Title of Report:	**Self-Assessment of Performance 2025/26**
Committee Report Submitted To:	**Full Council**
Date of Meeting:	**21 September 2026**
For Decision or For Information	**For Decision**
To be discussed In Committee	**NO**

Linkage to Council Strategy (2026-31)	
Strategic Theme	Governance, Quality & Continuous Improvement
Outcome	Continuous improvement embedded in all services based on evidence, performance data, and customer feedback
Lead Officer	Head of Performance

Budgetary Considerations	
Cost of Proposal	
Included in Current Year Estimates	**YES**
Capital/Revenue	
Code	
Staffing Costs	

Legal Considerations	
Input of Legal Services Required	**NO**
Legal Opinion Obtained	**NO**

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes	Date: 10 Sep 2026
	EQIA Required and Completed:	No	Date: 10 Sep 2026
Rural Needs Assessment (RNA)	Screening Completed	Yes	Date: 10 Sep 2026
	RNA Required and Completed:	No	Date: 10 Sep 2026
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes	Date: 10 Sep 2026
	DPIA Required and Completed:	No	Date: 10 Sep 2026

1.0 Purpose of Report

1.1 The purpose of this report is to present to Members, for Decision, Council's 2025/26 Self-Assessment of Performance Report.

2.0 Background

2.1 The Local Government Act (NI) 2014, Part 12, sets out the key responsibilities that each Council has in relation to the Performance Duty. One of these key responsibilities is that in September of each year Council must make arrangements for the publication of Its assessment of its performance during a financial year. Please find Council's self-assessment of performance for 2025/26 attached at Appendix 1.

2.2 The key outcomes that are listed and assessed within this document relate to Performance Improvement Objectives, Statutory Indicators and Self-Imposed indicators. Furthermore, Council takes this opportunity to assess the mechanisms and systems that it has to ensure compliance with the Performance Duty including national benchmarking outcomes and the arrangements that we have in place to achieve continuous improvement.

3.0 Recommendation

It is recommended that the Council notes and Approves the content of the 2025/26 Self-Assessment of Performance as set out in Appendix 1.

Causeway Coast and Glens Council
2025/26 - Self-Assessment of Performance
September 2026

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.

Contents

Section A – Assessment of Performance against Self-Imposed Indicators 2025/26 including Benchmarking

A.1 Self-Imposed Indicators

Council's Annual Business Planning process sets outs 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 November/December, and a final year update include in the following years Business Plan. Some key examples here are as follows:

Leisure and Development Directorate

- 2025/26 Self Imposed indicators agreed https://causewaycoastandglens.gov.uk/assets/general/250520-LD-Agenda-Item-4-LD-25-26-Business-Plans-V2.pdf
- 2025/26 Self Imposed indicators midyear performance review – In-Year reviews have been led at committee by the relevant Heads of Service from within the Leisure and Development Directorate
- 2025/26 Self Imposed indicators year end analysis included within https://causewaycoastandglens.gov.uk/assets/general/260519-LD-Item-7-Directors-Report-26-27-Business-Plans.pdf

Environmental Services

- 2025/26 Self Imposed indicators agreed https://causewaycoastandglens.gov.uk/assets/minutes/250513-ES-Item-7-Environmental-Services-Business-Plans.pdf
- 2025/26 Self Imposed indicators midyear performance review https://causewaycoastandglens.gov.uk/assets/general/251209-ES-Item-13-Environmental-Services-Business-Plans-2025_26-6-month-Review.pdf
- 2025/26 Self Imposed Indicators year end analysis included within https://causewaycoastandglens.gov.uk/assets/general/260512-ES-Agenda-Item-7-Environmental-Services-Business-Plans-2026_27.pdf

A.2 Core Performance Indicators – National Benchmarking Network

Causeway Coast and Glens Council, working with APSE and six 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 2025/26 outputs from these indicators can be seen below:

Performance indicator (across 6 NI Councils)	CCG Council	Average NI score	Overall NI Standing	Assessment of Performance	RAG
Internal PI's					
PI 04a - Staff leaving (calendar year) as a percentage of average total staff for financial year (excluding voluntary severance)	6.59%	8.22%	2	Very strong performance in this area, with Council performing very well at retaining staff, and remining 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)	5.92%	10.08%	1	Council's performance in this area has significantly improved since last year. The important context then was the large body of work conducted over the previous few years to move temporary staff over to permanent contracts across Operations, Estates and Leisure. This move was a fundamental aim for Council and has had a skewing effect on the outcome results. Overall, in 2025/26 Council has demonstrated the value it places in retaining and training staff	
PI 05d - Days staff absence per employee – short term	1.97	4.81	1	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	15.29	13.75	4	Whilst Council's performance here is still very much within the median quartile in comparison to other Councils, it has to be noted that the rate here has risen in the last year from 13.22 to 15.29. This will be an area for Council to monitor during 2026/27.	
PI 05f - Percentage of staff that have no incidences of sickness absence in the year	52.26%	56.25%	4	There has been a drop in performance here from last year's position of 60% yet Council does still perform slightly better than the national average. Reporting against absence indicators will continue to Members through a quarterly report to Audit Committee.	
P1 21a – Number of days per employee spent on training	2.60	1.93	1	Council showing a strong level of performance here which is reflected in the themes within the newly agreed People Strategy.	
PI 37a - Percentage customer satisfaction with the overall service provided by the authority (percentage of users that were 'Satisfied' or 'Very Satisfied')	62.20%	70.97%	4	Results here reflect the data gathered through Council's Citizens Survey. 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)	44.12%	74.20%	6	Council's performance in this area has dropped from 73.33% in previous year to 44.12% and indeed falls well below the national average. The average number of days to complete a Stage I was 8.65 days. Members were provided with an Annual Complaints Report at Audit Committee in June 2026, which set out Council's position for 2025/26 and the plans for improving performance in this area.	
PI 54a - Percentage of Stage II complaints rectified within target	42.86%	75.10%	6	Council's performance in this area has dropped from 71.43% in previous year to 42.86% and indeed falls well below the	

time (20 days)				national average. The average number of days to complete a Stage II was 30.46 days. Members were provided with an Annual Complaints Report at Audit Committee in June 2026, which set out Council's position for 2025/26 and the plans for improving performance in this area.	
External PI's					
PI 49b - Number of public / stakeholder users registered to corporate social media per head of population	0.265	0.480	6	There has been a slight uplift in Council's performance here but this remains 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 and delivering 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%	52.30%	4	Once again, Council's Operations Team delvers strong performance in this area. A combination of experienced Operatives, strategic management and clear ongoing recycling promotion and initiatives maintains Councils positive position in this area.	
PI 09a - Customer satisfaction with parks, open spaces & horticultural services (% of users that were 'Satisfied' or 'Very Satisfied')	84.76%	86.37%	3	A good outcome here for Council, reflecting hard work and dedication of our staff. 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	75.58%	69.83%	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	89.55%	92.35%	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, as was the position in 2024/25, the results in 2025/26 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 2025/26

2025/26 Performance Improvement Objective 1

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? 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. As such, in 2025/26, through this Performance Improvement Plan, Council will continue to promote the work of the Transformation Action Plan.
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 Outcomes and Outputs as originally set out. As of year-end April 2026, the following update applies: - Council has successfully developed and commenced rollout of a new staff performance appraisal system - Council has been engaged in train staff and managers in this new system - 150 colleagues have completed this process out of an annual target of 365 staff
Overall Assessment of Performance - Performance against this indicator has been slower than expected. This is a new system and indeed a new culture of reporting that is taking time to embed across the organisation. - Senior Management Team has been briefed on this rate of progress and are receiving regular updates - The OD/HR team have started to explore additional solutions around notifications / reminders, as well as offering up additional training and assistance.
Risks *What risks were identified, and if required, what mitigations were been put in place?* - The pace with which the process is being rolled out is slower than expected and is demonstrating a risk to hitting our annual target - This has been highlighted by our Internal Audit Process
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 work is being led by the Council's OD/HR team, and is in response to the outcomes of the Transformation Action Plan of 2024.
- Responsibility at the Service Area is being allocated to managers who have been trained in how to conduct these appraisals.

Reporting
How often is progress reported to senior Service staff and SLT?
What plans are in place for ongoing reporting?

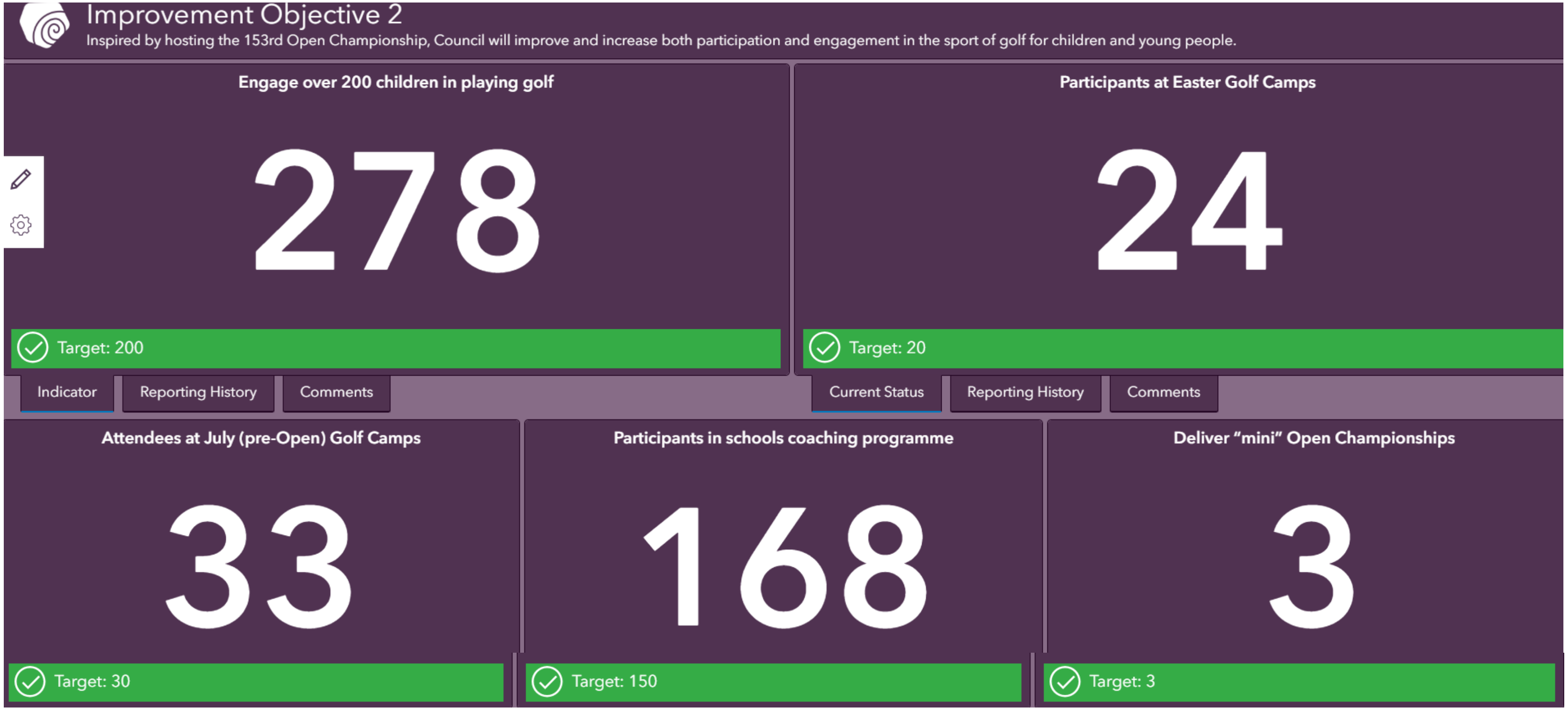
- Updates are included to Committee quarterly as part of the Transformation Action Plan updates
- SMT are being kept regularly updated.
- Update was provided to Council's Corporate Policy and Resources Committee as part of the mid year update in November 2025

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

- Budget for this work is included within the agreed ODHR Business Plan budget.

2025/26 Performance Improvement 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.



Senior Responsible Officer Director Leisure and Development
Why has this objective been chosen? • Council's commitment to improving levels of participation in youth sport • Citizen's Survey 2 – Need for increased activities for young people was one of the most common responses • Demonstration of local legacy from the 153rd Open Championship
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 Outcomes and Outputs as originally set out. - Engaged 278 children in playing golf (target 200) - 22 participants at Easter Golf Camps (target 20) - 33 participants at July (pre-Open) Golf Camps (target 30) - 168 participants in schools coaching programme (target 150) - Delivered 3 "mini Open Championships" (target 3)
Overall Assessment of Performance Council has performed well against the targets and outcomes set within this improvement objective. The lessons learned from hosting this major event in 2019 made it very important that Council set standards and worked hard to achieve these. Council has either met or exceeded the target in each area and indeed has created some significant legacy round participation in sport.
Risks *What risks were identified, and if required, what mitigations were been put in place?* - Concerns over poor weather was raised as a risk but significant contingency was built in to deal with this - Good early engagement with schools, golf clubs and the R&A helped mitigate any concerns about successfully completing the project
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?

- Delivery and management of all elements of this Improvement Objective is overseen by the Council's Sports Development Team, working in close partnership with local Golf Clubs, Schools, Royal Portrush Golf Club and the Royal and Ancient (R&A)
- Direct coaching provided by local golf professionals affiliated to clubs close to each school
- Planning, organisation and facilitation of the Mini Opens led by Council's Sports Development Team and Coaches

Reporting

How often is progress reported to senior Service staff and SLT?
What plans are in place for ongoing reporting?

- Updates have been brought regularly to Sport and Wellbeing Head of Service Group.
- Monthly updates provided at the relevant Open Championship Bronze Planning group
- Included within the Sport and Wellbeing Business Plan reporting schedule
- Update will be provided to Council's Corporate Policy and Resources Committee as part of the mid year update in November 2025
- Fuller update was also delivered to a meeting of full Council in December 2025 as part of the project closure process.

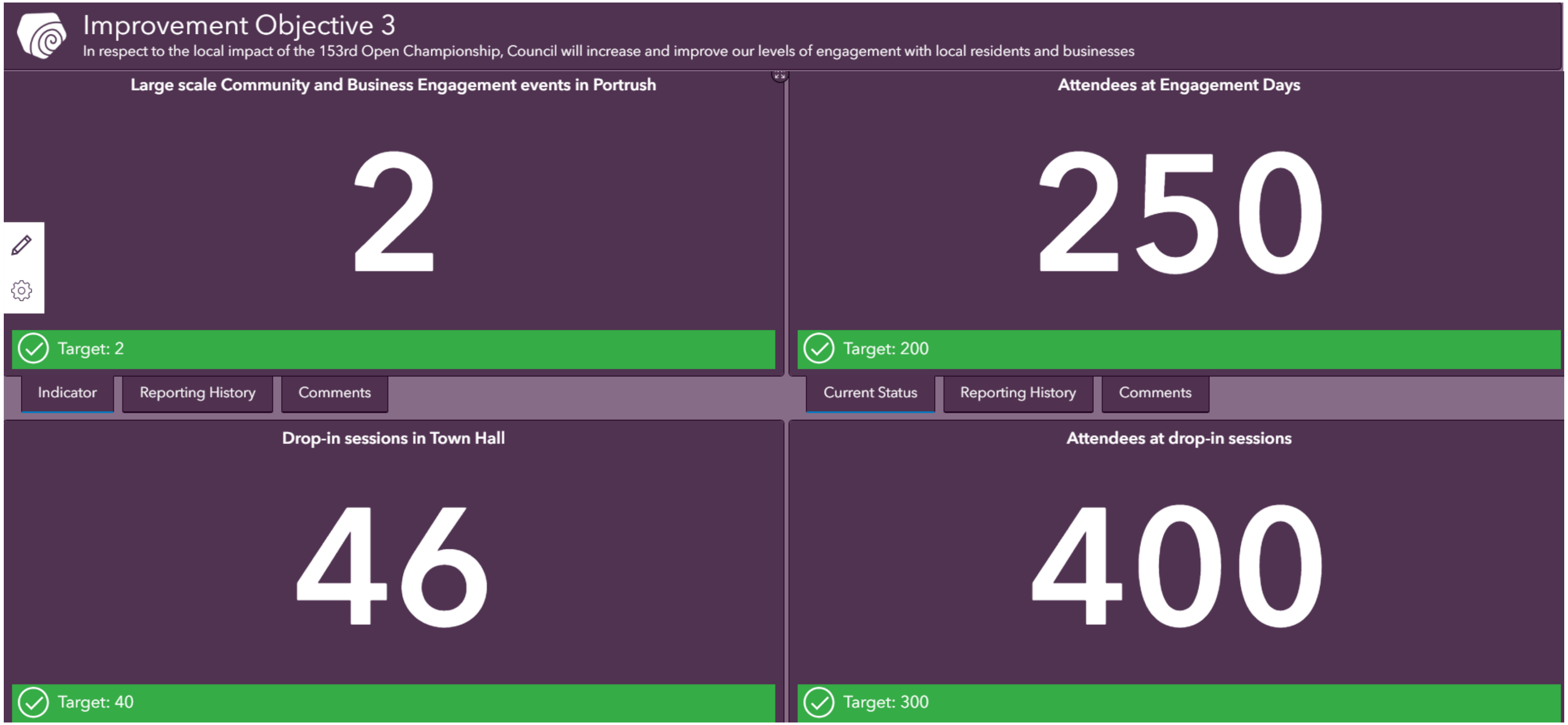
Budget

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

- Yes, budget for this is included within the Sport and Welling remit
- This is managed by the Council's Sports Development Manager (Performance & Coaching)
- Budget has already been agreed to repeat this work in 2026

2025/26 Performance Improvement 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



Senior Responsible Officer

Director Leisure & Development

Why has this objective been chosen?

- Local feedback and analysis from 2019 indicated that local residents and businesses favoured an increased level of local engagement in advance of the 153rd Open in July 2025
- Citizen's Survey 2 – Theme of ongoing engagement with citizens was a strong response
- Demonstration of local legacy from the 153rd Open Championship

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 Outcomes and Outputs as originally set out.

- Delivered a significant series of Community and Business Engagement Events in Portrush as well as "Drop In" days in Portrush Town Hall open to all
- 2 Community and Business Engagement events in Portrush (target 2)
- 250 attendees at these events (target 200 attendees)
- 46 Drop In Days in Portrush Town Hall (target 40)
- Over 400 attendees in total at drop in sessions (target 300)

Overall Assessment of Performance

Council has performed well against the targets and outcomes set within this improvement objective.

The lessons learned from hosting this major event in 2019 made it very important that Council set standards and worked hard to achieve these.

Council has either met or exceeded the target in each area within this Objective.

Risks

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

- No significant risk emerged or remained

- Concerns over lack of engagement mitigated by extensive advertising locally, online and through partner agencies

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 was manged centrally by Council's Project Manager Open Championship
- The success of this required strong relationships with key partners such as TNI, R&A, PSNI, Translink, Local Business Groups and Community Leaders

Reporting
How often is progress reported to senior Service staff and SLT?
What plans are in place for ongoing reporting?

- Updates on this Objective have been delivered to Council's Leisure and Development Committee as part of the monthly Open Championship progress updates.
- Monthly updates were also provided to the Open Championship Bronze Planning Groups for Tourism &Promotion and also Community and Business Engagement.
- Update was provided to Council's Corporate Policy and Resources Committee as part of the mid year update in November 2025, as well as a fuller update which was presented to Full Council in December 2025.

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

- Yes, there was £10,000 allocated for Community and Business Engagement through Council's overall budget for delivery of the Open Championship.
- Budget is manged centrally by Council's Project Manager Open Championship
- All work was completed well under budget

2025/26 Performance Improvement Objective 4

Council will continue to prioritise and increase the support it provides to its citizens in terms of developing the local economy and local employment opportunities

Senior Responsible Officer

Director Leisure & Development

Why has this objective been chosen?

During the public consultation on our Improvement Objectives, one of the most regular themes expressed by consultees was concerns in relation to poverty and the cost of living. Indeed, the highest selected area for improvement was “Economic Development”.

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?

PIO 4 Outcomes (The measurable differences we will make in 2025/26)		
Target Outcomes 2025/26	**Year-End Performance Update April 2026**	**Performance assessment**
10 job fairs delivered across the borough with 440 attendees and 80 employers participating at job fairs.	11 job fairs have been delivered with 836 attendees, and 110 employers taking part	Strong performance by Council’s team against the targets set out here, well exceeding the numbers of participants and employers involved in the delivery if these key jobs fairs.
120 candidates participating in Retrain Plus Academies with a	Over 300 candidates on Retrain Plus and this continues to grow.	High return here against the targets for Retrain Plus. Positive performance across all measures including

75% completion rate including 65 residents finding new employment and 80 employers being supported.	To date more than 65 residents have found new employment and over 80 employers have been supported	candidate participation, residents finding new employment and employers being supported. This positive and improved position is likely to continue into 2026/27.
Through the Priority Sectors PLA, 250 participants supported to undertake employment related training with a 80% completion rate and 100 participants move into higher paid employment.	Over 300 applicants have been approved so far with a significant number moving to higher employment. Full figure of this to be available in October 2026.	The performance in this area is very positive. We have already secured a participant level above the annual target, and we await the process completing before we can fully analyse all outcomes. This work is in a strong position to meet the agreed outcomes.
Through the Go Succeed Programme 213 new enterprises created, 132 jobs created and safe-guarded, 42 businesses demonstrating improved productivity, 53 businesses accessing grants and other financial support and 15 Outreach Events delivered.	In terms of the Go Succeed targets 291 new enterprises created 175 jobs created and safeguarded	A very busy year for the Go Succeed Programme at CCG has seen a large number of participants and businesses sign up to the programme. All signs are positive for 2026/27. It is also encouraging to see the large number of attendees at Outreach Events as well as the healthy performance in terms of assisting businesses access grants and financial support.

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

- No significant Risks have been identified but will be further reviewed before final midyear update in November

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 area of work is managed by Council’s Business Development Team, led by Head of Service for Prosperity and Place

• The resource and budget for this have been agreed through the Council's business planning process
Reporting *How often is progress reported to senior Service staff and SLT?* *What plans are in place for ongoing reporting?* • This work is monitored and regularly by Council's Business Development Team • Reports on this work are provided the Council's Leisure and Development Committee • Update will be provided to Council's Corporate Policy and Resources Committee as part of the mid year update in November 2025
Budget *Is there a specific budget in place for this work, and if so, how is that being managed?* • Yes, budget is agreed and managed centrally by Council's Business Development Team

2025/26 Performance Improvement Objective 5

Council will continue to refine, develop and improve its approach to the reduction of carbon usage by its vehicle fleet.

Senior Responsible Officer

Director Environmental Services

Why has this objective been chosen?

- In preparation for this Plan, and during the consequent Environmental Services Directorate level self-analysis of areas for Improvement, Council's Operations Service highlighted this as a key area for improvement over the upcoming year.
- This work emphasises Council's ongoing commitment to reduction in its carbon usage.

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

- Planning for introduction of new Refuse Vehicles powered by HVO (target 3 more)
- 3 new Electric Vehicles (small vans) (target 3)
- Usage of HVO in Refuse Vehicles is currently returning a 90% in carbon emission as compared to our diesel-powered vehicles
- Overall aiming for a reduction of more than 100,000Kg net CO_2 – Currently on target but final verified data not yet available

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

- Whilst the HVO does deliver a 90% carbon output reduction, it does cost 10% more per litre to purchase, therefore providing a risk to the balance between financial management and carbon usage targets. Council is looking at all possible options and suppliers.

Performance and analysis
By the end of this improvement trial, Council has moved away from the usage of HVO for several reasons:
- Firstly, by March/April 2026 it was costing Council 40% extra to purchase HVO as opposed to derv Diesel. This is in contrast to a 10% difference when the trial began. This has a significant impact on this rollout especially as the price of Diesel has continued to rise significantly over the past year, mainly due to significant Geo-Political factors in Russia, Ukraine and Iran.
- HVO costs rise alongside conventional diesel because HVO is a direct, drop-in replacement for fossil diesel, causing their market

dynamics, logistics, and production costs to stay closely linked, and the prices track together for a variety of reasons:

- Direct Substitution & Demand
- Shared Logistics and Transport
- Energy-Intensive Processing
- Percentage-Based Pricing

- Furthermore, a significant fire at the main manufacturing plant in the Netherlands has also had an impact on the cost of HVO.

The three new Electric Vehicles are welcomed. However, due to the nature of work conducted by Council's Operations and Estates Officers, the range of these vehicles is limited. For further explanation, these vehicles are capable of a 200 mile range in between charges but this is affected with additional weight carried. Our Teams will regularly carry and/or tow building and construction materials, heavy plant machinery, grass cutting units etc. The total carry weight of such loads can have a significant impact on the range of these vehicles, and as such presents a risk to the smooth and efficient operation of some of our Services. Once again, Council has set out to explore all options available here whilst continuing to look at the extended usage of electric powered vehicles. Council has also sought to address this with increasing its provision of electric charge points across its Depots. The 3 x small EV's in Council's fleet are still in use and work well, but are limited for the reasons set out.

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 area of Improvement work is being managed and delivered by Council's Fleet Manager.

Reporting
How often is progress reported to senior Service staff and SLT?
What plans are in place for ongoing reporting?

- Reports on this Improvement work are provided the Council's Environmental Services Committee
- Update was provided to Council's Corporate Policy and Resources Committee as part of the mid year update in November 2025

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

- Yes, budget is agreed by Council's Environmental Services Committee and managed by the Fleet Manager.

Section C – Assessment of Statutory Performance Indicators 2025/26

C1. 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.

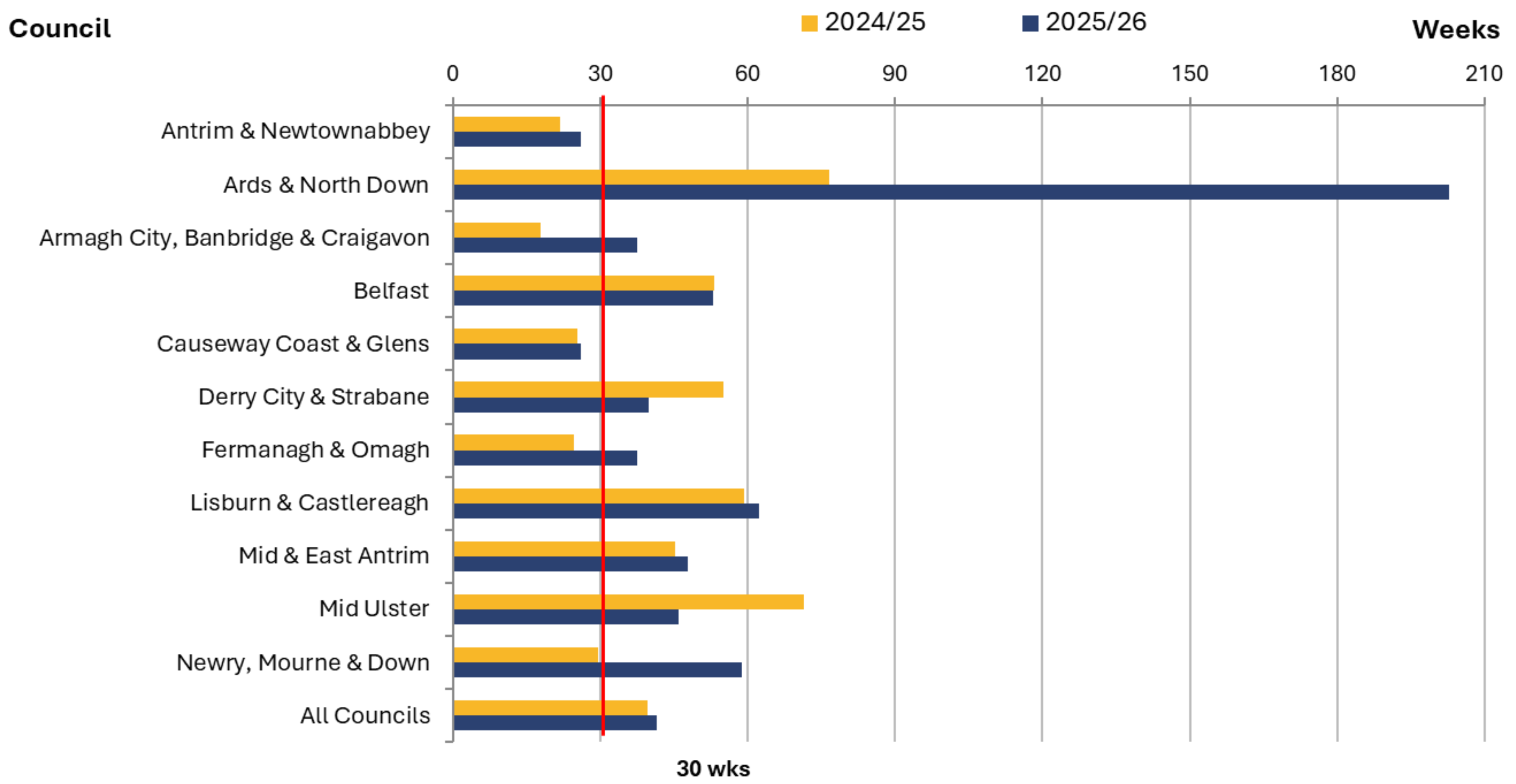
The statutory targets are:
- Major applications processed from date valid to decision or withdrawal within an average of 30 weeks
- Local applications processed from date valid to decision or withdrawal within an average of 15 weeks
- 70% of all enforcement cases prog

The information provided here is available and verified at https://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics-april-2025-march-2026

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 2025/26 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, 14 major applications were decided/withdrawn in an average processing time of 26.1 weeks achieving the Business Plan target of 40 weeks and also the statutory target of 30 weeks. This was 3 less applications than the previous business year and 6th highest out of all 11 Councils. Most significantly, Causeway Coast and Glens Council is one of only two Councils who met the statutory target of processing within an average of 30 weeks.		
Performance Year	**Performance in number of weeks and % success rate against target**	**National Average**
2025/26	26.1 weeks (60%)	41.4 weeks (40.3%)
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, 2024/25 and 2025/26



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 2025/26

Further and sustained improvement demonstrated here as compared to the previous business year, with a processing rate of 5 weeks faster than in 2024/25. Furthermore, it is notable that Causeway Coast and Glens processed local applications faster than the national average for the first time

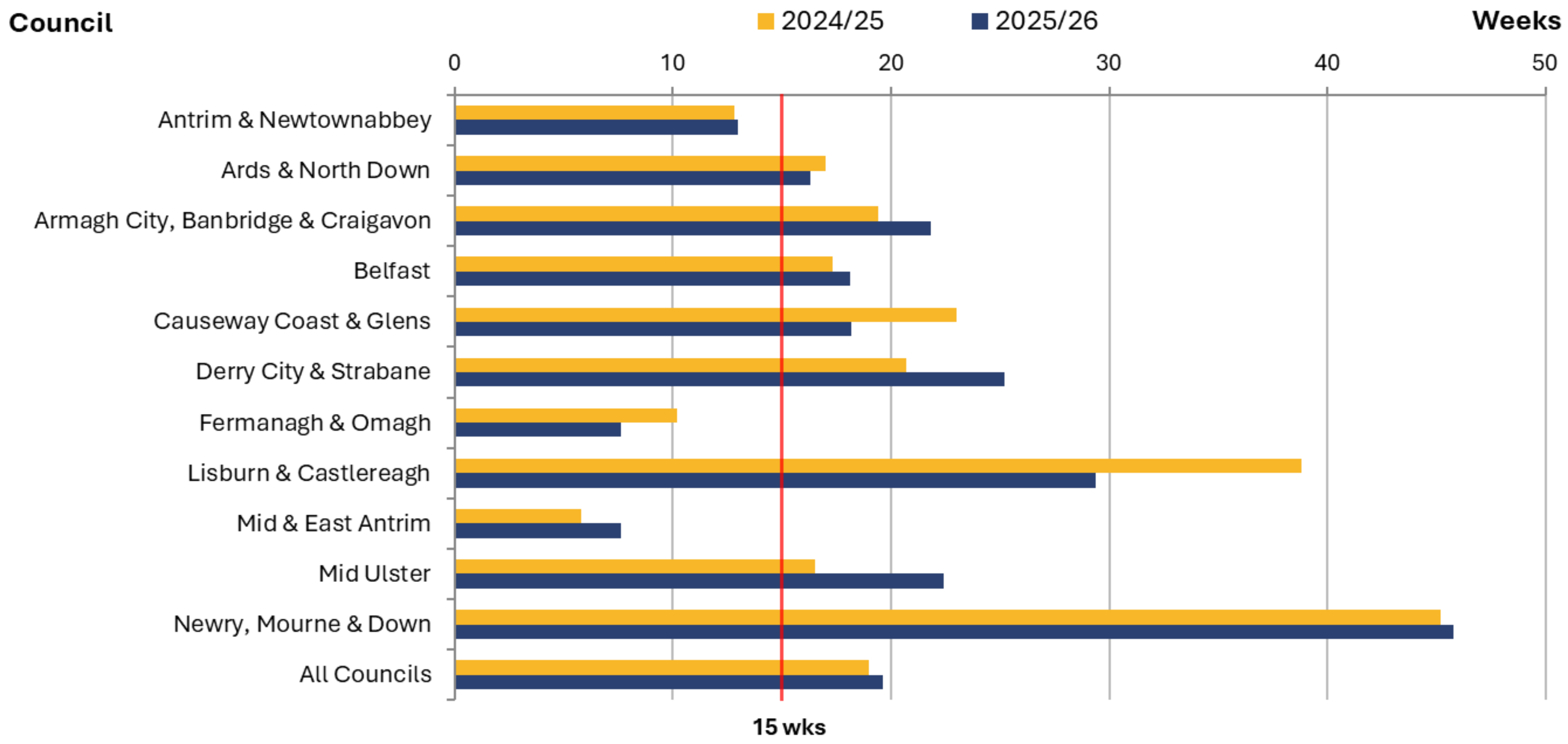
Over the business year 2025/26, 931 local applications were received which is 9 less than the previous business year.

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.

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

Performance Year	Performance in number of weeks and % success rate against target	National Average
2025/26	18.2 weeks (43.7%)	19.6 weeks (40.7%)
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, 2024/25 and 2025/26



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 2025/26

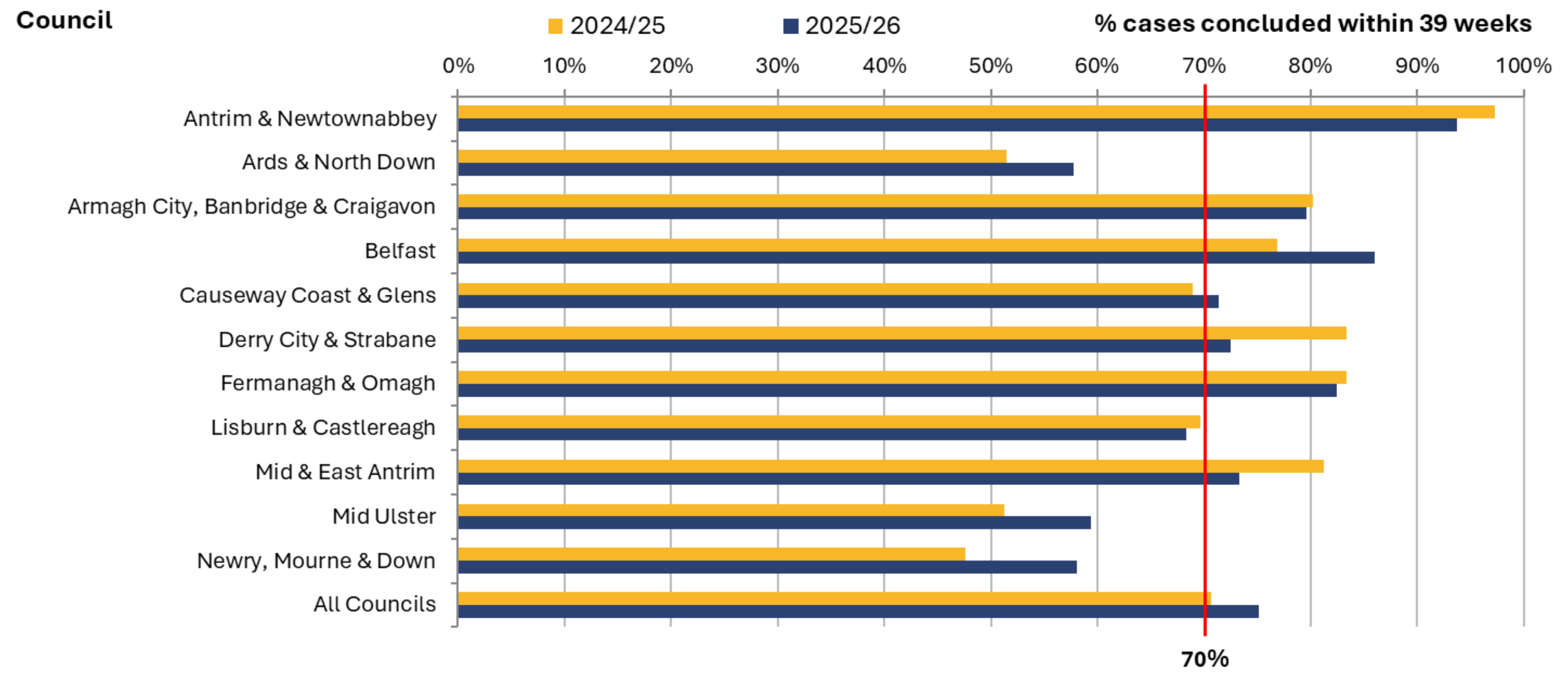
Performance in this category was the best return for Council since 2021/22

The statutory target for bringing to conclusion enforcement cases of 70% within 39 weeks has been met over this period, set against a national average of 75.1%.

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

Performance Year	Council Performance	National Average
2025/26	71.4%	75.1%
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, 2024/25 and 2025/26



C2. Statutory Waste Performance Indicators

<u>Statutory Waste Performance Indicators</u>

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 7 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 https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics

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

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
2025/26	53.42%	51.3%
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%

2025/26 Explanation of performance

Performance here remains positively above at the 50% indicator. In respect of percentage of household waste recycled in 2025/26 there was a notable increase of 3.02 percentage points as compared with 2024/25. It is also important to note that Council’s performance here is over 2 percentage points better that the national average.

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
2025/26	4,852	28.43%	
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%

2025/26 Explanation of Performance

Council has shown a positive reduction in 2025/26, and indeed returned its best rate here in 10 years.

Council's performance in this area has also remained above the national average.

Performance in 2025/26 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
2025/26	81,688	<0.1%
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	

2025/26 Explanation of Performance

Council's return for 2025/26 has increased very slightly, less that 0.1%. 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 4th largest Council area, there are actually 7 Councils returning larger tonnage of Waste.

C3. 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.

Note - The final validated data for these indicators will be published by Department for Economy in December 2026. Data included below is Council's working data and as such may be subject to slight changes.

In 2025/26, Council led and delivered the following:

Since the programme was established in 2023 it has been measured in terms of the number of approved Business Plans for new enterprises and the number of Jobs created

Business Plan target 2025/26	CCG Business Plans approved 2025/26
213	291

Jobs created target 2025/26	CCG Jobs Created 2025/26
128	175

Analysis of performance in 2025/26

Once again, this has been a very successful year for the Go Succeed programme and the team that administers the programme here in Causeway Coast and Glens. The target for Business Plan approvals has been exceeded by 36.6% and the target for Jobs Created exceeded by 37%. This is clearly a very strong level of performance and those involved should be commended for their efforts in helping to create new enterprises and jobs in our area.

Section D - Arrangements for discharging the General Duty and Governance in 2025/26

D1 What arrangements did we have in place during 2025/26 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 Council Plan 2026-31.

This Self-Assessment of Performance for 2025/26 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:

Causeway Coast and Glens Community Plan
What is this? Council has adopted a new Corporate Strategy for 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 was the approval and monitoring processes in place for 2025/26? 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.
How often was 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’s Council Plan
What is this? Our Council Plan 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? 2026-31
What was the approval and monitoring processes in place for 2025/26? Strategy is subject to ongoing review and the Council Plan will be reviewed annually each June by the Corporate Policy and Resources Committee to assess progress and ensure that agreed targets are being achieved.
How often it was reviewed and reported on? The Council Plan will be reviewed annually each June by the Corporate Policy and Resources Committee to assess progress and ensure that agreed targets are being achieved.
Indicators and Outcomes included? The five strategic priority themes are: Priority 1: Engaging & Communicating With Our Customers Priority 2: Empowering & Supporting Our People Priority 3: Creating Conditions To Deliver Opportunities within Borough Priority 4: Sustainability & Managing Our Natural & Built Environment Priority 5: Governance, Quality & Continuous Improvement The Council Plan frames each of these priorities under the following framework: • Our Commitment

- Why this matters
- What we will 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 do they cover? Annual Business Plans, 2025/26
What was the approval and monitoring processes in place for 2025/26? Each Directorate Business Plan was recommended for approval by their relevant Council Committee before final ratification by full Council.
How often were these reviewed and reported on? 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 2025/26.
Indicators and Outcomes included? 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 2025/26? Performance Improvement Plan was recommended for approval by Council's Corporate Policy and Resources Committee before final ratification by full Council in June of 2025.
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 2025/26? 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 2024/25 in July 2025, and then for the core indicators for the year 2025/26 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 2025/26? This Self-Assessment document will be submitted to a Special Meeting of 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 2025/26 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 improvement 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 2025/26, 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 2025/26, 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 in 2024 and 2025.
- 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

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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