



Tipperary North
County **Enterprise** Board

Sustaining Progress

28 February 2006

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	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	Consistently referred to in Annual reports and reviews and monitored monthly. Complaint procedure in place but to date none received.
	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	

* New Requirement

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

<p>performance against these standards in their annual reports.</p>	<p>Report on performance against Charter commitments in Annual Reports</p> <p>Other Activities: Official Languages Act</p>	<p>By Q3 2004</p> <p>By Q3 2004</p>	<p>Yes – a report on performance against the charter commitments was 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> <p>The Board has adhered to the provisions of the Official Languages Act and produced the 2003 & 2004 Annual Reports in bi-lingual format. Relevant sections of our website have also been translated into Irish.</p>	<p>Published and in place</p> <p>Backdrop, window graphics, grant application form/info. Pack, already translated to Irish and a new Irish section for website under construction (text translated).</p>	<p>All clients are asked to rate their experiences with the Board during on site visits see attached Site Visit Report Form – Appendix 7.</p> <p>Participants evaluate all measure 2 initiatives under level I of the Kirkpatrick model of evaluation and we maintain a constant satisfaction rating.</p> <p>Compliant with the Official Languages Act.</p> <p>Currently one member of staff is studying for a Diploma in Irish which is due for completion this year and this will enhance our ability to communicate with clients through Irish.</p>
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	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.		At our February 2006 Board Meeting members were circulated with the most up to date information from the Standards in Public Office Commission and requested to submit information where applicable.
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>most recent copy attached – Appendix I</i>). Key issues raised are discussed to help facilitate better decision-making and resource allocation.	Developed and operational.	Bi-monthly performance measurement.
	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	Evaluated at December 2005 Board Meeting see attached Action Plan Implementation Matrix – Appendix 3.
Business Planning**					

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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. At the December 2005 meeting the Board discussed an upgraded Risk Assessment Report presented by the Board’s Internal Auditor – Appendix 4
	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	New quarterly draw down documentation in use.	The Board is committed to ensuring that value for money is achieved and that resources are utilised to best advantage. Please see attached financial estimates which were approved by the Board in February 2006 and submitted to D.O.E.T.E. for funding - Appendix 2.

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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.	The Board is committed to setting and achieving targets and to the consistent monitoring of these targets. Appendix 5 documents the most recent Action Plan Monitoring Group meeting. Appendix 6 is a projection of Measure 2 participation in 2006.
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.	The Board has in place an objective orientated performance system. This system facilitates agreement of objectives with staff which are specific and measurable and which increase effectiveness and efficiency ensuring better value for money	The Board will be undergoing an audit of their HR systems in the coming weeks so as to ensure their continued compliance with the FAS Excellence through People Initiative.
Human Resource Training and Development Plan*					
CEBs are committed to continued training and	Development of a training plan to provide targeted training and	Annually	Yes –The Board has ratified a Training policy and an Employee Communications and Involvement policy.	Agreed and in Place	All Staff undertake training in line with the priorities agreed in their staff training plan.

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development for all staff	development.		Annual training plans are agreed with Staff members This plan prioritizes training for staff across agreed periods.		Training must be relevant to organisational objectives and accredited where possible.
CEBs will ensure that they develop and maintain a human resource strategy	Utilise the performance management systems to help staff identify training needs. The training plan should relate directly to the business plan and should address all categories of employees.		Yes – training and development needs of staff are reviewed on an on-going basis. 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.		Each staff member undergoes an annual review at which time objectives previously set are appraised and new ones agreed.

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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 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. The performance monitoring system being implemented includes individualised feedback.	Staffing/HR sub committee made up of 3 Board Members has delegated responsibility for all staff and HR decisions. All Staff are provided with feedback both formally and informally.

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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 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	Q4 2003 – 2005 Monthly	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. 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.	This assignment is now complete The Board has established a subscription facility to its website. A new ‘promotions’ section has been added to the Board’s online directory to promote greater use of local services. A new ‘Start Your Own Business’ guide can be downloaded from the site. The Board devised a privacy policy which is included on the site in line with Data Protection Act http://www.tnceb.ie/privacy.htm	We currently conduct as much business as is possible on line and via e-mail. EBB is in operation and revenue returns are made using ROS. Clients have the facility to apply for a course or grant aid online. The Board launched its new website in September 2005 and to date approximately 250,000 hits have been recorded. We request email addresses from all Measure 1 & 2 Clients in order to ensure that we can build up databases of electronic contacts for more efficient information dissemination.

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			Yes – the Board continuously reviews and adapts its range of business skills and enterprise ‘soft supports’ to meet the needs of local business within the parameters of our operating agreement. The Board will continue to advise client companies about the availability of e-learning opportunities. Since 2003 the Board has supported 44 companies to develop Websites and 20 companies have availed of our e-commerce coaching initiative.		The Board plans to run a number of seminars promoting the maximisation of ICT in business during March 2006 to further heighten awareness of the benefits of ICT to businesses. Key areas of focus include Internet Banking, Revenue on Line, Supply Chain Management on Line and further utilisation of the Internet.
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 is inputted to the PMS.
Equality**					
CEBs agree to continue to work to promote	Continue to promote existing diversity and	On-going	Yes – all gender equality policies are brought to the	In Place	Staff compliment of TNCEB is 100% female. Gender balance on Board

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equality of opportunity for all staff	gender equality policies		attention of the Board and staff.		and Evaluation Committee is monitored and acceptable. Where possible females are actively encouraged to chair sub committees e.g. Food Sub Committee.
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 appraised of the outcome of such meetings.	On-going.	Common logo and brand. Central advertising and purchasing of stationery. Staff training e.g. PR, Freedom of Information etc. We work with other Boards to maximise the impact of our initiatives e.g. Currently pooling resources with Limerick County Enterprise Board on School Enterprise Awards to raise the profile of the event.
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	On-going	Yes.	In place	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>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>		<p>Yes.</p> <p>Yes.</p>	<p>This procedure is adhered to.</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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