

Managing Performance To Deliver...RESULTS

**Newtownabbey Borough Council's
Experience**

www.newtownabbey.gov.uk

R - Reason?

- New CE, new vision
- Modernise council – wanted to develop new strategy
- AIM: ‘..promote and improve Newtownabbey for the benefit of those living, working and visiting there’

E - Engage

- The Chamber
- The Directors
- The Teams
- The Staff
- The Trade Unions

S - Structure

- Business Planning Programme
- Annual Performance Management System
 - Clear plans, objectives, goals
 - **Keep it simple**
- **One size does not fit all – adapt**

U - Understanding

- Train/develop – SPEND THE TIME
- Ongoing support – DO NOT UNDERESTIMATE THE NEED FOR THIS
- Use coaching/mentoring approach

L - Learning & Development

- Use the performance management system to understand the L&D needs
- Commit to time and £
- Prioritise and plan
- Needs-v-want
- Develop L&D policies/strategies

T - TEST

- The system
- The training
- The independent feedback
- **The return on investment**
- The continuous improvements—
(competency based system)

S - SUCCESS

ALWAYS, ALWAYS CELEBRATE
SUCCESS

- Informal – letters, verbal
- Formal – performance reviews, annual ceremony

SUCCESS

Customer satisfaction (with overall service provided by Council)

1996	2005/06	2006/07
49%	*79%	82%

*highest satisfaction level in Northern Ireland

SUCCESS

EMPLOYEE SATISFACTION

	2002	2006
Employee awareness of Council objectives	79%	80%
Employees receive Enough T&D to do job well	52%	79%
Employees satisfied working for council	54%	71%

SUCCESS – EXTERNAL RECOGNITION

- Quest
- Charter Mark
- IIP
- Welcome Host
- EFQM (currently being assessed)

- Reason
- Engage
- Structure
- Understanding
- Learning & Development
- Test
- Success

**'It is only as we develop others
that we permanently succeed'**

(Harvey S Firestone, 1868-1938, US Industrialist)