30 June 2026

Causeway Coast & Glens Borough Council

Performance Improvement Plan 2026/27

Contents

Section	Page
Introduction	3-4
How do we identify and select the Improvement Objectives?	5
Consultation process	5
The 2026/27 Causeway Coast and Glens Performance Improvement Objectives	6-14
What relationship does the 2026/27 Plan have to the (previous) 2025/26 Improvement Objectives?	15-16
Arrangements to discharge Council's General Duty to Improve	17-22
Further arrangements to discharge Council's General Duty to Improve	23
What are Council's Governance arrangements for monitoring progress towards improvement?	24
Statutory Performance Indicators 2026/27	25-30
Self-Imposed Indicators 2026/27	31-32
Commitment to demonstrating track record of improvement	33
Your opinion matters	34

Introduction

Causeway Coast and Glens Borough Council is proud to present its Performance Improvement Plan for the year 2026/27.

Improving the quality of life for our citizens and visitors is the key focus for Council. We see this as not just being about excellent service delivery, although this is an important aspect of our work, but also by looking outward to how we as a Council can help improve economic prosperity and how we can protect, promote and enhance the unique natural environment of Causeway Coast and Glens. We know that involving our local community in this work is essential and we are very aware of the leadership and facilitated support that should come from council to champion, advocate and enable improvement for Causeway Coast and Glens citizens.

The Causeway Coast and Glens Borough Council was formed on 1st April 2015 from the four Legacy Councils of Ballymoney, Coleraine, Limavady and Moyle. Characterised by its beautiful beach resorts, the Causeway Coast and Glens area is home to world renowned heritage sites such as the Giants Causeway and globally recognised golf destinations such as Royal Portrush. It presents a strong arts and cultural offering with established cultural activities, festivals and globally renowned sporting events such as the Super Cup NI (formerly Milk Cup), The North West 200, the 2017 Irish Open, and The Open in 2019 and 2025. It offers a superior quality of living to its residents and is an attractive tourist destination.

Definition of Improvement

"Improvement" in the context of the Local Government Act (NI) 2014 means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council. Improvement for Causeway Coast and Glens Borough Council focusses on the issues that are important to our citizens and customers and means doing things that will enhance the sustainable quality of life and environment for our citizens thereby helping us to create a better future for all.
At Causeway Coast and Glens Council we continue to define 'improvement' in the broadest, most strategic sense with a focus on providing leadership for the Borough while continuing to deliver best value and quality services to our ratepayers and other stakeholders.

What is the Duty to Improve for Councils?

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.

In this Performance Improvement Plan for 2026/27, we set out how we will deliver each Improvement Objective in at least one of these seven improvement areas as stipulated in S.84(2) of the Local Government Act (Northern Ireland) 2014:

• Strategic effectiveness
• Service quality
• Service availability
• Fairness
• Sustainability
• Efficiency
• Innovation

What is the Duty on the Local Government Auditor?

Performance improvement plans and the arrangements by which performance is delivered will be audited by the Local Government Auditor. The Act requires that the Local Government Auditor should:

- Carry out an annual improvement information and planning audit of all Councils each financial year to determine whether a Council has complied with its duties in relation to the publication of an Annual Performance Report.
- Carry out an improvement assessment of all Councils each financial year to determine whether a Council is likely to comply with the overall Improvement duty in the year or years ahead (i.e. forward looking)
- Issue an **Audit and Assessment Report** by 30th November each year to those Councils as specified by the Department.
- Issue a **Special Inspection Report** following any special inspection.
- Issue an **Annual Improvement Report** to the Councils in receipt of an Audit and Assessment Report and/or a Special Inspection Report.
- Make recommendations to the Department on the need to issue a direction to a Council.

How do we identify and select the Improvement Objectives?

Against each Improvement Objectives in this Plan we have provided some commentary on the reason for their selection. Further to this, the main contributing factors and activity towards the creation of Improvement Objectives were:

- Critical self-analysis of Council's Performance by Senior Officers
- Outcomes and areas for improvement within the NIAO Section 95 Audit and Assessment Reports, as well as Council Internal Audit process
- Analysis on data provided by the Council's 2022 and 2024 Citizen's Surveys
- Analysis and debate by Members during Council Committee sessions
- The 2026/27 Performance Improvement Consultation process
- Analysis of Council's performance against the APSE led National Performance Benchmarking indicators
- Council's ambition to be displaying a continuous level of improvement over several years

Consultation Process

The first stage of consultation with citizens in the year 2026/27 was a further revisit of the Causeway Coast and Glens Council's first ever Citizens Survey 2 which was completed during 2024. Many of the themes raised in the survey remain relevant and Council continues to work towards addressing these. Indeed, as part of this 2026/27 Plan Council intends to roll out Citizens Survey 3 during the Autumn of 2026

The second stage of consultation was formulated around some more specific Improvement Plan related topics. As such Council published an online survey asking citizens for their opinions on our Performance Improvement Objectives. This exercise was opened on 13 April 2026 and closed on Friday 19th June 2026. There have been 126 respondents to the Consultation. Overall, views were sought via an online survey, social media, and the Council web site.

The Performance Team has also engaged with Council Heads of Service and Directors on Improvement requirements within their service area. These senior officers have all provided responses during and after sessions with the Council's performance improvement officer.

A full consultation report 2026/27 will be published alongside this Performance Improvement Plan and placed on the Council's website.

Furthermore, the information gathered from the consultation has been shared with Council Services to ensure that they have received updated information regarding the quality of the services that they are providing.

The 2026/27 Causeway Coast and Glens Performance Improvement Objectives

2026/27 Performance Improvement Objective 1 Council will continue to improve its approach and delivery of services around waste, recycling and litter
2026/27 Performance Improvement Objective 2 To further enhance and improve on delivery of services at Leisure Centres
2026/27 Performance Improvement Objective 3 Council will improve the development and performance management of its officers by the introduction of a new Corporate Staff Appraisal Process.
2026/27 Performance Improvement Objective 4 We will improve and increase our level of targeted engagement with Citizens
2026/27 Performance Improvement Objective 5 To ensure long term benefits and improvements within Causeway Coast and Glens, we will prioritise critical strategic and funding opportunities

2026/27 Performance Improvement Objective 1

Council will continue to improve its approach and delivery of services around waste, recycling and litter

Senior Responsible Officer

Director Environmental Services

Why has this objective been chosen?

This topic has been returned as the primary interest of citizens within the Performance Improvement Plan consultation process. This was also the most important issue for citizens in the last Citizens Survey. Furthermore, engagement with Senior Council officers has also highlighted this as an area for improve focus during 2026/27.

Outputs (The things that we will do in 2026/27)

- Carry out upgrades to layouts of accessibility at Recycling centres in Limavady and Dungiven
- Place helpful instruction videos relating to waste and recycling on our website, as well as a Borough wide promotional campaign relating to litter, dog fouling and fly tipping
- A new team of Environmental Enforcement Officers recruited and deployed across the Borough
- Increased Recycling rate
- Further role out of key milestones within Council's Energy Strategy.

Outcomes (The measurable differences we will make in 2026/27)

- Number of upgrades across Recycling Centres
- A new team of Environmental Enforcement Officers and increased related levels of engagement and enforcement
- Increased Recycling rate above 50.4% (towards a Corporate interim target of 60% by 2030)
- A Climate Change Strategy agreed and adopted by Council

What improvements are citizens likely to see moving forward?

More accessible and user friendly recycling centres, increased recycling rates, and improved levels of awareness, engagement and action in relation to litter, dog fouling and fly tipping

Which of the 7 aspects of improvement does this objective relate to?

Service Quality
Service Availability

Community Planning outcome

Sustainable Accessible Environment
Associated Corporate Plan 2026-31 Strategic Priority 4. Sustainability & Managing Our Natural & Built Environment

2026/27 Performance Improvement Objective 2

To further enhance and improve on delivery of services at Leisure Centres

Senior Responsible Officer

Director Leisure & Development

Why has this objective been chosen?

- Council's commitment to improving levels of participation in sport and wellbeing activities
- This topic has been returned as one of the main interests for citizens within the Performance Improvement Plan consultation process
- Significant levels of investment and public interest in the delivery of our Leisure provision

Outputs (The things that we will do in 2026/27)

- Increased income, participation and gym membership across our Leisure facilities
- Increase number of children in swimming lessons.
- Maintain a Social Value for the Service
- Major Membership drive Promotions.
- Deliver site specific Annual Marketing Calendars.
- Increase number of Households availing of membership
- Develop a new Sport & Leisure Facility Strategy (and Action Plan).
- Mobilisation and Pre-Opening Plans for Ballycastle Leisure Centre

Outcomes (The measurable differences we will make in 2026/27)

- Increase income 5% from £3.95m to £4.15m.
- Maintain maximum gym membership attrition rate of 3% and a live Membership base of 5% above the 2025/26 monthly average of 5461 to 5734
- Increase participation across all activity areas by 10% from 788k to 860k.
- Increase number of children in swimming lessons by 5% from 1890 to 1980.
- Maintain a Social Value for the Service that is 5% above the 2024/25 monthly average of £4,9M to £5.2M.
- Deliver 4 x Major Membership drive Promotions.
- Deliver site specific Annual Marketing Calendars.
- Increase number of Households availing of membership by 10% from 1780 to 1960.

What improvements are citizens likely to see moving forward?

Busier and better equipped leisure centres, with more participants, providing more opportunities for leisure activities at fair prices across the Borough

Which of the 7 aspects of improvement does this objective relate to?

Service Quality Service Availability
Community Planning outcome Healthy Safe Communities
Associated Corporate Plan 2026-31 Strategic Priority 2. Empowering & Supporting Our People

2026/27 Performance Improvement Objective 3

Council will improve the development and performance management of its officers by the introduction of a new Corporate Staff Appraisal Process.

Senior Responsible Officer

Director Corporate Services

Why has this objective been chosen?

This Improvement Objective is being rolled over from the 2025/26 Performance Improvement Plan. Whilst uptake has been encouraging in some areas, this has not been the situation across the whole organisation, and as such there is still work to do here.

In 2024/25 Council completed a significant Transformation Action Plan. One of the key outputs of this was the recommendation to develop and implement a new Staff Appraisal system across Council.

Outputs (The things that we will do in 2026/27)

- Council will continue to develop and promote new staff appraisal system, overcoming an issues that are present
- Council will continue to train staff and managers in this new system

Outcomes (The measurable differences we will make in 2025/26)

- 365 staff to complete their first appraisal on new system
- Increased uptake across departments as compared to 2025/26

What improvements are citizens likely to see moving forward?

A better governed Council, with improved levels of accountability, performance and development for officers.

Which of the 7 aspects of improvement does this objective relate to?

Strategic Effectiveness

Community Planning outcome

Healthy Safe Communities

Associated Corporate Plan 2026-31 Strategic Priority

Priority 5: Governance, Quality & Continuous Improvement

2026/27 Performance Improvement Objective 4

We will improve and increase our level of targeted engagement with Citizens

Senior Responsible Officer

Head of Performance

Why has this objective been chosen?

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 outcomes of the consultation exercise have highlighted a request from across the Borough to engage in a more targeted way.

The first two Citizens Surveys have been 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.

Outputs (The things that we will do in 2026/27)

- We will agree and publish a new Communications Strategy for Council
- We will work with Elected Members as well as internal and external partners to conduct a Citizens Survey 3 which will be open to every household in Causeway Coast and Glens
- We will hold public engagement sessions across the Borough for targeted groups such as Older People and Youths.
- We will report to Council and to our citizens with the full outcomes of this consultation exercise

Outcomes (The measurable differences we will make in 2023/24)

- We will grow our Citizens Survey 3 to receive responses from at least 3,000 households across the Borough (2,700 responses in 2024)
- We will plan and conduct 2 separate public engagement sessions
- We will publish the findings of the first Causeway Coast and Glens Citizen's Survey 3
- We will publish a Communications Strategy for Council

What improvements are citizens likely to see moving forward? Citizens will see a better engaged Council. Council will be much better informed of (and much more aware of) how it is performing leading to the ability to make more decisions based on the opinion of and feedback from citizens.
Which of the 7 aspects of improvement does this objective relate to? Strategic Effectiveness Service Quality Innovation
Community Planning outcome Outcome 5: The Causeway Coast and Glens area promotes and supports positive relationships Outcome 11: The Causeway Coast and Glens area drives entrepreneurship & fosters innovation
Associated Corporate Plan 2026-31 Strategic Priority Priority 1: Engaging & Communicating With Our Customers

2026/27 Performance Improvement Objective 5

To ensure long term benefits and improvements within Causeway Coast and Glens, we will prioritise critical strategic and funding opportunities

Senior Responsible Officer

Council Senior Management Team

Why has this objective been chosen?

- In 2026/27 Council has the opportunity to secure and development several strategic funding opportunities, that will bring significant investment to Causeway Coast and Glens. Council will prioritise these opportunities for the benefit of all

Outputs (The things that we will do in 2026/27)

- Agree Council Plan 2026-31
- Secure and deliver Growth Deal for Causeway Coast and Glens
- Secure and deliver Coleraine Future Town Fund

Outcomes (The measurable differences we will make in 2026/27)

- Agree Council Plan 2026-3
- Secure and deliver £129m Growth Deal for Causeway Coast and Glens and continue the development of three key priority projects
- Secure and deliver the ten year, £20m, Coleraine Future Town Fund. Hold public workshops to enable the co-design of projects

What improvements are citizens likely to see moving forward?

A Council area that is benefitting from key strategic funds, enabling development, encouraging innovation and increasing employment.

Which of the 7 aspects of improvement does this objective relate to?

Strategic Effectiveness

Innovation

Community Planning outcome

A thriving Economy

Associated Corporate Plan 2026-31 Strategic Priority

Creating Conditions To Deliver Opportunities within Borough

What relationship does the 2026/27 Plan have to the (previous) 2025/26 Improvement Objectives?

The duty to improve is a continuous and ongoing process. As such, no one Performance Improvement Plan sits in total isolation, and indeed the themes and Objectives from one year to the next will often have commonalities. Furthermore, the Performance Improvement Plans can carry Performance Improvement objectives over a number of years as seen in the table below. This can be due to either strategic changes, continued improvement achieved or the clear scope for further improvement to be achieved.

The table below sets out how this 2026/27 Plan is related to the objectives in the 2025/26 Performance Improvement Plan:

2025/26 Performance Improvement Objective	Overview of 2025/26	Relationship to 2026/27 Plan
Objective 1 Council will improve the development and performance management of its officers by the introduction of a new Corporate Staff Appraisal Process.	Lots of work has taken place in the development and roll out of this new system. However, more is required and as such this will remain within the 2026/27 Plan	This be continued in 2026/27 PIO3
Objective 2 Inspired by hosting the 153rd Open Championship, Council will improve and increase both participation and engagement in the sport of golf for children and young people.	This was a significant success and as such Council will continue this programme for future years.	Work will now continue led by the Service.
Objective 3 In respect to the local impact of the 153rd Open Championship, Council will increase and improve our levels of engagement with local residents and businesses	This was a success with feedback demonstrating a clear improvement in methods and outcomes as opposed to the previous Championship	This one-year piece of work is no longer on the Improvement Plan.
Objective 4 Council will continue to prioritise and increase the support it provides to its citizens in terms of developing the local	This improvement theme was ongoing and was a significantly large piece of work. Strong progress has been made and will continue.	This theme will not be continued in the 2026/27 Plan but the focus for this area of Council service delivery is now

economy and local employment opportunities		monitored through their annual Service Business Plan.
Objective 5 Council will continue to refine, develop and improve its approach to the reduction of carbon usage by its vehicle fleet.	This important area of work continues.	The ongoing nature of this work is reflected in the content of PIO2.

Arrangements 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 new Corporate Strategy 2026-231. The Performance Improvement Plan is set within a strategic hierarchy of key Plans which provide a comprehensive picture of the arrangements through which Council discharges its duty to improve. Please see below:

Causeway Coast and Glens Community Plan
What is this? 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.
What time period does it cover? 2017-2030
What is the approval and monitoring processes in place? Overseen by and reports to the Causeway Coast and Glens Community Planning Partnership which has representation from all the Community Planning Partners. Within Council reports on progress are brought to the Corporate Policy and Resources Committee before final approval by Council.
How often is this reviewed and reported on? 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 Plan
What is this? Our Corporate Strategy is a high-level statement of the Council's commitment to the Borough over the next five 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 2031.
What time period does it cover? 2026-31
What is the approval and monitoring processes in place? Approved and monitored directly by Council
How often is this reviewed and reported on? Every 6 months During 2026 Council is happy to announce the release of its new Corporate Plan for 2026-31

Indicators and Outcomes included?

The five strategic priority themes are:

- Engaging & Communicating With Our Customers
- Empowering & Supporting Our People
- Creating Conditions To Deliver Opportunities within Borough
- Sustainability & Managing Our Natural & Built Environment
- Governance, Quality & Continuous Improvement

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

- Our Commitment
- Why this matters
- What we deliver
- How we will do this
- Measurements of Success

Council Directorate Business Plans
What is this? 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.
What time period does it cover? Annual Business Plans, 2025-26
What is the approval and monitoring processes in place? Each Directorate Business Plan is recommended for approval by their relevant Council Committee before final ratification by full Council.
How often is this reviewed and reported on? Reviewed and reported to Council Committee on a 6 month and year end basis.
Indicators and Outcomes included? Each Plan will include 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 document, covering the period 2026/27
What is the approval and monitoring processes in place? Performance Improvement Plan is recommended for approval by Council's Corporate Policy and Resources Committee before final ratification by full Council in June of 2026.
How often is this reviewed and reported on? 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 Performance Indicators across 10 Services areas. Council will now be 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 is the approval and monitoring processes in place? Each Directorate reports to their relevant Committee on their respective Benchmarking performance
How often is this reviewed and reported on? 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 contributes data against Performance Indicators across 10 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 is the approval and monitoring processes in place? Council's Self-Assessment will be approved each September by Corporate Policy and Resources Committee before ratification by Full Council.
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 in the three main areas of the Performance Improvement Plan:

A – Performance Improvement Objectives
B – Statutory Performance Indicators
C – Self Imposed Indicators

Beyond the Performance Improvement Plan, some of the key arrangements in place to ensure that Council meets its General Duty to Improve are as follows:

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. The outcome of the Performance Audit and Assessment is expected in November 2026. 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.
Performance Improvement Data Management Software - Council's Performance Team, working closely with Councils' own Digital Services Team, continue to develop and utilise a new Performance Management Software for Council named "Perform". Perform is 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. 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. In 2026/27 Council will ensure that development in this area continues, with accessibility and training for applicable staff, and access and guidance for elected members granted. 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 improvement themselves and their skill set, adding further value to the organisation and increasing the capacity and capability of their team.
Information on decision making is made available through Council and Committee Meeting Minutes and Reports being available on the Council's website.
During 2026/27 Council will review and update its Performance Improvement Policy and Cycle to underpin its continuous improvement approach.
A suite of Council policies are 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.

What are 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 the following arrangements are in place:

- The process for monitoring, tracking and reporting on the progress of the Performance Improvement Plan will be 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 assumes a scrutiny, monitoring and approval role for performance improvement and will be presented with performance updates and performance information normally on a quarterly basis.
- Council's Audit Committee assumes an Audit and monitoring role, with specific responsibilities to monitoring the outcomes of Performance related audits and the progress Council is making against the recommendations laid out in said audits.
- 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.
- Perform software will be 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.
- When any concerns are raised by Committee regards progress against the Performance Improvement Plan, then this will be reviewed as soon as possible by the Council`s Senior Management Team
- Many of the actions within the Performance Improvement Plan will continue for an extended period of time to assess longer term performance improvements and impacts.
- The Causeway Coast and Glen's Community Plan, The Council's new Council Plan 2026-31 and Departmental Business Plans form an integral part of the performance improvement process. Within these Plans Council`s resources will be aligned, focusing on priority areas to maximise the delivery of improvements for citizens

Statutory Performance Indicators 2026/27

In addition to the performance improvement objectives identified within the performance improvement plan, Causeway Coast and Glens Borough Council is also required to report of a number of statutory performance targets relating to Waste, Planning and Economic Development.

Statutory Waste Performance Indicators

Please find below the 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 also reports to Committee on the following measures:
- Household waste dry recycling rate was
- Household waste composting rate was
- Waste from households (WfH) preparing for reuse and recycling including composting

The final verified data for 2025/26 will be available by the end of November 2026. 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

Statutory Indicator W1 – The percentage of household waste collected by District Councils that is sent for recycling

Targets for household recycling remain at the 2019/20 level of 50%, however these have been superseded by the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland). There will be an interim target of 55% for the recycling of municipal waste by 2025, which will increase by 2035 to 65%.

Standard to be met for 2026/27 – maintain performance above 50% towards a new interim target of 60% by 2030

Performance Year	Performance Achieved	National Average
2024/25	50.4%	50.9%
2023/24	50.10%	51.1%
2022/23	48.6%%	49.7%
2021/22	52.25%	50.1%
2020/21	53.9%	50.9%

2019/20	54.4%	52%
2018/19	47.7%	50%
2017/18	42.7%	47.6%
2016/17	42.5%	44%

Statutory Indicator W2 - The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled

Standard to be met for 2026/27 – Ongoing reduction of allocation usage

Performance Year	% of allocation usage	National average % of allocation usage
2024/25	45%	
2023/24	61%	
2022/23	60.2%	54%
2021/22	60.2%	
2020/21	49.0%	53.8%
2019/20	58.6%	57.4%
2018/19	77.5%	65.5%
2017/18	98.5%	68.9%
2016/17	93.2%	77.8%

Statutory Indicator W3 - The amount (tonnage) of Local Authority Collected Municipal Waste arisings

Standard to be met in 2026/27 – Ongoing reduction in growth rate

Performance Year	Annual Tonnage	% growth rate
2024/25	81,645	1%
2023/24	80,596	-0.4%
2022/23	81,063	0.01%
2021/22	80,884	-1%
2020/21	81,611	0.99%

2019/20	81,270	-0.01%
2018/19	81,763	2.5%
2017/18	79,634	-0.02%
2016/17	79,758	

Statutory Planning Performance 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

For baseline and benchmarking purposes, we have also included Council's performance against these statutory indicators over the past 6 years. This information is monitored and collated by Council, but ultimate analysis and verified reporting is managed by Department for Infrastructure, and can be found at https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics

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.**		
Performance Year	Performance in number of weeks and % success rate against target	National Average
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%)

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.**		
Performance Year	Performance in number of weeks and % success rate against target	National Average
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%)

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.** The statutory target for bringing to a conclusion enforcement cases is not reported on at this time due to inability to extract the accurate information from the system; work to resolve this issue is nearing completion		
Performance Year	Council Performance	National Average
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%

Statutory Economic Development Performance Indicators

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 for Causeway Coast and Glens Council relating to this Programme are:

- 132 jobs created and safeguarded.
- 113 new enterprises created.

In 2026/27, Council will aim to increase these returns.

In 2024/25, Council also 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’

Self-Imposed Indicators 2026/27

We have identified the following self-imposed performance indicators to measure progress in various areas of work across the Council.

Council's 2025/26 and 2026/27 targets against each indicator will be to at least match the national benchmark, and if possible, exceed it.

Performance indicator (across 7 NI Councils)	CCG Council 2025	Average NI score 2025	Overall NI Standing 2025
Internal PI's			
PI 04a - Staff leaving (calendar year) as a percentage of average total staff for financial year (excluding voluntary severance)	6.35%	9.12%	1
PI 04b - New starters as a percentage of average total staff for financial year (excluding voluntary severance)	12.43%	10.25%	6
PI 05d - Days staff absence per employee – short term	1.8	2.73	2
PI 05e - Days staff absence per employee – long term	13.22	13.04	3
PI 05f - Percentage of staff that have no incidences of sickness absence in the year	60%	55.64%	2
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
PI 53a - Percentage of Stage I complaints rectified within target time (5 days)	73.33%	81.86%	6
PI 54a - Percentage of Stage II complaints rectified within target time (20 days)	71.43%	70.93%	4
External PI's			
PI 49b - Number of public / stakeholder users registered to corporate social media per head of population	0.235	0.439	7
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

PI 09a - Customer satisfaction with parks, open spaces & horticultural services (% of users that were 'Satisfied' or 'Very Satisfied'	70.08%	69.45%	3
PI 30a - Percentage of undisputed creditor invoices paid on time within 10 days	77.12%	68.04%	3
PI 31a - Percentage of undisputed creditor invoices paid on time within 30 days	91.26%	92.03%	6

These Core Indicators have been taken from our annual contribution to the APSE led National Performance Benchmarking Network. In the table above you will see the classification of the indicators, the previous year outcomes for Causeway Coast and Glens, as well as the previous year's national benchmark.

In September 2026 Council will publish its outcomes against these core indicators below for the year 2025/26 in the Council's annual Self-Assessment of Performance Report.

Each Directorate will be responsible for providing their relevant Committee with a mid-year and an end year update of their performance against these indictors.

Commitment to demonstrating track record of improvement

One of the key themes being pursued by Council is the commitment to demonstrating a track record of improvement. With an updated Performance Improvement Policy, and a relatively newly elected chamber of Councillors, our continuing theme will be to promote our track record of making improvements, and ensure that those outcomes are further developed in the work that we do.

In terms of demonstrating this track record of improvement, some of the areas of focus for Council in 2026/27 will be:

- A review of ongoing performance against our 2021-25 Corporate Strategy
- A review of ongoing performance against our Community Plan
- All directorate and service area Business Plans committed to prior year analysis and reporting, not just focusing on current performance
- Annual self-assessment of Performance in September 2025 will carry this theme and will make specific efforts to highlight long term/track record of improvement

You can also see evidence of this approach from within this Plan:

- Our Statutory and Self-Imposed indicators are set firmly in the context of their own historic performance, thus demonstrating the progress made

Your opinion matters

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:

Performance Improvement Unit
Causeway Coast and Glens Borough Council
Cloonavin,
66 Portstewart Road,
Coleraine,
BT52 1EY

Tel. 02870 347051

Email – jonathan.mccarron@causewaycoastandglens.gov.uk