

Sustaining Progress



**Third Phase
September 2004**

SUSTAINING PROGRESS

TIPPERARY NORTH COUNTY ENTERPRISE BOARD ACTION PLAN

Commitment	Specific Action	Date	Progress Achieved <i>(a no should be indicated where the deadline has passed without the action being achieved)</i>	If not achieved or did not meet commitment date please provide further details	Output
Customer Service*					
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.	Published and in place.	Referred to in the 2003 Annual Review and has been included in the 2003 Annual Report. No complaints received to date. A new section on client satisfaction rating has been incorporated into our on-site meeting report. Participants evaluate all measure 2 initiatives and we have recorded a
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Yes – revised charter adopted by the Board and available to general public.	Published and in Place	
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	Yes – a report on performance against the charter commitments was 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		

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	Other Activities: Official Languages Act New code of Conduct	By Q3 2004	surveys; feedback from site visits; course/initiative evaluation etc. The Board has adhered to the provisions of the Official Languages Act and produced the 2003 Annual Report in bi-lingual format. A new code of conduct has been formulated and adopted by the Board which applies to Directors, Members of Evaluation Committee and Staff.	Published and in place	satisfaction rating of 87%. <i>See Appendix 1 Sample Evaluation Form</i> Transparency of operations
Efficient Use of Resources**					
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 Management Report to the Board at their bi-monthly meetings. The report outlines progress achieved on projects and programmes approved under Measures 1 & 2 (<i>sample copy attached – Appendix 2</i>). Key issues raised are discussed to help facilitate better decision-making and resource allocation.	Developed and operational.	Tangible measure of CEB performance.
	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 are reported on twice yearly using an Action Plan Implementation Matrix. (<i>see Appendix 3</i>).	Established.	Last evaluated at September Board Meeting.

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Business Planning**					
Create and maintain a specific business plan to include financial projections for the year ahead	Draft an annual business plan Financial projections should include budgets, cash flow projections, and funding requirements	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. 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	In place. New quarterly draw down documentation in use.	This is monitored on a quarterly basis. The Board has established an internal audit committee to oversee the system of Internal financial control including efficient use of resources. Increases Board awareness of value for money and promotes monitoring of ever declining budgets.
Annual Performance targets**					
Where not already in place CEBs will introduce appropriate Annual	Establish annual performance targets for the Board. Performance will be evaluated against these targets	Q1 Annually	Yes – the Board has procedures already in place to monitor performance against agreed annual action programmes. The issues that may arise in relation to the implementation/non-	Established.	

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Performance Targets to support implementation of the Business Plan			implementation of various actions are discussed at staff meetings and at both Evaluation and Board level.		
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Performance Management**					
CEBs will introduce performance management systems for all grades within their organisation	Design and agree a role profile for each employee setting out the key result areas and the objectives/standards required	Q1 Annually	Yes a role / profile has been agreed with each employee - this details roles and responsibilities. All staff in employment prior to June 1 st have had reviews. There is one new member of staff with whom role and responsibilities have been agreed but which due to length of tenure (<i>commenced employment after June 1st 2004</i>) has not yet undergone a review.	Presently we are participating in the Excellence Through People Training initiative and in conjunction with this are putting in place a new objective orientated performance system. This system will facilitate agreement of objectives with staff which are specific and measurable and which increase effectiveness and efficiency ensuring better value for money	All Staff are clear on company objectives and have accepted responsibility for their part in achieving these objectives. Duties have been streamlined within strict time lines and delegated responsibility where appropriate.
Human Resource Training and Development Plan*					
CEBs are committed to continued training and development for all staff	Development of a training plan to provide targeted training and development.	Annually	Yes –The Board has ratified a Training policy and a Employee Communications and Involvement policy.	Agreed and in Place	In the course of the Excellence through People Initiative the Co. has implemented a training plan by agreement with each staff member. This training plan sets out the training needs identified by staff, which will be

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<p>CEBs will ensure that they develop and maintain a human resource strategy</p>	<p>Utilise the performance management systems to help staff identify training needs.</p> <p>The training plan should relate directly to the business plan and should address all categories of employees.</p>		<p>Yes – training and development needs of staff are reviewed on an on-going basis.</p> <p>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.</p>		<p>addressed on an annual basis.</p> <p>The Company undertakes a performance review with each staff member on an annual basis. At this review objectives previously set are appraised and where necessary new objectives are agreed. Staff development in particular training for the coming year is agreed.</p> <p>The training plan focuses on upskilling individuals to ensure delivery of the Enterprise Action Plan. Staff training is undertaken through participation in a combination of accredited training courses, training courses organised primarily for CEB Clients and also informally through Management mentoring and coaching staff to realise their potential and maximise performance.</p>
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Annual Review Mechanism**					
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.	An objective orientated performance monitoring system is currently being put in place and will be complete for 1st quarter 2005. The performance monitoring system being implemented includes individualised feedback.	
New Technology and eGovernment**					
Where necessary CEBs should undertake systems analyses and/or Business	Implement any changes in processes and/or work practices identified by	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	This assignment is now complete	A number of recommendations were made and currently are in the process of implementation.

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<p>Process Reviews to identify changes in work practises required to ensure that the benefits of new technology systems are maximised</p>	<p>Business Reviews, where appropriate</p>	<p>Monthly</p>	<p>consultant who will also review new technology systems and discuss best practice approaches to improving service delivery and communication.</p>	<p>The Board's electronic newsletter (<i>e-zine</i>) will soon issue to all firms listed on Tipperary Directory and database contacts</p> <p>The Board is currently devising a privacy policy for inclusion on the site in line with Data Protection Act.</p>	<p>We currently conduct as much business as is possible on line and via e-mail. This is evidenced in our reduced postage expenditure, which has decreased, by €1100.00 from 2002 to 2003. We now operate EBB and submit all Dept. returns such as B1's electronically. We have recently installed a new laser colour printer and associated software, which allows us to design and print informational and promotional material in house.</p> <p>The site is updated regularly in line with events, training courses and news items as they occur. Applications for grant assistance and participation in measure 2 activities can be made on-line, as can requests for information. This is further evidenced in the Board's winning of the GUIDE Award for on-line excellence in grant support.</p>
	<p>Continuous improvement of CEBs website 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</p>		<p>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, www.tipperarydirectory.ie / .com.</p>		
			<p>Yes – the Board continuously</p>		

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			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.		E-Business featured in the training needs survey issued to 100 owner/managers in the county, as part of a training deficit analysis. Training courses organised to meet identified needs.
Performance Management System**					
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.	Two new indicators i.e. new client contacts and cost per training day have been introduced and will soon be added to the PMS. The information has been manually assembled for the period Jan 1 2004 to September 1 2004.	Ongoing and fully up-to-date. Management performance information readily available. The PMS now being extended to take account of performance indicators.
Equality**					
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.	In Place	As shown in the 10 year review of CEB activity Tipperary North had the highest level of female participants on training courses nationally.

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					President of Women in Business Network now a director of the Board. 27% of Board Members are female. .
Partnership**					
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 level	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 process of change and improvement	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. All staff are appraised of the outcome of such meetings.	On-going.	Better interaction between staff and network of 35 City and County Enterprise Boards. Sharing of best practice and cost savings e.g. Start your business guide, translation of annual reports and generic material.
Recruitment**					
All CEBs will continue their commitment to open transparent recruitment	All posts should be advertised and a short list of applicants, based on agreed selection criteria should be compiled An interview panel of at least three	On-going	Yes. Yes.	This procedure is adhered to.	All positions are advertised in National and Local media with interviews undertaken by an independent panel post short listing.

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	<p>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>		<p>Yes.</p>	<p>This procedure is adhered to.</p>	<p>Conforms to national pay awards for relevant grades.</p>
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