



SUSTAINING PROGRESS

SOUTH DUBLIN COUNTY ENTERPRISE BOARD ACTION PLAN

Commitment	Specific Action	Date	Progress Achieved (a no should be indicated where the deadline has passed without the action being achieved)	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	Completed	As previously reported.
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Completed	As previously reported.
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	Not yet due	To be introduced in the 2003 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 defined outputs and outcomes	Develop initial management reports, facilitating decision making and resource allocation	By Q4 2003	Yes – further to previously reported progress, the Board has now developed a new monthly report which details progress against each of the 23 outcomes incorporated in the annual business plan (copy attached)	Developed and operational.
	Establish CEB			

* New Requirement

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



	performance indicators to be incorporated into management reports	By Q4 2004	Completed (see above)	Developed and operational,.
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 – Rolling 3 year business plan was introduced in December 03 and ratified by the Board in Jan 04. It is due to be revised in the light of confirmed budget allocations in Apr 04 (copy attached)	In place.
	Financial projections should include budgets, cash flow projections, projected balance sheets ??? and funding requirements		Yes – see above. However, we believe projected balance sheets are not relevant to our situation.	In place.
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 3 year rolling business plan has targets for 2004 - 2006. Performance against these targets is monitored monthly with a major re-assessment annually to coincide with the adoption of the new annual business plan	In place..
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	Q1 Annually (subject to a mid-term review)	Yes – further to previously reported progress, the Board now has individual job descriptions and key result areas for all staff and individual performance appraisals	In place

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	required		were carried out for all staff in Dec 04. (samples attached) We have completed our assessment for FAS Excellence Through People and are awaiting the result.	
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.	Q1 Annually (subject to a mid-term review)	Yes – a training and development plan is in place with individual training plans for each staff member (samples attached). However, implementation is hampered by lack of administration budget provision.	In place
CEBs will ensure that they develop and maintain a human resource strategy	Utilise the performance management systems to help staff identify training needs.		Yes, this is an intrinsic part of ETP	In place.
	The training plan should relate directly to the business plan and should address all categories of employees.		Yes – this is a fundamental tenet of ETP	In place
Annual Review Mechanism**				

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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	Yes – individual “performance support and development” meetings were held for all staff in Dec 03 and will be repeated annually with informal updates approximately quarterly (sample minutes attached) Yes – this is part of ETP	In place. In place
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	Q4 2003 – 2005 Monthly	Yes – ongoing. As part of family friendly work practices, the Board have upgraded the existing equipment at the home of our Business Adviser to broadband standard and are currently installing VPN equipment to allow her to log into the office system and work more effectively from home on one day per week. The CEO will also avail of the VPN facility from time-to-time using his own private equipment and broadband connection Yes – responsibility for this important area has now been delegated to the Business Adviser who carries out updates weekly.	In place. In place

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	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	Monthly	Yes – ongoing	In place.
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 – ongoing	Operational.
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 – the Board have adopted a new equality statement as part of the values listed in its new strategic plan. The CEO is due to report gender statistics to the April Board meeting.	In place.
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	On-going	Yes – the CEO has now been elected Deputy Chairman of the Association and serves on the national executive committee.	On-going.

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performance at organizational and national level	dialogue and continue to consult with staff on key issues in 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>Yes.</p> <p>Yes.</p> <p>Yes.</p>	<p>This procedure is adhered to.</p> <p>This procedure is adhered to.</p> <p>This procedure is adhered to.</p>

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