

SUSTAINING PROGRESS
CAVAN 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
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	Customer Charter produced - considered and approved at Board meeting on 8 th July 2004.	
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Complaints procedure introduced - considered and approved at Board meeting on 8 th July 2004.	
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	An interim review of performance against the charter was considered and approved at Board meeting on 8 th July 2004. Report on performance against commitments in Charter included in 2004 Annual Report. The Board continues to adhere to the commitments on service standards and a further report is being prepared in conjunction with our 2005 Annual Report.	
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	Develop initial management reports, facilitating decision making and resource allocation	By Q4 2003	Detailed reports are presented to all meetings of the Board. These reports include: a) A comprehensive CEOs report; b) Business Advisor's Report on all Measure 2 activities including cross border and other special initiatives; c) Report on Measure 1 Selective Financial Interventions including project extensions,	
	Establish CEB performance	By Q4		

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<p>defined outputs and outcomes</p>	<p>indicators to be incorporated into management reports</p>	<p>2004</p>	<p>decommitments and cumulative statements on budgets/expenditure.</p> <p>Any issues raised are discussed to help facilitate better decision-making and resource allocation.</p> <p>Specific performance indicators (both quantitative and qualitative) are incorporated in annual and multi-annual plans. From Q4 2004, management reports presented to the board have incorporated information on progress against performance indicators.</p> <p>Cavan County Enterprise Board has pioneered the development of a high-tech Innovation & Technology Centre in order to expand the range and diversity of training programmes which are custom designed to meet client needs. Cavan Innovation & Technology Centre (CITC), which is a joint initiative of Cavan CEB and Cavan County Enterprise Fund, has been developed as part of a cross border programme to support local, regional and national agencies in stimulating an environment conducive to innovation, entrepreneurship and inward investment in the Cavan/Fermanagh region. CITC now operates as a distance learning/outreach centre for the central border area. The Centre comprises reception/exhibition/display areas, administration offices, innovation offices/laboratories, a training facility, conference room and lecture theatre and is equipped with the most up to date information and communications technology (ICT), including audio visual equipment.</p>	
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			<p>In conjunction with CITC, we have increased the availability of accredited training provided to our clients by a range of education and training institutions, including the University College Dublin, University of Limerick, National College of Ireland, IT Sligo, Fermanagh College and the Irish Institute of Training & Development. Courses are delivered through a range of mechanisms including distance learning (via satellite) and outreach. Courses include business and personnel management courses etc. as follows:-</p> <ul style="list-style-type: none"> ▪ Start Your Own Business, Grow Your Business, Employment Law & the Small Business, Taxation Issues for Small Employers, Understanding VAT, IT for Business, Credit Control, Environmental Management, Health & Safety Programme, UL Diploma in Project Management, Diploma in First Line Management, Certificate in Training & Development, Family Business Management Development Programme; Selling Skills; Retail Management Development; Women in Business Programme; Computerised Accounts (TAS); <p>The availability of these programmes has also significantly expanded the customer base of the CEB.</p>	
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, projected balance sheets and funding requirements	Q1 Annually	On receipt of the CEB’s annual budget, business plans are prepared annually outlining planned activities and priorities for the year. A draft business plan for 2006 was circulated to the board at their February 2006 meeting.	

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Annual Performance targets**				
<p>Where not already in place CEBs will introduce appropriate Annual Performance Targets to support implementation of the Business Plan</p>	<p>Establish annual performance targets for the Board. Performance will be evaluated against these targets</p>	<p>Q1 Annually</p>	<p>Performance targets for the year are incorporated into Business Plan. Progress reviewed on an ongoing basis.</p>	
			<p>With regard to delivery on the horizontal principles of the National Development Plan – BMW Regional Operational Programme, Cavan CEB has endeavoured to focus on same using available resources as follows:-</p>	
			<p>Rural Development Cavan CEB is engaged in ongoing actions to assist people living in rural areas and those moving out of mainstream agriculture. The CEO is active in the management of Cavan Monaghan Rural Development Co-Op Society Ltd. (LEADER) and Cavan Partnership, both of which have specific programmes to address rural development and deprivation in rural areas.</p>	
			<p>A proposal has now been submitted to Border Action with a view to rolling out a special programme to promote entrepreneurship and new business development in the wider West Cavan/West Fermanagh area.</p>	
			<p>Women in Business/Gender Equality Cavan CEB recently commissioned an evaluation of female entrepreneurship in County Cavan. The aim of this research was to quantify existing levels of female entrepreneurship, identify barriers to business growth and establish the need for specially tailored training and support programmes. As a result of these findings Cavan CEB are developing specifically tailored programmes to address the needs of women planning to</p>	

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		<p>start their own business.</p> <p>Cavan CEB in conjunction with CITC and Omagh College introduced a training mentoring programme aimed at developing the skills of women working in the construction industry in Counties Cavan and Tyrone.</p> <p>We are also currently devising a new women’s programme in conjunction with LEDCOM – Larne Enterprise Agency</p> <p>North-South Co-operation The Border CEBs, in conjunction with Enterprise Northern Ireland (ENI) and Local Enterprise Agencies (LEAs), have devised a comprehensive programme entitled “Tradelinks” to promote cross-border co-operation and networking between enterprises north and south. Whilst the CEBs will make a modest financial contribution to the programme, the major element is being financed by the EU Interreg Programme and International Fund for Ireland. Cavan CEB currently manages the operation of the programme for the Central Border East region which includes Cavan, Monaghan, Dungannon, Armagh and Cookstown. To-date 27 Cavan companies have availed of one-to-one mentoring under the programme.</p> <p>Cavan CEB is also actively participating in the ‘Microtrade’ programme which has been developed by the CEBs and ENI in conjunction with InterTradeIreland. Microtrade is an all-island programme aimed at supporting collaboration and networking between micro-enterprises in NI and RoI, as well as promoting the development of relationships</p>	
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			<p>and cross-border partnerships between the CEBs and LEAs.</p> <p><i>InterTradeIreland</i> Acumen Programme The CEO was a founding member of this programme which aims to foster economic development on a cross-border basis, principally through increased cross-border trade and stronger ties between business and economic interests in the Republic of Ireland and Northern Ireland. -</p> <p>The principal supports provided include specialist consultancy interventions as well as financial assistance towards the appointment of dedicated marketing personnel.</p>	
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 (subject to a mid-term review)	<p>Role profiles for all staff are in place and these are reviewed as part of annual appraisal and as a result of any staff movement or changes.</p> <p>We have undertaken an appraisal of needs, particularly in relation to the use of technology and software programmes. The introduction of tailored software which included on the job training has demonstrably contributed to efficiency and resource utilisation.</p>	.

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Human Resource Training and Development Plan*				
<p>CEBs are committed to continued training and development for all staff</p> <p>CEBs will ensure that they develop and maintain a human resource strategy</p>	<p>Development of a training plan to provide targeted training and development.</p> <p>Utilise the performance management systems to help staff identify training needs.</p>	<p>Q1 Annually (subject to a mid-term review)</p>	<p>The training and development needs of staff are reviewed on an on-going basis. Each staff member also undergoes a formal annual staff appraisal, where their performance is reviewed and training and development needs are identified and addressed.</p> <p>Having completed the annual business plan, all staff training needs are reviewed to reflect the requirements of the plan and this forms the basis of a human resources strategy. Staff are offered the opportunity to participate in enterprise training and management development programmes offered to clients</p> <p>One member of staff is currently completing a Diploma in Public Management through the IPA. A number of staff have participated in specific role related training, under the auspices of a cross border microenterprise programme (i.e. Tradelinks).</p> <p>Staff have also received on the job contact database software training (ACT) which allows for better segmentation and collation of customer information and more efficient access to client data.</p> <p>The range of programmes available through CITC are made available on an ongoing basis to CEB staff. All management staff hold relevant third level qualifications including one to Masters level.</p>	
<p>Annual Review Mechanism**</p>				

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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 is in place	Formal staff reviews, having regard to agreed role profiles and annual targets, are undertaken at year end. The goal of the appraisal is also to review training needs, assess role development and agree targets and goals for the individual for the coming year. Arrangements are in place to facilitate ongoing individualised feedback. There is full transparency and regular day to day communication both on a one to one and group / sub-group basis.	
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	Q4 2003 – 2005 Monthly Monthly	Staff continually review business processes to improve effectiveness. Staff also liaise with colleagues in other CEBs to discuss best practice approaches with a view to improving service delivery. Apart from sharing information at regular CEO/CEB meetings on processes used, a subset of CEOs and other executives meet quarterly on a regional level (Border CEB's) to discuss programmes and initiatives planned or being implemented across the region. Staff continuously review data on our website to update services/programmes offered as well as including new material on topics relevant to clients. The website was recently evaluated and redeveloped to make it more user-friendly and provide other enhanced features. We are currently assessing additional features, including an on-line company/client directory. Targeted training to meet individual and group needs of staff is in place and monitored on an ongoing basis. The CEB utilises the facilities of Cavan Innovation and	

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	individuals and groups of staff, utilising e-learning systems where possible.		Technology Centre (CITC) where its offices are located. (see section on Efficient Use of Resources above). Following finalisation of the updated Procedures Manual (September 2004) and Operating Agreement a detailed Business Process Review commenced. Key tasks have been documented, and the CEB continues to analyse the effectiveness of current systems. Management has also undertaken a full review of business and operational risks facing the organisation and identified the controls necessary to deal with same. An Electronic Communications Policy has recently been developed and implemented.	
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	All information relating to projects and programmes supported by the Board is input on the CEB-PMS system on an on-going basis by staff as required.	
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	Cavan CEB is conscious of the needs in this area, and is diligent in all its endeavours to promote equality of opportunity for all staff.	
Partnership**				
The CEBs are committed to building upon the structures that have already been established in order to deliver real improvements in	Working through the CEO Executive Committee and the various CEO Sub-Committees the CEBs will continue to promote internal and national dialogue and	On-going	All issues raised and/or agreed at CEO/CEB Association Meetings are addressed and/or implemented as required. This process is also utilised to identify best practice in service delivery and to achieve improvements in quality and cost effectiveness. Cavan CEB is represented on a number	

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performance at organizational and national level	continue to consult with staff on key issues in the process of change and improvement		of national sub-committees dealing with the process of change and improvement.	
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> <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>Cavan CEB is fully compliant in this area</p> <p>This is standard practice.</p> <p>Cavan CEB fully complies with this requirement</p>	

SIGNED: _____
 CHIEF EXECUTIVE

 CHAIRMAN

DATE: 16th March 2006

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