

**SUSTAINING PROGRESS****SOUTH DUBLIN 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	Yes – copy attached	Published and in place.
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Yes – incorporated in the Charter (see above)	Published and in place
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	No	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	Develop initial management reports, facilitating decision making and resource	By Q4 2003	Yes – the CEO presents a Monthly Management Report to the Board at their monthly meeting. The report consists of application and approval data as well as a financial analysis	Developed and operational.

* New Requirement

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



with the modernisation and change required to ensure that maximum value is achieved from all public expenditure in terms of defined outputs and outcomes	allocation Establish CEB performance indicators to be incorporated into management reports	By Q4 2004	(copy attached) this report will be further developed in the context of our next strategic plan No –	Performance indicators will be included in the expanded monthly management report during 2004 when new internal targets will be set for these indicators,.
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	Yes – Staff prepare provisional action plans and financial projections for the coming year each December, which are then revised when the annual budget allocations are received Yes – see above	In place. In place.
Annual Performance targets**				
Where not	Establish annual	Q1 Annually	No.	This will be implemented during

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already in place CEBs will introduce appropriate Annual Performance Targets to support implementation of the Business Plan	performance targets for the Board. Performance will be evaluated against these targets			2004 in the context of the next strategic plan, in which targets will be reviewed..
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)	Yes – a Roles and Responsibilities Matrix has been drawn up.	The Board is currently pursuing the FAS Excellence Through People (“ETP”) award and is reviewing this matrix and the job descriptions as part of that process. A formal performance management system will also be introduced. This is due to be completed by Q1 of 2004
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. However, implementation is hampered by lack of administration budget provision.	Training and development plans will be reviewed annually in the context of the ETP Process

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CEBs will ensure that they develop and maintain a human resource strategy	Utilise the performance management systems to help staff identify training needs.		No	To be introduced as part of the ETP process.
	The training plan should relate directly to the business plan and should address all categories of employees.		No	To be introduced in 2004 in the context of the ETP process and a new 3-year internal business plan
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.	Q4 Annually	No	To be introduced as part of the ETP process.
	CEBs must		No.	To be introduced as part of the

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	introduce individualised feedback on a one to one basis for all employees			ETP process
				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	Q4 2003 – 2005	<p>Yes – The Board continually reviews it’s work-practices and technology needs. AS a It has introduced a major on-line business information resource</p> <p>Yes – the CEB web-site is updated on a current and on-going basis to reflect the latest supports, services, programmes and initiatives on offer from the Board. All queries generated through the web-site are processed in a timely fashion.</p> <p>Yes – the Board continually updates and adapts its range of core enterprise training and supports to ensure that they are customised to meet the development and business needs of client businesses. The Board will also investigate the introduction</p>	In place.

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			and use of e-learning systems where possible/appropriate.	
	Continuous improvement of CEBs website	Monthly		In place.
	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		In place.

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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 input on the CEB-PMS system on an on-going basis by staff as appropriate. Any issues arising are discussed at the bi-weekly staff meetings.	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 CEO will ensure that the Board and staff are updated upon gender equality policies.	In place.
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	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	On-going	Yes – all issues raised and/or agreed at Association Meetings are addressed and/or implemented by the CEO. The Association also acts as a forum for the sharing of information upon issues of common concern to Boards. It provides a mechanism for formal and informal discussions, which help to ascertain best practice and approaches in improving service delivery and adapting to change.	On-going.

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level	process of change and improvement		The CEO updates staff on issues arising at staff meetings.	
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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