

# Sustaining Progress



April 2004

**SUSTAINING PROGRESS**

**TIPPERARY NORTH COUNTY ENTERPRISE BOARD ACTION PLAN**

<b>Commitment</b>	<b>Specific Action</b>	<b>Date</b>	<b>Progress Achieved</b> <i>(a no should be indicated where the deadline has passed without the action being achieved)</i>	<b>If not achieved or did not meet commitment date please provide further details</b>
<b>Customer Service*</b>				
All CEBs will be required to commit publicly to service standards for their customers by publishing a charter of service standards and report on performance against these standards in their annual reports	Publish a Customer Charter	By Q1 2004	Yes – revised Customer Service Charter taking into account the 12 principles of Quality Customer Service for customers and clients of the public service now complete (see Appendix 1).	Published and in place.
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Yes – revised charter now complete.	Referred to in the 2003 Annual Review and will be included in the 2003 Annual Report.
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	Yes – a report on performance against the charter commitments will be included in the Annual Report for the Tipperary North County Enterprise Board for the year ending 31/12/2003. The Board also measures customer /client satisfaction on an on-going basis through client surveys;	

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\*\* Ongoing but now being put on a more formal and systematic basis

			feedback from site visits; course/initiative evaluation etc.	
<b>Efficient Use of Resources**</b>				
All CEBs will ensure the efficient use of resources by co-operating fully with the modernisation and change required to ensure that maximum value is achieved from all public expenditure in terms of defined outputs and outcomes	Develop initial management reports, facilitating decision making and resource allocation	By Q4 2003	Yes – the CEO presents a Monthly Management Report to the Board at their monthly meeting. The report outlines progress achieved on projects and programmes approved under Measures 1 & 2 (sample copy attached – Appendix 2). Key issues raised are discussed to help facilitate better decision-making and resource allocation.	Developed and operational.
	Establish CEB performance indicators to be incorporated into management reports	By Q4 2004	Yes – the Board have agreed a series of targets for the period 2004-2006 which must be reported on twice yearly using the attached Action Plan Implementation Matrix. (see Appendix 3).	Established.
<b>Business Planning**</b>				
Create and maintain a specific business plan to include financial projections for the year ahead	Draft an annual business plan	Q1 Annually	Yes – upon receipt of annual budget allocations, the Board approves an annual estimate of expenditure in relation to administration and measures 1 & 2. The actions contained therein are consistent with the Enterprise Action Plan for the period 2002-2006.	In place.

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	Financial projections should include budgets, cash flow projections, and funding requirements		Yes – upon receipt of annual budget allocations, staff prepare financial forecasts for Board approval under all budgets headings, to include cash-flow projections and funding requirements for Administration and Measures 1& 2. Quarterly forecasts are submitted to the Department of Enterprise Trade & Employment in order to draw down necessary funds (see attached Appendix 4).	New quarterly drawdown documentation in use.
<b>Annual Performance targets**</b>				
Where not already in place CEBs will introduce appropriate Annual Performance Targets to support implementation of the Business Plan	Establish annual performance targets for the Board. Performance will be evaluated against these targets	Q1 Annually	Yes – the Board have procedures already in place to monitor performance against agreed annual action programmes. The issues that may arise in relation to the implementation/non-implementation of various actions are discussed at staff meetings and at both Evaluation and Board level.	Established.
<b>Performance Management**</b>				
CEBs will introduce performance management systems for all	Design and agree a role profile for each employee setting out the key result areas and the	Q1 Annually (subject to a mid-term review)	This will be completed in 2004 following a re-organisation of staff and duties. The main areas of responsibility have already been set out in the contract of employment	No – deferred pending recruitment of Assistant C.E.O. and commencement of the Excellence Through People Training initiative.

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grades within their organisation	objectives/standards required		and particulars of office attaching to each CEB post. The revised role and responsibilities of each staff member will be agreed for the following 12 months in the first quarter of 2004.	
<b>Human Resource Training and Development Plan*</b>				
CEBs are committed to continued training and development for all staff	Development of a training plan to provide targeted training and development.	Q1 Annually (subject to a mid-term review)	Yes – a training and development plan will be agreed with each member of staff at their annual appraisal. The issue of staff training will be addressed in greater detail during the implementation of the Excellence Through People model.	Will be developed by end of Q3 2004 and reviewed on an on-going basis. Implementation of the training plan will be contingent on the availability of funding.
CEBs will ensure that they develop and maintain a human resource strategy	Utilise the performance management systems to help staff identify training needs.		Yes – training and development needs of staff are reviewed on an on-going basis. Each member of staff undergoes an annual appraisal, where their performance is reviewed and training and development needs are identified and addressed.	On-going subject to adequate funding from the Dept.
	The training plan should relate directly to the business plan and should address all categories of employees.		Yes – the proposed training plan will address staff training needs and will be directly linked to developing skills critical to the implementation of the Board’s Enterprise Action Plan.	By Quarter 3 in conjunction with Arra HRD.

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<b>Annual Review Mechanism**</b>				
CEBs will introduce an Annual Review Mechanism for all employees	Such a review must take account of agreed role profiles and annual performance targets.  CEBs must introduce individualised feedback on a one to one basis for all employees	Q4 Annually	Yes – the Board will put in place a formal annual review mechanism to monitor yearly performance. The appraisal process will assist the Board in monitoring current performance, improving future performance, maintain standards, assess potential; develop personnel; highlight training needs and acknowledge staff contribution. The process will also be used to set and agree specific targets for the next 12 months.  Yes – feedback from the staff appraisal process which will be conducted by the CEO and in the case of the CEO by the Chairman will be communicated to staff on a one to one basis.	Deferred to Quarter 3.  By Quarter 1 2004 – partially complete.
<b>New Technology and eGovernment**</b>				
Where necessary CEBs should undertake systems analyses and/or Business Process Reviews to identify	Implement any changes in processes and/or work practices identified by Business Reviews, where appropriate	Q4 2003 – 2005	Yes – the Board will undertake a review of its systems in early 2004 to improve efficiency and effectiveness. This will be done with the assistance of an external consultant who will also review new technology systems and discuss best practice approaches	Deferred to Quarter 3 2004.

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changes in work practises required to ensure that the benefits of new technology systems are maximised	Continuous improvement of CEBs website	Monthly	to improving service delivery and communication.  Yes – the CEB web-site is updated on an on-going basis to reflect supports available, upcoming training options, enterprise news etc. The site also carries useful business tools such as business plan templates, cash flow projection templates, links to useful sites etc. The site has a contact facility and is linked to the Boards on-line business directory, <a href="http://www.tipperarydirectory.ie/.com">www.tipperarydirectory.ie /.com</a> .	The site is updated regularly in line with events, training courses and news items as they occur.
	Continue to provide targeted training and development addressing the development and business needs of individuals and groups of staff, utilising e-learning systems where possible	Monthly	Yes – the Board continuously reviews and adapts its range of business skills and enterprise ‘soft supports’ to meet the needs of local business in eligible sectors only. The Board will continue to advise client companies about the availability of e-learning opportunities and mentor support such as Management Direct.com etc.	Ongoing. e-Business featured in the questionnaire issued to 100 owner/managers in the county as part of a training needs analysis.

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<b>Performance Management System**</b>				
CEBs agree to input all data, as specified in Departmental circular 14/2002 at both project and county level in a continuous and timely manner	Previous months data must be inputted by the CEBs on or by the last day of every working month	Monthly	Yes – all information relating to projects and programmes supported by the Board is entered on the CEB-PMS system on an on-going basis by staff. Measure 1 approvals are entered after Board meetings while Measure 2, due to their frequency and numbers are entered on completion of the various initiatives.	Ongoing and fully up-to-date.
<b>Equality**</b>				
CEBs agree to continue to work to promote equality of opportunity for all staff	Continue to promote existing diversity and gender equality policies	On-going	Yes – all gender equality policies are brought to the attention of the Board and staff.	Now incorporated into the Board’s Customer Service Charter.
<b>Partnership**</b>				
The CEBs are committed to building upon the structures that have already been established in order to deliver real improvements in performance at organizational and national	Working through the CEO Executive Committee and the various CEO Sub-Committees the CEBs will continue to promote internal and national dialogue and continue to consult with staff on key issues in the	On-going	Yes – all issues raised and/or agreed at Association Meetings are addressed and/or implemented by the CEO. The Association acts as a forum for sharing information relating to issues of common concern to Boards. It provides a mechanism for formal and informal dialogue, which helps to ascertain best practice and approaches in improving service delivery and adapting to change.	On-going.

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level	process of change and improvement		All staff are appraised of the outcome of such meetings.	
<b>Recruitment**</b>				
All CEBs will continue their commitment to open transparent recruitment	<p>All posts should be advertised and a short list of applicants, based on agreed selection criteria should be compiled</p> <p>An interview panel of at least three persons should be appointed</p> <p>Appointments and salary scale should be endorsed by each Board and be in line with Dept guidelines and Govt. pay policy</p>	On-going	<p>Yes.</p> <p>Yes.</p> <p>Yes.</p>	<p>This procedure was adhered to recently as evidenced in the recruitment of the Assistant C.E.O..</p> <p>This procedure is adhered to.</p> <p>This procedure is adhered to.</p>

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