

CLARE 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
1.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	<p>Publish a Customer Charter</p> <p>Introduce and operate a new Formal Complaints Procedure</p> <p>Report on performance against Charter commitments in Annual Reports</p>	<p>By Q1 2004</p> <p>By Q1 2004</p> <p>By Q3 2004</p>	<p>Customer Service Charter already published.</p> <p>A formal complaints procedure is part of customer service charter. This is in place. <i>There have been no formal complaints since last progress report.</i></p> <p>The annual report for 2004 includes a segment on performance against charter commitments. All training courses provided by Board are evaluated by evaluation form completed by clients. Client interviews with Board personnel are also monitored on client feedback forms as part of ISO 9001:2000. The 2005 annual report is presently being compiled and will include similar statements.</p>	

* New Requirement

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

2. 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 Establish CEB performance indicators to be incorporated into management reports	By Q4 2003 By Q4 2004	The CEO presents management reports to the Board at their meetings. These reports detail progress on Measure 1 and 2. These reports are discussed at Board level facilitating decision making and resource allocation. This was again undertaken at the December 2005 and February 2006 Board meetings. The management review minutes of 10 th October 2003 outline 14 quality objectives. These objectives detail personnel responsible together with progress attained. These objectives are updated at regular staff meetings and progress evaluated. This was reviewed again at staff meeting on 10th March 2006.	
3. 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	In February 2006 the executive presented a comprehensive plan of action outlining the level of work to be undertaken and apportioning draft expenditure and income to same. Upon receipt of budget in May 2005, staff prepared a financial forecast setting out the expenditure heads, apportioned expenditure and income. Formal Board approval was then obtained on the 14 th June, 2005. This was reviewed at the Board meeting on 13th December 2005.	

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4. 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	All staff contribute towards performance targets outlined in management review minutes. Progress is reported at Board meetings and performance is measured in year to date and previous year's actual achievements. Remedial action is taken following full discussion at Board meetings to ensure targets are achieved. Regular staff meetings constantly review targets and achievements and carry out ongoing updating of same.	
5. 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)	Organisational charts and job descriptions have been agreed. The duties and responsibilities of the 4 officers are outlined as part of ISO 9001:2000. Standards required by all staff in each of the duties listed are reported to the Board.	

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<p>6. 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>A training budget of €5,000 is included in the Board's annual estimate for 2006. An agreed training programme is set out in Q1 annually. This programme takes account of staff training needs as it relates to their specific duties. The programme is evaluated at year end.</p> <p>Training is reviewed periodically and all staff members discuss with the CEO their performance and training needs.</p> <p>The training plan relates specifically to staff needs and implementation of Boards business plan. All staff are involved and avail of where necessary, the Boards own training programmes. This ensures that Board staff are constantly updated on the latest business skills and I.T. requirements.</p>	

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7. 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	The Clare County Enterprise Board has determined the necessary competence and needs for personnel performing work. These are clearly visible in job descriptions available for each position. A staff appraisal process has been introduced and a review has been carried. A review will be carried out annually as part of the competence awareness and training segment of ISO 9001:2000. The review mechanism will take account of agreed duties and responsibilities of each officer and the annual performance targets. Feedback from the staff appraisal reviews will be provided to staff on a one-to-one basis. The Chairman will review and sign off these appraisals.	
8. 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	Clare County Enterprise Board has received certificate of registration to ISO 9001:2000. Work review practices are appraised at regular staff meetings. A comprehensive quality policy document under ISO 9001:2000 is in place which details the procedures and standards to be adopted in the day to day business procedures of the office. Any new work practices identified in these reviews are applied and are reviewed on a constant basis. An internal audit system is in place and any issues highlighted are attended to immediately and corrective action is put in place. Changes in work practices identified in the ongoing training programmes initiated by the Board are also adopted in the Boards office procedures. Best Practice initiatives identified by the National Sub-Committee working on this issue have been put in place to improve the efficiency of the service provided. The CEB website is updated regularly by staff of the Enterprise Board who have been trained on web-design. This site offers a constant update on supports and services provided by the Board. All queries arising through the website are processed immediately. The new national branding of CEB's has also been updated on the Clare CEB website. The Board plan to research the facility to book on-line for training courses in 2006.	

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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	The Board updates and adapts its range of core enterprise training and supports monthly to ensure that they are customised to meet the development and business needs of clients businesses. The Board utilises the latest e-learning systems and applies them where appropriate. All clients of the Board are invited to list training requirements during annual employment survey. These needs are addressed in the following years training programme schedule. The Board will research the possibility of credit card facilities so that clients can book and pay on-line for courses.	
9. 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, enquiries and programmes supported by the Board is imputed on the CEB PMS system on a daily basis by staff of the Board. Staff are continuously examining improvements and the CEO has undergone crystal report training.	
10. 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	Clare County Enterprise Board promotes equality of opportunity for all staff and clients of the Board.	
11. 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	All issues raised and/or agreed at association meetings are addressed and/or implemented by Clare County Enterprise Board. 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. The CEO updates staff on issues arising from CEO association meetings.	

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12. Recruitment**				
<p>All CEBs will continue their commitment to open transparent recruitment</p>	<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>	<p>On-going</p>	<p>All posts arising within Clare County Enterprise Board are advertised and a shortlist of applicants is arranged based on agreed selection and criteria. No vacancy for staff has arisen within Clare CEB in the past two years</p> <p>An interview panel of at least 3 persons will be appointed for any interviews that take place.</p> <p>Appointments and salary scale are endorsed by Clare County Enterprise Board and are in line with Department guidelines and Government pay policy.</p>	

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