

SUSTAINING PROGRESS REPORT No. 4**WATERFORD 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	Impact
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 in place.	Fully implemented	Greater focus on customer service across all activities of the Board
	Introduce and operate a new Formal Complaints Procedure	By Q1 2004	Revised formal complaints procedure in place.	Fully implemented	Clients aware of procedure for complaints if not satisfied with service provided
	Report on performance against Charter commitments in Annual Reports	By Q3 2004	The Annual Report for 2004 includes a report on performance.	Fully implemented	

* New Requirement

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

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	Management Reports in place – submitted to each Board meeting	Fully implemented	Board more informed on performance
	Establish CEB performance indicators to be incorporated into management reports	By Q4 2004	Management reports including actual performance and targets submitted to each Board meeting.	Fully implemented	Board can assess performance on an ongoing basis and take corrective action where necessary to ensure optimum use of resources
Business Planning**					
Create and maintain a specific business plan to include financial projections for the year ahead	Draft an annual business plan	Q1 Annually	2005 Business Plan adopted.	Fully implemented	Board members are more involved in planning activities for year. Board members take a more active role in prioritising actions and allocating resources.
	Financial projections should include budgets, cash flow projections, projected balance sheets and funding requirements		Financial projections included in 2005 Business Plan.	Fully implemented	

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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	Performance targets included in 2005 Business Plan which has been approved by the Board	Fully implemented	Board review performance on regular basis and take corrective action to ensure targets are achieved.
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)	Staff role profiles prepared. An annual review of performance is conducted and compared to role profiles and performance targets.	Fully implemented Fully implemented	Staff have clear understanding of duties and targets. Board has achieved greater utilisation of resources.

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<p>Human Resource Training and Development Plan*</p>					
<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>The training plan should relate directly to the business plan and should address all categories of employees</p>	<p>Q1 Annually (subject to a mid-term review)</p>	<p>Training and development plans are in place for each staff member</p> <p>Plans are reviewed annually as part of the staff performance review.</p>	<p>Fully implemented</p>	<p>Staff are better prepared to deal with clients and deliver Boards Business Plan.</p>

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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. CEBs must introduce individualised feedback on a one to one basis for all employees	Q4 Annually	Review of role profiles for staff are undertaken annually and compared to performance targets. Staff are informed of outcome of review.	Fully implemented Fully implemented	Board has achieved improved utilisation of resources and is better informed for setting future targets. Staff have improved understanding of performance and contribute to greater efficiency in service delivery.
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	Implement any changes in processes and/or work practices identified by Business Reviews, where appropriate Continuous improvement of CEBs website Continue to provide	Q4 2003 – 2005 Monthly Monthly	Board regularly reviews procedures and systems to ensure best use of technology. Increased usage of e-mail for internal and external communication introduced. Website reviewed each month. Complete re-design and upgrading of website planned for 2005 Training on website	Fully implemented	Efficiencies in operations achieved Cost savings in communication costs have been achieved. Designer appointed and re-design of website in progress Website expected to be

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maximised	targeted training and development addressing the development and business needs of individuals and groups of staff, utilising e-learning systems where possible		maintenance to be provided to all staff to coincide with upgrading of website.		more relevant to clients needs.
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 data on PMS entered in continuous and timely manner. Position is monitored monthly.	Fully implemented	Up-to date performance data available online. Manual reporting has been reduced.

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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	Gender equality and diversity policies in place.	Fully implemented	Increased female participation on Boards programmes.
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 level	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 process of change and improvement	On-going	Emerging issues are brought to the attention of staff and examples of best practice are shared with other CEB's.	Fully implemented	Staff are aware of developments and learn from experience of other Boards.
Recruitment**					
All CEBs will continue their commitment to open transparent recruitment	All posts should be advertised and a short list of applicants, based on agreed selection criteria should be compiled	On-going	Procedure in place for implementation when vacancy occurs.	Fully implemented	Recent vacancy filled in accordance with Board's procedures.

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	<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>				<p>Appointment and salary scale agreed by Board and Department approval obtained</p>
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SIGNED: _____
CHAIRMAN

CEO

DATE: _____

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