

# SUSTAINING PROGRESS

## COUNTY ENTERPRISE BOARD ACTION PLAN

### Waterford City Enterprise Board Ltd. Progress Report No. 6.

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
<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	<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 Charter and Equality Statement are finalised and on our website.</p> <p>A Formal Complaints Procedure was adopted by the Board and is part of the "Internal Procedures" document. The Complaints Policy and Procedure was added to our website.</p> <p>A Board decision was made to detail the results for 2004 in the Annual Report from 2004 onward. Since no complaints were received during 2005, nothing has been reported.</p>	

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<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	By Q4 2003	Quarterly reports are presented to the Board indicating progress and achievements for the relevant quarter and year to date. This report covers Administration, Measure 1 and Measure 2. The report is continually evolved and modified to satisfy the requirements/needs of the Board.	
	Establish CEB performance indicators to be incorporated into management reports	By Q4 2004	Performance targets were updated in line with Mid-Term Review, Programme Complement and DETE targets/quotas and are included in Reports to Board.	

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<b>Business Planning**</b>				
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	This is ongoing and the 2005 report was compiled and presented to the Board during Quarter 1, 2005. The 2006 plan will be presented once budgets for 2006 are received.	
<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	These are prepared as per "Efficient Use of Resources".	

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<b>Performance Management**</b>				
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)	<p>Role profiles have been agreed as per “Internal Procedures” document.</p> <p>Role profiles for all staff-CEO, ACEO and Administrator have been developed and are subject to continued review in line with business developments.</p> <p>Role profiles are of great benefit to the staff as the clearly define responsibilities and boundaries of each role.</p> <p>These role profiles are being used as a performance measurement tool against which roles are continually assessed and reviewed.</p> <p>Staff performance is clearly measured under each heading within the role profile and feedback given to all staff. Results are clearly communicated to staff as part of ongoing staff development procedures.</p> <p>Mid-term review and updating the role profiles has been carried out as part of an ongoing efficiency improvement programme.</p>	

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<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	<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>	Q1 Annually (subject to a mid-term review)	<p>The key performance indicators (KPI) and business plan are finalised on receipt of the annual budgets.</p> <p>The training and development plan is in place with appropriate and relevant training programmes set out for all staff to ensure ongoing personal and professional development.</p> <p>The training plan has been reviewed and outcomes of the review discussed in association with staff who are encouraged to feedback on the effectiveness of all training received.</p> <p>On this basis new training requirements have been identified and incorporated into the revised training plan.</p> <p>The revised training plan is linked directly into the business plan by providing improvements and new targets for training and development, the business plan is updated on this basis.</p>	

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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	As reported in Progress Report No. 3 this was introduced during Quarter 4, 2004.	
<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	<ol style="list-style-type: none"> <li>1. Implement any changes in processes and/or work practices identified by Business Reviews, where appropriate</li> <li>2. Continuous improvement of CEBs website</li> </ol>	<p>Q4 2003 – 2005</p> <p>Monthly</p>	<ol style="list-style-type: none"> <li>1. It is Board policy to review, update and amend procedures to ensure its' operations make maximum use of new technology.</li> </ol> <p>The "Internal Procedures" document is now updated and the CEB Procedures Manual was adopted by the Board and the contents implemented as required.</p>	

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<p>to ensure that the benefits of new technology systems are maximised 1. Implement any changes in processes and/or work practices identified by Business Reviews, where appropriate</p>	<p><b>3.</b> 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</p>	<p>Monthly</p>	<p>Application forms are downloadable from our website.</p> <p>Under the terms of our business process review the Board appointed an Internal Audit Committee to review all internal systems and procedures.</p> <p>An independent practising Internal Auditor was appointed to review effectiveness of current business processes. To date the Internal Auditor has performed a full systems audit along with an assessment of Risk Analysis. The Internal Auditor has reported to the Board on any recommendations required to improve current practice. Three items of high risk were identified i.e., Internet/Computer/Email Policy, Security of computer backed up data and Fixed Term staff Contracts. The first two items have been reduced to low risk and the latter needs DETE resolution.</p> <p>E-Mail/Internet and Computer Use Policy document was prepared and adopted by the Board in Q2 2005.</p> <p>All current files and back-up computer disks are stored in a fire proof filing cabinet.</p>	

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			<p>All beneficial outcomes from this business process review will be adopted by the Board and procedures updated as required.</p> <p>2. There is a continuous review of the WCEB website and the following items have been added since the last report:</p> <ul style="list-style-type: none"> <li>• PDF on Annual Report and Financial Accounts</li> <li>• Total revision of the Starting Your Business section of the site</li> <li>• Revision of the useful links section</li> <li>• Addition of PDF on Starting Up Your Business, Business Law, Managing Your Finances and Marketing Your Business</li> <li>• Website was updated as required by adoption of new CEB logo</li> <li>• Addition to start up and existing business support agency section.</li> <li>• Customer Charter and Complaints Policy added to website in Q3 2005.</li> <li>• All Application Forms are downloadable from the website.</li> <li>• Sustaining Progress Action Plan has been included on the website.</li> </ul>	

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			<p><b>3.</b> This is ongoing for the Board which seeks to source best practice and utilise developing technologies to achieve its' objectives. All enterprise training and support is customised to match needs of the customer base. Many of the training programmes focus on the use of new technology and software applications.</p>	
<p><b>Performance Management System**</b></p>				
<p>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</p>	<p>Previous months data must be inputted by the CEBs on or by the last day of every working month</p>	<p>Monthly</p>	<p>The system used by the Board is to input Measure 1 approvals within seven days of date of letter of offer. With regard to Measure 1, Measure 2 and Administration expenditure the information is updated within seven days of receipt of bank statements. Procedure was adopted to ensure accurate cross-checking of the cash flow return with the B1 return. Revision of internal reporting system which ties cash flow and B1 reports to ease workload and enhance cross checking between both systems is completed. This was introduced at start of 2005 and will be reviewed and modified as practice dictates.</p>	

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<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	The Board has a formal policy of Equality of Opportunity which is freely available to our customer base.	
<b>Partnership**</b>				
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	<p>This is ongoing with Board staff fully apprised of developments which include reports on relevant items agreed/discussed at CEO Association meetings.</p> <p>The CEO chairs the Financial Instruments Committee which prepared the Procedures Manual, template of Risk Analysis etc.</p> <p>This Board manages the “Celtic Enterprise and Business Support Network”. This project funded under Interreg 111A, has partners of all South East CEBs, Wicklow CEB and Carmarthenshire County Council.</p>	

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<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	All of this has been implemented for previous staff vacancies and will continue as necessary into the future.	