



**Causeway Coast and Glens Council  
2024/25 - Self-Assessment of Performance  
September 2025**

**Introduction**

Part 12 of the Local Government Act (Northern Ireland) 2014 puts in place a framework to support the continuous improvement of council services in the context of strategic objectives and issues that are important to those who receive those services. The Act specifies that Council must make arrangements for the publication of:

- (a) Its assessment of its performance during a financial year: In discharging its duty to make arrangements to secure continuous improvement. In meeting its improvement objectives which are applicable to that year. By reference to the statutory performance indicators and self-imposed indicators which are applicable to that year.
- (b) Its assessment of its performance in exercising its functions during a financial year as compared with: Its performance in previous financial years. So far as is reasonably practicable, the performance during that and previous financial years of other Councils.

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## Section A – Assessment of Performance against Self-Imposed Indicators 2024/25 including Benchmarking

### A.1 Self-Imposed Indicators

Council's Annual Business Planning process sets out its key agreed set of self-imposed indicators. These are agreed with Members, usually in May of the year, with a mid year review update report in October/November, and a final year update include in the following years Business Plan. Some key examples here are as follows:

#### Leisure and Development Directorate

- 2024/25 Self Imposed indicators agreed [https://old.causewaycoastandglens.gov.uk/uploads/general/240520\\_LD\\_Item\\_5\\_Business\\_Plans.pdf](https://old.causewaycoastandglens.gov.uk/uploads/general/240520_LD_Item_5_Business_Plans.pdf)
- 2024/25 Self Imposed indicators midyear performance review [https://old.causewaycoastandglens.gov.uk/uploads/general/241015\\_LD\\_Item\\_11\\_-\\_Leisure\\_Development\\_6\\_Month\\_Performance\\_Review.pdf](https://old.causewaycoastandglens.gov.uk/uploads/general/241015_LD_Item_11_-_Leisure_Development_6_Month_Performance_Review.pdf)
- 2024/25 Self Imposed indicators year end analysis included within <https://causewaycoastandglens.gov.uk/assets/general/250520-LD-Agenda-Item-4-LD-25-26-Business-Plans-V2.pdf>

#### Environmental Services

- 2024/25 Self Imposed indicators agreed [https://old.causewaycoastandglens.gov.uk/uploads/general/240514\\_ES\\_Item\\_8\\_-\\_Environmental\\_Services\\_Business\\_Plans\\_2024\\_25.pdf](https://old.causewaycoastandglens.gov.uk/uploads/general/240514_ES_Item_8_-_Environmental_Services_Business_Plans_2024_25.pdf)
- 2024/25 Self Imposed indicators midyear performance review [https://old.causewaycoastandglens.gov.uk/uploads/general/241112\\_ES\\_Item\\_14\\_-\\_ES\\_Business\\_Plan\\_6\\_month\\_update.pdf](https://old.causewaycoastandglens.gov.uk/uploads/general/241112_ES_Item_14_-_ES_Business_Plan_6_month_update.pdf)
- 2024/25 Self Imposed Indicators year end analysis included within <https://causewaycoastandglens.gov.uk/assets/minutes/250513-ES-Item-7-Environmental-Services-Business-Plans.pdf>

## A.2 Core Performance Indicators – National Benchmarking Network

Causeway Coast and Glens Council, working with APSE and seven other Councils in Northern Ireland have agreed to be self-imposed on an initial core set of performance indicators against which to measure and benchmark performance. The 2024/25 outputs from these indicators can be seen below:

Performance indicator (across 7 NI Councils)	CCG Council	Average NI score	Overall NI Standing	Assessment of Performance	RAG
<b>Internal PI's</b>					
PI 04a - Staff leaving (calendar year) as a percentage of average total staff for financial year (excluding voluntary severance)	6.35%	9.12%	1	Very strong performance in this area, with Council performing very well at retaining staff, and remaining well below the average national level. This is a reflection on Council's ongoing focus to support and train staff, as well as a concerted approach to enhancing staff's health and wellbeing.	
PI 04b - New starters as a percentage of average total staff for financial year (excluding voluntary severance)	12.43%	10.25%	6	Analysis here isn't as simple as it may seem. Whilst the numbers suggest an element of flux within our new staff intake, the important context here is the large body of work conducted over the past few years to move temporary staff over to permanent contracts across Operations, Estates and Leisure. This move has been a fundamental aim for Council and has had a skewing effect on the outcome results. Overall, in 2025/26, Council will expect to see a shift in this indicator.	
PI 05d - Days staff absence per employee – short term	1.8	2.73	2	Very strong performance here across Council's absence rates, both in terms of short and long term. This work has been a clear focus for Council and our OD/HR team. Indeed, new ambitious targets against these outcomes have been set and tracked through the Performance Improvement Plan as well as quarterly reporting to Council Committee. This is also a very positive response to the level of attention that Council is dedicating to staff training, health and wellbeing	

PI 05e - Days staff absence per employee – long term	13.22	13.04	3	As above	
PI 05f - Percentage of staff that have no incidences of sickness absence in the year	60%	55.64%	2	As above. Furthermore, this supports a very positive result for Council in terms of retaining, supporting and developing staff.	
PI 37a - Percentage customer satisfaction with the overall service provided by the authority (percentage of users that were 'Satisfied' or 'Very Satisfied')	62.20%	78.43%	3	Results here reflect the data gathered through Council's Citizens Survey in 2024. Council is currently sitting below the overall average, but the results across all Council range vastly. Council will continue to work hard to maintain this positive position.	
PI 53a - Percentage of Stage I complaints rectified within target time (5 days)	73.33%	81.86%	6	Council has a good process in place to deal with the level of complaints received, and indeed has returned more positive outcomes in previous years. However, the returns for 2024/25 show that we have work to do here to get closer to the targets set. There has been some staffing considerations and changes to team structures in 2024/25 which Council believes has contributed to this outcome, but that will now set us in a better place moving forward.	
PI 54a - Percentage of Stage II complaints rectified within target time (20 days)	71.43%	70.93%	4	As above. It is evident that Council has performed better in the Stage II complaints targets, with performance almost on par with the Average NI Council.	
<b>External PI's</b>					
PI 49b - Number of public / stakeholder users registered to corporate social media per head of population	0.235	0.439	7	An identified area for improvement for Council. Council has a significant online presence and produces content and coverage across many different social media channels. There has been some significant staffing, resource and structuring changes made in this team over the past 12months. However, new posts are now operational and Council will be working hard to increase its outputs against this indicator. Furthermore, Council is currently developing a new Corporate	

				Communications Strategy which will set out the new approach for Council moving forward.	
W1. The percentage of household waste collected by the district council that is sent for recycling (including waste prepared for re-use)	50.40%	51.83%	3	Once again, Council's Operations Team delivers strong performance in this area. A combination of experienced Operatives, strategic management and clear ongoing recycling promotion and initiatives maintains Council's positive position in this area.	
PI 09a - Customer satisfaction with parks, open spaces & horticultural services (% of users that were 'Satisfied' or 'Very Satisfied')	70.08%	69.45%	3	A good outcome here for Council, reflecting the ongoing award-winning performances in competitions such as Britain In Bloom. Council's output score here is very much in keeping with the national average.	
PI 30a - Percentage of undisputed creditor invoices paid on time within 10 days	77.12%	68.04%	3	Good and comfortably higher than average performance by Council here in terms of swift payment of creditor invoices. Council understands the importance of this in terms of maintaining good relationships with suppliers, as well as ensuring good cash flows for local businesses who have delivered services or goods to Council.	
PI 31a - Percentage of undisputed creditor invoices paid on time within 30 days	91.26%	92.03%	6	As above, but some focus required by Council in terms of addressing payments during the longer timeframes of payments within 30 days. This being said however, the results across all Councils are very close with the highest performing Councils returning results just a few percentage points above our score.	

## Section B - Self-Assessment against Performance Improvement Objectives for 2024/25

### 2024/25 Performance Improvement Objective 1

Council will improve its performance by delivering a comprehensive corporate Transformation Action Plan



<p><b>Senior Responsible Officer</b></p> <p>Chief Executive</p>
<p><b>Why has this objective been chosen?</b></p> <p>At its Special Council Meeting held on 30 October 2023, Council considered the final reports detailing the implementation status of the recommendations of the NIAO Extraordinary Audit Report. Council resolved to accept each report and associated recommendations and remained, as previously resolved, committed to further improving the weaknesses identified in the NIAO Extraordinary Audit report.</p> <p>This is the single largest area of improvement focused work for Council during 2024/25, encompassing 103 separate recommendations across 6 thematic areas.</p>
<p><b>Outcomes and Outputs</b></p> <p><i>How is Council performing in relation to the planned outcomes and outputs for this Improvement Objective?</i></p> <p>Council has performed strongly against the Outcomes and Outputs as originally set out. As of 31 March 2025 the following update applies:</p> <ul style="list-style-type: none"> <li>- Of the 103 Recommendations within the Transformation Action Plan, 100% are classified as Complete</li> <li>- During the life cycle of the project the Implementation Oversight Panel met on a monthly basis. Chair and Vice Chair were nominated from within the six Elected Members who make up the Oversight Panel.</li> <li>- The Implementation Steering Group also continued to meet on a monthly basis since its first meeting on Monday 5<sup>th</sup> February 2024. The appointed Independent Advisor Chaired this meeting.</li> <li>- Weekly meetings of the Officer led Implementation Working Group also continued, with these ensuring a regular focus on progress. This meeting is Chaired by the Chief Executive.</li> <li>- Extensive engagement sessions have been held with Elected Members, Council Staff and Trade Union Representatives.</li> <li>- Monthly engagement and update meetings were conducted between the DfC, the Independent Advisor and Council.</li> <li>- Updates now continue on a quarterly basis through Council's Corporate Policy and Resources Committee</li> </ul>



<p><b>Risks</b></p> <p><i>What risks were identified, and if required, what mitigations were been put in place?</i></p> <ul style="list-style-type: none"> <li>- The Transformation Action Plan has an agreed Risk Matrix and Risk Module that was reviewed on a weekly basis.</li> </ul>
<p><b>Service Level Delivery</b></p> <p><i>What are the ongoing arrangements for delivery of this Improvement Objective?</i>  <i>Who is involved in this work and what are the ongoing staffing and time resources?</i>  <i>Please attach any agreed work plans or project documents for this Objective?</i></p> <p>This Improvement Objective is a significant area of priority for Council in 2024.</p> <p>The Action Plan contains 103 separate actions across six different themes. Members of SMT lead on the themes as shown below:</p> <ul style="list-style-type: none"> <li>Leadership – Chief Executive</li> <li>Governance – Director of Environmental Services</li> <li>Culture &amp; Relationships – Chief Executive</li> <li>Financial Governance – Chief Finance Officer</li> <li>Land and Property – Director of Corporate Services</li> <li>Records Keeping and Information Management – Director of Corporate Services</li> </ul>
<p><b>Reporting</b></p> <p><i>How often is progress reported to senior Service staff and SLT?</i>  <i>What plans are in place for ongoing reporting?</i></p> <p>Between February 2024 and November 2024 there was a formal reporting structure, with a weekly officer led Working Group, a monthly Steering Group Chaired by an Independent Advisor, and a monthly Oversight Panel made up of elected Members of Council.</p> <p>Formal reporting to Steering Group and Oversight Panel.</p> <p>Weekly updates to the officer led Working Group</p> <p>Quarterly reporting to Council's Audit Committee.</p>

Monthly reporting to the Department for Communities Officer Team

Quarterly reporting to the Minister Department for Communities.

Post January 2025, updates now continue on a quarterly basis through Council's Corporate Policy and Resources Committee

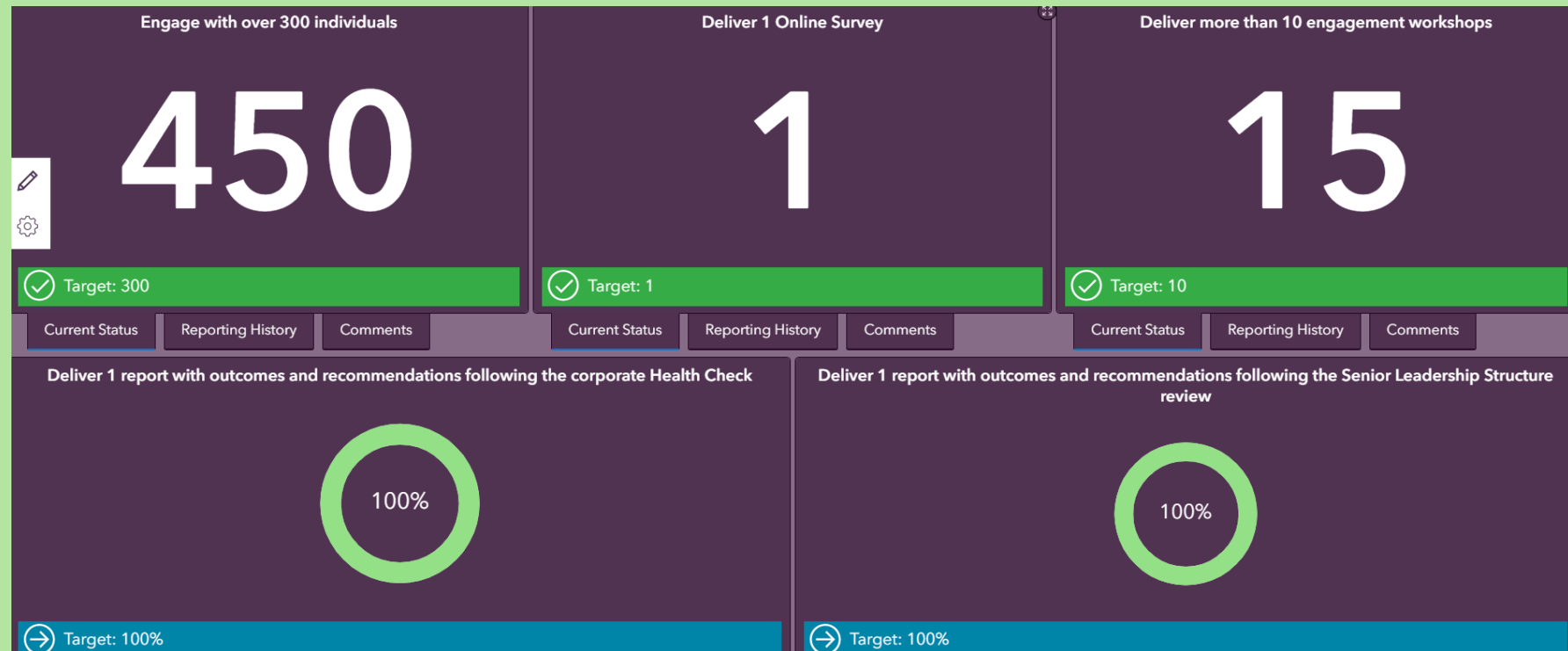
**Budget**

*Is there a specific budget in place for this work, and if so, how is that being managed?*

There is a clear budget allocated to this work, which is monitored by the Working Group.

## 2024/25 Performance Improvement Objective 2

Council will improve its overall performance by conducting a corporate Health Check process and an Organisational Structure Review



### Senior Responsible Officer

Chief Executive

### Why has this objective been chosen?

At its Special Council Meeting held on 30 October 2023, Council considered the final reports detailing the implementation status of the

recommendations of the NIAO Extraordinary Audit Report. Council resolved to accept each report and associated recommendations and remained, as previously resolved, committed to further improving the weaknesses identified in the NIAO Extraordinary Audit report.

Principally, Council agreed to undertake a review of the organisation's Senior Leadership structure and to conduct an Organisational 'Health Check'.

### **Outcomes and Outputs**

*How is Council performing in relation to the planned outcomes and outputs for this Improvement Objective?*

Council has performed strongly against the planned outputs and outcomes. As of 31 March 2025 the following update applies:

- **Corporate Health Check**
- The LG Staff Commission has completed its work on the "Health Check" and has reported back to senior staff as well as to Elected Members at the Implementation Oversight Panel meeting.
- During the engagement process with staff, elected members and trade union representatives for the Health Check Council received 189 online survey responses and 19 direct staff reflections. Furthermore, 112 individuals attended the in-person focus groups and a further 11 engaged in confidential interviews.
- Council worked closely with the LG Staff Commission to enable them to create a forward-looking plan to address the "5 Fundamental Shifts" recommended in their Health Check report.
  
- **Organisation Structural Review**
- The consultant led review of Council's Senior Leadership Structure (tiers 1-3) was completed. At least 10 initial engagement sessions took place with staff in Tiers 1-4 of the organisational structure and Elected Members.
  
- Further sessions for engagement with staff, elected members and trade union representatives in relation to the Organisation Structural Review process. This was further extended during September and October 2024 with engagement sessions held with all the political parties, senior officers and trade union representatives.
  
- Council worked closely with the LG Staff Commission to enable them to bring the process to a final report at Council's Corporate Policy and Resources Committee in October 2024.

### **Risks**

*What risks have been identified, and if required, what mitigations have been put in place?*

- These two key pieces of improvement work are set within the Transformation Action Plan, which has an agreed Risk Matrix and Risk Module that is reviewed on a weekly basis.

### **Service Level Delivery**

*What are the ongoing arrangements for delivery of this Improvement Objective?*

*Who is involved in this work and what are the ongoing staffing and time resources?*

*Please attach any agreed work plans or project documents for this Objective?*

The development of these two pieces of work are being advanced with the assistance of the LG Staff Commission and an Independent Consultant.

There is also significant input from Council's SMT Senior Officers.

### **Reporting**

*How often is progress reported to senior Service staff and SLT?*

*What plans are in place for ongoing reporting?*

Reporting updates for this Improvement Objective are included within the formal reporting structures of the Transformation Action Plan:

Formal reporting to Steering Group and Oversight Panel.

Weekly updates to the officer led Working Group

Quarterly reporting to Council's Audit Committee.

Monthly reporting to the Department for Communities Officer Team

Quarterly reporting to the Minister Department for Communities.

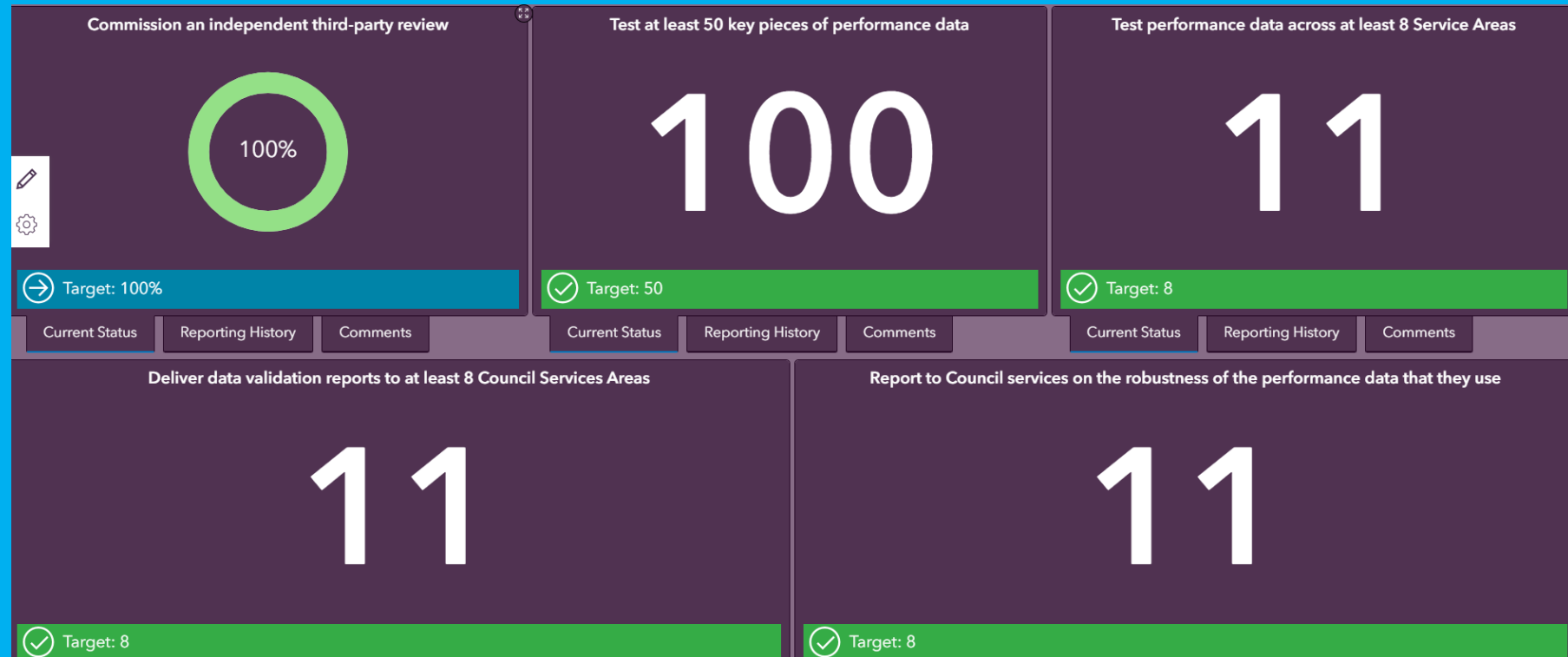
### **Budget**

*Is there a specific budget in place for this work, and if so, how is that being managed?*

There is a clear budget allocated to this work, which is monitored by the Working Group

### 2024/25 Performance Improvement Objective 3

We will improve the validity and robustness of the performance data we use



**Senior Responsible Officer**

Head of Performance

**Why has this objective been chosen?**

Council has significantly improved the quality and volume of the performance data that it uses.

The one remaining prior year Audit Recommendation area for improvement that hadn't been fully addressed was in relation to the level of third-party independent verification of the performance data that we use. As such, this Objective sets out to address that and improve our performance in this area.

### **Outcomes and Outputs**

*How is Council performing in relation to the planned outcomes and outputs for this Improvement Objective?*

Council has performed positively in this area

- Council planned and facilitated a two-day data validation visit from an external party.
- Validation visit sessions were held with 11 separate Service Areas
- 100 separate pieces of performance data were reviewed and validated
- Validation reports have been completed for all 11 Service areas that took part in the validation exercise
- Council has committed to repeating this process in 2025/26

### **Risks**

*What risks have been identified, and if required, what mitigations have been put in place?*

- The two main risks here were finding the appropriate third party to conduct the review and also managing the time requirements for Council staff. The supplier issue was mitigated through Council's membership of the APSE Performance Network, which were able to provide this external expertise.
- Council staff time was planned and agreed well in advance

### **Service Level Delivery**

*What are the ongoing arrangements for delivery of this Improvement Objective?*

*Who is involved in this work and what are the ongoing staffing and time resources?*

*Please attach any agreed work plans or project documents for this Objective?*

- This Improvement Objective is managed by and reported on by the Council's Performance Team, reporting to the Head of Performance and Chief Executive
- Outcomes of the validation visits are also reported to Service Leads.

**Reporting**

*How often is progress reported to senior Service staff and SLT?*

*What plans are in place for ongoing reporting?*

- Post validation reports have been prepared for the specific Service areas involved.
- Progress is reported centrally by the Council's Performance Team, reporting to the Head of Performance and Chief Executive
- Progress in this Improvement Objective is also reported quarterly to Audit Committee as it is part of the Quarterly report on outstanding areas for Improvement.

**Budget**

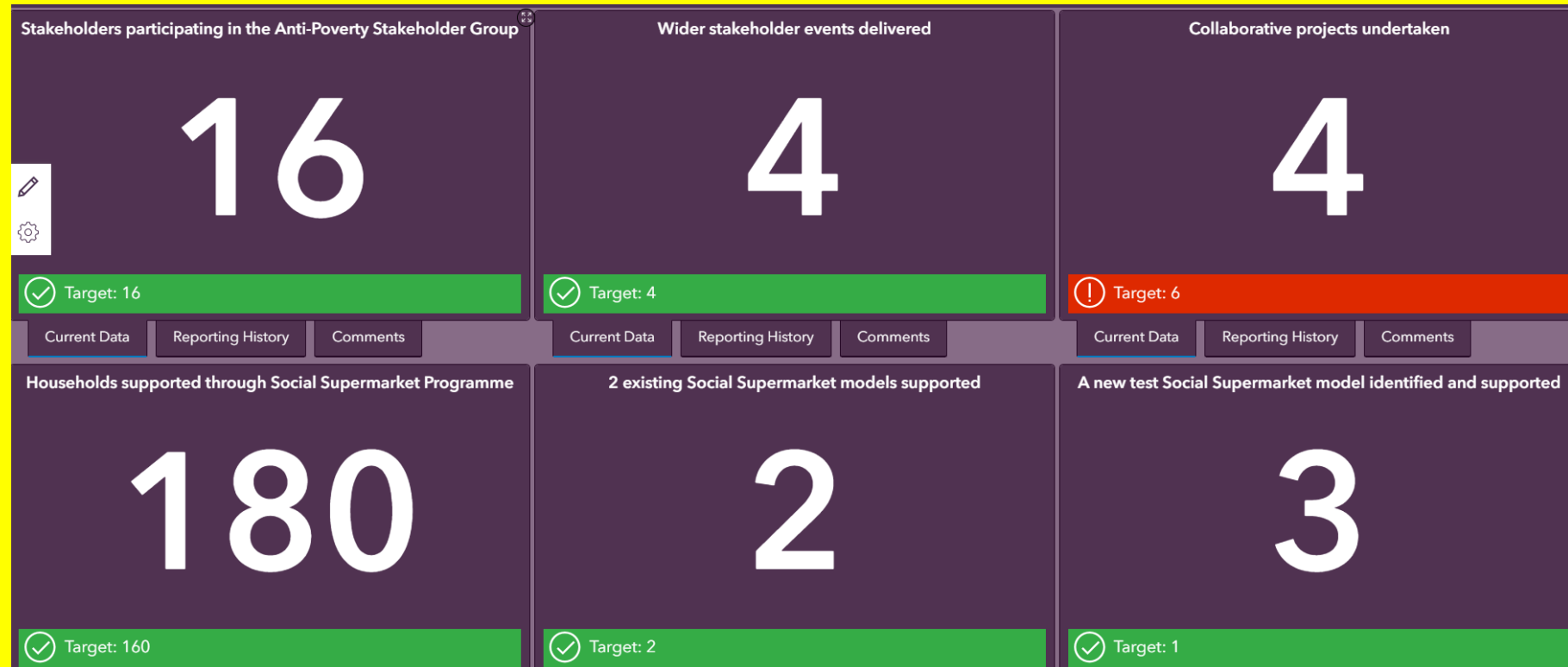
*Is there a specific budget in place for this work, and if so, how is that being managed?*

- No, there is no specific budget allocated to this work beyond the time allocations across the Services
- Council's paid membership of the APSE Performance Network and the Benchmarking Network enabled this work to be completed for no additional cost



## 2024/25 Performance Improvement Objective 4

We will continue to grow and improve Council's response to levels of poverty across the Borough



**Senior Responsible Officer**

Director Leisure and Development

**Why has this objective been chosen?**

During the public consultation on our Improvement Objectives, the most regular theme expressed by consultees was concerns in relation to poverty and the cost of living. The Borough suffers from 21% poverty rate (2nd highest in NI); 27% of households are in fuel poverty (ranked 3rd highest); almost 15% of the Borough's population experience Relative Income Poverty (+2% NI average).

### **Outcomes and Outputs**

How is Council performing in relation to the planned outcomes and outputs for this Improvement Objective?

- Council has continued to facilitate the Anti-poverty Stakeholder Steering Group (APSSG) with membership made up of those organisations delivering poverty advice and emergency support services and relevant statutory bodies with the aim of increasing co-ordination and awareness of support services – 3 meetings have taken place this financial year to date.
- Organisations involved are: Community Advice Causeway, Vineyard Compassion (Causeway Foodbank & Reset Social Supermarket), Limavady Community Development Initiative (Foodbank, Babybank and Social Supermarket), Ballycastle Foodbank, Ballymoney Foodbank, St Vincent DePaul, Salvation Army, Public Health Agency (PHA) , Northern Health & Social Care Trust (NHSCT), Western Health & Social Care Trust (WHSCCT), Multi Disciplinary Team Social Workers, Councils Community Development, Community Planning and Energy Efficiency teams.
- Funding of £97,028 was secured from the Department for Communities for a Social Supermarket Support Programme.
- Contracts for service delivery have been awarded to Reset Social Supermarket operated by Vineyard Compassion in Coleraine and Limavady Community Development Initiative. Over 160 households have benefitted from a social supermarket service.
- The Community Development team are working with 3 organisations in Ballymoney, Ballycastle and Cushendall to test the feasibility and support the set up of social supermarkets in these areas.
- Council's Energy Efficiency team continue to provide information and advice on energy efficiency measures and promote the uptake in energy efficiency initiatives for target households.
- Council's Community Development team supported the APSSG to organise a Housing Poverty; Impact and Solutions event bringing together housing practitioners and policy influencers to look at solutions to the current housing crisis. 45 people attended and a report will be made available with a follow up meeting planned.
- Council has awarded a contract for the provision of Generalist Advice in the borough to Community Advice Causeway. To date 7,750 client contacts have been carried out, with 77% of these relating to benefits advice. £1.6 million in benefits income has been secured for the borough. Advice is also provided on housing issues, employment and a range of other issues and clients are referred for others supports such as foodbank, fuel and mental health support.
- A Food Hardship Grant was delivered to 16 community organisations to deliver a range of emergency food initiatives, which benefited 1,805 households.
- Council maintains an information hub on Councils website of support services

<https://www.causewaycoastandglens.gov.uk/advice>

- Members of the APSSG are currently planning a reinvigoration of the 'Where To Turn' awareness raising campaign of the support services that are available in relation to food, fuel and financial difficulties over the winter months.

### Risks

What risks have been identified, and if required, what mitigations have been put in place?

#### Delivery

Core funding isn't available for delivery of the Anti-Poverty Action Plan

- Outside of the specific Department for Communities funded Social Supermarket Support Programme and Generalist Advice service (and one off Hardship Fund in 2023-24) there isn't external funding for delivery of the Anti-Poverty Action Plan. Projects that are delivered are either at no or low cost as a result.

Ability of charities to cope with demand for support

- While promotion of the support services, such as foodbanks and charities that provide fuel support, is important, there is a risk that promotion of the services will increase demand beyond what the charities can manage without any additional financial resources to support them. Campaigns are planned carefully with the APSSG members; funding is sought where possible to help deal with increased demand.

### Service Level Delivery

What are the ongoing arrangements for delivery of this Improvement Objective?

Who is involved in this work and what are the ongoing staffing and time resources?

Please attach any agreed work plans or project documents for this Objective?

The Community Development Team lead on facilitating the Anti-Poverty Steering Group and delivery of the Action Plan. Officers from Community Planning and Energy Efficiency support this delivery.

There are no specific staffing costs as this is carried out as part of the core work of the team.

The Anti-Poverty Action Plan is attached below:



CCG Anti Poverty  
Action Plan 24-25- Ac

<p><b>Reporting</b></p> <p>How often is progress reported to senior Service staff and SLT? What plans are in place for ongoing reporting?</p> <p>Monthly updates are provided as part of reporting on Council's Community &amp; Culture Business Plan. 6 monthly reports are provided to DfC and Council.</p>
<p><b>Budget</b></p> <p>Is there a specific budget in place for this work, and if so, how is that being managed?</p> <ul style="list-style-type: none"><li>- No core budget for Anti-Poverty Action Plan</li><li>- Budget of £97,028 for Social Supermarket Support Programme (100% DfC funded)</li><li>- Budget of £265,691 for Generalist Advice (£156,401 Council contribution) additional budget of £113,424 for Welfare Reform &amp; Neighbourhood Renewal advice (100% DfC funded)</li></ul>

## 2024/25 Performance Improvement Objective 5

We will improve and increase our level of citizens engagement ahead of a new Corporate Strategy in 2025



**Senior Responsible Officer**

Head of Performance

**Why has this objective been chosen?**

This Objective was developed for the 2023/24 Performance Improvement Plan, but work here still continues and as such remains within this 2024/25 Plan.

Critical self-analysis had identified that Council requires a more innovative and direct engagement relationship with citizens and rates payers, especially when it comes to the development of significant pieces of work such as the Council's Corporate Strategy.

The first Citizens Survey was a success and provided a template for Council to build and improve upon.

In order for Council to fully understand the impact of its service delivery, for Council to understand where it needs to improve, and for Council to receive consistent and accurate feedback on how it performs, it is key that we continually improve and develop the arrangements that we have for engaging with our citizens.

Direction from the NIAO audit of arrangements for Performance Improvement highlighted that Council was lacking in defined, representative and statistically accurate arrangements for gathering the views and opinions of the citizens of the Borough

**Outcomes and Outputs**

*How is Council performing in relation to the planned outcomes and outputs for this Improvement Objective?*

Council has performed well against the planned outputs and outcomes:

The Citizen's Survey 2 was opened on 13th May 2024 and then closed on 30 July 2024.

A promotional communications campaign was developed and issued through Council's website and social media channels. Furthermore, posters and leaflets were displayed at all Council facilities and local press and media were also utilised.

The survey resulted in 2,701 responses in total, which is an increase of 433 from Citizens Survey 1. The survey had a completion rate of 76%.

Public engagement sessions have not yet taken place. These will be worked in to the upcoming engagement on Corporate Strategy.

**Risks**

*What risks have been identified, and if required, what mitigations have been put in place?*

The most significant risk that had contributed to delay in Citizens Survey 2 was the rising costs of postal distribution. This was mitigated by developing a communications plan that focused on digital media, social media, promotion within our facilities and use of local printed media.

**Service Level Delivery**

*What are the ongoing arrangements for delivery of this Improvement Objective?*

*Who is involved in this work and what are the ongoing staffing and time resources?*

*Please attach any agreed work plans or project documents for this Objective?*

This Improvement Objective is managed and reported on by the Council's Performance Team.

**Reporting**

*How often is progress reported to senior Service staff and SLT?*

*What plans are in place for ongoing reporting?*

Updates on this Improvement Objective are reported regularly at Performance Team meetings as well as directly to the Chief Executive.

There was a wider update on this work provided directly to Council's Corporate Policy and Resources Committee in October 2024.

**Budget**

*Is there a specific budget in place for this work, and if so, how is that being managed?*

Yes, there is an agreed budget for this work from within the Performance Team's annual budget.

This is managed by the Performance Team. All work was completed under budget.

## Section C - Arrangements for discharging the General Duty and Governance in 2024/25

### **C1 What arrangements did we have in place during 2024/25 in order to discharge Council's General Duty to Improve?**

Causeway Coast and Glens Borough Council is committed to achieving continuous improvement in the exercise of its functions as set out in the forward-thinking themes detailed within the Corporate Strategy 2021-25. Council is in the process of completing work on the development of a new Corporate Strategy for Council 2025-29.

This Self-Assessment of Performance for 2024/25 is set within a strategic hierarchy of key Plans which provide a formal structure for the arrangements through which Council discharges its duty to improve. Please see below:

<b>Causeway Coast and Glens Community Plan</b>	
<b>What is this?</b>	The purpose of community planning is to develop a long-term vision and plan for the Causeway Coast and Glens area and all its citizens based on thorough analysis of needs, priorities, and opportunities in order to address them. To achieve this vision, we have adopted an integrated view of the social, economic and environmental needs of our area. The Community Plan is the key over-arching framework for partnerships and initiatives in the Causeway Coast and Glens area.
<b>What time period does it cover?</b>	2017-2030
<b>What was the approval and monitoring processes in place for 2024/25?</b>	This was overseen by, and information reported to, the Causeway Coast and Glens Community Planning Partnership which has representation from all the Community Planning Partners. Reports on progress to Council were brought to the Corporate Policy and Resources Committee before final approval by Council.
<b>How often was this reviewed and reported on?</b>	On a quarterly basis



### **Indicators and Outcomes included?**

The key outcomes contained within the Community Plan identified three overarching long-term strategic Population Outcomes together with twelve Intermediate Outcomes in-line with the proposed Programme for Government 3 as outlined below:

#### **A HEALTHY SAFE COMMUNITY**

- 1 All people of the Causeway Coast and Glens benefit from improved physical health and mental wellbeing
- 2 Our children and young people will have the very best start in life
- 3 All people of the Causeway Coast and Glens can live independently as far as possible and access support services when they need it
- 4 The Causeway Coast and Glens area feels safe
- 5 The Causeway Coast and Glens area promotes and supports positive relationships

#### **A SUSTAINABLE ACCESSIBLE ENVIRONMENT**

- 6 The Causeway Coast and Glens area is widely recognised and celebrated for its unique natural and built landscapes
- 7 The Causeway Coast and Glens area has physical structures and facilities that further growth, access and connections
- 8 The Causeway Coast and Glens has a sustainably managed natural and built environment

#### **A THRIVING ECONOMY**

- 9 The Causeway Coast and Glens area provides opportunities for all to contribute to and engage in a more prosperous and fair economy
- 10 The Causeway Coast and Glens area attracts and grows more profitable businesses
- 11 The Causeway Coast and Glens area drives entrepreneurship and fosters innovation
- 12 All people of the Causeway Coast and Glens will be knowledgeable and skilled

## Causeway Coast and Glens Council Corporate Strategy

### What is this?

Our Corporate Strategy is a high-level statement of the Council's commitment to the Borough over four years. It provides a focus and direction for the Council given the challenges that face us now and into the future. It is the foundation for our work and will establish the direction, style, and standards for the Council to 2025.

### What time period does it cover?

2021-2025

### What was the approval and monitoring processes in place for 2024/25?

Strategy is subject to ongoing review.

### How often it was reviewed and reported on?

Every 6 months

### Indicators and Outcomes included?

The five strategic priority themes are:

- Cohesive Leadership
- Local Economy
- Improvement and Innovation
- Healthy, Active and Engaged Communities
- Climate Change and Our Environment

Under each of these 5 Strategic Priorities, the Corporate Strategy sets out:

- The desired outcome against each theme
- Indicators for each outcome, confirmation of how we will monitor progress to the stated outcome
- A range of strategic projects which the Council's Departments are developing (new) and delivering (current)

Council Directorate Business Plans	
<b>What is this?</b>	Directorate Business Plans are the key documents for each Council Directorate, set on an annual basis, which lay out the work and responsibilities of that specific Directorate, including their annual aims, targets, outcomes and budgets.
<b>What time period do they cover?</b>	Annual Business Plans, 2024/25
<b>What was the approval and monitoring processes in place for 2024/25?</b>	Each Directorate Business Plan was recommended for approval by their relevant Council Committee before final ratification by full Council.
<b>How often were these reviewed and reported on?</b>	There is an expectation that the key targets and outcomes within these Plans are reviewed and reported to Council Committee on a 6 month and year end basis, and these were achieved in 2024/25.
<b>Indicators and Outcomes included?</b>	Each Plan includes the complete set of the Directorates self-imposed and, if applicable, statutory indicators. These documents hold the largest collection of annual targets and outcomes for each area of Council's work.

## Causeway Coast and Glens Performance Improvement Plan

### What is this?

Part 12 of The Local Government Act (Northern Ireland) 2014 sets out that all Councils are under a general duty to make arrangements to secure continuous improvement in the exercise of their functions. It sets out a number of Council responsibilities under a performance framework. The Act requires councils to set one or more improvement objectives each financial year and to have in place appropriate arrangements to achieve those objectives. An Improvement Plan is designed to demonstrate to citizens and other stakeholders how we will deliver on this duty.

### What time period does it cover?

Annual documents covering a forward looking financial year.

### What was the approval and monitoring processes in place for 2024/25?

Performance Improvement Plan was recommended for approval by Council's Corporate Policy and Resources Committee before final ratification by full Council in June of 2024.

### How often is this reviewed and reported on?

The Improvement Objectives within the Plan are reviewed and reported to Corporate Policy and Resources Committee on a 6 month and year end basis.

### Indicators and Outcomes included?

The three most significant set of indicators and outcomes that are covered by the Performance Improvement Plan are:

- The annual Performance Improvement Objectives
- Statutory Indicators
- Council's self-imposed indicators

## APSE led National Performance Benchmarking Network

### What is this?

This is the National Performance Benchmarking Framework that is led and facilitated by APSE Performance Networks. Through membership of this network, Council is subject to and contributes data against over 100 Performance Indicators across 12 Services areas. Council is now able to extensively benchmark its performance against that of other Councils in Northern Ireland in order to comply with its statutory duties, identify areas for improvement, share good practice and increase accountability of its performance through public reporting.

### What time period does it cover?

Benchmarking reports are conducted on an annual basis

### What was the approval and monitoring processes in place for 2024/25?

Each Directorate reports to their relevant Committee on their respective Benchmarking performance

### How often is this reviewed and reported on?

Council successfully completed and submitted performance data for the year 2023/24 in July 2024, and then for the core indicators for the year 2024/25 in August. These benchmarking returns for the core set of indicators are included above in this self-assessment document as part of Council's approach to self-imposed indicators and the benchmarking requirements within the legislation.

Reviewed on a 6-monthly basis, with one annual upload of performance information directly to the Benchmarking Network.

### Indicators and Outcomes included?

Council is subject to and contributed data against over 100 Performance Indicators across 12 Services areas, ranging from street cleansing and waste collection to leisure centre usage and registration services etc. These indicators will be included within the annual Performance Improvement Plan under the section relating to Self-Imposed Indicators.

## Council's Performance Self-Assessment Report

### What is this?

This document is Council's annual statutory obligation to conduct a self-assessment exercise of its performance over the previous year against its own indicators and outcomes, as well as against the performance of other Local Authorities in Northern Ireland.

### What time period does it cover?

A Performance Self-Assessment will cover the period of one financial year.

### What was the approval and monitoring processes in place for 2024/25?

This Self-Assessment document will be submitted to Council's Corporate Policy and Resources Committee before ratification by Full Council in September.

### How often is this reviewed and reported on?

Once a year, in September

### Indicators and Outcomes included?

Council's self-assessment of performance is focused on the following areas:

- Arrangements for discharging the General Duty
- Performance Improvement Plan Improvement Objectives
- Performance against Statutory Indicators
- Performance against Self Imposed Indicators
- Performance against Audit key proposals for improvement

– Benchmarking Indicators and other key areas where Council can demonstrate and assess its Performance.

**C2 - Beyond the key Documents and Plans above, what other key arrangements were in place during 2024/25 to ensure that Council meets its General Duty to Improve?**

**Performance Improvement Data Management Software** - Council's Performance Team, working closely with Councils' own Digital Services Team, have continued to trial and develop new Performance Management Software for Council named "Perform". Perform is being used to assist in the monitoring and reporting of progress against Performance Improvement information. The key performance indicators and improvement actions are used to populate the digital platforms created, and accessibility for staff and elected members will be granted at whatever stage is deemed necessary and appropriate. Furthermore, the APSE led national Performance Network Indicators have also been added to the suite of indicators that will be managed with the new software platform.

Out with the cost savings and flexibly bespoke nature of the new software, one of the additional benefits of this has been that the Digital Services team have been able to improve themselves and their skill set, adding further value to the organisation and increasing the capacity and capability of their team.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office, which was conducted usually in Oct-November. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

Information on decision making was made available through Council and Committee Meeting Minutes and Reports being available on the Council's website.

A suite of Council policies were in place to underpin the delivery of strategies and services and ensure consistency of approach in terms of the Council's values and principles. Examples include the Council's Equality Scheme, Records Management Policy, Health and Safety Policy and Risk Management Policy. Other processes include the financial audit process, internal audit, external reporting such as the annual Sustainability Report or annual Equality Progress Reports.

### **C3 - During 2024/25, what have been the Council's Governance arrangements for monitoring progress towards improvement?**

The Council aims to ensure that performance is formally identified, assessed, and managed in accordance with the Local Government Act (NI) 2014 (Part 12). To this end, during 2024/25, the following arrangements were in place:

- The process for monitoring, tracking and reporting on the progress of the Performance Improvement Plan was managed on a day-to-day basis by the Council's Performance Team, with significant input from nominated colleagues within each of the Directorates.
- The Corporate Policy and Resources Committee assumed a scrutiny, monitoring and approval role for performance improvement and was presented with performance updates and performance information. This would normally be on at least a 6-month reporting cycle.
- Council's membership of the APSE led National Performance Benchmarking Network has ensured that there is a much more accurate, robust and evidence based approach to Performance benchmarking with other Local Authorities. Council met its performance benchmarking data submission dates July 2023 and August 2024
- Perform software is being used to assist in the monitoring and reporting of progress against Performance Improvement information. The key performance indicators and improvement actions from annual Performance Improvement Plans are used to populate the digital platforms created, and accessibility for staff and elected members can be granted at whatever stage is deemed necessary and appropriate.
- When any concerns were raised by Committee regards progress against the Performance Improvement Plan, or any performance related targets, this was reviewed as soon as possible by the Council's Strategic Leadership Team and wider Management Team.
- The Causeway Coast and Glen's Community Plan, The Council's Strategy and Departmental Business Plans form an integral part of the performance improvement process. Within these Plans Council's resources are aligned, focusing on priority areas to maximise the delivery of improvements for citizens



## **Section D – Assessment of Statutory Performance Indicators 2024/25**

### **D1. Statutory Planning Indicators**

Schedule 4 of The Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 sets out the statutory performance targets for the Planning Department for major development applications, local development applications and enforcement cases.

The statutory targets are:

- Major applications processed from date valid to decision or withdrawal within an average of 30 weeks
- Local applications processed from date valid to decision or withdrawal within an average of 15 weeks
- 70% of all enforcement cases prog

The information provided here is available and verified at <https://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics-april-2024-march-2025>

The Northern Ireland Planning Statistics is an official statistics publication issued by Analysis, Statistics & Research Team, Department for Infrastructure. It provides the official statistics for each Council on each of the statutory targets and is published quarterly and on an annual basis.

**P1 - It is a statutory target for each council that their Major Development planning applications will be processed from the date valid to decision issued or withdrawal date within an average of 30 weeks.**

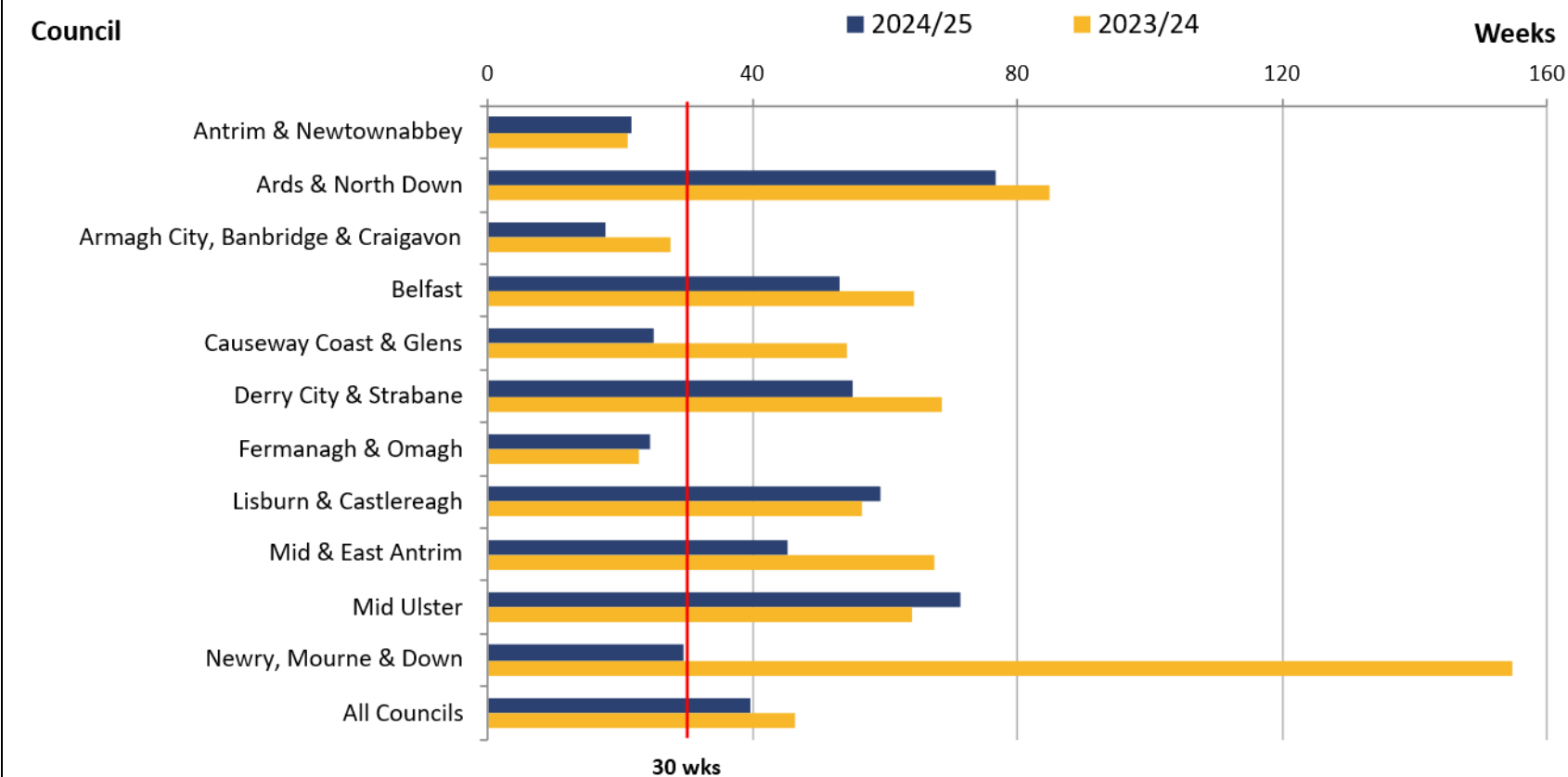
#### **Assessment of performance in 2024/25**

Very strong performance here from our Planning Service in processing Major Applications within statutory timeframes, with significant improvement demonstrated from previous years.

Over the year, 17 major applications were decided/withdrawn in an average processing time of 25.2 weeks achieving the Business Plan target of 40 weeks and also the statutory target of 30 weeks. This was 4 more applications than the previous business year and 3rd highest out of all 11 Councils.

<b>Performance Year</b>	<b>Performance in number of weeks and % success rate against target</b>	<b>National Average</b>
2024/25	25.2 weeks (52.9%)	39.6 weeks (42.6%)
2023/24	54.2 weeks (45.5%)	46.5 weeks (36.8%)
2022/23	46.4 weeks (29.4%)	57.8 weeks (22.4%)
2021/22	54.6 weeks (6.3%)	49.8 weeks (29.6%)
2020/21	86.2 weeks (7.7%)	61.4 weeks (13.4%)
2019/20	74.5 weeks (15%)	52.8 weeks (26.1%)
2018/19	49.6 weeks (16.7%)	59 weeks (28%)
2017/18	58.4 weeks (30%)	50.2 weeks (13.3%)
2016/17	51.4 weeks (13.3%)	50.2 weeks (20.4%)

## P1 - Major Development average processing times by council, 2023/24 and 2024/25



**P2 - It is a statutory target for each council that their Local Development planning applications will be processed from the date valid to decision issued or withdrawal date within an average of 15 weeks.**

#### **Assessment of performance in 2024/25**

Some improvement demonstrated here as compared to the previous business year, with a processing rate of 8 weeks faster than in 2023/24.

Over the business year 2024/25, 940 local applications were received which is 38 less than the previous business year.

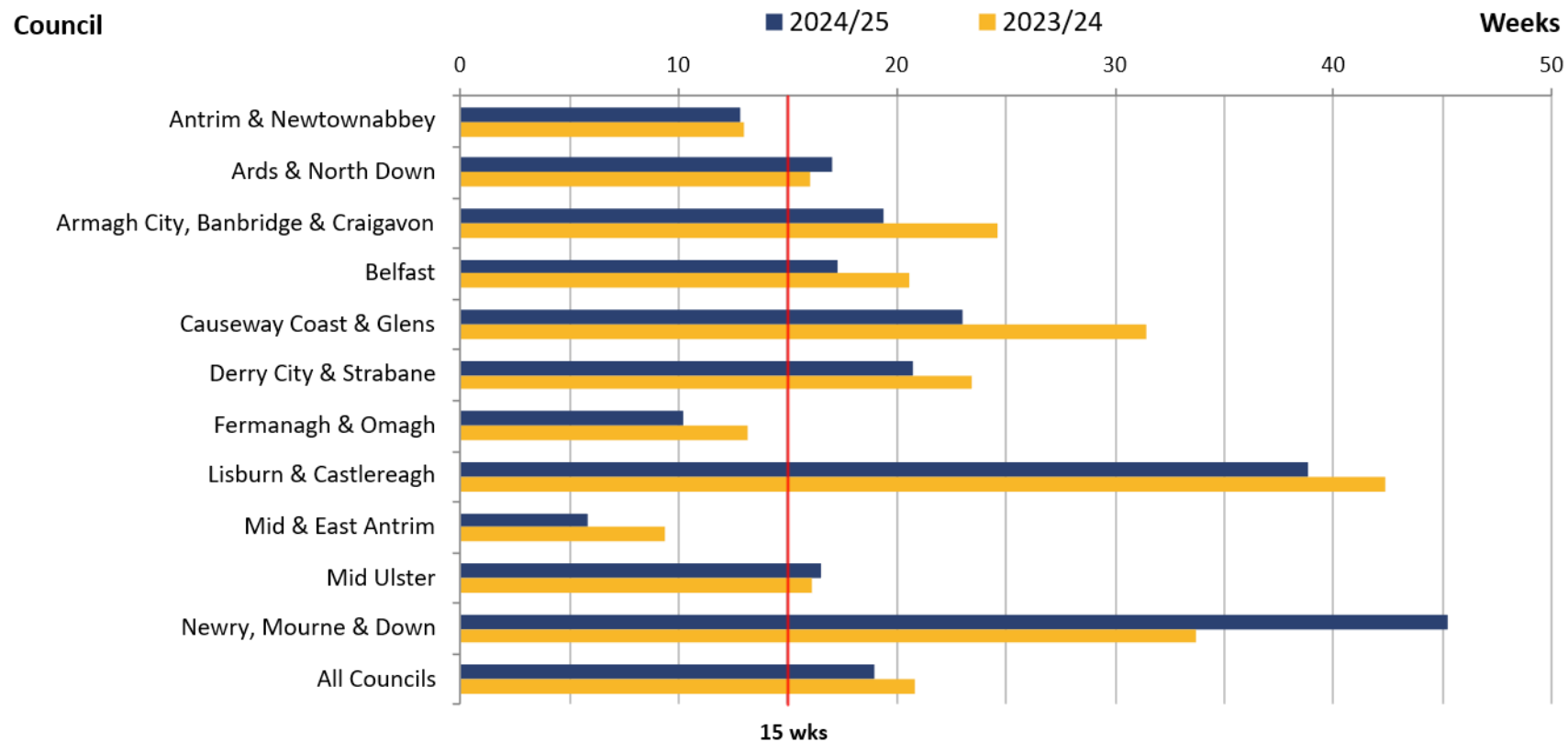
Although not meeting the statutory target, the Business Plan target of 19 weeks was met continuing the improvement in processing times over the business year.

There was a total of 272 applications in the system over 12 months at end of the business year, 1 more than at the beginning of this business year. The focus on reducing the number of over 24 month applications was successful achieving a reduction of 14% meeting the Business Plan target of 10% reduction by end of year.

Focus will continue into the next business year on continually improving performance and reducing the number of older applications in the system.

<b>Performance Year</b>	<b>Performance in number of weeks and % success rate against target</b>	<b>National Average</b>
2024/25	23 weeks (32.2%)	19 weeks (42.1%)
2023/24	31.4 weeks (20.7%)	20.8 weeks (38%)
2022/23	21.2 weeks (38.9%)	19 weeks (40.4%)
2021/22	18.8 weeks (37.6%)	17.2 weeks (43.2%)
2020/21	20.8 weeks (33.9 %)	17.8 weeks (41.1%)
2019/20	20 weeks (40.8%)	15 weeks (54.1%)
2018/19	21.6 weeks (36.8%)	14.8 weeks (50.9%)
2017/18	20.4 weeks (32.3%)	15.2 weeks (49.7%)
2016/17	18.8 weeks (38.1%)	16.2 weeks (47.1%)

## P2 - Local Development average processing times by council, 2023/24 and 2024/25



**P3 - It is a statutory target that 70% of all enforcement cases dealt with by councils are progressed to target conclusion within 39 weeks of receipt of complaint.**

#### **Assessment of performance in 2024/25**

Performance here was the best return for Council since 2021/22.

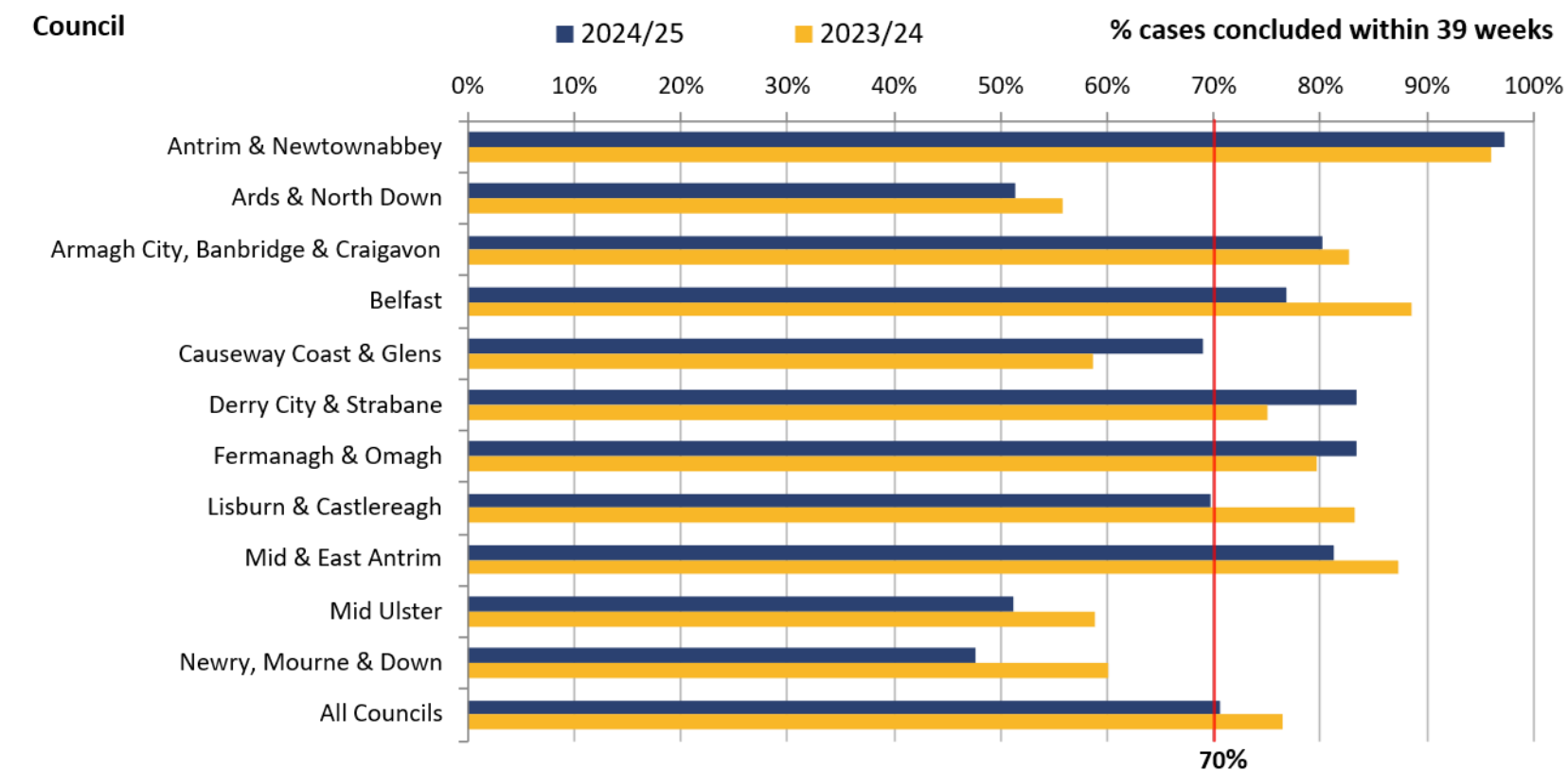
The statutory target for bringing to conclusion enforcement cases of 70% within 39 weeks has not been met over this period, coming very close with a year end result of 69%. This is set against a national average of 70.7%.

Progress continues to improve performance meeting the KPIs set out in the Business Plan.

However, the Business Plan target of 55% for Q1, 60% for Q2, 65% for Q3 and 70% for Q4 have been achieved and through improved performance just missed meeting the statutory target by end of the business year by 1%.

<b>Performance Year</b>	<b>Council Performance</b>	<b>National Average</b>
2024/25	69%	70.7%
2023/24	58.7%	76.4%
2022/23	67.7%	74.2%
2021/22	78.8%	70.4%
2020/21	66.5%	69.9%
2019/20	87.6%	81.4%
2018/19	80%	81%
2017/18	70.5%	77%
2016/17	89.5%	80.7%

### Percentage of enforcement cases concluded within 39 weeks by council, 2022/23 and 2024/25



## D2. Statutory Waste Performance Indicators

### **Statutory Waste Performance Indicators**

Please find below the performance against statutory waste Performance Indicators to which Council are obliged to work towards meeting. For baseline and benchmarking purposes, we have also included Council's performance against these statutory indicators over the past 6 years, which demonstrates the overall trend of improvement and indeed Council's consistency in meeting these targets.

As well as the Indicators set out below, Council has also reported to Committee on the following measures:

- Household waste dry recycling rate
- Household waste composting rate
- Waste from households (WfH) preparing for reuse and recycling including composting

**The final verified data for 2024/25 will be available by the end of November 2025.**

This information is monitored and collated by Council through their Waste Flow management systems, but ultimate analysis and verified reporting is managed by Department for Agriculture, Environment and Rural Affairs, and can be found at <https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics#toc-1>



Statutory Indicator W1 – The percentage of household waste collected by District Councils that is sent for recycling		
Standard to be met – 50% recycling rate		
Performance Year	Performance Achieved	National Average
2024/25	50.4%	50.9%
2023/24	50%	51.1%
2022/23	52.25%	50.1%
2020/21	53.86%	50%
2019/20	54.4%	52%
2018/19	47.7%	50%
2017/18	42.7%	47.6%
2016/17	42.5%	44%
<b>2024/25 Explanation of performance</b>  <p>Performance here remains positively above at the 50% indicator. In respect of percentage of household waste recycled in 2024/25 there was a small increase of 0.4% percentage points as compared with 2023/24. This is set in the context of a very small drop in the national average over the same time period.</p> <p>Council is collaborating with other local authorities as part of a DAERA led Task &amp; Finish Group to identify how to improve recycling rates, identifying funding for waste initiatives going forward. The new living and working practices following of lockdown, and continued working from home practices, resulted in part in a consequential shift in waste arising from commercial to household waste streams.</p> <p>Council continues to work other bodies such as WRAP and promote its internal LiveSmart initiative to maximise recycling.</p>		

Statutory Indicator W2 - The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled			
Standard to be met annually – To limit utilisation of 17,062T allocation and do not exceed 100%			
Performance Year	Annual Tonnage	% of allocation usage	National average % of allocation usage
2024/25	7,760	45%	
2023/24	10,418	61%	
2022/23	10,278	60.2%	
2020/21	5,861	34.4%	
2019/20	9,999	58.6%	57.4%
2018/19	14,082	77.5%	65.5%
2017/18	18,992	98.5%	68.9%
2016/17	18,996	93.2%	77.8%
<b>2024/25 Explanation of Performance</b>			
Council has shown a positive reduction in 2024/25, and indeed returned its best rate here since 202/21.			
Council's performance in this area has also remained above the national average.			
Performance in 2024/25 has been helped by continuing improvements in waste/recycling education for the public as well as the successful embedding of the rollout of the brown biodegradable waste bins to all households in the Borough.			

**Statutory Indicator W3 - The amount (tonnage) of Local Authority Collected Municipal Waste arisings****Standard to be met – Ongoing reduction in growth rate**

Performance Year	Annual Tonnage	% growth rate
2024/25	81,645	1%
2023/24	80,596	-0.4%
2022/23	80,884	-1%
2020/21	81,611	0.004%
2019/20	81,270	-0.01%
2018/19	81,763	2.5%
2017/18	79,634	-0.02%
2016/17	79,758	

**2024/25 Explanation of Performance**

Council's return for 2024/25 has increased very slightly, by 1%. Whilst the Department has not set specific targets for this indicator, it is clear that the preferred trend will be to see a continuing decrease in this figure.

In terms of comparisons with other Councils, it is perhaps difficult to make accurate comparisons due to the differing size and population of each area, but despite Causeway Coast and Glens being the 4<sup>th</sup> largest Council area, there are actually 7 Councils returning larger tonnage of Waste.

### D3. Statutory Economic Development Indicator

Up until November 2023 Council was subject to Statutory Economic Development Performance Indicators set within the context of the “Go For It” Business Start-Up Programme. This has now been replaced by the Go Succeed Programme. Go Succeed is the new go-to source for expert business advice led by Northern Ireland’s eleven local Councils. Whether you’re a budding entrepreneur just starting out; are looking to grow your business; or are planning to scale up; Council will provide tailored support and guidance to help you achieve your business goals.

This Programme is funded by the UK Shared Prosperity Fund with match funding contribution by all 11 local Councils. Key amongst Councils Targets relating to this Programme are:

- Number of jobs created and safeguarded.
- Number of new enterprises created.
- Number of businesses demonstrating improved productivity.
- Number of businesses accessing grants and other financial support.
- Number of Outreach Events.
- Number of 1-1 mentoring sessions delivered.
- Number of 1 to many masterclasses delivered.
- Number of grants issued.
- Number of Peer Support Networks Delivered.

#### **In 2024/25, Council led and delivered the following:**

- Go Succeed Grants awarded to 127 local businesses totalling £419,000
- 12,723 individuals engaged via Community Outreach activity
- 301 Businesses registered for ‘**Growth**’ support
- 382 individuals registered for ‘**Start**’ support
- 73 early-stage businesses registered for ‘**Foundation**’ support
- 628 individuals attended Go Succeed Masterclasses
- 4 Peer Support Networks in Tourism, hospitality, food & drink, creative sector and for female founders
- 3 high growth businesses supported to ‘**Scale**’

## Section E - Progress against key proposals for improvement following Performance Audits

### E1. NI Audit Office annual Performance Audits

2019/1 Issue identified	December 2019 - Proposal for Improvement
Departmental plans are not agreed until several months after the start of the year	<b>Annual Service Business Plans should be signed off at the beginning of each financial year. They should identify improvement arrangements and areas for continuous improvement and be regularly reported to relevant Committees.</b>
<b>September 2025 Update</b>	
This work has progressed and the recommendation has been addressed.	

2019/2 Issue identified	December 2019 - Proposal for Improvement
<p>A robust and flexible Management Information System (MIS) is needed to:</p> <ol style="list-style-type: none"> <li>1. Inform budget and target setting.</li> <li>2. Enable Services to manage and report on performance.</li> <li>3. Enable Services and Committee members to challenge what Council does and how it is done.</li> </ol>	<p><b>The Council should prioritise the development of its performance management system to enable the performance of all its functions and services to be measured, to support the identification of those areas which would benefit most from improvement, and to monitor and report on performance improvement across all services as well as specifically against Improvement objectives and projects</b></p> <p><b>The Council should consider if Performance Management software could improve the efficiency and effectiveness of collecting, analysing, monitoring, and reporting on performance indicators and measures across all services and functions</b></p>
<b>September 2025 Update</b>	

<p>Recommendation has been addressed.</p> <p>Council's Performance Team, working closely with Councils' own Digital Services Team, have created, built and developed new Performance Management Software for Council named "Perform". Perform is being used to assist in the monitoring and reporting of progress against Performance Improvement information. The key performance indicators and improvement actions from annual Performance Improvement Plans as well as Service and Directorate Business Plans are used to populate the digital platforms created, and accessibility for staff and elected members can be granted at whatever stage is deemed necessary and appropriate. Furthermore, the APSE led national Performance Network Indicators have also been added to the suite of indicators that will be managed with the new software platform.</p> <p>In the years from 2022/23 a full suite of indicators was tracked through the PERFORM portal, and many technical lessons have been learned in terms of the ongoing development of this platform.</p> <p>As Council's use and management of performance data has grown significantly over the past 3-4 years, then so must Perform. As such the focus for 2025/26 will be to grow Perform and explore ways in which we can improve our usage of digital performance management tools.</p>
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2022/1 Issue identified	February 2022 Proposal for improvement
Council needs to be able to clearly demonstrate that robust and transparent arrangements and processes are in place through which functions and services which would benefit most from improvement are identified, prioritised and selected. Whilst the process of development and shaping of improvement objectives has improved within Council, it is still primarily based on a top-down approach.	<b>Council needs to further develop and refine arrangements and processes around the identification, prioritisation and selection of functions or services for improvement, with discussions and decisions made documented fully.</b>

September 2024 Update	
<p>Recommendation has been addressed.</p> <p>Council's Performance Team has been engaging widely across Council and assisting the identification and formulation of Improvement Objectives. The focus of this process has been at the Head of Service level. This work has been conducted in the context of good work by Council to grow its Service level data with improved Business Plan reporting, the new utilisation of national APSE led benchmarking data and indeed the completion of a borough wide Citizens survey. These elements have ensured that Council has had more sources of reliable data on which to help identify areas for improvement during 2024/25 and beyond.</p> <p>Since 2022 Council has published on its website key reports relating to the identification and prioritisation of Improvement Objectives. This has been repeated in 2023 and 2024 with the report on identification of Objectives being included within the suite of performance reports on our website.</p>	

2022/2 Issue Identified	February 2022 Proposal for Improvement
A number of Proposals for Improvement identified in previous years have yet to be fully implemented by Council. Whilst Council currently tracks recommendations arising from the NIAO's Financial Audit, implementation of Proposals for Improvement arising from the review of the Local Government Auditor's Performance Improvement annual audit and assessment work do not appear to be tracked.	<p>Council should ensure that a suitable mechanism is developed to track the implementation of Proposals for Improvement.</p> <p>A progress report on implementation of all Proposals for Improvement should be provided to the Corporate Policy and Resources Committee and the Audit Committee on a regular basis. Where a Proposal for Improvement is no longer relevant, it would be helpful for the reason to be provided in the progress report.</p>
September 2025 Update	
<p>Recommendation has been addressed.</p> <p>Council reports this annually through its Self-Assessment of Performance Document, every September.</p> <p>Furthermore, the Performance Team has brought an update report to Audit Committee on a quarterly basis to include these recommendations.</p>	

2022/3 Issue identified	February 2022 Proposal for improvement
<p>Establishing clear baseline data to identify areas of improvement, set targets and to measure performance improvement against is vital. Without these it will be difficult to clearly demonstrate improvement. Some of the Council's current improvement objectives are broad, may take several years to be delivered, and are focussed on outputs rather than outcomes. For example, agreeing funding and governance arrangements is an output, not an outcome i.e. a measurable difference made.</p>	<p><b>Where possible and relevant, clear baselines, targets and KPIs should be in place for all Improvement Objectives, projects, and self-imposed indicators. Council should avoid improvement objectives that are excessively broad or that may take several years to demonstrate an improvement for citizens. Focus should be on outcomes rather than outputs.</b></p>
<b>September 2025 Update</b>	
<p>Recommendation has been addressed.</p> <p>Clear evidence of this can be seen in the content of Business Plans, especially since 2022, as well as the Performance Improvement Objectives and APSE Benchmarking indicators that are included in Council's annual Performance Improvement Plan.</p> <p>Ongoing progress of this recommendation is further developed in certain areas within Council and moving forward these Service Areas will be highlighted as good practice examples.</p> <p>This remains a normalised priority message from the Performance Team and there is a central role here for Directorate and Service leads to push this culture.</p>	



## E2. Internal Audit Reports

Recommendation 2021	Council Response September 2025
<p>1. Council should document a Performance Management Cycle and procedure, which includes:</p> <ul style="list-style-type: none"> <li>• Clear explanation of the linkages between the key elements of performance management framework and how Council supports these linkages</li> <li>• Key dates and deadlines in the cycle of activities which support the performance management framework (from planning, through monitoring feedback and revision)</li> <li>• All roles and responsibilities</li> </ul>	<p>Council's Performance Improvement Policy and Procedural document has been updated and submitted to Members in February 2024, and received final agreement at Full Council in early March 2024.</p> <p>This was repeated in 2025.</p>
<p>2. Once a documented a Performance Management Cycle and procedure is in place Council should carry out a training needs assessment relating to the performance management cycle/framework and devise an appropriate training plan for staff.</p>	<p>Training on the APSE benchmarking process has been provided across Council, and the Services have held sessions in terms of Business Plan development. Training on Benchmarking and data collection has continued. New Policy Framework has been developed.</p> <p>Further training on data validation was conducted in May 2024, led by an independent consultant.</p>
<p>3. Council should use the results of this first high-level Citizen Survey as a trigger for Directorates to develop their own service specific surveys in the future. The results of such surveys should be reported back to the Performance Improvement Officer and also used to inform future priorities</p>	<p>The Citizen's Survey for Causeway Coast and Glens was opened on 24<sup>th</sup> November 2021 and then closed on 7<sup>th</sup> January 2022. Council have received 2,268 responses in total, with an excellent completion rate of 82%.</p> <p>870 respondents took the opportunity to provide further comments on any aspects of the Councils performance. This has provided an additional wealth of information and valuable qualitative data. Members were provided with a detailed breakdown of the results of the survey. Council Services were also be provided with a detailed breakdown of the results of the survey.</p> <p>Services have been asked to analyse the results and identify potential areas for improvement that could be developed through Service Business Plans and/or</p>

Recommendation 2021		Council Response September 2025
		<p>the Council's Performance Improvement Plan.</p> <p>Citizens Survey 2 was completed in the summer of 2024 and was reported to Members in October 2024. There was an increase in the number of consultees to 2,730, as well as survey completion.</p>
4	A procedure should be drawn up and documented to support a review and update of the Corporate Plan on an annual basis. The procedure must ensure all required data sources are identified and relevant personnel are aware of the timings and deadlines	<p>Progress against this has been well developed and the Performance team were heavily involved in assisting to draft and agree targets within the current Corporate Strategy. Furthermore, the newly developed framework and policy document includes reference to the relationships between the Performance Improvement procedures and the ongoing monitoring of the Corporate Plan. Issue Addressed by Policy and Community Planning Teams</p>
5	The format of the Business Plan should be reviewed to consider how to best to integrate PSE information and baselines need to be consistently developed for KPIs in the BPs going forward. This should be a joint exercise between the Head of Policy (who oversees Corporate and Business Planning) and Performance Improvement Officer (who oversees APSE and Performance Improvement)	<p>Performance Team has been involved in this process and indeed welcomes the positive steps made over the past year in terms of content and early publication dates of Annual Business Plans. Indeed, Performance Team would be happy to contribute and assist in any way possible in terms of further development and ongoing review of the Business Planning process. This is an important step in the Performance Improvement Cycle. There is an ongoing and joint effort to continually review the format of the Business Plans.</p> <p>This work continues and new annual Business Plans are currently being developed by Services and Directorates.</p> <p>Training and sharing sessions took place before the successful submission of 2024/25 Business Plans</p> <p>This has continued in 2025 with the agreement and utilisation of a new Business Plan template for Council.</p>
6	Some form of independent verification (at least on a sample basis) should be performed for data used	<p>Through our membership of the National Benchmarking Network, APSE does provide verification for our National Benchmarking data. Before the end of March 2023, it is planned that APSE will visit performance data colleagues to conduct verification training.</p>

Recommendation 2021		Council Response September 2025
		<p>Furthermore, central Government Departments do provide this for our Statutory indicators.</p> <p>1 generic/inclusive visit has been conducted by APSE to develop Service data verification techniques, and another more service specific is planned for Autumn 2023.</p> <p>A further 2-day data validation visit took place in May 2024. This was led by a consultant from APSE and focused on the independent verification of key data that was used in the national benchmarking framework.</p>
7	A process of reporting progress against Business Plans to SLT at the halfway mark in the year should formally be put in place. It should be investigated if reports, using RAG rating, can be produced from PIP to facilitate this. Once SLT have reviewed and approved the 6 monthly progress report this should be taken to the relevant Council Committee.	<p>Performance Team has been involved in this process and indeed welcomes the positive steps made over the past year in terms of content and early publication dates of Annual Business Plans.</p> <p>It has also been welcomed that the Directorates have submitted in-year 6-month updates to Committee on their progress against Business Plan targets in November and December. This has been ongoing since 2021, and has been repeated every year since.</p>
8	It is recommended that the ToR for the Audit Committee be updated to remove this requirement and that the appropriateness of ongoing responsibilities in relation to Performance Improvement be reviewed as part of an annual review of the ToR of the CP&R Committee.	Audit Committee's TOR has been updated

## Progress against Recommendations for Improvement from Internal Audit Reports

Recommendation 2022	Council Response at September 2025
<p><b>1.</b> Council should finalise a document summarising the Performance Management Cycle and procedure, which includes:</p> <ul style="list-style-type: none"> <li>a. Clear explanation of the linkages between the key elements of performance management framework and how Council supports these linkages (i.e. linkages between Corporate Planning, annual Business Plans and Performance Improvement Plans).</li> <li>b. Key dates and deadlines in the cycle of activities which support the performance management framework (from planning, through monitoring feedback and revision).</li> <li>c. All roles and responsibilities and guidance on planning performance improvement projects and their monitoring and reporting.</li> <li>d. a reference in the procedures on where to access the (most recent version of the) list of officers responsible for monitoring and reporting of specific objectives, outputs and outcomes.</li> </ul>	<p>Council's Performance Improvement Policy and Procedural document has been updated and submitted to Members in February 2023, for final agreement at Full Council in early March 2023. Issue Addressed</p> <p>This has been repeated in 2024, 25 and recommendation is regarded as addressed.</p>
<p><b>2.</b> A joined-up approach to Performance Management should be implemented. Currently in Council Corporate and Business Planning and Performance Improvement (and APSE oversight) are managed in different sections of Council. These areas are intrinsically linked, and every effort should be made to use resources from both sections to ensure all elements of Performance Management across Council (Corporate Plan, Business Plans, PIP, APSE) are developed and managed in unison. Both parts of Council should work together to review the Business Plan template and identify ways to integrate PIP and APSE into the BP process.</p>	<p>The newly developed framework and policy document includes reference to the relationships between the Performance Improvement procedures across all areas of Council. Issue being addressed.</p> <p>Council's Performance Improvement Policy and Procedural document has been updated and submitted to Members in February 2024, for final agreement at Full Council in early March 2024. These areas are addressed in the updated Policy. Issue Addressed</p>
<p><b>3.</b> All outcome and output targets and indicators need to be fully SMART i.e. specific, measurable, achievable, realistic and</p>	<p>Clear evidence of this can be seen in the content of annual Business Plans, as well as the Performance Improvement Objectives and APSE</p>

Recommendation 2022	Council Response at September 2025
<p>timebound.</p> <ol style="list-style-type: none"> <li>Specific – stating exactly what need to be done; consider the activities which are required</li> <li>Measurable – ensure information and data is readily available to clearly demonstrate what success looks like</li> <li>Achievable - ensure it is practical; consider all aspects which may negatively affect the achievement of the target and evaluate the likelihood of these occurring. This is especially important when Council is reliant on movement by external parties e.g. Central Government</li> <li>Relevant – targets should be directly linked and tailored to the desired outcome and output</li> <li>Timebound – must always have a specified date by which it is hoped the target will have successfully been achieved. By their nature Performance Improvement Plan (PIP) targets are implied to be achievable within the 12-month period of the Annual PIP.</li> </ol>	<p>Benchmarking indicators that are included in Council's annual Performance Improvement Plans.</p> <p>Progress against this recommendation is further developed in certain areas within Council, and moving forward these Service Areas will be highlighted as good practice examples.</p>
<p>4. To assist management and officers in the development of SMART targets training should be arranged on performance monitoring. This training should follow approval of and utilise the documented Performance Management Cycle and procedure.</p>	<p>Sessions have taken place with service teams and HoS in relation to the development of SMART targets. Furthermore, Performance Team now play additional role in service level Business Planning in terms of checking and advising on development and agreement of targets and indicators</p>
<p>5. The frequency of progress measurement needs to be clearly agreed for every output and outcome indicator depending on the indicator type i.e. will it be measured quarterly, mid-year or annually.</p>	<p>Directorates have committed to, and delivered, mid and end year updates against their Business Plans. Newly developed Performance Improvement Policy sets out reporting schedules across the Council. Issue Addressed .</p>
<p>6. Additional information should be noted in PERFORM – where additional narrative is required to explain what a % or a number means this should be included in PERFORM. If progress is not on track and explanation should be clearly recorded in PERFORM.</p>	<p>Work continues with PERFORM with new modules developed to take these recommendations into account</p>

Recommendation 2022		Council Response at September 2025
7.	PERFORM should be updated on an ongoing basis as information becomes available - especially where delays or change in targets are likely to occur.	Update as before, with further staff members being given access to the platform. Still work to do here, but the nature of the organic growth here is such that changes will always be required and implemented.
8.	The PIP targets should be incorporated into the Annual Business Plans in a consistent way across service areas to ensure better integration of these two elements of performance management and to ensure progress is monitored and reported for every PIP Objective outcome	In many cases this was already happening and indeed continues to do so.  Issue Addressed

### **Have your say**

The Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this plan please contact:

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