

## SUSTAINING PROGRESS

### SOUTH DUBLIN COUNTY ENTERPRISE BOARD ACTION PLAN

<b>Commitment</b>	<b>Specific Action</b>	<b>Date</b>	<b>Progress Achieved</b> <i>(a no should be indicated where the deadline has passed without the action being achieved)</i>	<b>If not achieved or did not meet commitment date please provide further details</b>
<b>Customer Service*</b>				
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	Fully completed as reported in Report No 1 October 03	
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Fully completed as reported in Report No 1 October 03	
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	Fully completed as reported in Report No 3 September 04	

\* New Requirement

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

<b>Efficient Use of Resources**</b>				
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  Establish CEB performance indicators to be incorporated into management reports	By Q4 2003  By Q4 2004	Fully completed as reported in Report No 2 April 04  Fully completed as reported in Report No 2 April 04	
<b>Business Planning**</b>				
Create and maintain a specific business plan to include financial projections for the year ahead	Draft an annual business plan	Q1 Annually	Latest rolling Business Plan covering 2005 – 2007 was approved by the Board in Dec 2004 and a modified version, to take account of actual budget allocations, was approved in June 2005	

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	Financial projections should include budgets, cash flow projections, projected balance sheets and funding requirements		Fully completed as reported in Report No 2 April 04. The latest business plan has kept this practice in place with up-to-date projections	
<b>Annual Performance targets**</b>				
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	Fully completed as reported in Report No 2 April 04. New targets were established in the latest business plan and are being monitored at each Board meeting	
<b>Performance Management**</b>				
CEBs will introduce performance management	Design and agree a role profile for each employee setting out the key result	Q1 Annually (subject to a mid-term review)	Fully completed as reported in Report No 2 April 04. Performance appraisals for all staff for 2004 were completed in Jan/Feb 2005 and Job	

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systems for all grades within their organisation	areas and the objectives/standards required		descriptions were reviewed as part of that process	
<b>Human Resource Training and Development Plan*</b>				
CEBs are committed to continued training and development for all staff  CEBs will ensure that they develop and maintain a human resource strategy	Development of a training plan to provide targeted training and development.  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	Q1 Annually (subject to a mid-term review)	Fully completed as reported in Report No 2 April 04. Training Plans for each staff member for 2005 were written.  Training plans are written as part of the performance review process and are being implemented and monitored.  The training plan forms part of the business plan and relates to the skills needed to meet objectives	

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<b>Annual Review Mechanism**</b>				
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	Fully completed as reported in Report No 2 April 04. Further reviews for all staff were carried out in Jan/Feb 2005  Fully completed as reported in Report No 2 April 04 – see above	
<b>New Technology and eGovernment**</b>				
Where necessary CEBs should undertake systems analyses and/or Business Process Reviews to identify changes in work practises required to	Implement any changes in processes and/or work practices identified by Business Reviews, where appropriate  Continuous	Q4 2003 – 2005  Monthly	A new review has identified that our network operating system is now obsolete and no longer supported. A process to purchase a replacement is in place. Spam controls have been implemented successfully. The effectiveness of backup is also under review at present.  Updates are posted several times	

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ensure that the benefits of new technology systems are maximised	improvement of CEBs website		weekly. The new branding will be implemented on the front page of the site only in June 05. The remaining pages will be completed in 06.	
	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	Fully in place and ongoing, as reported in Report No 1 October 03	


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<b>Performance Management System**</b>				
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	Fully in place and ongoing, as reported in Report No 1 October 03	
<b>Equality**</b>				
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	Fully operational on an ongoing basis as reported in Report No2 – April 04	
<b>Partnership**</b>				
The CEBs are committed to building upon the structures that have already been established in order to deliver real	Working through the CEO Executive Committee and the various CEO Sub-Committees the CEBs will continue to promote internal and national	On-going	Fully operational on an ongoing basis as reported in Report No2 – April 04. The Chief Executive has completed his term as Deputy Chairman of the CEO's Assoc and has now taken the Chair of the IT Committee of the Assoc. He is also a member of the	

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improvements in performance at organizational and national level	dialogue and continue to consult with staff on key issues in the process of change and improvement		E-business strategy group and the SME Round table. Staff continue to be kept fully informed of external administrative and policy developments through weekly staff meetings	
<b>Recruitment**</b>				
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 Departmental guidelines and Government pay policy</p>	On-going	<p>Fully operational on an ongoing basis as reported in Report No2 – April 04</p> <p>No vacancies have arisen and therefore no recruitment has taken place</p>	<p>Signed:</p>  <p>Loman O'Byrne Chief Executive</p>

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