



Cavan County  
**Enterprise** Board

ENTERPRISE & ECONOMIC DEVELOPMENT  
ACTIVITY PLAN

2007

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## MISSION STATEMENT

“ to stimulate and support the creation and expansion of economically sustainable micro enterprises in County Cavan, through enterprise promotion, information and advice services, selective financial interventions, development of funding opportunities and identification and development of networking opportunities”

## INTRODUCTION

Cavan County Enterprise Board is a company limited by Guarantee established by the Government to promote and encourage local enterprise development within the County. The Board's activities are funded by the Department of Enterprise, Trade, and Employment. The Board offers a range business supports and has the function of assisting the growth of enterprise for the small to medium size business sector employing up to 10 employees (microenterprises). The key focus is on the manufacturing, processing, and internationally traded services sectors.

Cavan CEB offers a range of services/supports for local microenterprises including:

- Business information, business advice, guidance, and motivation, either on a one to one level meeting with clients, via our website, via our offices, or the county library. Information is also provided to relevant groups including schools through meetings, seminars, and networks;
- Point of contact/referral for other enterprise development agencies, bodies, and programmes;
- Enterprise related training for owner managers and key staff including a wide range of business and management development programmes;
- Financial assistance , where appropriate;
- One to one mentoring;
- The Board works hand in hand with:
  - **Cavan County Enterprise Fund** - in the provision and maintenance of affordable workspace, and in the provision of low cost loan finance;
  - **Cavan County Council** and **County Development Board** in developing economic development initiatives;
  - **IDA Ireland** in promoting the County as a location for industrial development;
  - **Enterprise Ireland** in identifying clients for further development;
  - **Cavan Tourism** and the **Breifne** project team in promoting tourism related enterprises in the county;
  - **Cavan Innovation & Technology Centre** in providing outreach training facilities and upskilling local business managers.

## OBJECTIVES

The objectives of this **2007 Enterprise & Activity** plan are:

- Outline the general activities of Cavan County Enterprise Board.
- Set out targets under Measure 1 activity (selective financial intervention) for 2007, having due regard to budgetary constraints.
- List planned activities and targets under Measure 2 activity (capability development) for 2007.
- Outline general economic development plans for 2007.

## Highlights of 2006

- 306 business people participated in various training courses including the completion of 6 Start Your Own Business programmes during 2006.
- A total of €278,540 in financial assistance paid out to 29 different enterprise projects across the County
- A total of 28 clients approved financial/grant assistance during the year totalling nearly €363,000
- The number of jobs created in companies which the board has assisted through grant aid grew to 1,143. ( as at 30<sup>th</sup> November 2006)
- Secured Enterprise Ireland funding of €440,000 and International Fund for Ireland funding of €340,000 part funding to build new high spec office accommodation in Cootehill.
- Secured Border Action funding of €181,000 for a West Cavan/West Fermanagh Development Project and appointed a special projects officer to the post.
- Launch of Breifne DVD & Travel Guidebook and secured phase 2 funding for Breifne.
- Hosted delegations from Finland and Poland under Trans-European project (ADEP).
- Over 150 Cavan students attended Student Enterprise Day.
- Launch of 'Business Discussion Forum' for small businesses in County Cavan
- Launch and roll out of developmental programmes funded through the PEACE programme for women in Business (CALIN – with LEDCOM) & for the creative sector (Create with Belfast agencies)
- Completion of research piece into the barriers for female entrepreneurs in Cavan and the

subsequent rollout of management development programme to help address these issues.

## MEASURE 1 – FINANCIAL INTERVENTIONS

### FINANCIAL SUPPORT

During 2007 Financial assistance will continue to be provided on a selective basis. In determining eligibility for support, the Evaluation Committee and Board will as required pay particular attention to the issues of deadweight and displacement as well as adopting measures to maximise sustainability. In this latter context, it will continue to be a condition of all grant approvals that the promoter will agree to participate in appropriate capability development programme(s).

Based on our knowledge of the sectors offering greatest potential within the county, the CEB will continue to target a number of areas including:-

- (a) the food sector, and in particular market-led added value food production;
- (b) high-end precision engineering projects – a sector which has shown considerable development potential over the past 5-7 years;
- (c) the information technology and software development sector.
- (d) Innovative manufacturing projects in niche areas.
- (e) Community Enterprise Centres in key areas of the county.

Notwithstanding the above, the Board will seek to assist new and expanding small businesses across a wide spectrum so as to enhance the diversity of the industrial and productive base within the county. This objective hopes to assist in reducing dependence on traditional and vulnerable sectors.

Cavan CEB will seek to support the development of new products and processes within existing industry and in this regard, will work closely with Enterprise Ireland (EI) in promoting the development of new high potential start-ups as well as dovetailing CEB supports with those available from EI and other organisations such as Cavan County Enterprise Fund (CCEF) and Cavan Monaghan Rural Development Co-operative Society (LEADER).

In an overall context, there will be a continued emphasis on promoting the benefits of e-commerce and communications technology to enhance competitiveness and sustainability. Cavan Innovation & Technology Centre has a significant IT dimension to facilitate this process. During 2007, the Board will continue to offer supports for eligible small businesses to develop websites and further their e-commerce capabilities

## Targeted Outcomes 2007

Sector	No. Projects	Number of New F/T Jobs		
		Male	Female	Total
Food	6	6	14	20
Engineering	6	14	6	20
Information Technology	4	4	4	8
Value added manufacturing	6	8	4	12
Tradeable services	4	4	6	10
Other	4	4	6	10
Total	30	40	40	80*

*\*This relates only to prospective 2007 approvals and does not include employment growth among existing clients who have received financial support in the past or have taken part in training and mentoring etc organised by the CEB.*

The above targeted outcomes take some account of historic levels of job creation but in the main are constricted by the level of financial support available in the 2007 budget.

The last annual employment survey conducted in November 2006 showed an increased level of employment among companies financially supported by Cavan CEB in the past year. The survey showed that the CEB has assisted in the creation of 831 new full time jobs and 177 new part time jobs since inception. Since 2005 the survey showed a net increase of 42 jobs among CEB assisted companies. (This again does not include increased employment among enterprises which have availed of training, mentoring, and other services of the board but who have not received financial assistance).

There continues to be a move away from non-refundable grant aid to lower levels of support and refundable aid. The 2007 cash allocation from the Department of Enterprise, Trade & Employment remains substantially down on earlier years meaning that Cavan CEB can only offer significant financial support to a small number of projects in any year.

The cash allocation for 2007, (only received in April ) is €237,369

The following table outlines comparative Measure 1 allocations over the past six years:-

2000 €	2001 €	2002 €	2003 €	2004 €	2005 €	2006 €	2007
507,895	609,474	434,235	364,361	218,428	242,547	248,812	237,369

Notwithstanding the fact that there was a special allocation for CITC during some of these years (2000-2001),

it remains on a general downward path, and has the potential to restrict Cavan CEB's ability to financially support worthy projects.

Some key points relating to the financial assistance (measure 1) budget should be noted:

- The financial assistance figure provided for the year must cover all outstanding grant commitments brought into 2007 along with any new approvals for 2007 drawn down in the same year.
- Refundable aid at hand will also be used in 2007 to redistribute as Measure 1 aid.
- There continues to be a move away from non-refundable grant aid towards refundable aid. In 2007 30% of all grants/monies approved have to be in a refundable format.
- No more than 25% of all grants approved can be for employment grants, and no more than 10% of all grants approved can be for feasibility study assistance.

All CEB's were requested make a budget submission in January for the year 2007. In its submission, Cavan CEB made a strong case for increased budget and special provision for enterprise centres. However no material increase was received or any special allocation yet provided.

## MEASURE 2 – CAPABILITY BUILDING

### ENTERPRISE PROMOTION/SCHOOLS INITIATIVES

In 2007, Cavan CEB will endeavour to:

- Work with, and encourage the secondary schools in the County to participate in the Student Enterprise Programme organised by the County & City Enterprise Boards of Ireland;
- Organise a one 'Student Enterprise Day' which will facilitate the students to see first hand the experiences of local entrepreneurs and instil a spirit of enterprise in the students;
- Collaborate with the schools and local businesses to facilitate student visits to businesses in the County;
- Visit and speak to as many student classes as possible throughout the year with particular focus on leaving Cert. LCVP classes;
- Work with the Youthreach organisations in County Cavan to encourage enterprise initiatives amongst students.
- Respond to any requests for submissions from the Department of Enterprise Trade and Employment in relation to additional funds which may be available to encourage student enterprise activities in the County.

#### Targeted Outcomes

Year	No. of Programmes	No. of Schools	Number of Pupils		
			Male	Female	Total
2007	5	7	100	100	200



*The students from St. Clares, Ballyjamesduff, who won a special Commendation award at the 2006 National Student Enterprise Awards Final in Tullamore.*

### CAPACITY DEVELOPMENT

Training programmes directed at increasing competitiveness and encouraging innovation in small businesses as well as developing a comprehensive programme to increase female entrepreneurship in the County will be a significant feature of planned activities for 2007. It will also be a priority to facilitate client companies to improve their ICT skills including computerisation of accounts.

It is proposed to run at least one Management Development Programme focussing on various elements of management skills to encourage innovation and increase competitiveness of participant companies. If required, funding will be sought from FAS to part fund and support this development programme.

The management development programmes will be complemented by shorter term programmes aimed at developing key business skills such as marketing, finance, taxation etc.

The Board will continue to run Start Your Own Business programmes throughout the year including SYOB programmes aimed at Women interested in starting in business and non English speakers. The Board will also look at publicity surround the SYOB programmes to ensure all sectors of the community are targeted.

During 2007, it is expected that a standardised, certified Start Your Own Business programme will be developed and implemented on a national basis by the Enterprise Boards.

### Targeted Outcomes

Year	No. of Programmes	No. of Companies	Number of Participants		
			Male	Female	Total
2007	30	65	150	150	300

### SAMPLE PLANNED TRAINING PROGRAMMES 2007

Basic Computers	Computerised Accounts TAS & SAGE	New Idea Generation
Time Management	Understanding Accounts	Managing Staff
First Aid	Basic Taxation for Small Business	Health and Safety requirements
Franchising	Start Your Own Business for Women	Grow Your business
Health and Safety Statements	Cross Border Trade – Financial Implications	Company Requirements                      Legislation
Credit Control	Cash flow for Small Business	Business Planning – Elements of the business plan
Doing Your Own Market Research	Employment Law	Developing a Marketing Plan
VAT & Self Assessment	Communication Skills	E Commerce Marketing
Start Your Business (Russian & English)	Stress Management	Pricing & Costing

## MENTORING

The Board is committed to offering one to one mentoring support to address identified needs of small businesses in Cavan. It is hoped by supporting companies through one to one mentoring business owners can overcome challenges they are facing and will help to sustain and grow the business into the future. Popular topics for mentoring include strategic planning, business planning, marketing, cashflow, developing new markets and general management skills.

### Targeted Outcomes

Year	No. of Assignments	No. of Companies
2007	20	20

During 2007, the Board will maintain its 'Specialist Advisory Mentoring panel' for business start ups in the County. Suitable applicants can apply for mentoring to help with a specific start up issue they are experiencing – for example implementing a management information system. The applicant may be granted a number of hours with an appropriate specialist to address the issue and facilitate start up and growth.

## TRADELINKS PROGRAMME

The 'Tradelinks' Programme is a cross border initiative of Enterprise Northern Ireland (representing the local enterprise agency network in Northern Ireland) and the County Enterprise Boards in the six Border Counties.

The programme which commenced in late 2004 comprises a suite of business support measures aimed at addressing barriers to trade by providing a framework for co-ordinated training, mentoring and networking opportunities to support micro enterprises based in Northern Ireland and the Border Counties. Funding for the 'Tradelinks' programme was secured from Interreg, the International Fund for Ireland, Invest Northern Ireland and the Border County Enterprise Boards.

Cavan CEB is the lead regional co-ordinator for the 'Tradelinks' programme for the Central Border East area. This area includes Cavan, Monaghan and areas taking in Cookstown, Armagh and Dungannon. Dungannon Enterprises are the support co-ordinators within the region. Cavan CEB has specific responsibility for the Cavan/Monaghan area as well as the overall management role within the region.



*Pictured at the Central Border East Region Tradelinks Networking event which took place in April 2006 – Seated the conference speakers – Ms Suzanne Hill, Mr Gary McCausland and Mr Noel Toolan. Standing from L-R; Ms Esther Baird, Dungannon; Ms Anna Logan, Armagh; Mr Ciaran Higgins, Cookstown; Mr Kieran Mathers, Tradelinks; Ms Aileen Fogarty; Mr Pat Power, Monaghan.*

Cavan CEB placed 37 Cavan Companies on the programme to date; the companies are nearing completion of the programme. It is expected that a funding extension will be granted to allow for further assisting existing clients on the programme.

Plans are in place to seek funding for phase 2 of the Tradelinks programme in late 2007 from the relevant funding agencies.

#### **PUBLICATIONS & PR**

Throughout 2007, Cavan CEB will endeavour to publicise the functions, services and training programmes of the Board.

During the year, Cavan CEB is committed to publishing four information newsletters to promote planned events and programmes.

The Board will develop an information flyer on Board services and promotion of the concept of business start and circulate this to all houses in County Cavan via An Post direct mail.

Where appropriate, training courses and seminars will be advertised in local media including radio. This will create a general awareness of the Board's services and ensure all sectors of the Cavan community are targeted.

To create awareness of the Boards' Spring & Autumn training programmes a training schedule will be drawn up and circulated to all client companies.

In 2007 the Boards' will launch its newly developed website – [www.cavanenterprise.ie](http://www.cavanenterprise.ie) . The website is a comprehensive service containing details of CCEB services, application forms and information for local businesses. Staff of the Board have the ability to update the website in-house which will ensure the website is always up to date with relevant news and information.

During 2007, it is proposed to investigate the demand for the establishment of an online company business directory for small businesses in the County.

The Board will continue to work in conjunction with the Cavan County Library to develop and publicise the extensive Business Information Service available at the Library. There is considerable potential to enhance the services provided via the new County Library headquarters which opened in 2006. A review of the Business Information Service will take place in 2007, with a view towards the creation of a development plan

for the service. The plan will include joint marketing initiatives, branding, staff training and information updating.

#### CAVAN CEB/IFI ENTERPRISE PROGRAMME

During 2007, Cavan CEB will expend the remainder of the IFI funding in co-funding a range of programmes, including: promotional events to encourage innovation and competitiveness in the County; an Invest in Cavan programme and third level education programmes facilitated through the Cavan Innovation & Technology Centre.

#### 315° FOOD PROGRAMME

The Board is currently working in conjunction with the County Enterprise Boards in Sligo, Leitrim and Donegal to support the enhancement of the food industry sector in the Northwest.



*A group of delegates at the 315° foods conference on distribution for small businesses which took place in May 2006.*

The 315° Food programme offers food companies access to subsidised specialised training and business mentoring directly relevant to the food industry. Funding has been secured through, Skillnets (Accel) for the continuation of the second phase of this programme. 2007 will see the further development of the website, a series of recruitment promotional networking events in each County, further training opportunities and networking opportunities.

#### INVEST IN CAVAN PROGRAMME

In order to capitalise on recent and ongoing infrastructural developments, Cavan CEB proposes to work, in conjunction with other development agencies to market Cavan as an investment location. This 'Invest in Cavan' Programme could include:-

1. Development of a contacts database;

2. Establishment of commuter patterns and a commuter skills database.
3. Preparation of quality promotional material including dedicated website; and
4. Hosting of networking and other events.

## TECH- CHECK AUDITS

During 2007, the Enterprise Boards nationally will roll out the Tech- Check IT audits. Cavan County Enterprise Board will be responsible the programme promotion and roll out in County Cavan. Under this programme, small businesses will be able to apply to Cavan County Enterprise Board who will appoint an independent expert who will visit the business. Working with the owner/manager, the expert will carry out an assessment of the current technology usage in the business and will identify the key issues, strengths and weaknesses relating to the use of technology in the business. Based on this analysis, the expert will provide the business owner with a clear, action orientated and realistic strategy aimed at developing and deploying appropriate ICT skills, systems, hardware and software within the business with the objective of delivering real and sustainable competitive advantage.

## FOCUS ON WOMEN IN ENTERPRISE INITIATIVES – WOMEN IN BUSINESS PLAN 2007

### General

The Board, in 2007, is committed to the encouragement and facilitation of women to start and expand their own businesses. This objective will be met though the following planned activities:



*Pictured at the Irish Business Women's Conference in May 2006 – Ms Maureen Hughes, Celtic Casuals, Ms Finola Howard, IBW, Aileen Fogarty, Ms Margaret McKeown Boyle, Extensive PR.*

### Capacity Development

Training programmes directed at increasing the use of information technology within businesses, developing financial and management skills of owner – managers and key staff as well as developing a comprehensive programme to increase female entrepreneurship in the County is a significant feature of planned activities for 2007. Programmes will range from short one day workshops addressing issues such as employment law,

pricing, VAT and time management to longer courses dealing with taxation, pricing, self assessment and basic bookkeeping. A minimum of 40% of all training programme participants will be reserved for women in business and marketed specially to women in business.

### **Mentoring**

A minimum of 30% of all mentoring assignments will be reserved specifically for women in business.

### **Start Your Own Business - Women Specific**

The Board will run at least two start your own business programmes focused on particular issues facing women when starting a business. In addition to addressing the usual issues of taxation, business registration etc, this course will also help women plan for any work/life balance, time management and finance issues they may encounter when starting in business.

### **Women in Business – Grow Your Business**

It is planned to develop and run a Grow Your Own Business programme, targeted at ten women in business, to encourage them to consider their business growth options and to develop a strategic development plan for their businesses.

### **CALIN Programme**

Cavan County Enterprise Board in conjunction with Larne Enterprise Development Company have received funding from Border Action under the EU programme for peace and reconciliation to run a skills development programme aimed at women in both areas. The programme is a mixture of residential work shops, mentoring and networking aimed at supporting women in Cavan and Larne to examine the trade options for their businesses and consider trading across the Border. Having commenced in Cavan last November the programme will be delivered through a series of four residential workshops and covers Selling Skills, Exporting, Marketing and Work/Life Balance. This will offer the participants the opportunity to network and develop trade links with similar businesses based in the Larne area.

### **Women in Business Networks**

Throughout 2007, Cavan County Enterprise Board will endeavour to work with all local women's networks to promote the services of the Board to women in business in the County. The Business Advisor will give presentations to local networks on Cavan CEB services and will meet with network facilitators at least twice in 2007. Sharing of information and promotion of each others services are key aims of these meetings.

### **BMW ADEP PROGRAMME**



The ADEP project (with BMW Assembly as Lead Partner in

Ireland) is an Interreg IIIC project (Regional Framework Operation Programme) with inter-regional partners from France (LP), Finland, Poland and Ireland. This exchange project aims to identify/analyse and learn from best practice models for the provision of training/development supports for enterprise and their resultant application in different regions.

As part of the overall project, there are a number of sub-project themes which provides local/regional actors/agencies with an opportunity to participate in the project. As such Cavan County Enterprise Board are involved in sub-project theme aimed at supporting enterprise in their regions namely "Improving innovation and competitiveness".

Cavan County Enterprise Board (On behalf of the Border CEBs and County Enterprise Fund companies) and Cavan Innovation & Technology Centre have been supported under the theme 'Innovation, research and centre of competitiveness'. The project entitled 'Enterprise Development through Innovation & Learning' proposes to develop and deliver a pilot project in two stages aimed at enabling small and micro businesses overcome these barriers.

In 2007, the Board will run a conference on innovation and competitiveness part funded under this programme to meet the agreed deliverables of this programme.

#### [MICROTRADE PROGRAMME](#)

Microtrade is a programme developed by Intertrade Ireland in conjunction with County and City Enterprise Boards and Enterprise Northern Ireland. The aim of the programme is to encourage and facilitate micro-enterprises throughout the island of Ireland to engage in cross-border trade. Phase 2 of this programme will be launched in 2007 and will facilitate development of relationships between enterprise agencies on an all island basis and the further encouragement of cross border trade development for small businesses in Ireland. If appropriate, collaborate applications will be made to Microtrade seeking funding for various sectoral and networking activities.

#### [INNOVATION & COMPETITIVENESS](#)

The Board is committed to encouraging innovative actions and supporting businesses in County Cavan to increase their competitiveness. Throughout 2007 the Board will facilitate this through training, mentoring and signposting to other agency programmes.

The Board will organise a national one day seminar on Innovation and Competitiveness during 2007. The aim of this seminar will be to prompt small business owners to consider innovation within their businesses and provide them with the tools to commence the innovation process.

Also during 2007, research into the challenges facing businesses in the Border region relating to innovation and competitiveness will be presented. It is proposed to develop programme based on research findings to overcome any issues identified.

## CREATE

CREATE, is a Cross Border programme designed to give individuals the opportunity to fully explore and develop their employment and self-employment potential within the creative industry sector. The programme will be rolled out across Belfast by the Local Enterprise Agency, Co Louth and Co Cavan through the Enterprise Boards. The programme has been designed in such a way that will equip participants with the necessary insight, skills and contacts, to enable them to transform their creative talents into business or employment opportunities. The work programme involves four main interlinked elements: Creative Industries Training; Participant Mentoring; Development of On-line Portal; Development of Creative Opportunities Showcase.

## FUNDING OPPORTUNITIES

Cavan CEB will continue to review any additional funding available which could assist and support enterprise and economic development – possible sources include the International Fund for Ireland, EU INTERREG Programme, Enterprise Ireland Community Enterprise Centre Scheme and the EU Special Support Programme for Peace & Reconciliation.

## WEBSITE/TRADE FAIR/SPECIALIST TRAINING SUPPORTS

In order to offer a full comprehensive range of supports to small businesses, provision will be made to cater for specialist and customised support to meet our client needs.

In this regard, it is hoped to continue offering supports towards website development. The programme will help:

1. Qualifying micro enterprises (employing at least one person on a full-time basis and not more than 10 employees) parts fund the cost of creating or developing a web presence.
- 2 Assist in defining an E-Commerce Action Plan and E-Business Strategy.
- 3 Assist in innovative product development using e –technology.

It is proposed to offer 50% of total web development costs up to a maximum of €1,000 per company. Client companies will be approved funding on an application basis.

It is also proposed, to offer support of 50% of exhibition costs up to a maximum of €1,000 to client companies who wish to exhibit and/or participate at relevant trade shows at home or overseas. Again, qualifying companies would be approved funding on an application basis.

Specialist training supports will also be made available to companies to access training to develop their businesses which is not readily available in the locality or from other relevant training agencies.

Connected with the above supports the Board will also continue to seek to optimise its available offering, via soft supports to microenterprises not deemed eligible for financial assistance.

#### [CRAFT PROGRAMME](#)

Cavan County Enterprise Board will continue to support small Cavan craft companies to exhibit the annual National Craft Fair in December. Any contribution would reflect 50% match funding to craft company contributions for stand and exhibition costs.

#### [SHOP Expo](#)

Cavan County Enterprise Board will support two small food companies to exhibit at the national food trade event – SHOP at the RDS in September 2007.

#### [NATIONAL ENTERPRISE AWARDS](#)

The annual National Enterprise Awards are organised by the County and City Enterprise Boards to give recognition to the contribution of small enterprises to the national economy. Cavan County Enterprise Board will hold a local competition to recognise local businesses and nominate a company to go forward to the national finals in 2007.



*The winners and invited guest at the 2006 Enterprise Awards Lunch in Sept '06*

#### [WEST CAVAN /WEST FERMANAGH DEVELOPMENT PROJECT](#)

Cavan County Enterprise Board in collaboration with Fermanagh University Partnership have been funded by Border Action through the EU Programme for Peace and Reconciliation and part funded by the Irish

Government through the National Development Programme to deliver the West Cavan/Fermanagh  
Economic Development Project.

The project has been designed to implement a strategic Economic Development Programme which aims to redress the high levels of economic and social disadvantage experienced by the mainly rural population of West Cavan to and the adjoining area of West Fermanagh. Areas covered to include Bawnboy, Swanlinbar, Blacklion, Dowra, and Glangevlin. Areas of Fermanagh to include Derrylin, Florencecourt, Kinawley and Belcoo

Cavan County Enterprise Board is the lead promoter of this project and has been working to improve the economic climate and levels of micro enterprise in Cavan for many years, through support for new and existing enterprise, through the provision of a range of enterprise supports including direct financial assistance and capability development programmes for small and micro businesses

A Special Projects Officer (SPO) has been appointed by Cavan County Enterprise Board to deliver the project and took up her position in November 2006.

The programme offers specialist targetted training, mentoring and business advise to business based in the West Cavan/ West Fermanagh area and support services to those thinking of starting up in business.

#### [ENTERPRISE CENTRES](#)

Cavan CEB in conjunction with CCEF will continue to investigate the potential amongst communities for building new enterprise centres through the county.