



Tipperary North
County **Enterprise** Board

Sustaining Progress

Final Phase
31 May 2005

Signed: _____
Chief Executive Officer

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	<p>Referred to in the 2003 & 2004 Annual Reviews/Reports.</p> <p>No complaints recorded to date.</p> <p>A new section on client satisfaction rating has been incorporated into our on-site meeting report.</p> <p>Participants evaluate all measure 2 initiatives and we have recorded a satisfaction rating of 87%.</p>
	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	<p>Yes – a report on performance against the charter commitments will again be included in the Annual Report for Y/E 31/12/2004.</p> <p>The Board also measures customer /client satisfaction on an on-going basis through client surveys, feedback from site visits and course/initiative evaluation etc.</p>		

* New Requirement

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

	Other Activities: Official Languages Act	By Q3 2004	The Board has adhered to the provisions of the Official Languages Act and produced the 2003 Annual Report in bi-lingual format.	Published and in place Backdrop, window graphics, grant application form/info. Pack, already translated to Irish and a new Irish section for website under construction (text translated).	Compliant with the Official Languages Act.
	New code of Conduct		A new code of conduct has been formulated and adopted by the Board which applies to Directors, Members of Evaluation Committee and Staff.		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	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 1</i>). Key issues raised are discussed to help facilitate better decision-making and resource allocation.	Developed and operational.	Bi-monthly performance measurement.

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all public expenditure in terms of defined outputs and outcomes	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.	Established	Due for evaluation at September 05 Board Meeting.
Business Planning**					
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.	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.
	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. (See Appendix 2) Quarterly forecasts are submitted to the Department of Enterprise Trade & Employment in order to draw down necessary funds	New quarterly draw down documentation in use.	Increases Board awareness of value for money and promotes monitoring of diminishing budgets.

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Annual Performance targets**					
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 has 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.	Promotes better business planning and the Board is better placed to stop, measure, review and take action should the need arise.
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 1st 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 (commenced employment after June 1st 2004) & subsequent maternity leave has not yet undergone a review.	We participated in the FÁS Excellence Through People Training initiative during which we developed 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	The Board HR systems conform to the FÁS Excellence Through People standard model

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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 an Employee Communications and Involvement policy.	Agreed and in Place	All staff are pursuing various training courses following a training needs analysis. Training identified will positively impact on the Board's performance on completion
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.		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.

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	<p>The training plan should relate directly to the business plan and should address all categories of employees.</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>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>
<p>Annual Review Mechanism**</p>					
<p>CEBs will introduce an Annual Review Mechanism for all employees</p>	<p>Such a review must take account of agreed role profiles and annual performance targets.</p>	<p>Q4 Annually</p>	<p>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.</p>	<p>An annual staff review system is now in place supplemented by staff meetings. A staffing sub-committee has been established by the Board to deal with all HR matters.</p>	<p>Staffing/HR committee made up of 3 Board Members – holds HR oversight responsibility.</p>

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	CEBs must introduce individualised feedback on a one to one basis for all employees		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.	The performance monitoring system being implemented includes individualised feedback.	On going S.W.O.T. analysis.
New Technology and eGovernment**					
Where necessary CEBs should undertake systems analyses and/or Business Process Reviews to identify changes in work practises required to ensure that the benefits of new technology systems are maximised	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 to improving service delivery and communication.	This assignment is now complete	We currently conduct as much business as is possible on line and via e-mail. EBB in operation, clients have the facility to apply for a course or grant aid online. Dept. returns such as B1's are submitted electronically. All desktop publishing carried out in-house. During the period in question the Board installed Broadband

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	<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>Monthly</p>	<p>Yes – the CEB website 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 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.</p>	<p>The Board has established a subscription facility to its website.</p> <p>A new ‘promotions’ section has been added to the Board’s online directory to promote greater use of local services.</p> <p>A new ‘Start Your Own Business’ guide can be downloaded from the site.</p> <p>A new website is now being commissioned to incorporate the new National CEB Brand and add additional functionality to the site.</p> <p>The Board devised a privacy policy which is included on the site in line with Data Protection Act http://www.tnceb.ie/privacy.htm</p>	<p>The website is one of the CEB’s most effective promotional tools and link to new and existing clients.</p> <p>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</p>
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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 applications are entered on receipt, approvals are entered after Board meetings & payments as they arise. Due to the frequency and nature of Measure 2 activities actions are entered on completion.	Two new indicators i.e. new client contacts and cost per training day have now been added to the PMS.	Immediate and accurate information pertaining to all CEB clients and Measure 2 actions.
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	Staff compliment of TNCEB is 100% female. Gender balance on Board and Evaluation Committee is monitored and acceptable.

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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	<p>Yes – all issues raised and/or agreed at Association Meetings are addressed and/or implemented by the CEO.</p> <p>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.</p> <p>All staff are appraised of the outcome of such meetings.</p>	On-going.	<p>Common logo and brand. Central advertising and purchasing of stationery. Staff training e.g. PR, Freedom of Information etc.</p> <p>Better interaction between staff and network of 35 City and County Enterprise Boards.</p> <p>Best Practice identification and monetary savings e.g. Start your business guide, translation of annual reports and production of generic CEB material.</p>
Recruitment**					
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>	On-going	<p>Yes.</p> <p>Yes.</p>	<p>In place</p> <p>This procedure is adhered to.</p>	All positions are advertised in National and Local media with interviews undertaken by an independent panel post a short listing procedure.

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	<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>All Department Circulars pertaining to Sustaining Progress and staff matters are considered by the Board who authorise all payments due under the various pay awards.</p> <p>Pay scales conform to DOETE Circular</p>
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