

16th March 2006

SUSTAINING PROGRESS

COUNTY ENTERPRISE BOARD ACTION PLAN
GALWAY COUNTY AND CITY ENTERPRISE BOARD Ltd.

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 Introduce and operate a new Formal Complaints Procedure Report on performance against Charter commitments in Annual Reports	On-going	Published Published Monthly Reports to Board Meeting Bilingual Compliance where necessary Compliance with Official Languages Act	Published and Updated December 2005 Published No complaints Verbal or in Writing received On-going Considerable increase in activity Complied with in full Bilingual Reports & Documents Published.

* 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 Establish CEB performance indicators to be incorporated into management reports		Completed Completed	Constant monitoring of all costs Complete compliance with all Budgets Budgets monitored Monthly to ensure no over runs or shortfalls
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,	Q1 Annually	On-going Annually	On-going Reports each month to Board giving full details of Executive Actions and Achievements

* New Requirement

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

	projected balance sheets and funding requirements			
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 Targets equalled or surpassed.	All Targets equalled or surpassed. All monies allocated under Refundable Grant Scheme being closely monitored
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)	Agreed	Monitored by Board and Evaluation Committee Regular Staff Meetings where Procedures & Performance are reviewed.

* New Requirement

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

Human Resource Training and Development Plan*				
<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 and subject to Mid Term Review.</p> <p>On-going.</p>	<p>On-going Courses completed in I.T., Business Management and Forward Planning</p> <p>Agreed All Employees undergo continuous Training and Updating. Computer Skills are being continuously improved with Direct Orientation to providing a better and more Comprehensive Service to the Public</p>	<p>Training Programmes expanded with delivery over a wider Geographical area. Also courses tailored to suit clients requirements with special emphasis on Innovation. Special Training provided for participants at Showcase Ireland together with follow up Performance Monitoring and Mentoring.</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	On-going	Agreed and actions taken On a monthly basis	Agreed and appropriate actions taken Monthly Staff Meetings to review Progress and eliminate any problems or areas where adjustments are needed On-going Monthly Individual Meetings
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	Implement any changes in processes and/or work practices identified by Business Reviews, where appropriate Continuous improvement of CEBs website	On-going Monthly	Website completely restructured and made more User friendly Photo Gallery installed and Direct Feedback from Website to Staff. Updated Monthly	On-going review of website New Add ons are being continuously introduced

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benefits of new technology systems are maximised	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	Training provided for Staff	Training on B1's and Financial Reporting provided. More efficient use of Website as a means of Communication with General Public introduced. Compliments regularly received from Public on Prompt Service.
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	Implemented	Implemented in full and On-going.
Equality**				
CEBs agree to continue to work to promote equality of	Continue to promote existing diversity and gender equality	On-going	Joint programmes with Network and Business & Professional Women	On-going Some programs expanded to Saturdays and Nights to facilitate Client Requirements

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opportunity for all staff	policies			
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	Agreements with FAS, Enterprise Ireland, Udaras and Teagasc Continuous relationship with Leader Programmes Participation at Evaluation and Board Level on Leader Programmes	Continuous co-operation in full with all State & Semi State Agencies. Joint Programs with FAS, Teagasc, Galway Rural Development and with Primary, Secondary and Third Level Institutions throughout City and County.
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	Should need arise Programme will be rigidly adhered to where any vacancy arises.	Should need arise regulations will be strictly adhered to where any vacancy arises.

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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>Agreed for any Vacancy Occurring</p> <p>Agreed Department Guidelines and Government Pay Policy will be implemented.</p>	<p>Agreed for any vacancy Occurring</p> <p>Agreed Department Guidelines and Government Pay Policy will be implemented.</p>
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