Summer 2010

Chief Constable Sets Out Priorities for Retail Crime -p3

IRELA



POLK

Retail NI 2010 Conference

Why should independent retailers attend the Retail NI conference?

By Andrew Irvine, Belfast City Centre Manager



The upcoming Retail Northern Ireland conference is set to ignite debate on the most pressing topics for retailers, enabling retailers to share concerns, successes and strategies with their peers.

The retail sector has evolved

considerably over the last two decades. There has been a rapid expansion, since the 1980s, of multiple retail department stores and of out-of-town superstores. Independent retailers will be given the opportunity to directly question Tesco's most senior Director in Ireland, Mr Gary Mills, along with Chief Executive of House of Fraser, Mr John King.

The Retail Conference, which is being addressed by two Northern Ireland Executive Ministers, will reinforce the importance of Northern Ireland's retail industry as a key sector in achieving economic recovery and. Delegates will be able to directly challenge Executive Ministers on important retailing issues such as the need for Planning Policy to protect town centres.

The theme for this exciting conference will be 'responsive retailing'. Given the current instability with regards to the 'credit crunch', a rise among businesses going into administration, and unemployment concerns, this is an appropriate theme to enable us to explore how survival, and even growth, can be achieved through responding to the consumer, creating successful retail strategies, and protecting our retailing environments. The conference will highlight examples of best practice for retailers big and small, independent and multiple.

The speakers lined up for the event are of the highest calibre and possess a wealth of experience on this critically important area of our economy, from policy makers, retail skill specialists and innovators in the online market world. In addition, afternoon workshops will give delegates the opportunity to engage with retailing issues on four main areas of increasing interest; Business Improvement Districts, retailing in the digital world, retail skills training, and a workshop by Glyn Roberts, Chief Executive of the Northern Ireland Independent Retail Association, on 'bread & butter' issues for independent retailers.

The Retail NI Conference promises to be a very worthwhile day for retailers in Northern Ireland.

Retail NI 2010 Conference Thursday 30th September, Stormont Hotel, Belfast

Agenda Welcome

The President of Belfast Chamber of Trade and Commerce, Mr Norman Maynes

Rt. Hon. The Lord Mayor of Belfast, Cllr. Pat Convery,

Key Note Addresses

Devolution, the benefits to Business OFDFM Junior Minister, Robin Newton MLA

Retailing, a view of the next 12 months Mr John King, Chief Executive, House of Fraser

The Retailers Paradigm

Retailing in Northern Ireland, the year ahead: Attracting Shoppers back to Town Centres

Gary Mills, Operations Director, Tesco Ireland

Funding Significantly Improved Retail Environments

post Review of Public Administration Professor Mike Smyth, University of Ulster

Planning: The need for a co-ordinated Framework

Minister for the Environment, Mr. Edwin Poots, MLA

Workshops

Business Improvement Districts

Richard Guiney, Chief Executive Dublin BID Andrew Mawhinney, Chief Executive, Dundalk BID

Retailing in the Digital World

Richard Clement, Marketing Director, Pierce Communications

The Future of Independent Retail

Glyn Roberts, Chief Executive of Northern Ireland Independent Retail Trade Retail Association

To attend visit www.retail-ni.co.uk or call Nicola Evans on 9024 2111



Police working to deliver

By Matt Baggot, PSNI Chief Constable

These are tough times for retailers, and as the country prepares itself for more belt tightening, even tougher times may lie ahead. None of us is immune.

The last thing I'm sure retailers need at the moment is a problem with crime, in any shape or form.

That's why I am determined that police will work with you to make Northern Ireland safe, confident and peaceful and, importantly from your perspective, make this community a good place to do business.

I am committed to ensuring that my colleagues provide you with a policing service which is responsive to your needs, personal, impartial, accountable and delivers positive results.

These are not just fine words for me to write and then forget about. This is an ongoing commitment by my officers to which we are held to account through your District Policing Partnerships and by the Policing Board.

Business Crime, ranging from low level criminal damage to extortion, fraud and counterfeit currency will remain a key priority on the Police Service agenda.

So what are we doing? We have in place a range of initiatives dedicated to preventing and responding to crime which impacts upon the business and retail community. These include:

- Membership of the Organised Crime Task Force, dedicated to working with government, other law enforcement agencies and the commercial sector to eradicate the scourge of organised criminality.
- Specialist financial investigators targeting fraud and money laundering.
- Crime prevention officers in every District.
- A Cash in Transit control room, run in partnership with the industry, to monitor and protect all cash deliveries.
- Radio link programmes in several towns between traders, police and councils.
- Membership of the Business Crime Partnership Northern Ireland, working to address the needs of the business community about crime.

Already, much of this work is delivering results. Overall crime is down by one percent and the detection rate is up by almost three percent. We have a stronger visible presence in communities with 400 more officers delivering neighbourhood and response policing, more than at any other time in the last three years. Many more of my colleagues will be joining them in the coming months. By tackling bureaucracy, streamlining our systems and further improving our use of technology we will enable those officers to spend more time in the communities where you trade.

We have worked with a range of partners, including NIIRTA, to reduce the number of thefts of ATMs. This crime trend has been substantially reduced and the gangs involved have been dismantled.

We are active members of the Business Crime Partnership Northern Ireland, ready and willing to play our part in preventing and detecting crime. We have worked to reduce the incidence of so-called Tiger kidnaps, to prevent fraud and robbery and tackle the scourge of Intellectual Property Crime. We will continue to do so.

But behind every crime statistic, there is a personal story about an individual retailer who has been the victim of crime. By focusing on that personal story, by dealing with it in a professional and protective manner, I know we can make a real difference.

We still have much to do. Our efforts will be focused on listening to you, identifying local issues of concern and working together to solve them. By working together, we can put the criminals out of business. www.psni.police.uk



Foster: £15million reasons to be energy efficient

CARRON

Enterprise Minister Arlene Foster has launched a report which reveals Northern Ireland Independent Retail Trade Association (NIIRTA) convenience store members are spending £15million every year on energy costs.

The report 'Energy Efficiency in Retailing', published by the Carbon Trust and NIIRTA, says this annual energy usage is producing over 62,000 tonnes of carbon-dioxide – the equivalent of driving 190 million miles in a standard car.

It also lists a number of practical suggestions for small retailers which could lead to a reduction of 30% on energy bills.

Arlene Foster said: "Northern Ireland's independent convenience stores spend an estimated £15million on energy every year.

"Reducing energy consumption is good for the environment and for business too because it gives the opportunity to increase profitability and competitiveness.

"The publication of this report by the Carbon Trust and NIIRTA provides step by step guidance for shop owners on how they can cut their energy costs, with practical suggestions on how to reduce bills by up to 30%."

NIIRTA Chief Executive Glyn Roberts said: "It is simply staggering that our members are spending over £15million every year on energy, which produces over 62,000 tonnes of carbon dioxide - the equivalent of driving 190 million miles in a standard car.

"A small retailer in Northern Ireland could be spending as much as £45,000 a year on their energy bill. This is obviously not sustainable economically or environmentally.

"By looking at the energy use in store, retailers can improve

their environmental performance and make cost savings.

NIIRTA

£15,000,000 a year spent on energy by NIIRTA members

> "Refrigeration and lighting equates to 70% of energy usage among independent retailers and the report includes a practical shopping list to address these issues.

> "The retail sector involves several activities that have a direct impact on climate change. These include energy use in stores, leakage of refrigerant gases, food miles and packaging."

Geoff Smyth, Manager of the Carbon Trust in Northern Ireland said: "While improved 'shop keeping' will yield good energy savings, it also makes sense to spend to save even more – particularly if a retailer can make use of a Carbon Trust interest-free Energy Efficiency Loan. Within the retail sector we would generally recommend projects that would pay back in less than three years, but there are projects that will give a return within a year.

"These could include time controls on equipment to ensure it is switched off outside trading hours, occupancy sensors on back of house lighting, improved heating controls and energy efficient lamps in light fittings."

Some retailers may be entitled to a free carbon survey from the Carbon Trust to help identify all the cost effective opportunities that exist in their store. Those who do not qualify can still use the Carbon Trust's website www.carbontrust.co.uk or contact the dedicated advice line 0800 085 2005.

Download the full report from www.niirta.com.

What should I do now?

So you have the low down on how to save energy; what should you do now? Below is a 'shopping list' which focuses on the main areas of opportunity in the biggest energy using areas of lighting and refrigeration.

| | Carbon Reduction Shopping List | | |
|---|--|---|--|
| ~ | | SAVINGS | |
| | • Switch off all non-accential lighting | 101 of lighting costs | |
| | • Consider photocoll controls to switch off lighting on brighter days | 208 of applicable lighting | |
| | • Consider prosence detectors in your back of house areas | Up to SOF of applicable lighting | |
| | Replace traditional lamps with energy efficient compact fluorescents or LEDs (they will last longer too) | | |
| | • Consider the need for display lighting, can spotlights be removed or soutched off? | 1005 if speelighes Are removed | |
| | REFRIGERATION | Constanting of the second s | |
| | Gonsider the operating temperatures of refrigeration cabinets. Are they lower than they need to be? | 2-48 per % | |
| | • Make sure you have a good maintenance regime. Check for leaks and clear outdoor condensors. | Asmuch as 30\$ | |
| | • Install night blinds or permanent doors on the chilled cabinets (would you leave your fridge door open at home??) | HOA saving on ontire agatom for doors | |
| | • Smap out fluorescent display lighting for more efficient LEDs (less heat also, reduced cooling load). | 608 saving on lighting | |
| | • Replace the fan motore being used in gour display cabinets with EC fans. | SOF saming compared with conventional fans | |
| | • Your refrigeration is displacing heat and dumping it to the atmosphere Could goe recover this heat and utilize it elsewhere? | Could provide your hot water for free | |

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Attwood Launches BIDS Legislation

New Social Development Minister Alex Attwood has announced that he will take forward new legislation to give greater powers to businesses to improve our town centres.

The announcement comes following a meeting with Department of Environment Minister Edwin Poots at which the issue was discussed.

The new legislation will introduce Business Improvement Districts (BIDs) to our towns and cities. This will mean greater powers and control for councils and local businesses. BIDs allow businesses to vote on the services they want to invest in to improve their trading environment. The sorts of services that can be improved include security, street cleaning and even new Christmas lighting.

Minister Attwood said "I am confident that Business Improvement Districts will prove to be a useful tool in supporting town centres to recover from the current economic downturn. They have already proved successful in the Republic of Ireland, Great Britain and the USA and now they can make a difference in Northern Ireland.

"These proposals will enable councils, with the agreement of local businesses, to fund and deliver improved services in specific areas, such as town centres. It will give them freedom to work in partnership to decide and deliver the services that are important to them; services that will make our town centres more competitive, safer, cleaner and more enjoyable for all." The powers to introduce Business Improvement Districts will require new legislation. This will follow public consultation on the policy proposals by the Department for Social Development in the coming months.

New leadership team for the UFU

County Antrim farmer John Thompson is the new President of the Ulster Farmers' Union. The Ballymoney dairy farmer was elected to the position by the organisations members at the UFU Annual General Meeting, held at Loughry College, Cookstown.

The newly elected UFU Deputy Presidents are Draperstown beef and sheep producer Harry Sinclair and Ballyclare pigs and beef producer Norman Robson.

In his first address to Union members as President, John Thompson said; "The key issues which I will be initially prioritising include producer prices, CAP post 2013 and animal health. Volatile prices are a growing issue and the UFU will maintain pressure to improve producer returns. The Union will also be leading the debate about the next CAP reform and will represent our members' views through this process.

"We have consistently supported the principle of an improved animal health status across both statutory and production diseases and will continue to work closely with the industry and Government to make progress on this critical issue.

"As the UFU's main asset is its members, I also want to look to the future and focus on encouraging more young people to join and become involved in the work of the Union."

John Thompson replaces outgoing UFU President Graham Furey, who completed a very successful two year term in office. Mr Furey enjoyed an eventful and challenging period as President. Key issues included the implementation of the EU's Nitrates Directive, dairy industry crisis, dioxins, dealing with the flooding in Fermanagh and the aftermath of the severe winter in 2009. During his time, the UFU campaign to persuade the Government to establish an independent Supermarket Ombudsman proved successful and Mr Furey was also heavily involved in our UFU 90th Anniversary Africa Appeal which took him to Kyengando in Uganda last year to open the new UFU school.



UFU leadership team

RETAIL Training Store

SRC Retail Training Store is the first in Northern Ireland

Southern Regional College has officially opened a new Retail Training Store at their Newry campus, Northern Ireland's first purpose built retail training facility.

CEO Brian Doran welcomed over 100 guests, at least 60 of whom were retailers, to the launch of this new facility aimed at meeting the training needs of local retailers. He explained that the store would be used to deliver SRC's wide range of retail training programmes across all levels. The facility is also available to be used by local and regional retail specialists.

SRC is committed to meeting the needs of local retailers and believes that a practical training environment will assist with the development of staff within this sector. Although this facility has opened in Newry, plans are already afoot to develop further training stores across some of the other campuses in the southern region.

In addition to meeting the needs of retailers, this training facility will also help to increase the demand among our school leavers to follow a career in retail. The retail sector is the largest and fastest growing private sector employer in Northern Ireland with approximately 9000 businesses and 82000 workers. However, over 25% of people working in retail have no qualifications. Mr Doran highlighted the fact that retail is one of the most diverse and exciting sectors to make a career in.

Glyn Roberts from NIIRTA (Northern Ireland Independent Retail Trade Association) and Prof Barry Quinn from University of Ulster also spoke at the event. They praised the foresight of SRC in addressing the training and development needs of the retail sector. Mr Roberts said "NIIRTA fully supports this excellent new retail training initiative by the Southern Regional College and would urge the other FE Colleges to follow their lead. It is our hope that this new Training Shop will help produce the independent retail entrepreneurs of the future and thus make a considerable contribution to both the expansion of our sector and indeed the private sector as a whole."

Dr Conor Patterson, President of Newry Chamber of Commerce and Trade officially declared the Retail Training Store open for business. He welcomed this facility as a much needed training environment for the retail sector of the southern region and beyond. Speaking on behalf of Newry Chamber of Commerce and Trade, Dr Patterson emphasised the importance of retail as a key employer in the greater Newry area. "The key skills needed for a successful career in Retail are transferable to many other sectors so it is an excellent training ground for careers in various other fields. Newry has always traditionally been a trading centre and this Retail Training Store is bringing this concept into the modern age."

The training store is stocked with a number of items that were kindly donated by some local sponsors including The Good Food Shop, Gordons Chemists, Kellys Building Supplies, Around-A-Pound, Donaghys Shoes, O' Reillys The Sweet People, Tayto, Sainsburys and Debenhams.

Customer service and Merchandising/Visual Display training will be a key focus of the store. Retail Apprenticeships and Retail Management will also be delivered. There will be master classes aimed at retail owner/managers including Category Management, Branding, Marketing for more Customers and Finance for Retail as well as a Retail Consultancy Service.

For more information on the Retail Training Store please contact Tracy Rice at the Business Support Centre, Newry Campus on 028 3025 9664 or email retail@src.ac.uk.

NIIRTA Highlights Importance Of Retail in General Election Campaign

NIIRTA highlighted the needs of its members and partner organisations by organising walkabouts and meeting local retailers, involving most of the main political parties in Derry/Londonderry, Banbridge, Lisburn Road and Ballyclare during the recent General Election. Those taking part included First Minister Peter Robinson, Deputy First Minister Martin McGuinness, Social Development Minister Margaret Ritchie, Enterprise Minister Arlene Foster and Shadow Agriculture Secretary Jim Paice.

Glyn Roberts NIIRTA Chief Executive said: "At the outset of the election campaign we were determined to showcase the best of our independent retail sector, highlight its huge contribution to our economy and give small business owners a chance to express their concerns directly to candidates and ministers."

"In every location visited, small business owners expressed major concerns over rates, out of town retail planning, car parking, red tape and the difficulty in working across so many different Executive Departments to get things done."



Lisburn Road-Peter Carrington, Chair of the Lisburn Road Business Association, Arlene Foster MLA, Enterprise Minister, Glyn Roberts, NIIRTA and Jimmy Spratt MLA



Raymond McCartney MLA, Martin McCrossan, Roberts, NIIRTA CEO, Martin McGuiness MP N



Martina Anderson MLA, Glyn Roberts and Deputy First Minister Martin McGuinness MP MLA in Derry



First Minister Peter Robinson MLA, Ballyclare McCrea MP and Glyn Roberts in Ballyclare



DUP delegation holds a round table discussion with Ballyclare independent retailers



Chair of the Derry City Centre Traders Forum, Glyn ILA, Deputy First Minister and Martina Anderson MLA



Chamber President Niall McConkey, William



Derry/Londonderry, Glyn Roberts, NIIRTA, Mark Durkan MP MLA & Social Development Minister Margaret Ritchie MLA



Derry/Londonderry, Mark Durkan MP leading the SDLP delegation around the city centre

Country of Origin labelling gets EU vote

The Ulster Farmers' Union has welcomed the support of the European Parliament regarding Country of Origin labelling (COOL) as a result of voting taken in Strasbourg recently.

UFU President John Thompson, who was present at the vote, stated; "This is great news for UK consumers and farmers as we are progressing towards ultimately ensuring consumers are better informed about where their produce comes from.

"Recent UK surveys indicate that over 75% of consumers want to see COOL labelling on all packaging and it is essential that consumers making a food purchasing decision should have clear information on origin. Current legislation can produce misleading origin labelling which is often abused and can confuse the consumer.

"Mandatory COOL labelling presently applies to beef and veal, fruit and vegetables, eggs, wine, honey, olive oil and EU organic products. However, the UFU strongly believes there should be a consistency across all sectors and therefore, there is no reason why origin labelling should not be extended to the last few remaining sectors, namely poultry meat, dairy, lamb



and pork as well as the food service sector.

Mr Thompson adds; "The European Parliament vote delivers a strong political message regarding the call for mandatory Country of Origin labelling that cannot be ignored. This is only the beginning of the legislative process but we're delighted to see such a positive outcome to our lobbying efforts."



From our family to your business

Since its establishment more than two decades ago, firstly as Armagh Bacon Agency, subsequently as Pinkerton's, the company has been firmly focused on providing excellent Products and unparalleled service to the wholesale trade.

Today Pinkerton's delivers its renowned range of fresh pork and bacon products to customers in hotels, restaurants, butchers, food outlets, supermarkets, symbol groups and wholesalers across Northern Ireland. The emphasis remains on the 'personal but professional' touch and Pinkerton's teams aim to deliver the freshest produce to you in time for breakfast each day!

Direct benefits

Because Pinkerton's purchase their pigs directly from local farmers you – and your customers – can rely on the integrity and quality of the end products. Pinkerton's pigs are contract slaughtered and all carcasses brought directly to the modern and well equipped Pinkerton's plant for processing.

That plant is fully EU standardised, using the HACCP Quality System. That system, coupled with Pinkerton's policy of buying only from known and trusted farmers, ensures traceability. It is also your reassurance that strict hygiene and quality control measures are in place



and are independently assessed; regulating what happens from the moment the carcass first arrives at Pinkerton's right through a range of processes until we deliver our famous finished products to your business.

Curing

Pinkerton's is justly proud of its unique recipe and method for curing great quality ham and bacon. Perfecting that curing process has taken decades so the recipe and methodology are jealously guarded! Part of the secret lies in the time we take, devoting several weeks to maturing the product in order to develop the distinct traditional flavour that is synonymous with the Pinkerton's brand.

Sliced bacon

Curing is just part of what we do at Pinkerton's and our expertise certainly doesn't end there. When the curing process is complete our specially trained staff slice the range . . . everything from back to middle and streaky.

Sausages

Pinkerton's Pork Sausages are produced from fresh lean pork, cut daily and made using our finely balanced recipe. The basic technique for production has been unchanged for generations and the ingredients are as simple as they are wholesome. So what makes our sausages so special? We reckon it's the unique blend of professionalism and pride we bring to their creation.

Delivery

Our van sales team deliver quality products using our superbly maintained, fully refrigerated vehicles. We believe a high quality product together with a high quality service is essential in looking after the needs of our customer, Which is why we are renowned for our quick, friendly, reliable deliveries, ensuring the product gets to you in perfect condition every time.

Contact us on: (028) 3752 4340 Magheraville Road, Armagh BT60 3PR

DNA Spray Keeps Shop Intruders at Bay

A NEW intruder spray that uses forensic DNA to link offenders directly to the crime scene is being introduced to retail outlets in Northern Ireland as a highly effective robbery deterrent.

Already in use in the UK, New Zealand and the Netherlands, the SelectaDNA Spray is proving to be one of the most effective ways to deter commercial burglaries and smashand-grab raids. It can be fitted at multiple entry points of premises such as corner shops, supermarket chains, jewellers, warehouses and petrol stations, immediately target hardening any building.

Once activated, the DNA spray emits a burst of hi-tech forensic solution onto the offenders. The solution contains a UV tracer and a unique DNA code, linking them irrefutably to the scene of the crime.

Traces of the DNA solution can be taken from the skin, hair and clothing of offenders, and sent away for forensic analysis to prove that they have broken into a particular premises. Although invisible and harmless, the UV and DNA will remain on an offender for weeks - clinging to fibres and sitting in creases of the skin.

Police routinely scan for traces of SelectaDNA in custody suites, and if they find it, it could help Police to obtain a conviction. Police often know who the thieves are, but don't have evidence to convict them or link them to the crime. DNA is the link.

Brian Wilton, head of Arrow Group, Northern Ireland Distributor for SelectaDNA, said: "In these difficult trading times, our product makes perfect sense as a cost-effective way to deter robbery.

"The basic system is relatively inexpensive to install and is a small price to pay to prevent an armed attack which could leave staff traumatised and needing time off work to recover as a result."

Mr Wilton continued: "The spray can be integrated into an existing shop alarm system or run stand alone with its own panic button. Warning signs and window stickers are supplied to alert potential criminals that the system is in use and to dissuade them from targeting your premises."

Brian Wilton, ARROW GROUP, Unit J, Annahilt Business Centre, 55a Glebe Road, Annahilt, Co Down, BT26 6NG. Tel: 028 9263 9432. Mob: 079181 34377 Email brian.wilton@talktalk.net



If planning gives everything we end up with nothing

By James Orr, Director Friends of the Earth

The prospect of even further development in the countryside should be of concern to the shop owners of Northern Ireland. For every new house built in the countryside, potential investment is leaked out of our towns and cities.

Through a policy of allowing even more 'suburbanisation' of the countryside, PPS 21 has given the go-ahead to further erode the quality of town centres. The policy is not just an assault on what it means to have a countryside but an attack on compact and convivial town centres.

Ultimately, I believe this policy of allowing unplanned property speculation (the farming of bungalows) will be seen as neither helping town centres nor farmers.

Making it easier to sell sites to non-farmers distorts the real cost of farm income and food by drastically increasing the cost of land. Ever higher fuel costs burdens farmers when farms are fractured. A socially imbalanced rural area will create conflicts for the future. Farmers complain, and rightly so, about not getting a fair price from the multiples but the real irony in this approach is that PPS21 only serves to strengthen the hold of multiple supermarkets. Out of town shopping centres and permissive house building in the countryside are inextricably linked to the lifestyle choice of the commuter.

Those that can afford to live in new rural houses tend to be commuters. They travel to work in towns and cities and conveniently stop off to shop on their way home. It is a relatively new lifestyle choice, facilitated by the planning process. Convenient parking on the edge of town, along main 'escape' routes is now the shopping choice of rural commuters.

The economic contradictions are obvious but have never been addressed in the debate about PPS21. We simply cannot have a liberal approach to out of town shopping developments and at the same time expect vibrant town centres. We cannot continue to promote greenfield development when have so much derelict land close to town centres. The planning process must recognise that a major consequence of bungalow blight is less vibrant towns and cities. And it is perhaps the ultimate contradiction in the relationship between commuter culture, one off housing in the countryside and out of town shopping centres that our liberal planning system (lobbied for in the main by farmers and developers) compounds the hold that large supermarkets have on a farmer's chance of sustainable prosperity.

If planning gives everything – out of town shopping, bungalow blight and greenfield housing at a time of so much urban dereliction – we end up with nothing. Instead of achieving a balanced planning solution we send up with unplanned mediocrity.



Energia is Ireland's leading competitive energy provider, supplying electricity and gas to public and private sector customers throughout Ireland. Customers include local authorities, schools, colleges and state agencies.

The company is a leading all-island player in the provision of renewable power and has consistently been one of the largest investors in the renewable sector. Following initial wind farm investments in 2003 in

Derry, Energia invested a significant £650 million in 2006 to support the development of over 165 MW of wind farms throughout Ireland. Energia currently has over

220MW of operational windfarms, and a

further 400 MW in development over the next 3 years.

The company recently signed a preliminary off-take agreement to purchase the electricity generated from the pioneering Wave Energy Converter being operated by US firm Ocean Energy Systems (OES) off Belmullet, Co Mayo.

Through this renewable energy portfolio, Energia is eliminating over 300,000 tonnes of carbon dioxide a year from the Irish atmosphere – the equivalent of removing the emissions of over 45,000 cars from our roads. In this way, Energia's operations make a very strong contribution to carbon reduction by its electricity customers. These figures will increase significantly in the years ahead as further green projects come on stream. Energia also sources conventional power from the Group's modern, gas fired power stations in north Dublin, where the company has invested £500 million in the capability to supply up to 17% of electricity requirements on an allisland basis.

Energia has a 25% market share of the business electricity market on an all-island basis with over 50,000 customers. The company also supplies one third of all gas consumed in Ireland by the country's largest industrial and commercial gas users.

Energia has offices in Dublin, Galway, Cork, Belfast and Omagh.

For more information see: www.energia.ie or call 1850 363 744

Culmore Organic Farm By David Laughlin

Culmore Organic Farm was established in 2008, with the purpose of marketing organic beef to local consumers, as well as supplying some local resturants with a high quality, dry aged beef. To date we have enjoyed a steady local market, along with the business of Arbutus Resturant in Kilrea, who have ever increasing requests for our beef. The proprieter, Barry Dallat, is a 'Taste of Ulster' chef, and is always looking for a unique dish. Barry also runs cookery classes for local ladies (and gentlemen) and following the classes, brings his students to our farm to let tham see where the beef is produced.

At Culmore Organic Farm, we follow closely the organic ethos of high animal welfare, and sustainability. We are also committed to lowering our carbon footprint where possible, and to this end we have undertaken two projects recently.

Just over a year ago we installed a medium sized wind turbine, which produces more electricity than we can use in a year (over 70,000 units in year

We also have a twenty acre, managed hardwood forest, planted in 1994, which sequesters large amounts of carbon

On the same principle, we have a local abbatoir licensed to slaughter our beef, and a local butcher does all the meat preparation and packaging. In total our beef travels less than twenty five miles during this whole process. This is a uniquely low food miles figure for any

With declining financial returns in the



agricultural sector, we recently looked at growing organic potatoes, and now have four years experience with this crop. So far results have been most encouraging, and the potental problems of low yields, and potato blight, have not materialised. This year we have over twenty acres of potatoes planted, with one new variety which has a very high natural resistance to blight. Crops are looking very healthy at present.

Our vision for the future is that we will soon be able to offer ready to cook, organic meals which will incorporate mainly Culmore Organic Farm produce. One example is an organic shepherd's pie, to serve one or two people, and this will be aimed at the discerning young couples, who are both working, but still want a convenient organic meal.

Another area we hope to address is the production of organic vegetables, possibly on a 'pick your own' system. This will allow customers access to high quality fresh organic vegetables, at an affordable price. This project will be linked to a 'grow your own' organic vegetable system, where customers can have access to their own plots or allotments on our fields, to grow their own vegetables.

Another project recently undertaken was the establishment of three acres of orchards, using traditional Irish apple and pear varieties, which are highly disease resistant, allowing us freedom from any chemical sprays. These trees are already producing limited amounts of fruit, some of which can be seen on our website images.

www.culmoreorganicfarm.com

NORTHERN IRELAND INDEPENDENT **RETAIL TRADE ASSOCIATION**

Annual General Meeting

The tenth Annual General Meeting of the Northern Ireland Independent Retail Trade Association will take place on Wednesday 13th October 2010 at 9.30am, Stormont Hotel, Belfast.

The business of the Annual General Meeting will be as follows:

- Chairman's introduction and welcome
- Chief Executive's Report • Presentation of Annual Accounts
 - Appointment of Auditors
- Any other business

If you plan to be there, please let us know in advance - Tel: (028) 9022 0004 Fax: (028) 9022 0005 Email: lisa.mcmaster@niirta.com

NIIRTA Benefits of Membership

Do you have a News Story? Contact NIIRTA with the details and we'll cover it if we can!

What is NIIRTA?

It's not just a lobbying body – it's a trade association with an excellent range of services and benefits available to members.

What can NIIRTA do for you? NIIRTA can provide retailers with advice on a whole range of issues – from rates reductions and car parking to crime prevention and legislation information.

Here's a list of what's on offer from NIIRTA...

NIIRTA News – a regular update on issues affecting you!

Public Affairs – NIIRTA is the voice at Government level on all issues affecting your business

NIIRTA Advice Helpline – Available 9.00-5.00 – Monday to Friday – for specific advice on employment and other issues.

BUPA Healthcare – available to all members and staff – Tel: 0800 328 3654

HCMA – a sickness and injury scheme similar to BUPA – contact NIIRTA for details or telephone 01423 866985 (and quote NIIRTA).

Willis Insurance – Property insurance at competitive rates – Contact NIIRTA or Ian McClure at Willis Insurance – 028 9089 5068 and mobile 07961 453303

Willis Insurance Brokers – Contact NIIRTA or David Dempster at Willis Insurance – 028 9032 9042 or email: davidd@willisinsurance.co.uk

Vehicle Leasing – Fleet Financial are offering members vehicle leasing with 18 per cent discount – contact Fleet Financial or NIIRTA

XACT – Health & Safety/Food Management System available at competitive rates – 'No Obligation' audit facility available to NIIRTA members. Contact Xact on 0845 665 3006.

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Ballyhackmore Traders Launch New Group



Brenda Shankey, Chair of Ballyhackmore Traders Group with Naomi Long MP, First Minister Peter Robinson MLA, Robin Newton MLA, Lord Wallace Brown MLA and George Dorrian, FSB Policy Officer at the launch of the new group in East Belfast

Local traders have established a new traders group in Ballyhackamore, East Belfast. The organisation was set up recently to put Ballyhackamore firmly on the economic map and in a bid to rebuild, regenerate and rejuvenate the area.

The business owners invited all local politicians to their committee meeting to listen to the concerns of businesses in the area and ask for the help, advice and support from the local constituents.

Brenda Shankey, Chair of the Association said:

"We are delighted that so many local politicians could take time out of their busy schedules to join us for our launch and hopefully this is just the beginning of an engagement process which will benefit the business people of Ballyhackamore.

"We all know that 2009 was a hard year for retailers and we are here to support and draw on each others skills to make 2010 a success for business and the area. I would like to thank all the candidates for taking the time to meet with us.

"As businesses owners in Ballyhackamore, we have many plans which we would like to implement but need the help and direction of all the elected representatives. "Ballyhackamore is a thriving village but

has suffered during the recession and the business owners are joining forces to strengthen the local economy, provide more employment, provide a safer, cleaner place to shop, visit and live and attract visitors to the area."

The Association has an ambitious 'wishlist' which it took to the candidates, including ideas for cleaning up the local area and working together to encourage future investment.

All the politicians in attendance at the meeting pledged their complete support with the requests from the businesses.

East Belfast Alliance MP Naomi Long said: "As a local resident and elected representative for the area I wholeheartedly welcome the formation of this group. Ballyhackamore is already a great place to live and work, but has real potential to develop further into a key hub for the city. I actively support the association's vision of a united, safe and flourishing community in which all people are welcome to live, work and visit. I am confident that by working together we can achieve this aim."

NIIRTA Urges Executive Caution on £128 Million Cuts

The Northern Ireland Independent Retail Trade Association has urged the NI Executive not to make any cuts which could slow down Northern Ireland's recovery. Its call comes after the Chancellor announced £128 million of further cuts in the NI Executive's budget on top of the existing £393 million.

NIIRTA Chief Executive Glyn Roberts said: "The Northern Ireland Executive is now facing over half a billion in cuts to its budget as a result of the Chancellor's announcement this morning. Our local ministers are now facing tough choices about where the axe will fall" "If the wrong decisions are made then we face the prospect of stalling our already very fragile recovery, particularly given Northern Ireland's high dependency on the public sector"

"We would urge Ministers to ringfence funding on Economic Regeneration projects as it is our local businesses which will help steer us out of recession by contributing more jobs and therefore more taxation to the exchequer"

"If Ministers are looking for savings, the best place to start is the large number of quangos we have in Northern Ireland. Axing or merging a number of them could well result in significant savings"

Wilson welcomes initiative to revitalise city centres

Finance Minister, Sammy Wilson visited an arts exhibition recently and explained how it was helping revitalise Belfast city centre.

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RTA

NORTHERN IRELAND INDEPENDENT HETAIL TRADE ASSOCIATION

The exhibition is part of the Belfast Children's Festival. It is the first of its kind and makes good use of shop premises, which would otherwise lie empty. The Cardboard Cities exhibition in a shop in Castle Lane was arranged by an organisation called Out of Place.

The PLACE project was established in 2004 by the Royal Society of Ulster Architects and Belfast City Council. It develops a wide programme of work in all sorts of different spheres of work including education, design competitions, exhibitions, debates, and many other important areas.

Opening the exhibition, the Minister said: "The intention of this project is to

bring life to parts of the city or other towns in Northern Ireland – in areas that may be struggling to find tenants to fill all the shops. Although the exhibition itself is a fun idea it has a serious purpose in preventing a downward spiral of decline in once thriving commercial areas."

Minister Wilson highlighted the importance of the rating of vacant nondomestic property in freeing up commercial property for new ventures: "The utilisation of empty commercial property was at the heart of the policy decision in 2004 to introduce nondomestic vacant rating into the Northern Ireland rating system. One of the key objectives of that policy, which I fully endorse, was to encourage vacant property to be used positively, as opposed to lying vacant.

The legislation implementing the policy of non-domestic vacant rating provided for the payment of rates at 50% of the full occupied rate assessment on unoccupied non-domestic property from 1 April 2004, subject to certain exclusions the most prominent of which is properties with a rateable NAV of less than £2,000.

"Today's initiative is an example of what can be done when the incentive is there to get vacant properties occupied and used to ensure vibrant city and town centres."

NIIRTA welcomes Court Judgement on Draft PPS5

The Northern Ireland Independent Retail Trade Association has called upon Environment Minister Edwin Poots to immediately publish draft Policy Planning Statement 5 (PPS5) after the High Court dismissed a legal bid from the owners of Rushmere Shopping Centre to stop the DOE from making it in to law.

Draft PPS5 which was due to be published seven years ago gives stronger protection to town centres and independent retailers against out of town multiple retail developments. NIIRTA has been campaigning for this for the past ten years.

NIIRTA Chief Executive Glyn Roberts said:

"NIIRTA strongly welcomes this judgement by the Lord Chief Justice-it is very long overdue and we call upon Minister Poots to immediately publish draft PPS5 to provide a level playing field for independent retailers and greater protection against unsustainable out of town retailing which destroys more jobs than it creates"

"The publication of draft PPS5 has

been the number one policy priority for NIIRTA for most of the past decade and it will go a long way to providing a town centre first focus for the multiple retail applications."

"Draft PPS5 has all party support in the Assembly and the Executive has in recent weeks indicated that it is a priority. We hope that they will move very quickly on this"

"Given that we have 12 major out of town applications which come to nearly one million square ft we urgently need this new policy to be published"

Cashbackcard comes to N. Ireland cashback and the future of customer loyalty.





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At a time when consumers are more price-sensitive than ever and always looking for the best deal, customer loyalty can easily be shaken and lost.

Cashbackcard offers a fantastically simple spin on maintaining customer loyalty through its unique cashback tracking system to ensure this does not happen.

Previous and some existing loyalty schemes fail to produce a tangible benefit to a customer. For example, experts say many Britons have more 'money' in the form of loyalty card currency than they do in the bank. The problem is they are collecting it out of routine rather than loyalty. They are choosing to purchase and just happen to have a loyalty card. What needs to happen is – they choose to shop where the loyalty card gives them a tangible benefit.

This is where Cashbackcard comes in. Instead of points cardholders collect cashback as a percentage of everything they spend. It is a simple concept which promises to become more attractive to consumers than collecting points as they can use their cashback to directly make purchases in any participating business.

- Cashbackcard offers retailers a simple streamlined system for rewarding their existing customers whilst tapping into the collective spend of Cashbackcard's entire cardholder base.
- It is the first cashback programme of its kind and aims to provide the largest independent cashback rewards network in the UK / Europe.
- Cashbackcard already extends to every petrol station and supermarket in the UK and thousands of quality local businesses. They now want to do business with you.

How does it work?

Cashbackcard tracks its members spending though your existing terminal and then invoices participating brands an agreed percentage as a marketing fee. No 'discounting' as such takes place at the Point of Sale. Cashbackcard retains a very small percentage for its profits and to reward its most loyal customers and passes the remainder directly to its cardholders as cashback.

Using the latest tracking and reporting technology Cashbackcard delivers a tried and tested method for generating cashback rewards on purchases made online and for the first time ever tens of thousands of bricks and mortar business just like yours.

What is the benefit of loyalty?

Loyal customers who feel valued will visit your shop more frequently and spend more on each visit, and tell their friends. If you consider what you could spend on traditional advertising – and not ever really be able to track the success or failure of that marketing spend, then this offers a much better alternative.

Imagine only ever paying for the marketing that works, having it tracked to the penny and offsetting the marketing spend against tax – is this not the very best scenario imaginable?

Cashbackcard's ability to turn your existing merchant terminal into a fantastic and valuable loyalty programme is unique. On top of this, it is their coveted collaboration with several banking institutions that ensures they are far in advance of any other loyalty programme in the UK.

Join today

Prior to their official launch in September, Cashbackcard are seeking partnerships with local businesses that will benefit immensely from massive advertising spend and marketing, both locally and across NI.

Special offer for NIIRTA

Members can benefit from a great package put together by Cashbackcard. This includes;

- Entry into their directory (sent to all members);
- Entry on their online directory (with mapping) so members can see what cashback you offer on certain days;
- Your business featured in local newspapers;
- TV/ Radio advertising; and
- A dedicated Northern Ireland based Head of Development to deal with any queries you may have.

Cashbackcard Northern Ireland:

T: 0844 740 1684 - E: declan@cashbackcard.com - W: www.cashbackcard.com

You can join cashbackcard.com as a consumer for FREE and get £3 FREE cashback, follow this link and use the voucher code: www.cashbackcard.com/invite/ni Voucher code: 9H3W-LPJM-6Z4W

Traders Welcome Ballyclare Supermarket Rejection

The Northern Ireland Independent Retail Trade Association and Ballyclare Chamber of Trade have both welcomed the decision by DOE Planning Service to reject the proposed out of town supermarket in Ballyclare.

Glyn Roberts, NIIRTA Chief Executive and Niall McConkey, President of Ballyclare Chamber in a joint statement said:

"This is the right decision by the DOE Minister as if this store had been granted planning permission it would have resulted in significant loss of trade for Ballyclare Town Centre and a net loss of jobs. Small traders in Ballyclare Town Centre could not have competed on a fair basis with such a large out of town supermarket and would have faced closure"

"Both our organisations opposed this application, not because we are in anyway anti-multiple supermarket, but because we are anti out of town development. The place for these types of store is in our town centres where they add to overall retail offer of a town centre"

"We would encourage the applicant to look at a more appropriate Town Centre store and to work with local traders and Newtownabbey Council to achieve this."

South Antrim DUP Assembly Member Trevor Clarke has also welcomed the announcement:

"I welcome the announcement by the Environment Minister concerning this important issue. Many local traders had feared that a large scale development of this type would have caused serious damage to the existing businesses in Ballyclare. Tesco is the largest supermarket chain in the United Kingdom and unfortunately history has shown us that the bigger the store they open on the outskirts of a town, the bigger the damage to existing retail concerns.

I am pleased that the Environment Minister has taken this decision and has helped to secure the long-term viability of Ballyclare town centre."

Think Global-Buy Local!

EcoShow Live is an exciting new event for consumers and businesses in Northern Ireland. Taking the health of the environment and ourselves as the theme, exhibitors are increasingly aware of the profit in and value of the low carbon economy, whilst visitors will be able to find out how they can follow and benefit from a healthier lifestyle. Good news for the well being of our local economy - and also the planet. With an emphasis on the value and quality of local products and services for both business and home, exhibitors are able to deliver a very positive message. By buying locally, consumers reduce the need for imports, saving expensive carbon miles.

Divided into seven Zones covering Food, Business, Health and Lifestyle, Transport, House and Home, Energy and finally Information, there is something of interest for everyone as a private individual and householder, as well as from a business perspective. A minimum attendance of 20,000+ is expected and each zone has a major sponsor, many of whom are Government agencies or multi national companies with access to consumers from all walks and areas of life.

At a time when budgets are being squeezed from every direction, the low carbon economy delivers greater value for everyone. For businesses, transport, storage and handling costs are minimised, there is less need for packaging and so waste is reduced, and all of these help to lower energy costs. From a wider perspective, we are all aware of the need to help the Northern Ireland economy become more self sufficient and by supporting local industry, jobs are created which in turn result in consumer spend. One of the aims of the event is to emphasise this link between support for local industries and, as a result, improving job security and employment.

Finally, and most importantly, EcoShow Live (King's Hall, Belfast 8-10 October, 2010) will be a fun and interactive experience with a Slow Bike Race, Celebrity Chef Challenge and Charity Clothes Fashion Competition, to name just a few of the features visitors will be able to take part in.

If you'd like to know more please contact EcoShow Live on 028 9751 0252 or email: hello@ecoshow.ie www.ecoshow.ie



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Do you have the winning team?

The 12th annual Neighbourhood Retailer Awards have been launched and the search is now on for the top players in the independent retailing industry.

Built on the strength leading grocery magazine Neighbourhood Retailer, the 2010 awards will mark one of the most important dates in the local retailing calendar, as retailers and NIIRTA members from all sectors up their game to win one of 16 individual award categories.

For the fifth year, Bank of Ireland will be platinum sponsor of the event which will take place at The Ramada Hotel, Belfast on October 15.

The Neighbourhood Retailer Awards have recognised the best performers and the most sophisticated retailers in the trade, bringing to the fore the top grocery stores, CTNs, pharmacies, butchers, forecourts, offlicences and more.

This year, the gala event will seek to reward those who continue to maintain high standards and professionalism despite the difficult trading climate, making the achievement of potential winners even more significant.

The Awards are open to all independent retailers in Northern Ireland including symbol groups and non-affiliated stores covering a diverse spectrum of retailing genres.

While creating a platform for retailers to shine, the gala event also presents an opportunity for all businesses involved in the industry to network while celebrating.

The trade's top suppliers, symbol group directors, leading distributors alongside retailing business authorities will be out in force to support those who have reached their goals in becoming the best in their field.

The event will take on a similar format as in previous years, kicking off with a champagne reception, an awards presentation that will break for a delectable three-course menu accompanied by fine wines and followed by entertainment from a live band.

As well as recognising the champions in 15 separate award categories, the event will also honour 'Retailer of the Year', sponsored by Imperial Tobacco – the most coveted award of the evening. At the awards launch Bill Penton, Managing Editor and Publisher commented: "I would like to take this opportunity to give a sincere thank you to all of our sponsors and entrants alike and I would like to encourage retailers who feel that they have what it takes to take home an award in one of the 16 categories - including the prestigious Retailer of the Year Award - to get the ball rolling and give it their best shot."

If you think your store presents an award-winning pitch to the independent judges, apply online at: neighbourhoodretailerawards.com.

Alternatively, request an application form from Pamela Beers (028 9045 7457 or Pamela.beers@pentonpublications.co.uk).

Sponsorship opportunities are still available, for more information contact Stephen Staerke on 028 9045 7457 or email Stephen.staerke@pentonpublications.co.uk

NIIRTA Reaction to Emergency Budget

The Northern Ireland Independent Retail Trade Association has given its reaction to the recent Emergency Budget by the Chancellor.

Glyn Roberts, NIIRTA Chief Executive said: "The Chancellor has described this Budget as 'tough but fair'-but how exactly is the VAT hike fair in any way for small businesses and retailers."

"It is a major mistake and one which will cost Northern Ireland's small businesses and consumers dearly."

"The VAT hike to 20% is a regressive move which will do absolutely nothing to restore consumer confidence and get them spending again in our shops. It could well result in a further drop in consumer spend which could mean more unemployment and business closure such as we have seen with Laser."

"There is the further expense for small retailers of having to change their pricing which could cost them nearly £2000 not to mention the considerable hassle of making these changes."

"Hiking VAT means that low income families will be hit further when buying goods and services and reduce the impact of the their tax cut announced in the Budget."

"Reducing Corporation Tax is welcome as it lowering National Insurance Contributions for new start businesses outside South East England. This is a positive step and we look forward to the Coalition's Paper on the Northern Ireland Economy."

"NIIRTA welcomes the move to decrease the Small Companies Tax Rate to 20 per cent which will be some help to many local small businesses."

"We have said that cuts were inevitable, but this Budget has cut too much, too soon and could stall an already very shaky recovery. While it is crucial that the Government cut the deficit, we believe that this Budget may restrict business growth and confidence and postpone a real and meaningful recovery."

The Secretary of State for Northern Ireland, Owen Paterson MP said: "Businesses across Northern Ireland will benefit from the reductions in corporation tax for the UK as a whole. The Chancellor's introduction of an employer National Insurance holiday for the first ten employees of any new business should assist over 15,000 local firms. Reversing the previous administration's proposed jobs tax will benefit the economy and will also save around £80 million in Northern Ireland. The Enterprise Guarantee Scheme – which has already helped 133 businesses in NI and resulted in £19.7 million of loan offers – will be significantly increased."

"In addition the Government has re-affirmed its commitment to rebalancing the Northern Ireland economy to boost the private sector. Working closely with the Northern Ireland Executive we will publish a consultation paper in the autumn. This will look at mechanisms for giving NI a different rate of corporation tax and other economic reform options."

Sinn Féin MP Martin McGuinness has described the budget as 'damaging to the economy, with a devastating impact on front line services'. Mr McGuinness said: "This is a bad budget that will damage the economy, put jobs at risk, undermine public services and push low income families further into poverty. Cutting public sector wages & social welfare payments while increasing VAT will further depress consumer demand, putting private sector jobs at risk. If people have less money in their pockets they will spend less and jobs will be lost.

"Reducing public spending by 25% over four years will have a devastating impact on front line services. This will hit women and children and households living in poverty the hardest. We of course will find out the extent of the impact on the Block Grant in October."

However Ulster Unionist MLA Fred Cobain said: "The Chancellor had little to no alternative. The UK is facing the biggest debt crisis since the end of the Second World War and we are currently wasting more money on interest payments to international lenders than we spend on educating our children. To secure a sustainable economic and financial future we are going to have to get through a difficult period whilst rebalancing our local economy"

NIIRTA Retail Skills Survey

In the last edition of NIIRTA News, Noel Ferguson, National Manager for Northern Ireland for Skillsmart Retail outlined plans to work closely with NIIRTA in addressing the skills needs of the membership. "Skillsmart Retail undertakes research across the whole retail sector in NI. Independent retailers find themselves in a difficult market position and face varied challenges. Skills to face such challenges are vital, both for owners, managers and staff alike." In the coming months NIIRTA and Skillsmart Retail will be forming a working group to develop a skills strategy for independent retailers. In order to gain an initial understanding of the skills needs of independent retailers all members are asked to complete and return the Skills Survey below. A summary of the results will be shared in a future NIIRTA News.

If you would prefer to complete the survey online please go to: www.surveymonkey.com/s/88295T8

| Contact name: | | Position: | | | | | |
|---|---|--|--|------------------------------------|--|--|--|
| Store name & Address: | | | | | | | |
| Telephone No. | | Email Address: | | | | | |
| Q1. If you own more than one sh | - | - | | | | | |
| Q2. How many people does your Full Time: | | | ses that are owned? | | | | |
| Q3. How do you recruit staff?Job Centre Local neRadio Word of | ewspaper 🔲 mouth 🔲 | Recruitment agency Other (Please specify) | | Store website | | | |
| Q4. How serious a problem for yo | Dur business is Very serious Serious Not very serious Not at all serious | | b) Retaining staff | | | | |
| Q5. Do you find it difficult to recruit staff with the right skills? Yes D No D | | | | | | | |
| Q6. Which of the following are di Able to work on own initiative Accuracy/attention to detail Basic Maths skills Basic English skills Basic computer skills Customer service skills Problem Solving Product knowledge Team working Timekeeping Verbal Communication Written Communication | fficult to find in st Hard to Find | aff, and which are most Most Important | important to your bu | siness?? | | | |
| Q7. Which, if any, of the following A budget for training expenditur | | | bloyees 🔲 🛛 Formal jo | b descriptions for all staff 🔲 | | | |
| Q8. Which of these different sorts Accredited/Formal qualifications External placement/secondmer Videos/workbook 	Training Training in-store by external train Other 	(Please specify) | s Job rotation t Training de at local Further Ec iners Training | Coaching Job livered by your own staff ducation college Train on-the-job by equipment | shadowing D Onlir Mentoring D M ning by external private | ne-learning 🔲 anuals/workbook 🔲 | | | |
| Q9. Are there any other comment | ts you would like | to make about people a | nd skills issues gene | rally? | | | |
| | | | | | | | |
| Can we contact you to discuss y | our answers furth | er? Yes 🗋 No 🗋 | | | | | |

Please return completed survey to: Lisa McMaster, NIIRTA, 261-263 Ormeau Road, Belfast, BT7 3GG