, Enterprise Northern Ireland, the Louth County Council Local Enterprise Office, Dundalk Chamber of Commerce, the Meath Local Enterprise Office, Queens University Belfast, SRC, the European Union, our local politicians and the press (which so often gets a 'bad press'), local, national and international. Finally I would also like to acknowledge the genuine efforts to address our concerns by officials of the Irish and British Governments and the European Union.

Peter McEvoy
Chairman

11th December 2017

Section I

PROVISION OF WORKSPACE

16-17 NEWRY AND MOURNE ENTERPRISE AGENCY ACTIVITY REPORT

PROVISION OF WORKSPACE

THE ENTERPRISE AGENCY DIVISION'S Mission Statement is "to contribute to the growth and prosperity and thus the social and political stability of the Newry & Mourne region by undertaking enterprise, business, economic and community development initiatives independently and in partnership with others"

Our two 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 and service delivery.

The range of initiatives which we are now involved in are outlined in this Report under the following headings:

- Provision of workspace
- Development of new business and employment
- Cross border partnerships and trade development
- Community development
- Influencing policy and promoting the region
- Enterprise Northern Ireland

I. PROVISION OF WORKSPACE

I.1 Affordable workspace - vital economic infrastructure

In 2016/2017 WIN Business Park, Warrenpoint Enterprise Centre, Flurrybridge Enterprise Centre on the A1/NI Newry to Dublin road in South Armagh, Binnian Enterprise Centre in Kilkeel and the RDC at WIN provided 192,830 sq.ft. of light industrial and office space (96% of which was occupied during 2016/2017), within which approximately 620 people were employed. In March 2017 a substantial modernisation and refurbishment of the WIN Conference Centre, including the Joe Magill suite, was completed at a cost of £25,000. The funding for this project was secured as a grant from the Department For Communities through its Newry Neighbourhood Renewal Partnership initiative. The members of the Newry Neighbourhood Renewal Partnership who represent communities across 'Newry West' voted 100% for the WIN Conference Centre upgrade citing WIN as an economic development and leadership beacon in Newry. During the second half of 2016 new Superfast Broadband infrastructure was operationalised for NMEA as its Enterprise House HQ and for 20 of our tenants at WIN Business Park in Newry. This was as part of a programme brokered by Newry Mourne & Down District Council. Subsequently and separately BT 'enabled' its cable between the nearby Newry telecomms exchange and WIN to extend access to its superfast broadband services. The result is that businesses at WIN now benefit from the highest speed broadband available in the District.



WIN – a modern, enterprise beacon



Flurrybridge Enterprise Centre

At Flurrybridge, the Enterprise Agency now manages almost 60,000 square feet of high quality light industrial workspace, all of which was fully occupied during the year (for the first time since all of the units at Flurrybridge were built). The Flurrybridge site is co-owned with the County Armagh Development Trust (CADeT) under the auspices of a joint venture company, Oriel Developments Ltd. Our efforts at Flurrybridge are supported by the Louth Local Enterprise Fund which sits on the Board of Oriel Developments Ltd.

Binnian Enterprise Centre in Kilkeel was built as a joint venture with Kilkeel Development Association, under the auspices of a joint venture company, Binnian Developments Ltd. During 2016/2017 all of the available workspace at the site was fully occupied.

The Enterprise Agency also managed the Forkhill Enterprise Centre for the Forkhill Area Development Association providing a further 8,000 sq ft of affordable workspace for 9 companies employing 20 people. Together with the Forkhill Area Development Association (FADA) and Newry and Mourne and Down District Council the Enterprise Agency continued to make the case for the construction of a business centre on part of the site of the former military base in Forkhill.

Section 2

BUSINESS DEVELOPMENT AND EMPLOYMENT CREATION

WIN - Work In Newry & Mourne

2. BUSINESS DEVELOPMENT AND EMPLOYMENT CREATION

2.1 Business Start training and counselling during financial year 2016/2017

Developing the skills of business owner/managers is the key to their future business success.

The Invest NI-funded 'Regional Start' business start-up programme ended in October 2016, drawing to a close after 27 years the provision of standardised Northern Ireland-wide support for new start businesses funded by central government and delivered by Local Enterprise Agencies. Newry Mourne and Down District Council stepped in to provide funding to the Agency and its partner, Down Business Centre, to continue providing support to new entrepreneurs in the District ahead of a more comprehensive new programme being put in place by District Councils across Northern Ireland.

In the period from April 2016 - March 2017 the Agency was thus able to continue providing a comprehensive service package to support the creation of new businesses in Newry & Mourne, offering people considering self-employment the opportunity to access specialist advice and training. This was a free and confidential service, the objectives of which were to:

- Raise the number and quality of business starts in Northern Ireland.
- Provide support to all entrepreneurs including those who will trade exclusively within the local market.
- Provide one-to-one assistance.
- Stimulate a more enterprising society through the promotion of self-employment.

Liam Quinn led this effort providing specialist finance training and advice. From April 2016 - March 2017 the Agency helped entrepreneurs in the district to produce an average of 10 new start business plans per month (i.e. 123 start-up business plans were completed over the twelve months from April 2016).

As a result of this support an estimated 84 new businesses were established during the year in the Newry & Mourne District despite a challenging economic climate, creating an estimated 140 jobs. An independent evaluation of this form of support in Northern Ireland has concluded that the survival rate of the early stage businesses which take advantage of it is 80%.

Since 1984, 9,364 people in the Newry and Mourne area have received business start-up support from Newry and Mourne Enterprise Agency staff.

In the sixteen years from April 2001 to March 2017 the Enterprise Agency has helped 2,218 new businesses to set-up in the District creating 4,004 jobs and generating tens of millions in additional income for our local economy every year.



Stephen McClelland,
NMEA's Senior
Social Enterprise
Advisor



Health and Social Care Board representatives and NMEA's Stephen McClelland visit an ice rink which operates as a social enterprise.

2.2 The 'Exploring Enterprise' Programme

Between September 2016 and March 2017 Newry and Mourne Enterprise Agency along with Down Business Centre delivered the Department of Employment and Learning and Newry Mourne and Down District Council-funded Exploring Enterprise 3 Programme. 'Exploring Enterprise' was a pre-business start programme to help improve the prospects of unemployed and economically inactive people by helping them to enhance their employability or to explore the possibility of setting up their own businesses. The Programme was open to anyone of any age not in full-time education, employment or training, with low or no qualifications and provided an opportunity for them to gain a QCF level 2 qualification in Understanding Business Enterprise (accredited by the CCEA).

During 2016/2017 35 people had personal development pre-assessments completed, with 29 of those going on to complete the training modules required by CCEA to obtain the accredited qualification. All 29 successfully qualified and graduated with a Level 1 certificate in "Understanding Business Enterprise."

2.3 The Social Enterprise Innovation Programme (SEIP)

Funded by Newry, Mourne and Down Council, the SEIP was managed and delivered by Newry & Mourne Enterprise Agency in partnership with Down Business Centre with the support of the Workwest Enterprise Agency in Belfast. This programme of support filled a gap created by the ending of the Invest NI Social Enterprise Programme which in its various forms had been supporting community businesses and social enterprises for 25 years.

During the year the SEIP addressed the needs of community and voluntary organisations who were in transition from being dependant on grant aid to finding a way to generate an independent income. The SEIP created 6 new social enterprises and 12 new jobs during 2016/2017 with 20 further jobs planned for 2018 in the Newry, Mourne and Down District Council area. The Programme used novel social innovation and design thinking tools to enable 15 organisations to benefit from 275 mentoring sessions which helped build their capacity and ambition to develop new ideas. Stephen

Section 2

BUSINESS DEVELOPMENT AND EMPLOYMENT CREATION

16-17 NEWRY AND MOURNE ENTERPRISE AGENCY ACTIVITY REPORT



Social enterprises have played an important role in community planning.

McClelland helped client groups to lever £1.5 million of additional funding for their projects. Organisations supported included Saintfield Development Association, Pepper Johns, Parent Action, Downpatrick Community Collective, Clare Lodge, Clanrye Group, The Health & Wellbeing Company and Women's Aid Armagh Down.

2.4 Youth Social Enterprise Programme

The Youth Social Enterprise programme was a pilot initiative funded by the Northern Ireland Health and Social Care Board. The Programme worked with young people in the care system in Northern Ireland to improve their life chances after leaving the care system. Newry & Mourne Enterprise Agency worked in partnership with LEDCOM, Omagh Enterprise Company and the Southern Health & Social Care Trust in the delivery of the Programme. During the year the Agency worked with 10 young people in the care system to build their personal skills and confidence and then help them develop a number of social enterprise business ideas. One idea was taken forward by the Newry and Mourne group to full business plan stage and this phase of the programme culminated in the young people presenting their idea to a group of 50 key stakeholders and potential funders of their business.

2.5 The South Eastern 'Social Enterprise Hub'

The Agency in partnership with Workwest Enterprise Agency provided advice to thousands of citizens interested in the social enterprise sector as an agent for positive change. Social enterprise 'Hubs' were launched as a focal point for this activity in Downpatrick, Newry, Lisburn and Bangor. This initiative which sought to tackle poverty, dereliction and unemployment by encouraging social enterprise business start-ups within local communities across the District was funded by the Department for Communities and Invest NI. However this Social Enterprise Hub Signature Programme was unfortunately suspended as part of a package of Government spending cuts during the year. The Downpatrick and Newry Hubs which were managed by NMEA created 40 new social enterprise start-ups and levered in almost £1million of additional start-up funding. There were 20,000 visits to the hubs from social entrepreneurs, beneficiaries and supporters. 650 sessions of advice and support on setting up a social enterprise were delivered by NMEA's Stephen McClelland to over 240 aspiring social entrepreneurs. The

Downpatrick Hub provided shared working space and hot-desks, training suites and meeting rooms and social enterprise training and support. There was also test trading and retail space office support services and access to PCs and Wi-Fi. That model inspired a proposal by NMEA to develop a 'Think Lab' at WIN Business Park in Newry, funding for which was being sought during the year from the Department For Communities.

2.6 Collaboration with Newry Mourne and Down District Council

In September 2016 the District Council's Economic Regeneration and Tourism Committee agreed that the Council should collaborate with NMEA and Down Business Centre to promote economic development in the District. Following this a number of joint initiatives were launched during the year in support of business start-up and growth, urban regeneration in Newry and Downpatrick, community economic development, international activities and business information collection and dissemination.

2.7 Community Planning

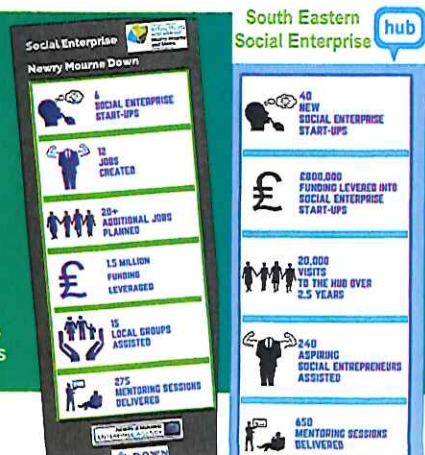
During 2016/2017, Newry and Mourne Cooperative and Enterprise Agency was actively involved in the Community Planning process launched by Newry, Mourne and Down District Council to agree and then implement a vision which was shared between community organisations, the statutory sector and the business community to promote the well-being of the District and pave the way for more efficient use of scarce resources.

The Agency is represented by Stephen McClelland on the Economic Development, Regeneration and Tourism Thematic Group, the Community and Voluntary Sector Stakeholder Group and the Newry DEA. Their deliberations have focused on big issues which matter to citizens like health, education, employment, citizen safety and the environment.



The Downpatrick Social Enterprise Hub closed in February 2017 following a cut in central government funding

The substantial impact of NMEA's social enterprise support activities



Section 3

CROSS BORDER PARTNERSHIPS AND TRADE DEVELOPMENT ACTIVITIES

WIN - Work In Newry & mourne



NMEA and Louth LEO deliver specialist innovation training to 40 companies from Newry and Mourne and Louth at DKIT, Dundalk

3. CROSS BORDER AND TRADE DEVELOPMENT ACTIVITIES AND TRANSNATIONAL PARTNERSHIPS

3.1 The Cross Border Co-Innovate Programme

Inspired by our work in the EU Innovation Alliance we deepened our collaboration with Intertrade Ireland as a result of which during 2017 a comprehensive €16.5m programme of support for companies with innovation potential was put in place funded by the EU under its Interreg initiative. Kieran Mathers and Conor Patterson represented all of Northern Ireland's Local Enterprise Agencies and the southern border county Local Enterprise Offices on the programme management team which also included Intertrade Ireland, Scottish Enterprise and Highlands & Islands Enterprise (the Programme included the west of Scotland). Kieran Mathers' salary was co-funded by Enterprise Northern Ireland and NMEA from July 2015 to July 2016 to allow him to concentrate full time on setting up this major cross border support programme.

In September 2016 the Special EU Programmes Body secured an agreement from the UK and Irish Governments and the EU that funds would be guaranteed to the Project beyond the envisaged departure of the UK from the EU in March 2019, i.e. until the Programme's cycle of measures was completed in 2021. Later in 2017 Kieran Mathers and Maria Coyle of NMEA were appointed by Intertrade Ireland and Enterprise Northern Ireland to co-ordinate the delivery of three of the five strands of the Programme through Northern Ireland's Local Enterprise Agencies and the RoI border county Local Enterprise Organisations.

3.2 The EU Innovation Alliance Programme (SHIP)

During the year NMEA in partnership with the Louth Local Enterprise Office (and supported by Down Business Centre) jointly co-ordinated the EU Commission-funded INNOVATION ALLIANCE (SME and HEI in Innovation Partnership, 'SHIP') transnational partnership project. This was one of only six such projects funded by the EU Commission from a pool of 238 submitted from across the EU. NMEA's partners in the project were:

- The Louth Local Enterprise Office
- The University of Bucharest, Romania
- The University of Valencia, Spain
- The Mindshare innovation organisation, Paris
- The Canice Consulting team, UK
- The University Industry Innovation Network, Amsterdam
- The Univations innovation support organisation, Germany

The overall budget for the initiative was €563,362.

The aim of the INNOVATION ALLIANCE was to build sustainable

collaborative relationships between Higher Education Institutes (HEI's), SME's and innovation support organisations (such as NMEA) and to reshape the traditional roles of HEI's and SME's by breaking down barriers so that SME's could in the future access and utilise academic research to boost their innovation capacity and competitiveness. NMEA guided by the crossborder Newry Mourne Down Louth Meath Alliance which it jointly co-ordinated drew up a number of supports for local SME's including a specialised innovation training programme. This 'innovation transfer' training course focused on securing funds from the EU Horizon 2020 Programme.



The Newry Mourne Down/Louth Innovation Alliance was one of only four such EU-sponsored alliances established across Europe and it was the only one which was cross-border. Our partners co-ordinated three other alliances, in Spain, Romania and Germany. These alliances drew on the support of more than 70 stakeholder organisations in five EU countries. They concentrated their efforts on addressing the difficulties experienced by SME's seeking to gain access to HEI research. Among the organisations participating in the Newry Mourne Down Louth & Meath Alliance were Queens University Belfast, Southern Regional College, Dundalk Institute of Technology, Intertrade Ireland, Newry Mourne and Down Council, Louth County Council and Meath County Council. Colin Hanna managed NMEA's participation in the initiative. On behalf of the EU Innovation Alliance Partnership, Conor Patterson facilitated a Workshop at a major international innovation conference in Amsterdam in June 2016 and was a platform speaker at the International Small Business and Enterprise (ISBE) Conference in Paris in October 2016. Work continued on this initiative until the end of 2016. A portfolio of resources produced by NMEA and its EU partners in five languages, including guidance for stakeholders in EU regions who might want to set up innovation alliances of their own, as well as training modules for SMEs and higher education establishments, can be accessed free of charge on an EU-sponsored website: www.innovationalliance.eu. Before it was launched for open access the SME Innovation Training course was trialled with 40 businesses from both sides of the border at a series of training sessions at WIN and DKIT in the summer of 2016.

3.3 The EU Employment Alliance Programme (REAL)

During the year NMEA (supported by Down Business Centre) the Louth Local Enterprise Office and Meath Local Enterprise Office, participated in a cross border Employment Alliance ('REAL') Project. The overall budget available to this transnational Project was €219,338. This NMEA/DBC/Louth/Meath project worked with higher & further education stakeholders, statutory agencies and business organisations to draw up new ways of empowering young unemployed or underemployed humanities graduates north and south of the border as well as in other EU regions to become



Working with international partners to design new approaches to creating 'Work In Europe', Szczecin, Poland, November 2016.



NMEA providing 're-orientation' training to unemployed graduates at the QUB Graduate Centre, July 2016.

innovators, entrepreneurs and high value employees. Among the Employment Alliance partners were Queens University Belfast, Southern Regional College and Dundalk Institute of Technology.



The Newry Mourne Down Louth Meath Alliance was one of only two pilot cross-border 'employment alliances' in the EU. The other Alliance brought together Halle in Germany and Szczecin in Poland.

The EU Commission remitted the cross border alliance to identify the 'disconnects' which disadvantage humanities graduates in the labour market and to produce an Action Plan to address their needs.

During the year NMEA worked on creating an open-access, classroom and on-line training course to teach young humanities graduates currently mis-matched with demand in the labour market the innovation skills which could open doors to profitable work in the creative industries, either as entrepreneurs or highly productive staff members. Colin Hanna managed NMEA's participation in the initiative. Work continued on this initiative until the end of 2016. In December 2016 a review of the ground-breaking work of the Newry Mourne Down Louth & Meath Employment Alliance was presented to a group of MLAs, Northern Ireland Civil Servants, MPs and TDs in the Long Gallery at Parliament Buildings in Stormont. A training programme for under-employed and unemployed arts and humanities graduates produced by NMEA and its EU partners in 3 languages is hosted on an EU-sponsored website which can be accessed free of charge at: www.employmentalliance.eu. This material was trialled before it was launched with a group of 30 graduates from both sides of the border at the Graduate Centre in Queen's University Belfast.



The Employment Alliance presents its approach to addressing the challenge of unemployment at Stormont, December 2016.

Section 4

COMMUNITY DEVELOPMENT

WIN - Work In Newry & Mourn



NMEA's Pauline Coghlan presents Work4UPlus graduates with their 'Hour of Code' certificates.

4. COMMUNITY DEVELOPMENT

4.1 Big Lottery-funded WORK4UPLUS Programme

During the year the Agency continued to manage and co-ordinate the delivery of the £500,000 Work4UPlus Programme in the Newry, Mourne and Down, Armagh and Banbridge District Council areas. The Programme funded by the Big Lottery's Reaching Out Empowering Young People's Fund, targeted young people who were 'at risk' of becoming disengaged from education or training, of becoming involved in criminal activity, anti-social behaviour, drug or alcohol misuse.

A core aim of the programme was to help improve young people's confidence and self-esteem, develop skills and achieve work readiness, with the help of the Agency's delivery partners; Barnardo's REACT and the Education Authority. In its fifth year up to March 2017 the Work4UPlus programme helped 212 young people to improve their confidence, develop their skills and improve their future life prospects. The Agency's Pauline Coghlan was the Programme Manager supported by Maria Coyle in the role Programme Administrator.

These 'At Risk' young people were challenged by multiple economic adversities as well as addiction, adolescent mental health issues, criminal or antisocial behaviour, poor social skills, lack of self-confidence and living in a care environment.

Programme activities included: volunteering projects within the local community, work experience with local employers, developing CV's and personal statements, recorded interview practice, producing 5 anti-bullying videos, setting up 5 pre-enterprise businesses and producing 2 of their own Work4UPlus comics.

The Programme impact has been measured by so-called 'hard' and 'soft' outcomes. Of those who completed the programme to date, the hard outcomes included:

- 114 young people achieved a L1 or L2 in one or more of the following subjects: Application of number, Communication and ICT
- 49 young people achieved a level 2 in Food Safety in Catering
- 75 young people obtained a certificate for Emergency First Aid
- 98 young people obtained certificates for completing 'The Hour of Code' and introduction to computer science
- 48 young people obtained certificates for the B-positive course in mental health awareness
- 48 young people obtained certificates for completing a relationship and sexual health course

'Softer outcomes' are often regarded as harder to measure. The Agency's Pauline Coghlan and Conor Patterson deployed a novel technique, the Rickter Scale, to uncover how the young people on the Programme felt and how their attitudes had changed as a result of their participation. In terms of their behaviour and attitudes the



A Work4UPlus training day.

young people reported significant changes including:

- Their confidence levels improved by up to 36%.
- Their view of employment training or education had improved by 42%.
- Their ability to deal with difference has improved by 19%.
- 12% of them more easily understood 'others point of view'.
- 38% of them were less easily influenced by others.

All of the young peoples' achievements were acknowledged and celebrated at a 'Graduation Event' in Formula Karting in Newry, where Pauline Coghlan presented them with their completed career skills portfolios, including any certificates and achievements they had earned during their time on the programme.

An appreciation event was also held during the year at the WIN Conference Centre for all those volunteer 'Champions' and work placement providers who played such an important role in the Work4UPlus programme. They gave each of these young people their first experience of the world of employment and they put great effort into ensuring that it was an enjoyable as well as a learning experience.

As we approached the final year of the Work4UPlus programme we commissioned an external evaluation of the Programme. It reported that of the 212 young people who were expected to complete the Work4UPlus programme by the end of year five, 80.5% (171) had confirmed that they had moved onto a more positive life-path.

A study by York University has estimated that the basic lifetime cost to society of someone who is defined as 'NEET' (i.e. Not in Employment, Education or Training) will be £160,613, the cost of a Young Offender, £2,371,000, a young mother with 2 children in care, £858,000 and a Special Educational Needs person with low/or subsidised income, £565,000.

Section 4

COMMUNITY DEVELOPMENT

16-17 NEWRY AND MOURNE ENTERPRISE AGENCY ACTIVITY REPORT

The outcomes so far of the Work4UPlus programme in terms of young people changing their life paths would against this benchmark constitute a potential total lifetime cost saving for society in Northern Ireland of £59,123,518, which is a phenomenal return on the investment made by the Big Lottery in this NMEA initiative.

The external evaluation of Work4Uplus concluded that:

"Although this is a very challenging and complex Programme, it has either exceeded or met all of its expected outputs and outcomes and not only is it attracting but it is retaining high numbers of young people, which is testament to its success".

and that:

"The programme should be continued so that the lessons learnt over the past four years may be applied to other young people".

4.2 Newry Neighbourhood Renewal – EDUCATION TO EMPLOYMENT PROGRAMME (E2E)

With financial support from the Department For Communities Newry Neighbourhood Renewal Programme in 2016/17 the Agency delivered the Education to Employment initiative to introduce young people from the Newry Neighbourhood Renewal Area (i.e. the half of the urban area of Newry which is designated as falling within the most disadvantaged 10% of small areas in Northern Ireland) to the workings of the modern economy and specifically to the world of work and to provide them with guidance on the career and personal development pathways available to them. The Programme had four distinctive elements: class study visits, work placements, mentoring provided by local 'business champions', and career guidance events. The Programme targeted secondary school pupils aged 11-18 years living in the Newry Neighbourhood Renewal Area and Primary 7 pupils attending the 5 primary schools which service the Newry Neighbourhood Renewal Area. A group of 25 Primary 7 pupils from the Neighbourhood Renewal Area participated in a 'Coder Dojo' Programme, the aim of which was to demystify computer coding and to encourage an interest in mathematics and computing.

In November 2016 under the auspices of the Programme the Agency convened a 'Career Pathways' event at the Mourne Country Hotel in Newry which was attended by more than 500 secondary school pupils from the area. It presented the career planning challenge which faces young people today in a novel and very positive way. Among the speakers were local entrepreneurs, Grainne McCoy, The Apprentice finalist and Steven McDonnell, former All Ireland medal winner in 2002 and the recruitment manager for Servisource Recruitment. The Agency's Maeve McParland was the Education2Employment Programme Manager, supported by Patricia Phillips.



A Work4UPlus graduate completes her internship at Buzzard Comics, WIN Business Park.



Work4UPlus partners and others meet to consider the drugs challenge in Newry.



Work4UPlus business 'Champions'.



Hundreds of pupils from Newry secondary schools attended a Career Pathways guidance event at the Mourne Country Hotel, November 2016.

Section 4

COMMUNITY DEVELOPMENT

WIN - Work In Newry & mourne



Some of the P7 Pupils who completed the E2E Coder Dojo course at WIN.

The following businesses in Newry hosted placements for pupils from the Newry Neighbourhood Renewal Area during the year:

- Mourne Gymnastics
- Hair City
- The Bulls Gym
- Slack Press
- Royal Mail
- Need of Meats
- Grounded Espresso Bar
- Newry & Mourne Enterprise Agency
- Hair Traffic
- The Canal Court Hotel
- The Costume Corner
- Citizens Advice Bureau
- Milligan Reside Larkin Architects
- Newry & Mourne District Council
- MJM Marine
- Prestige Employment Services
- The Rug House
- Giggles Daycare
- National Building Supplies
- John MacMahon & Co Accountants
- BHP Accountants
- NSPCA
- East Coast Adventure Centre

4.3 Newry Neighbourhood Renewal Partnership

Throughout the year the Co-operative was represented on the Newry Neighbourhood Renewal Partnership, most of whose meetings were hosted at the WIN Conference Centre.

4.4 Technical Support to Newry Credit Union.

The Co-operative and Enterprise Agency was founded by among others a group of citizens who had in 1964 set up the Newry Credit Union and there has been a close mutually supportive relationship between the two organisations ever since. Liam Quinn has been a bridge between the Agency and the Credit Union for 18 years, serving at various points during that period as an unpaid Director, Credit Union President and Treasurer. Recognising Liam's experience, his commitment to the ethics of the Credit Union movement and his expertise as a chartered accountant the Credit Union decided to appoint Liam during the year as a strategic advisor to guide the organisation through a major restructuring programme which it was required to carry out by the UK Financial Regulator.

4.5 Other support to the Community/Voluntary sector

Newry & Mourne Co-operative and Enterprise Agency was formally approved as a charity in April 2016. The organisation was active in community development throughout 2016/2017:

- The Co-operative worked closely with Newry Mourne and Down District Council's migrant support team to provide resources to help 'new citizens' not born in Northern Ireland to more effectively access the local labour market.
- The Co-operative sponsored a prize at the St Joseph's High School's annual achievement recognition event.
- The Co-operative sponsored an annual prize for business planning on the Business Studies course at Southern Regional College.

Throughout 2016/2017 the Co-operative worked closely with its host community in Mourneview, Murphy Crescent and Canal Street in Newry.

4.6 Financial support to good causes

During the year the Co-operative made contributions to the following:

Newry Musical Society
PIPS
Thomas Davis GFC
Carrickcruppen GFC
Brain Injury Foundation
Life Change, Changes Lives
Bosco Youth Club
St Joseph's Boys High School
Marie Curie Cancer
Barcroft Community Association
Newry Food Bank



All-Ireland winner Steven McDonnell delivers a motivational seminar at St Josephs High School

Section 5

INFLUENCING POLICY AND PROMOTING THE REGION

16-17 NEWRY AND MOURNE ENTERPRISE AGENCY ACTIVITY REPORT



Conor Patterson and business and political leaders from Newry and Mourne giving evidence to a special Oireachtas Committee on the Implementation of the Good Friday Agreement.

5. INFLUENCING POLICY AND PROMOTING THE REGION

During the year Newry & Mourne Co-operative and its Enterprise Agency division exercised considerable influence in lobbying for increased resources for economic and social development in Newry & Mourne and the east border region more generally:

5.1 Directorships

Chairman, **Peter McEvoy**, was Northern Ireland treasurer of the SDLP. He also represented the Enterprise Agency on the Enterprise Northern Ireland Council.

Dr Conor Patterson, Chief Executive, sat on the Board of Enterprise Northern Ireland and served as a Co-operative representative on the Enterprise Northern Ireland Council. He continued during the year to serve as a member of the Maze Long Kesh Development Corporation. During the year Conor also served as the Secretary of Oriel Developments Ltd, the Secretary of Binnian Developments Ltd, a member of the Newry Neighbourhood Renewal Partnership and as a trustee of the Murphy Trust, an executive Board member of Newry Chamber of Commerce and Trade, a member of the greater Newry Vision Programme and a co-opted advisor to the Board of the Confederation of Community Groups in Newry. **John MacMahon** served as a Director of Oriel Developments Ltd and a Director of Binnian Developments Ltd. **Gordon Coulter (M.B.E.)**, as well as being a Director of Kilkeel Development Association, was a Director of Binnian Developments Ltd and represented the CBI in Newry & Mourne. **Ronan Dennedy**, Manager of the Louth County Enterprise Fund, served as a Board member of Oriel Developments Ltd. **Jim McCart** served as a Director of Binnian Developments Ltd and sat on the Board of Governors of St Marks High School in Warrenpoint. **Geraldine Donnelly** served on the Strategic Management Board overseeing the re-development of the former Forkhill Army Base. **Liam Quinn** served during the year on the Board of Newry Credit Union and on the Board of Governors of St Colman's College. **Jennifer Malone** sat on the Prince's Youth Business Trust Southern Region Steering Committee.

5.2 EU Referendum/Brexit

2016 saw unprecedented political changes on both sides of the Atlantic. The shock EU referendum result in June 2016 put the Newry border region into the unenviable position of being identified as 'ground zero in the Brexit debate in Ireland' (Irish Times 2nd January 2016). In April 2016 Conor Patterson was nominated as the Newry Chamber of Commerce spokesperson on Brexit and its representative on the N. Ireland Remain Campaign Committee. In the run up to the referendum Conor was the Remain campaign's principle spokesperson on the Irish Border issue. Since the referendum, along with colleagues in Newry Chamber of Commerce, Conor has been engaged in intense high profile activism focused on highlighting and mitigating the risks for the Newry border region of a UK withdrawal from the EU.

During the year Conor gave interviews on the challenge which Brexit posed for the Newry border region to the following newspapers, TV and Radio channels:

- Politico (Brussels)
- Radio France
- Le Monde
- France 3
- Frankfurter Allgemeine Zeitung
- ITN (News At Ten)
- Reuters
- BBC Radio 5 Live
- El País
- BBC Scotland
- RTE Radio 1 (Drive time)
- RTÉ TV News
- RTE Radio 1 (The Sean O'Rourke Show)
- BBC Radio Scotland
- BBC Radio Ulster (Good Morning Ulster and the Wendy Austin Business Review)
- BBC TV NI (Nolan Show)
- BBC TV NI (Spotlight)
- BBC TV NI (News)
- Süddeutsche Zeitung
- Le Parisien
- The Financial Times
- Le Soir (Brussels)
- DW News (Germany)
- Stern Magazine (Germany)
- Euronews
- Le Marianne Magazine (Paris)
- The Guardian
- Berliner Zeitung
- Croatian National Radio
- Radio Denmark
- Radio Latvia
- ARD TV (Germany)
- News talk (Pat Kenny Show)
- The Wall Street Journal
- BBC Daily Politics
- BBC Newsnight
- Channel 4 News
- ARTE TV (France & Germany)
- BBC World (Persia)
- Bloomberg News

.... and he met to discuss Brexit with:

- SNP MEP Alyn Smith
- Harvard University
- The President of the German Bundestag
- Andrew Haldane the Chief Economist at the Bank of England
- MEP's and EU Commission officials in Brussels
- Taoiseach Enda Kenny
- Tánaiste and Foreign Affairs Minister, Charlie Flanagan
- Labour Party Brexit Shadow Secretary, Sir Keir Starmer
- NI Secretary of State, James Brokenshire.
- CBI
- Manufacturing NI
- Professor Brian Lucey (TCD)
- Irish Department of Foreign Affairs officials
- Irish Department of the Taoiseach officials
- Chancellor of the Exchequer, George Osborne
- The US Consul

Section 5

INFLUENCING POLICY AND PROMOTING THE REGION

WIN - Work In Newry & Mournie



Speaking about the risks of Brexit at the French National Assembly, November 2016.

During the same period Conor and other local business people and political representatives spoke about their concerns about Brexit in the following formal hearings or on-the-record debates:

- The All Ireland Civic Dialogue on Brexit (November 2016; February 2017)
- The House of Commons Northern Ireland Affairs Select Committee (November 2016)
- The French National Assembly (November 2016)
- The European Parliament (January 2017)
- The Joint Oireachtas and Westminster Committee on the Implementation of the Good Friday Agreement (December 2016)

5.3 Partnership with Down Business Centre

NMEA deepened its collaborative working relationship with Down Business Centre during the year. As part of that commitment Conor Patterson attended Down Business Centre Board meetings in Downpatrick.

5.4 Newry Chamber of Commerce & Trade

The Agency represented by Conor Patterson played a significant role in support of Newry Chamber of Commerce during 2016/2017. In February 2017 Conor facilitated a review of the Chamber's strategy and structure which led to the most significant modernisation of the organisation in twenty years. Also in February 2017 the Agency helped to organise on behalf of the Chamber a Question-time forum which provided local businesses with an opportunity to question politicians campaigning for seats in the 2017 NI Assembly election.

5.5 The Greater Newry Vision

During 2016/2017 the Enterprise Agency again played a central role in promoting urban and rural regeneration under the auspices of the Greater Newry Vision Partnership, alongside representatives of the Newry Chamber of Commerce and Trade, Newry Mourne and Down District Council, Southern Regional College, the Northern Ireland Housing Executive, Warrenpoint Harbour Authority, the Southern Health and Social Care Trust, the Department For Communities and Invest Northern Ireland.

5.6 The Labour and Education Forum

During the year the Agency continued to support the Newry and Mourne Labour and Education Forum which brings together educationalists and the business community with a view to helping schools to better meet the needs of employers.

5.7 The Mourne's Taskforce

In February 2017, the Agency participated in a review carried out by the Mourne's Taskforce of the challenges and opportunities which need to be addressed if the Mournes sub-region is to thrive.



The Bank of England's Chief Economist, Andrew Haldane, on a visit to Flurrybridge Enterprise Centre.



Conor Patterson, Peter Conway (Warrenpoint Harbour CEO) and Michael Blaney (owner Autoline Insurance) at the House of Commons, November 2016.



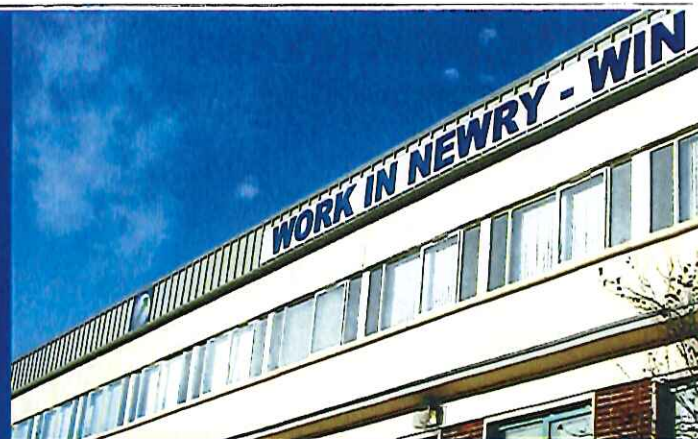
Highlighting how an open border advantaged Newry and Mourne at the European Parliament, February 2017.

5.8 Hosting International Visits to Newry Mourne.

- In March 2017 the Agency hosted a visit to WIN (which was cited as an example of international best practice in community-led economic development) by senior local government officials from across the EU. The visit was organised by the N. Ireland Local Government Association (NILGA).
- In July 2016 the Agency hosted a visit to WIN by the University Industry Network (Amsterdam), the University of Bucharest, the University Polytechnic of Valencia, the Univations Innovation Organisation (Germany) and Mindshare Innovation (Paris).

Section 6-7

BOARD OF DIRECTORS & ENTERPRISE AGENCY STAFF 2016-17



6. NEWRY & MOURNE CO-OPERATIVE - BOARD OF DIRECTORS



Chairman
Peter McEvoy



Vice-Chairman
Kevin Starrs



Secretary
Michael Hughes



Director
John MacMahon



Director
Gordon Coulter, M.B.E.



Director
Jim McCart



Director
Claire McCullough
(appointed June 2017)



Director
Kevin Magill



Director
Ronan Dennedy



Director
Davy Hyland



Director
Geraldine Donnelly



Director
Brendan Jackson

7. NEWRY & MOURNE ENTERPRISE AGENCY - STAFF 2016-17



Dr. Conor Patterson
Chief Executive



Liam Quinn
Financial Controller



Kieran Mathers
Innovation Programmes Manager



Jennifer Malone
Senior Business Development Executive (Property)



Colin Hanna
Information, Research and Computer Technology Co-ordinator



Stephen McClelland
Senior Social Enterprise Advisor



Pauline Coghlan
Work4U Programme Manager



Maeve McParland
Education to Employment Programme Manager



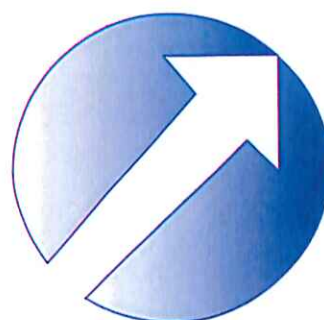
Michelle Frost
Receptionist



Patricia Phillips
Office Services Co-ordinator



Maria Coyle
Finance Officer



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