Looking Back
Self-Assessment
Report **2024/2025**

Ards and North Down
Borough Council

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1. Introduction and context

Introduction

Ards and North Down Borough Council is committed to being a high performing organisation, innovating and partnering to make a positive difference for our Borough. At the heart of everything is our drive to continuously improve and deliver excellent quality services, whilst ensuring value for money.

This Self-Assessment Report provides a vehicle for the Council to determine its capacity and ability to deliver 'continuous improvement' by identifying areas where it is performing well and areas that will require particular attention in future years. By assessing where progress has been slower than expected or has not resulted in the levels of desired performance, it can review and adjust the way it uses its resources to ensure maximum benefit for the people living in, working in and visiting Ards and North Down. This report sets out how the Council performed against its Corporate and Statutory Indicators in the 2024/25 year.

The Council would like to recognise the commitment and professionalism of all its employees during this period.

Context

The Council launched its new and third Corporate Plan 2024-2028 in 2024, which aligns with the long-term aspirations of the Borough's Community Plan 2017-2032. The Corporate Plan serves as the Council's strategic framework for 2024-28, setting out our vision to be **A Sustainable Borough**.

The plan is driven by three corporate priorities:

1. **Economic** - Increasing economic growth by attracting more jobs and businesses.
2. **Environmental** - Reducing carbon emissions as we transition to net zero.
3. **Social** – Improving wellbeing through social inclusion and reduced inequalities.

The Plan outlines seven outcomes that support the three priorities. Each outcome is supported by strategic actions detailing the commitments the Council is making for the next four years.

Measures of success, to monitor progress and demonstrate if we have achieved what we set out to, have also been identified within our new Corporate Plan.

The Council is committed to improving our services and resident feedback is critical to this. We welcome your comments or suggestions at any time of the year and have a continuous 'Your Opinion Matters' campaign. Suggestions for improvement initiatives can be sent to us by emailing yom@ardsandnorthdown.gov.uk or contacting us at:

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2. Discharging the general duty to secure continuous improvement in 2024/25

The Local Government Act (Northern Ireland) 2014 places a duty upon Councils to make arrangements to secure continuous improvement and to account for it. At the beginning of each financial year, the Council is required to publish a Performance Improvement Plan, which sets out how it will discharge its duties in the financial year ahead, and by 30 September to publish a Self-Assessment Report to account for its improvement activity and review performance against the Improvement Objectives set in the preceding year.

We seek to discharge our duty to improve through Council's Performance Governance Framework, **PERFORM**, which ensures that the Council's strategic objectives are cascaded throughout the organisation.

At the highest level, **The Big Plan (Community Plan)**, published in April 2017, sets out strategic priorities for the Borough and includes details of the joint activity that will be undertaken by the strategic partners (including Council) to support the delivery of those priorities. The **Corporate Plan** outlines the Council's vision, priorities, outcomes and strategic actions and describes its ambition for how local services will be delivered more efficiently and effectively for everyone. The Corporate Plan is underpinned by a number of secondary strategic plans and thematic strategies and supported by detailed operational service plans and individual development plans.

What is Improvement?

Improvement means more than just gains in service output or efficiency, or the internal effectiveness of the Council. It is about activity that enhances the sustainable quality of life and environment for the residents and businesses in Ards and North Down.

To demonstrate our commitment to improving the areas that matter most to our residents, our annual improvement plan and objectives are aligned to the outcomes set out in The Big Plan 2017-2032 and supports the priorities set out in the Council's Corporate Plan.

The Council is committed to ensuring that our improvement objectives are relevant, that the best arrangement for delivering them is in place and that the Council can understand and demonstrate the impact on the outcomes for its citizens. In its 2024/25 Performance Improvement Plan the Council set 4 Improvement Objectives:

Improvement Objective 1	**We will increase economic growth by attracting more businesses and creating jobs**
Improvement Objective 2	**We will improve the cleanliness and attractiveness of our Borough**
Improvement Objective 3	**We will improve the Borough's recycling rates**
Improvement Objective 4	**We will support our businesses and residents to protect and improve their health and wellbeing**

and identified a number of local improvement indicators along with the seven statutory performance indicators for Waste, Planning and Economic Development.

Arrangements to secure continuous improvement

Section 90 of the Act requires a Council, during each financial year, to collect information which will allow it to assess its performance in achieving its improvement objectives and to measure its performance against performance indicators or standards set by the Department or any other indicators or standards which the Council chooses to use.

The Council has governance arrangements in place to assure accountability for improvement and to ensure the delivery of its plans takes place in an open, effective, honest and accountable manner.

These arrangements include:

- Alignment of the service planning and budget process to ensure all costs are included in the estimates
- An electronic performance management system, Ideagen, which can:
  - analyse data on a range of frequencies for trends and comparison
  - track the progress of indicators and actions
  - provide and communicate regular and robust performance information to Managers, Elected Members and the public
- Half yearly reporting on Service Plans to relevant standing committees; in December and June
- Half yearly reporting on progress against the Performance Improvement Plan to Corporate Committee
- Regular reporting on Capital Projects to Corporate Projects Portfolio Board (CPPB)
- Regular reporting on Transformation Projects to the Strategic Transformation and Efficiency Programme (STEP) Board
- Regular reporting on Estates Projects to the Estates Development Programme Board (EDPB)
- Reporting to Strategic Policy and Finance Group (SPFG) as and when required
- Appropriate risk management in relation to main programmes of work

These arrangements follow a Strategic Planning Timetable (see Figure 1) and are underpinned by the Council’s Performance Governance Framework, **PERFORM**:

Plan

Stating what we will do and why - the Performance Planning and Management process will be used at the following levels:

Community Planning and Reporting, where a plan will be developed every 10-15 years, setting out shared objectives for the local area and its people, to be fulfilled by a range of organisations working in partnership. A review of the plan will be carried out every four years in advance of its fourth-year anniversary.

Corporate Planning and Reporting, where a plan will be developed every 4 years to set out objectives for the Council.

Performance Improvement Plans which set out the Council's plan for a single year.

Service Planning and Reporting, where a plan will be developed every year by each council service.

Individual (and/ or collective Team level) Planning and Reporting, where a plan will be delivered every year.

This approach is designed to facilitate alignment between Community, Corporate, Service and Individual plans, activities and the needs of our stakeholders. It will also focus on assessment of key risks, alignment of the Council's resources, processes and systems to consistently achieve strategic objectives.

Engage

Working together to achieve it - to inspire and motivate staff and stakeholders to be engaged with what the organisation seeks to deliver. It is likely to include focus on developing leadership, culture and values and will typically involve effective inductions, team building, cross-council team working and staff forums.

Resource

Putting our people and budgets where they are needed - to improve organisation and structural design, budget setting and management. It will involve recruitment, learning and development and system investment. It should also ensure a coordinated approach to the development of resources including staff.

Focus

Doing the right thing right – to ensure system and process alignment with organisational objectives. It is likely to involve carrying out service reviews, ongoing coaching, identifying process improvements, reviewing potential suitable systems and ensuring optimum use of systems, technology and equipment.

Operate

Getting on with the job - to ensure continuous improvement. It is designed to promote performance improvement, encourage innovation and share good practice. This will typically include ongoing benchmarking exercises to ensure we continually improve our practices and any other identified activities that would encourage continuous improvement.

Relate

Communicating with our stakeholders - to have successful communications. The aim is to encourage engagement and transparency; this stage will include decisions on communication and delivery, including internal/external communication methods, carrying out stakeholder surveys and receiving feedback including complaints. Stakeholder analysis and Partnership working are also likely to be included.

Manage

Reviewing how we are doing and managing improvements - to monitor, reward good performance and address under performance. This will involve reviewing scorecards, feedback etc. for each of the parties involved and determining actual measurement achieved against original objectives/targets.

Timeline	Activity
October – March	• Service Planning process • Identification of areas for improvement • CLT/HoST consultation on Service Plans and key areas for improvement • Citizen Satisfaction Survey (every 3 years) • Budget Planning Process • Strike the Rate • Employee Appraisals begin • Report on Service Plan Performance to December Standing Committees (Half Yearly 1) • Report on Performance Improvement Plan Performance to December Corporate Committee (Haly Yearly 1) • Service Plans approved by Standing Committees
April – May	• Performance Improvement Plan consultation with stakeholders, employees and Elected Members
June	• Employee Appraisals complete • Performance Improvement Plan to CLT, Corporate Committee and ratification by Council • Publish on Council website by 30 June • Begin Self-Assessment review of prior year's performance • Submit Benchmarking statistics • Report on Service Plan Performance to June Standing Committees (Half Yearly 2)
August	• NIAO Fieldwork • Draft Self-Assessment Report to CLT and HoST
September	• Report on Performance Improvement Plan Performance to Corporate Committee (Half Yearly 2– Self-Assessment Report) • Self-Assessment Report to Corporate Committee and ratification by Council • Publish Self-Assessment Report by 30 September • Budget Setting and Service Plan preparation

Figure 1 - Strategic Planning Timetable 2024/25

We continually assess how we are performing against targets to ensure we are making a difference to our stakeholders. This process, along with delivery planning, is aligned to our corporate priorities, moves through monitoring and reporting performance and considers resident and service user feedback to ensure we identify improvement activity that will deliver positive outcomes.

Additionally, we continuously review the effectiveness of our performance arrangements in support of our General Duty to improve ensuring there are clear linkages between outcomes, priorities, and actions.

Further information on our performance can be found at [Performance Improvement - Ards and North Down Borough Council].

3. The cost of our services

	2024/25	2023/24	2022/23	2021/22
	Gross Expenditure Outturn	Gross Expenditure Outturn	Gross Expenditure Outturn	Gross Expenditure Outturn
Environmental Health	2,885,300	2,707,000	2,710,100	3,310,512
Community and Culture	3,930,200	3,659,800	3,382,300	3,105,256
Leisure and Amenities (from 2022-23 split into 2 services)	-	-	-	3,827,436
Leisure	6,076,300	5,825,700	6,129,000	4,655,405
Parks and Cemeteries	5,618,600	4,897,200	4,794,400	-
Waste and Cleansing Services	18,654,100	18,583,900	17,768,300	16,347,141
Assets and Property Services	10,735,600	9,390,400	9,359,800	7,210,907
Regulatory Services (formerly Building Control, Licensing etc)	2,803,800	2,666,600	2,701,500	2,389,906
Regeneration	1,086,100	1,152,100	1,219,400	1,243,938
Economic Development	2,349,400	2,079,800	2,107,300	1,499,106
Planning	2,559,500	2,560,400	2,432,600	2,285,275
Tourism	1,853,400	1,653,500	1,833,000	1,409,763
Finance and Internal Audit	1,442,500	1,221,400	1,147,600	1,187,570
Performance and Projects (from 2019/2020 splits into 2 Services	-	-	-	1,783,780
Strategic Transformation and Performance	2,549,200	2,185,700	1,973,500	-
Strategic Capital Development	439,700	490,900	394,500	339,731
HR and OD	1,345,300	1,115,900	1,159,200	1,140,210
Administration and Customer Services	5,368,500	4,755,500	4,663,200	3,625,543
Chief Executive's Office	1,510,200	1,896,500	1,547,000	1,239,110
Capital Financing	9,761,800	7,899,100	8,164,600	8,000,223
Total	**80,969,500**	**74,741,400**	**73,487,300**	**64,600,812**

Our financial statements will be available on the Council's website from October 2025.

4. How we measure and analyse our performance

Throughout the year, we use key performance indicators (KPIs) to monitor how we are delivering services. The KPIs shown in this report are only some of the indicators we use and for the purposes of the report have been aggregated to give an overall assessment of our performance. The indicators we monitor are comprised of:

- **Statutory Indicators**
  - Waste Management - the Department of Agriculture, Environment and Rural Affairs (DAERA) sets the Waste Management indicators and standards and publishes performance by council area on a quarterly basis through the NI Local Authority Collected Municipal Waste Management Statistics report - information may be accessed using the following link Northern Ireland local authority collected municipal waste management statistics | Department of Agriculture, Environment and Rural Affairs (daera-ni.gov.uk)
  - Planning - the Department for Infrastructure (DfI) sets the Planning indicators and standards, which are published by council area on a quarterly basis. Information may be accessed using the following link: Planning activity statistics | Department for Infrastructure (infrastructure-ni.gov.uk)
  - Economic Development - set by the Department for the Economy (DfE)

- **Self-Imposed Indicators:**
  - Those set by services against the objectives and actions in their Service Plans
  - A suite of suggested indicators from the Department for Communities (DfC) to allow performance comparison across the sector.

5. How did we do? Our Performance Results for 2024/25

A SUMMARY

……….OF THE YEAR IN NUMBERS

As a council we employ nearly 900 people to help deliver leisure and recreation, environmental health, waste collection, planning and many other services. In 2024/25 we worked hard to ensure that council services operated effectively and those who live in, work in and visit the Borough received high-quality services that provided value for money. This section illustrates only some of our achievements over the past year.

In 2024/25:

132,302m² of Council Maintained ground rewilded.

Increased Household Recycling to **56.4%**

Delivered **218 Business interventions** to assist local businesses through business advice sessions and business research service.

55 businesses and a total of **836 employees** benefited from various Health and Wellbeing Initiatives on offer through the Small Grant Scheme.

129 jobs created through the Go Succeed Programme.

Carried out **9,660** Building Control (BC) inspections

£88,600 invested in **sport**, through the Sports Capital and Forum Grant funding programmes

Issued **119 littering fines** and **25 Fixed Penalty Notices** for dog fouling

Planted **15,532** trees in the Borough

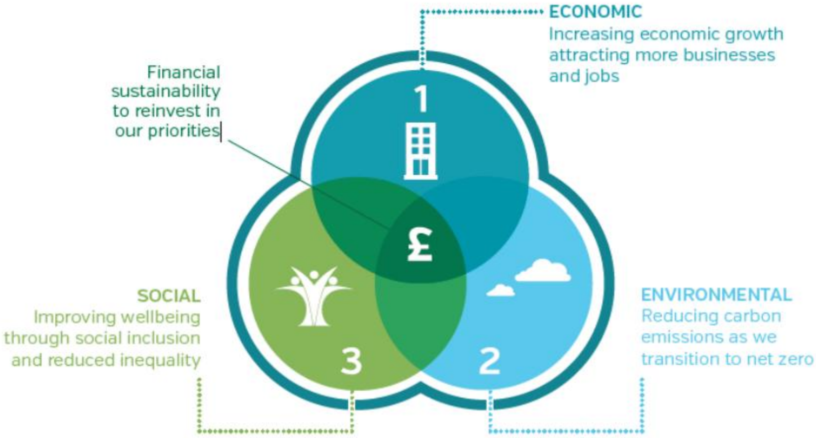
Reached over **700 Children** through participation in **7** Council and **3** Community Partner Summer Schemes

Delivered **£9.5m capital investment** across the Borough

Delivered **315** diversionary/patrols/sessions to **2,494** participants

Some of our good news stories from 2024/25 ………..

At the June Council meeting, Elected Members approved our Corporate Plan for 2024- 2028. It commits the Council to the ambitious vision of creating and supporting 'A Sustainable Borough'.



Sporting Excellence

Ards and North Down celebrated Sporting Excellence of the Borough's Olympians at the Paris 2024 Summer Olympic Games. A total of 10 athletes from Ards and North Down competed at the 2024 Summer Olympic Games. Our Borough is proud to have had the most Olympians of any Borough in Northern Ireland at these Summer Olympics.

Construction complete at £2m Portaferry Public Realm Scheme

Construction started on the ambitious project in October 2023 and was completed within one year. It has helped to reinvigorate the market town of Portaferry and includes a revitalised Market Square that is now available for community use and events. It was funded through the Covid Recovery Small Settlements Regeneration Programme with a contribution from Council.

Bryansburn Allotments Shed and Community Space officially opened

Community gardens and allotments are helping to transform urban and rural landscapes. They offer benefits for health, sustainability and help bring people together. Council's Let's Grow Together Strategy (2021-2032) highlights the increasing demand for these spaces. It recognises the importance of local food production in strengthening economic resilience and community wellbeing.

Accessible toilets in Ards and North Down upgraded to become Stoma friendly

Council upgraded 44 accessible public toilets across the Borough to become Stoma friendly. The upgrade was funded by the Council and the Department for Communities Access and Inclusion Programme, which aims to promote a more inclusive society by enabling disabled people to participate more fully in arts, culture and active recreation activities. Stoma surgery can treat many issues including cancer, Crohn's disease, diverticulitis and childbirth trauma, meaning that this project will benefit people of all ages.

30,000 visitors flocked to the City of Bangor for the Sea Bangor Festival 2024

Exciting improvements for Ward Park

In 2024/25 Ward Park saw the development of a new Play Park and Dementia Friendly Sensory garden with Council securing £231,000 in funding from the Secretary of State for the Ministry of Housing, Communities and Local Government as part of the UK Shared Prosperity Fund to deliver the new, improved play park and Dementia Friendly Sensory garden, with additional funding coming from Council's existing Play Park Refurbishment budget.

Performance against our new Corporate Plan 2024-2028

At the June 2024 Council meeting, our Corporate Plan for 2024-2028 was approved. This is the third Corporate Plan for Ards and North Down Borough Council.

It aligns with the long-term aspirations of the Borough's Community Plan (The Big Plan 2017-2032).

The Corporate Plan serves as the Council's strategic framework for 2024-2028, setting out our vision to be **A Sustainable Borough**.

The plan is driven by three corporate priorities:

- **Economic** - Increasing economic growth attracting more jobs and businesses.
- **Environmental** - Reducing carbon emissions as we transition to net zero.
- **Social** – Improving wellbeing through social inclusion and reduced inequalities.

The Plan outlines seven outcomes that support the three priorities. Each outcome is supported by strategic actions detailing the commitments the Council is making for the next four years. The strategic actions form the basis of the Performance Improvement Plan objectives for 2025/26, to ensure our focus on achieving our commitments.

Measures of success to monitor progress and demonstrate if we have achieved what we set out to have also been identified within the Corporate Plan.

The Corporate Plan is underpinned by a range of strategic and service unit plans, which set out in more detail how we will deliver and resource the activities needed to work towards our vision.

The Council monitors performance of its key performance indicators included within each of its Service delivery plans with a RAG performance. A summary for 2024/25 broken down by Corporate Priority is below:

Corporate Priority	Green	Yellow	Red
Economic	98 KPIs	9 KPIs	52 KPIs
Environment	16 KPIs	3 KPIs	8 KPIs
Social	53 KPIs	1 KPI	14 KPIs

A separate, more detailed report on how Council is performing against their Corporate Plan 2024-2028 has been developed.

The following Improvement Objectives are based on an analysis of performance measures reported as part of the normal Service Planning process which underpin the Corporate Plan 2024-2028 and the Big Plan for Ards and North Down 2017-2032. Further information on our performance can be found at

https://www.ardsandnorthdown.gov.uk/performance-improvement.

Big Plan Outcome **All people in Ards and North Down…**	**Corporate Plan 2024-2028 Priorities...**
benefit from a prosperous economy	Economic: Increased economic growth attracting more businesses and jobs
feel pride as they have access to a well-managed sustainable environment	Environmental: Reduced carbon emissions as we transition to net zero
fulfil their lifelong potential	Social: Improved wellbeing through social inclusion and reduced inequality
live in communities where they are respected, are safe and feel secure	
enjoy good health and wellbeing	

Performance Key

The key outlined below provides definitions for the three Red/Amber/Green (RAG) status levels that have been chosen to measure progress, and the Red/Amber/ Green (RAG) status levels which have been chosen to determine our overall assessment of progress.

RAG Status	**Definition**
	Target/ standard, actions and measures are on track
	Target/ standard, actions and measures are ongoing, but some are falling short of plan
	Target/ standard, actions and measures are of concern and are mostly falling short of plan

RAG Overall assessment of progress	**Definition**
	The majority of measures are on target
	At least 25% of the measures in this outcome are slightly below target
	At least 50% of the measures in this outcome are significantly below target

PERFORMANCE AGAINST PIP 2024/25

The undernoted table gives an aggregated assessment of the Council's performance against the Performance Improvement Plan 2024/25. The tables following give details of the outcomes of each of the activities against each objective.

Improvement Objective	Aggregated RAG
We will increase economic growth by attracting more businesses and creating jobs	
We will improve the cleanliness and attractiveness of our Borough	
We will improve the Borough's recycling rates	
We will support our businesses and residents to protect and improve their health and wellbeing	

Each of the areas are described in detail in the following section of this report.

Improvement Objective 1: We will increase economic growth by attracting more business and creating jobs
What we hoped to achieve ……..

- Support more local businesses to start-up, develop and grow by focusing on employability opportunities, business support, employability skills and required infrastructure.
- Greater prosperity through a strong, competitive, regionally balanced economy.
- Help people maximise their lifelong potential by increasing their skills, knowledge and employability.
- Create a place where people want to live and work, to visit and invest.
- Participation in partnerships to improve connectivity (e.g. digital) across the Borough.
- Develop the cultural and heritage assets of the Borough.
- Manage, promote and enhance the Borough to make it a sustainable visitor destination of choice.

How did we do ……….

2024/25 Measure	2024/25 Target	2024/25 Actual	RAG Status	Reason why KPI not met / Actions being taken	2023/24 Actual	Trend from previous year
Oversee the development works to Marine Gardens and the McKee Clock Arena in keeping with the agreed Quality Specification as part of the Queen's Parade redevelopment scheme – anticipated 50% completed by March 2025.	50%	0%	🔴	Project delayed due to redesign of scheme and requirement for planning. Carried forward to 2025/26.	-	-
Approval of Outline Business Case (OBC) and creation of action plan by 31st March 2025 to progress Innovation Hub concept to support the growth of the Creative and Digital Tech sectors in Film and TV production.	Yes	Yes	✅	-	-	-
Develop a master plan and OBC by 31st March 2025 for the delivery of a business park at the former NIE site on Balloo Road, Bangor.	Yes	No	🔴	Carried forward to 2025/26.	-	-
Design teams appointed and planning application progressed by 31st March 2025 for Newtownards Citizen Hub.	100%	100%	✅	-	-	-
Design teams appointed by 31st March 2025 to take forward a number of the Bangor Waterfront redevelopment projects.	100%	100%	✅	-	-	-
Implement Social Value in Council Procurement Policy by 31st March 2025 to consider how the services we commission and procure can improve the economic, social and environmental wellbeing of the area.	31/03/25	No	🔴	Carried forward to 2025/26.	-	-

Create five new Town/ City Advisory Groups following review that was undertaken.	5	0		Carried forward to 2025/26.	-	-
Create two additional village partnership groups by 31st March 2025 - North Down and Strangford (equivalent to the Ards Peninsula Partnership Group).	8	8		-	-	-
Undertake a review of the existing village plans by 31st March 2025 and agree with the partnership groups key priority projects.	8	8		-	-	-
Develop 5 Urban/Rural projects to procurement stage to access funding streams.	5	5		-	-	-
Complete delivery of the Portaferry Public Realm by 31st March 2025 using funding secured from the Small Settlements Grant.	100%	100%		-	-	-
Develop and deliver four capital projects using the Covid Recovery Small Settlements Grant.	4	1		Carried forward to 2025/26.	6	
Support 17 businesses in 2024/25 through the Digital Transformation Flexible Fund programme.	17	9		Carried forward to 2025/26.	2	
Create 117 new jobs in 2024/25 through "Go Succeed" (Statutory Indicator). New target of 123 set by DfC.	123	129		-	77	
Deliver 12 projects in 2024/25 through Labour Market Partnership Action Plan (subject to funding).	12	12		-	-	-
Sustainability Checklist for events to be developed and applied to Council's tourism events and grant aided events by 31st March 2025.	Yes	Yes		-	-	-
Increase % of Out of Borough ticket sales in 2024/25 – experiences and walks and tours to 50%.	50%	39%		The majority of experiences and tours have been 3rd party delivery supported by Council – the systems employed to gather out of borough data from these experiences have not been successful. A requirement to collate data within the Terms and Conditions of the new experiences programme is being implemented in 2025/26.	-	-
Increase % of Out of Borough ticket sales in 2024/25 – food and drink experiences to 33%.	33%	24%		The majority of experiences and tours have been 3rd party delivery supported by Council – the systems employed to gather out of	-	-

				borough data from these experiences have not been successful. A requirement to collate data within the Terms and Conditions of the new experiences programme is being implemented in 2025/26.		
Deliver 3 training seminars to the tourism/food and drink sectors.	3	4		-	-	-
Deliver 4 training/capacity building sessions via the Festival Forum.	4	3		-	-	-
Major Planning applications processed within an average of 30 weeks (Statutory Indicator).	<30 weeks	76.6 weeks		Applications continue to be affected by a delay in response by statutory consultees and ongoing capacity issues in the NIW network. Several major applications are subject to Section 76 legal agreements requiring negotiation between legal reps.	84.7 weeks	
Local Planning applications processed within an average of 15 weeks (Statutory Indicator).	<15 weeks	17 weeks		Although the processing times for local applications are lower than the NI average there still remains ongoing issues in resourcing of statutory consultees, impacting on response times. Lack of front loading of applications also leads to delays in processing.	16 weeks	
70% of planning enforcement cases concluded within 39 weeks (Statutory Indicator).	70%	51.4%		The enforcement team continues to work through a backlog of cases, some of which are dependent upon outcome of appeals or retrospective applications and are proactively drawing older cases successfully to conclusion which has impacted on the ability to hit the laid down target.	55.7%	

Improvement Objective 2: We will improve the cleanliness and attractiveness of our Borough

What we hoped to achieve ……..

- Improve the standard of cleanliness of our Borough.
- Support residents to live and work sustainably by protecting the environment.
- AND residents feeling pride from having access to a well-managed sustainable environment.
- A clean, attractive, environmentally responsible place, including our city, towns, villages, countryside and coast.

How did we do ……….

2024/25 Measure	2024/25 Target	2024/25 Actual	RAG Status	Reason why KPI not met / Actions being taken	2023/24 Actual	Trend from previous year
Achieve or exceed the NI average Cleanliness Index score of 75 (Measured by an independent Litter Cleanliness Survey that produces the Local Environmental Audit and Measure Score (LEAMS) - Cleanliness Index score)	75	-	-	KNIB has not undertaken quarterly surveys as agreed. KPI needs to be removed in the absence of surveys being carried out.	-	-
Increase total number of Fixed Penalty Notices issued to a minimum of 375; targeting areas of concern to reduce issues (2023/24 Target: 178)	375	324		-	-	-
Achieve 100% success in 'Loo of the Year' Awards.	100%	100%		-	-	-
£21,000 to be invested in 'In Bloom' Projects.	£21,000	£22,473		-	£25,000	
4 'In Bloom' / Best Kept Awards retained.	4	5		-	-	-
Plant 15,000 trees across the Borough in 2024/25.	15,000	15,532		-	18,269	
7 Green Flag awards for the Borough.	7	7		-	5	
Increase the m2 of rewilded Council maintained ground from 90,000 to 120,000.	120,000	132,302		-	90,000	
Increase Community Gardening projects organised from 30 to 40.	40	111		-	58	

Improvement Objective 3: We will improve the Borough's recycling rates

What we hoped to achieve ……..

- Work towards an environmentally sustainable and resilient Council and Borough.
- Increase the Council's recycling rate across the Borough and reduce landfill costs.
- Support residents to live and work sustainably by protecting the environment.
- AND residents feel pride from having access to a well-managed sustainable environment.

How did we do ……….

2024/25 Measure	2024/25 Target	2024/25 Actual	RAG Status	Reason why KPI not met / Actions being taken	2023/24 Actual	Trend from previous period
Increase % of household waste collected that is sent for recycling (including waste prepared for re-use) to 60% (Statutory Indicator: 65% by 2035).	60%	56.4%		-	55.48%	
Reduce amount (tonnage) of biodegradable waste that is landfilled to less than 14,395 tonnes (Statutory Indicator). (Previous year's target: 17,124 tonnes)	<14,395	9,581		-	14,413	
Reduce the amount (tonnage) of Local Authority collected municipal waste arisings to less than 83,740 (Statutory Indicator). (Previous year's target: 85,976 tonnes)	<83,740	83,605		-	83,895	
Improve recycling rates at Council's Household Recycling Centres to 70%.	70%	76.5%		-	-	-
Deliver a new kerbside collection model by 31st March 2025.	31/03/25	No		The review of the kerbside collection model has been put on hold until DAERA releases the outcomes of the Rethinking Our Resources consultation, as these may impact how kerbside collection services are delivered in the future".	-	-

Commence new kerbside textiles collection service to increase tonnage of textiles diverted from landfill (2024/25 Target is 250 tonnes).	250	0		In view of the current difficulties being faced by the textile recycling industry, the proposed scheme is on hold until market conditions stabilise.	-	-
Embed and expand the recycling model at Council delivered events by 31st March 2025.	31/03/25	31/03/25		-	-	-

Improvement Objective 4: We will support our businesses and residents to protect and improve their health and wellbeing
What we hoped to achieve ……..

- Greater awareness of health in the business community.
- Improved use of parks and outdoor spaces.
- Provide safe and accessible public spaces for all to enjoy.
- Enjoying long, healthy, active lives.
- All residents to enjoy good health and wellbeing.
- Enhanced physical and emotional wellbeing of residents through provision of services, facilities and partnerships.

How did we do ……….

2024/25 Measure	2024/25 Target	2024/25 Actual	RAG Status	Reason why KPI not met / Actions being taken	2023/24 Actual	Trend from previous period
Community planning partnerships - participate in at least 20 external group sessions with an impact on wellbeing.	20	12		The external group shadowing the new ICS has completed its work and been stood down.	-	-
Increase the number of businesses registering for Health and Wellbeing initiatives to 24.	24	27		-	25	
Continue to develop as a Dementia Friendly Council and Borough by 31st March 2025.	Yes	Yes		-	-	-
Move to stage 3 and working towards stage 4 of the Whole Systems Approach to Obesity Plan by 31st March 2025.	Yes	Yes		-	-	-
Develop a Leisure Strategy for the Borough 2025-2035 by 31st March 2025.	31/03/25	Yes		-	-	-
Deliver 220 Fitness Classes per week by Leisure Ards and Northern Community Leisure Trust (NCLT)/Serco.	220	249		-	250	

Increase Active Ageing Memberships across Leisure Ards. (Change to measure in year – Now calculated on the basis of all members over the age of 50)	450	2,381		-	3,014	
Increase numbers enrolled in Swim programmes delivered by Leisure Ards and NCLT/Serco from 3,500 to 4,250.	4,250	5,170			6,595	
Review of Council's grants policy by 31st March 2025.	31/03/25	Complete		-	-	-
Produce and implement a final PEACEPLUS Local Authority Action Plan in 2024/25.	100%	100%		-	-	-
Development of Greenway - Floodgates to Green Road Project to be onsite 2024/25.	100%	100%		-	-	-
Development of Greenway - Comber to Newtownards Project to achieve planning permission and contractor procurement to commence by 31st March 2025.	100%	100%		-	-	-
Planning application to be submitted by 31st March 2025 for Whitespots redevelopment project.	100%	100%		-	-	-
Construction contractor appointed 2024/25 for the Ward Park redevelopment project.	100%	75%		-	-	-

Statutory Performance Indicators and Standards

The Council is required to report on how it has performed against the Statutory Indicators[1] set out in The Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015. Section 91 of the Local Government Act (Northern Ireland) 2014 requires the Council to use this information to assess its performance against the previous year's performance; and so far as is practicable, the performance of other councils in the exercise of the same or similar functions.

Waste Management

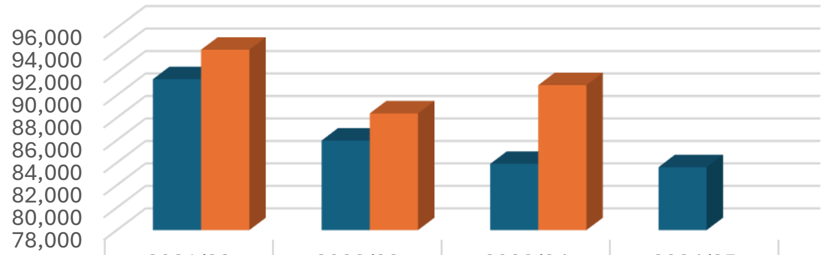
The 2024/25 year saw a small fall in the Council's municipal waste arisings (Local Authority Collected Municipal Waste – LACMW) (down to 83,605 tonnes) and an increase in the LACMW recycling rate (to 56.4%). The online Household Recycling Centre (HRC) booking system introduced mid-year 2023, has helped to improve recycling at the HRCs while deterring the use of the HRCs by the commercial sector and non-residents of the Borough.

A Task and Finish Working Group was established to undertake a comprehensive review of the Council's kerbside collection service with WRAP appointed to provide an overview and modelling of different collection models using the Kerbside Assessment Tool (KAT). The review has been completed, but the Council is awaiting DAERA to publish the outcomes of the Rethinking or Resources consultation to ensure that any changes to the kerbside collection system meet with new legislative requirements. The outcomes are anticipated to be published soon.

The Council's long-term strategy for reducing reliance on landfill has been based on increasing recycling and the delivery of the arc21 Residual Waste Treatment Project. The Council through arc21 awarded a tender for the treatment of residual waste arisings as an alternative to the use of landfill. The Contract commenced in the latter part of 2024/25. Landfill allowances are fixed and remain unchanged.

[1] End of year statutory indicators and standards for waste and planning can be found in Appendix 1

Annual (tonnage) of Local Authority Collected Municipal Waste Arisings



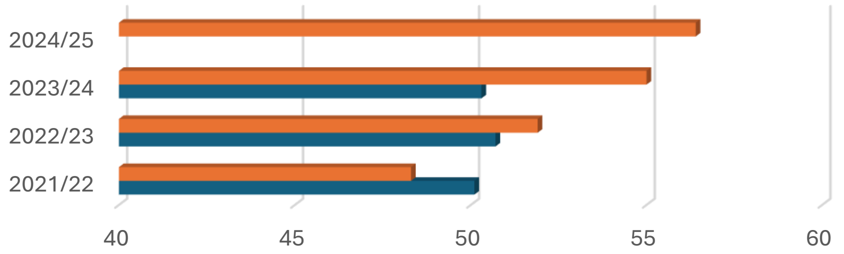
	2021/22	2022/23	2023/24	2024/25
AND	91,434	85,976	83,895	83,605
NI Average	94,058	88,386	90,901	

AND NI Average

2024/25 NI Average figure not yet available

RAG Status	
Trend against prior year (lower is better)	

Household waste preparing for reuse, dry recycling and composting as a % of household waste arisings



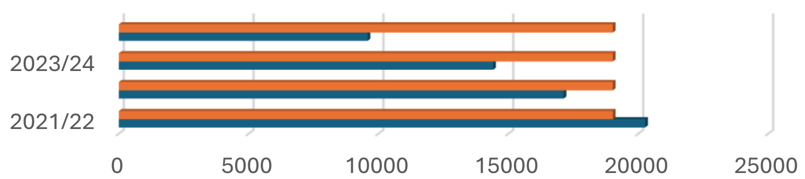
	2021/22	2022/23	2023/24	2024/25
AND	48.3	51.9	55	56.4
NI Average	50.1	50.7	50.3	

AND NI Average

2024/25 NI Average figure not yet available

RAG Status	
Trend against prior year	

Annual (tonnage) of biodegradable waste that is landfilled (Northern Ireland Landfill Allowances Scheme - NILAS, Annual statutory target)



	2021/22	2022/23	2023/24	2024/25
NILAS Target	19017	19017	19017	19,017
ANDBC	20262	17124	14413	9581

NILAS Target ANDBC

RAG Status	
Trend against prior year (lower is better)	

How do we compare?

2024/25 Northern Ireland Waste Management Annual Report not yet published.

Source: Northern Ireland Local Authority Collected Municipal Waste Management Statistics Quarterly provisional estimates for January to March 2025

Source: Northern Ireland Local Authority Collected Municipal Waste Management Statistics Annual Report 2023/24

Figure 3: Waste arisings by council
Northern Ireland, January to March 2024 and January to March 2025, KPI (j)

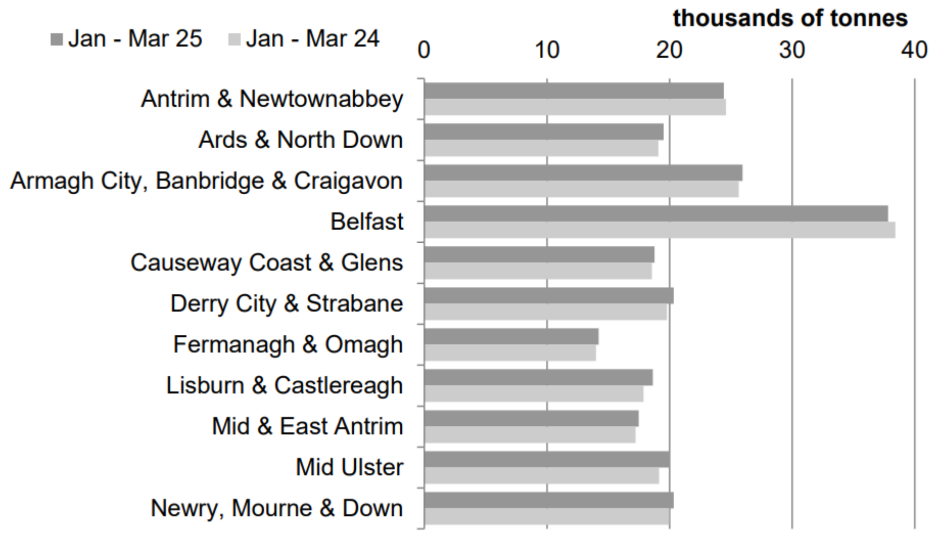
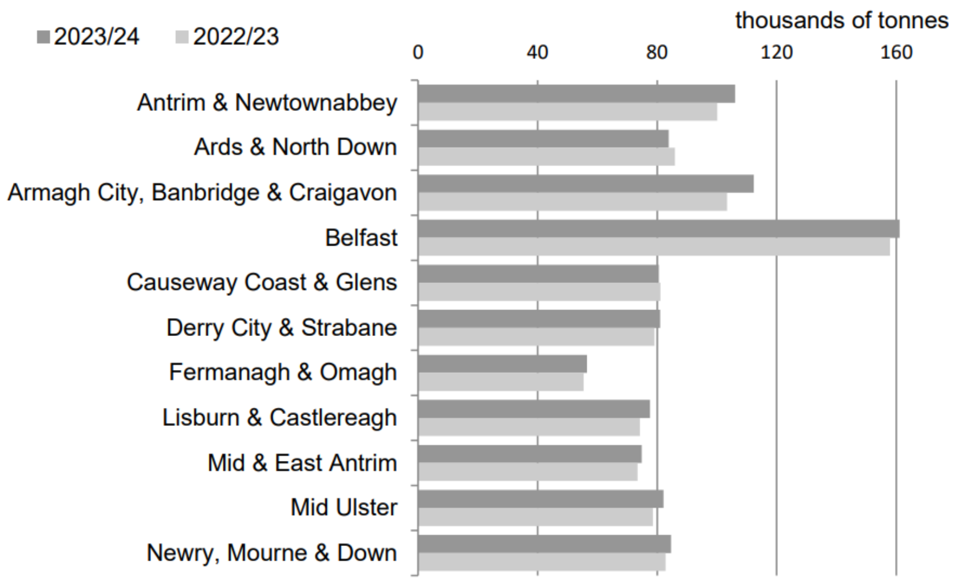


Figure 4: Waste arisings by council
Northern Ireland, 2022/23 and 2023/24, KPI (j)



Nine councils reported increases in their waste arisings in 2023/24 compared with 2022/23. Ards and North Down reported a decrease in waste arisings to that reported in 2022/23.

Figure 5: Household waste preparing for reuse, dry recycling and composting rate by council and waste management group
Northern Ireland, January to March 2024 and January to March 2025, KPI (a2)

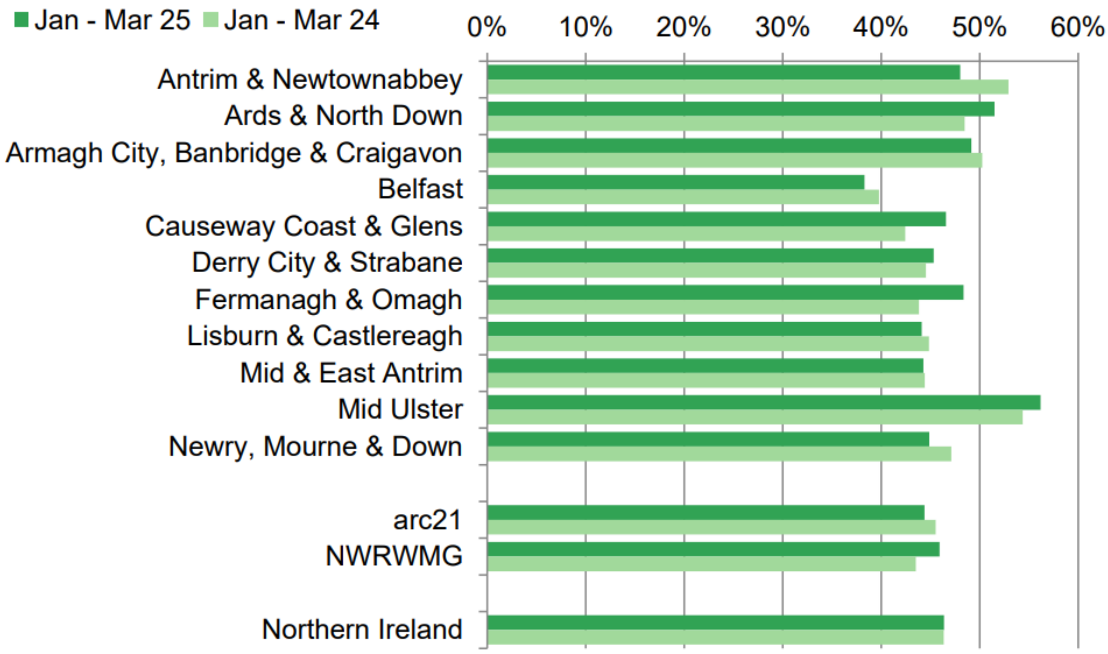
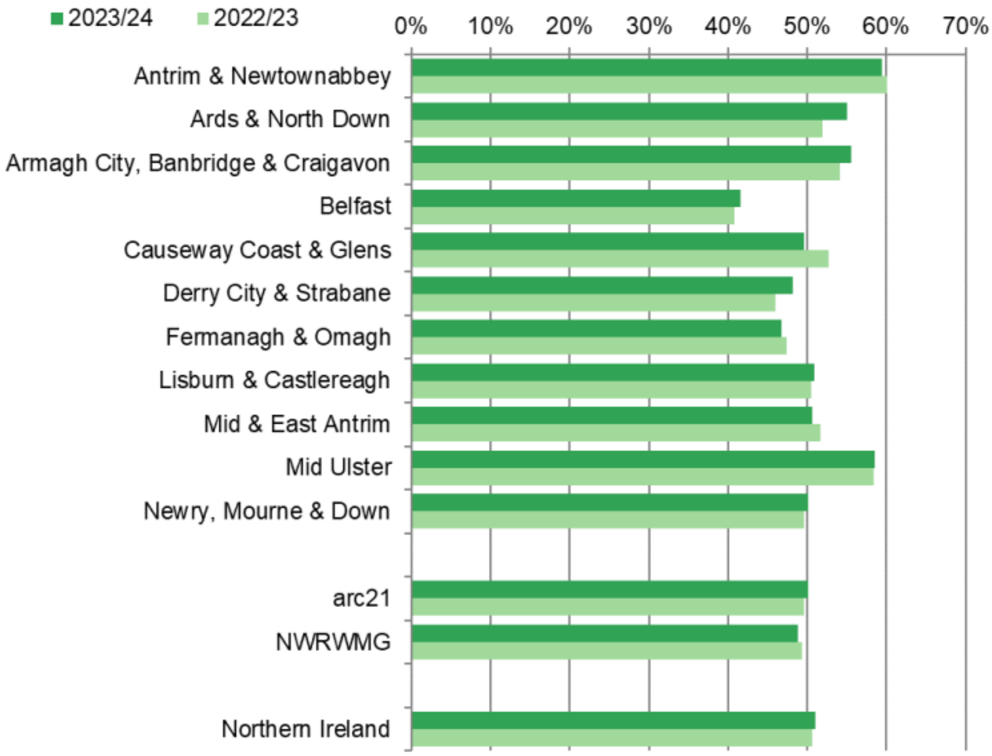
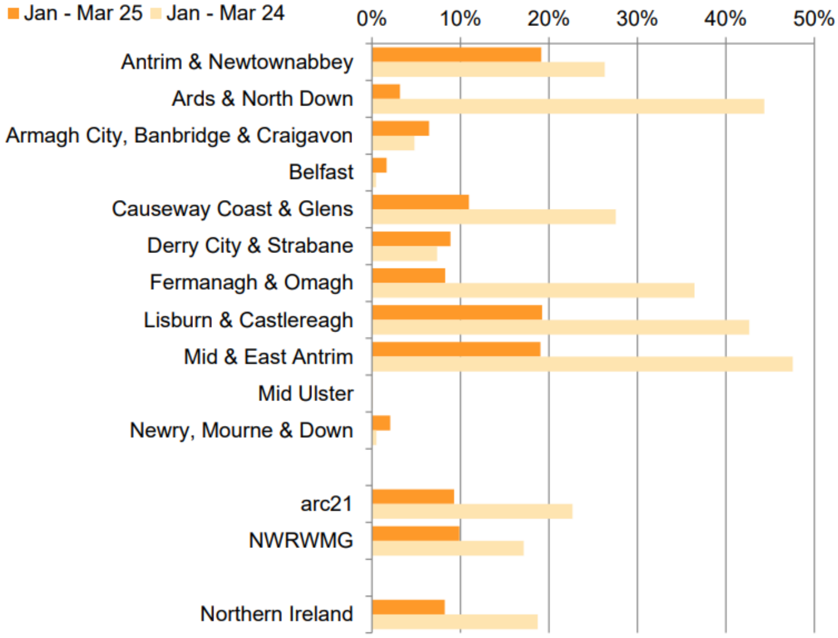


Figure 7a: Household waste preparing for reuse, dry recycling and composting rate by council and waste management group
Northern Ireland, 2022/23 and 2023/24, KPI (a2)



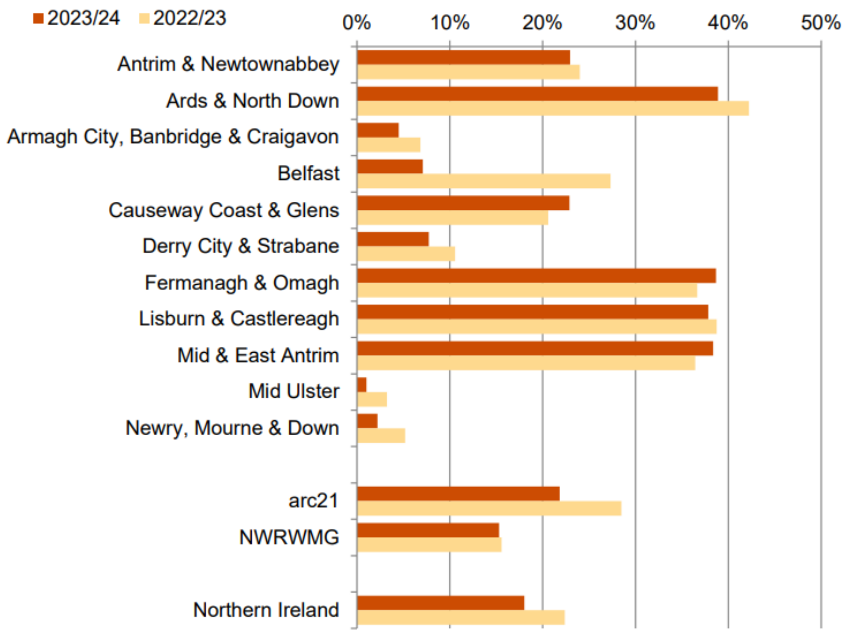
Four councils reported increased household recycling rates in 2023/24 compared to 2022/23, with Ards and North Down reporting the largest increase at 3.2 percentage points.

Figure 9: Household waste landfilled by council and waste management group
Northern Ireland, January to March 2024 and January to March 2025, KPI (b)



The household waste landfill rate decreased in six district councils in January to March 2025 compared to the same three months in 2024, with the largest decrease recorded in Ards and North Down at 41.2 percentage points.

Figure 13: Household waste landfilled by council and waste management group
Northern Ireland, 2022/23 and 2023/24, KPI (b)



Planning

Major planning applications

While 2024/25 saw a reduction in weeks taken to process major applications, from 84.7 weeks in 2023/24 to 76.6 weeks in 2024/25, major applications continue to be affected by a delay in response by statutory consultees and ongoing capacity issues in the NIW network. Several major applications are subject to Section 76 legal agreements requiring negotiation between legal representation.

It should be noted that the NI planning system does not provide for ‘clock-stopping’ in respect of requests for further information required by either the Council or in response to statutory consultees, nor in respect of notifications to DFI, all which have significant implications on processing times.

The Planning Service continues to strive to improve processing times and interact with DFI to contribute to the Planning Improvement Programme which has stemmed from the regional review of planning by both the NI Audit Office and the Public Accounts Committee.

In respect of Major development applications, the Planning Service determined 3 proposals over the 2024/25 year (6 in 2022/23) as follows:

Majors - Quarter 2

LA06/2022/1072/F was for a new proposed post primary school, car park, bus drop off area and playing pitches with floodlighting at the former Redburn Primary School site on the Old Holywood Road, Holywood

The application, submitted in October 2022, required extensive consultations with many consultees requesting submission of further detailed information in order to be able to provide substantive responses – all which required further re-advertisement neighbour notification in addition to assessing submitted objections to the proposal.

DFI Roads initially had concerns with the proposal which were not resolved until the final consultation response on the application on 20 June 2024. The application was presented to Planning Committee on 02 July 2024 with a recommendation of approval.

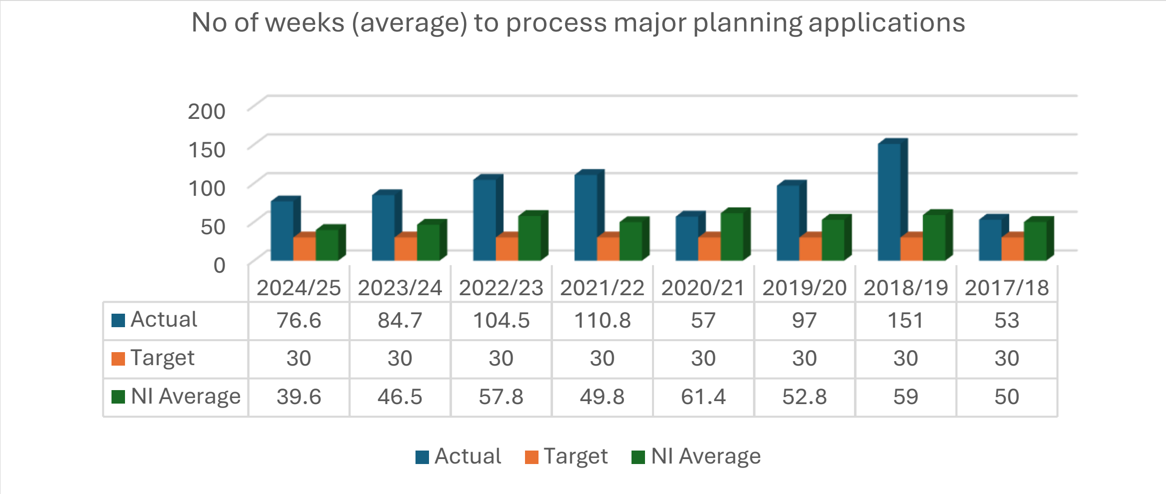
Majors - Quarter 3

Recorded in the statistics for Quarter 3 are two applications determined with an average processing time of 29.3 weeks against the statutory performance target of 30 weeks.

The two applications relate to the Section 54 applications:

LA06/2023/2248/F - variation of condition to accommodate the wildlife corridor associated with the residential development at Beverley Heights on Bangor Road, Newtownards; and

LA06/2024/0559/F – variation of phasing conditions and new drainage solution at Queen’s Parade application (planning ref LA06/2024/0559/F).

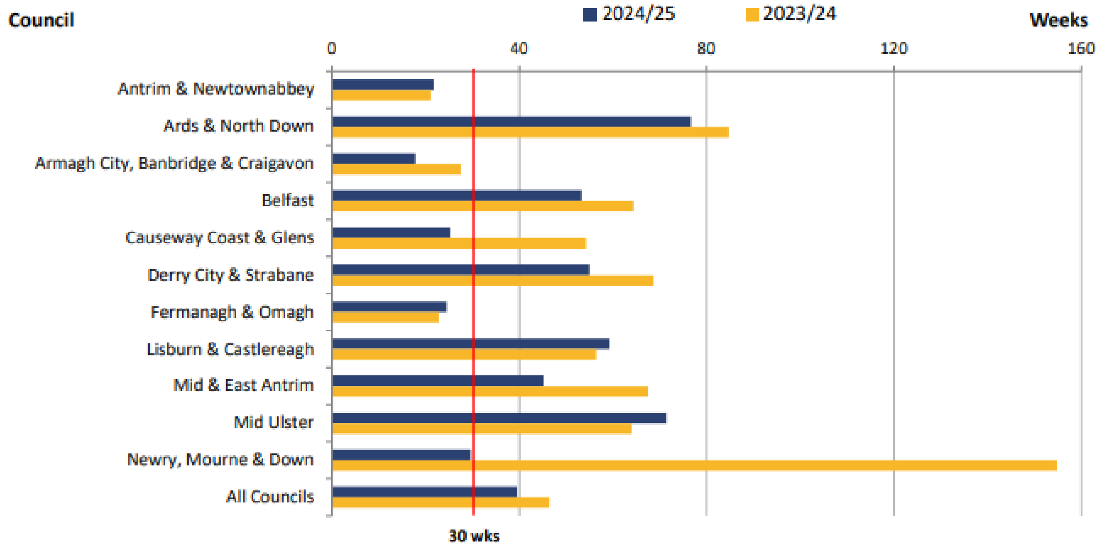


	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
Actual	76.6	84.7	104.5	110.8	57	97	151	53
Target	30	30	30	30	30	30	30	30
NI Average	39.6	46.5	57.8	49.8	61.4	52.8	59	50

RAG Status	
Trend against prior year	

How do we compare?

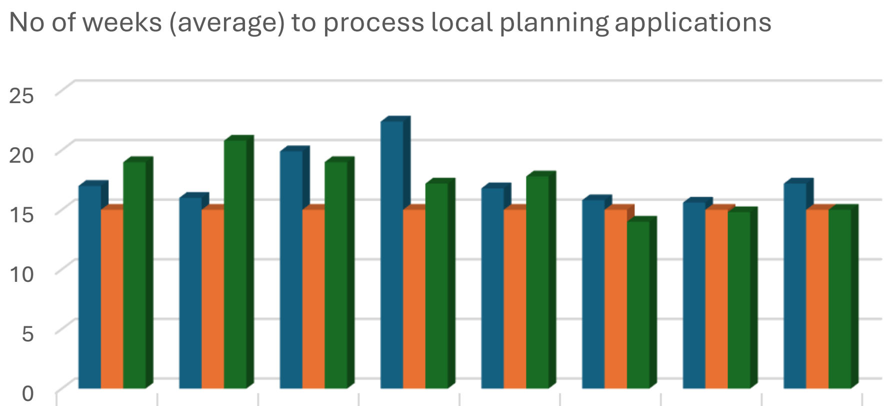
Fig 3.2 Major development average processing times by council, 2023/24 & 2024/25



Note: Whilst Figure 3.2 has been provided for completeness, across councils there may be an insufficient number of major applications processed during the period reported to allow any meaningful assessment of their individual performance.

Local planning applications

Although the processing times for local applications are lower than the NI average (17 weeks against an average of 19 weeks) there still remains ongoing issues in resourcing of statutory consultees, impacting on response times. Lack of front loading of applications also leads to delays in processing. The local category of development set in legislation ranges from a domestic extension to housing developments of 49 units which involve a wider range of consultees and studies required by legislation. Many applications require amendments to address material planning objections which add to time taken to resolve where possible by the developer and process.

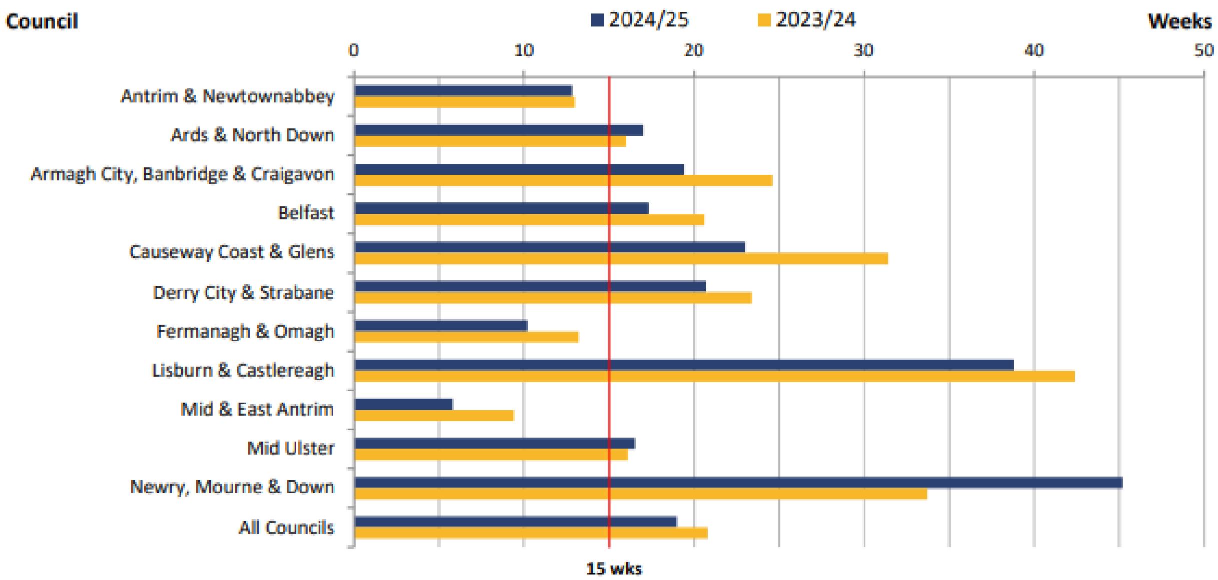


	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
Actual	17	16	19.9	22.4	16.8	15.8	15.6	17.2
Target	15	15	15	15	15	15	15	15
NI Average	19	20.8	19	17.2	17.8	14	14.8	15

RAG Status	
Trend against prior year	

How do we compare?

Fig 4.2 Local development average processing times by council, 2023/24 & 2024/25



Additional Activity

In addition to the above planning applications, it is important to draw attention to additional work carried out within the Development Management section, which is not reported upon, but which is required to be completed in parallel to work on planning applications.

Additional activity details the "non-application" workload of the Planning Service, and includes Discharge of conditions, Certificates of Lawfulness (Proposed & Existing), Tree Preservation Orders (TPOs)/ Consents to Fell Trees in Conservation Area, Pre-Application Discussions (PADs), Proposals of Application Notice (PANs) and Non-Material Changes. Preparation of Statements of Case for appeals and attendance at hearings is not detailed.

Type	Received 01/04/24 – 31/03/2025	Determined - by 31/03/2025
Discharge of Condition	98	78
Certificate of Lawfulness	63	65
Non-Material Change	49	47
Pre-Application Discussion	23	21
Proposal of Application Notice	5	
TPO	11	

For PADs and PANS, only the received cases are included in the table as it is not considered appropriate to report on decided/withdrawn cases or processing times for these types of activity.

Enforcement

In 2024/25 this service area received the fifth highest level of complaints alleging breaches of planning control across the 11 councils, which continues to be investigated accordingly.

The enforcement team continues to work through a backlog of cases, some of which are dependent upon outcome of appeals or retrospective applications and are proactively drawing older cases successfully to conclusion which has impacted on the ability to hit the laid down target.

During 2024/25 the Planning Service opened 246 enforcement cases (down from 330 in the previous year). The following table details the closure reason for the 362 cases closed during the year. This was the second highest number of closures across the Council by some distance.

Remedied /Resolved	121
Planning Permission Granted	32
Not Expedient	65
No Breach Identified	116
Immune from Enforcement Action	27
Appeal Allowed /Notice Quashed	1
Total	**362**

It should be noted that normally enforcement action is held in abeyance in respect of any identified breach of planning control, whilst any retrospective planning application is being assessed, which can impact on closure timeframes.

An enforcement case is concluded when one of the following occurs: a notice is issued; legal proceedings commence; a planning application is received; or the case is closed.

% progress of enforcement cases to target conclusion within 39 weeks of receipt			
Year	**Actual (%)**	**Target (%)**	**NI Average (%)**
2024/25	51.4	70	70.7
2023/24	55.7	70	76.4
2022/23	62.9	70	74.2
2021/22	41	70	70.4
2020/21	62	70	69.9
2019/20	81.1	70	81.4
2018/19	76.9	70	81
2017/18	73.4	70	77

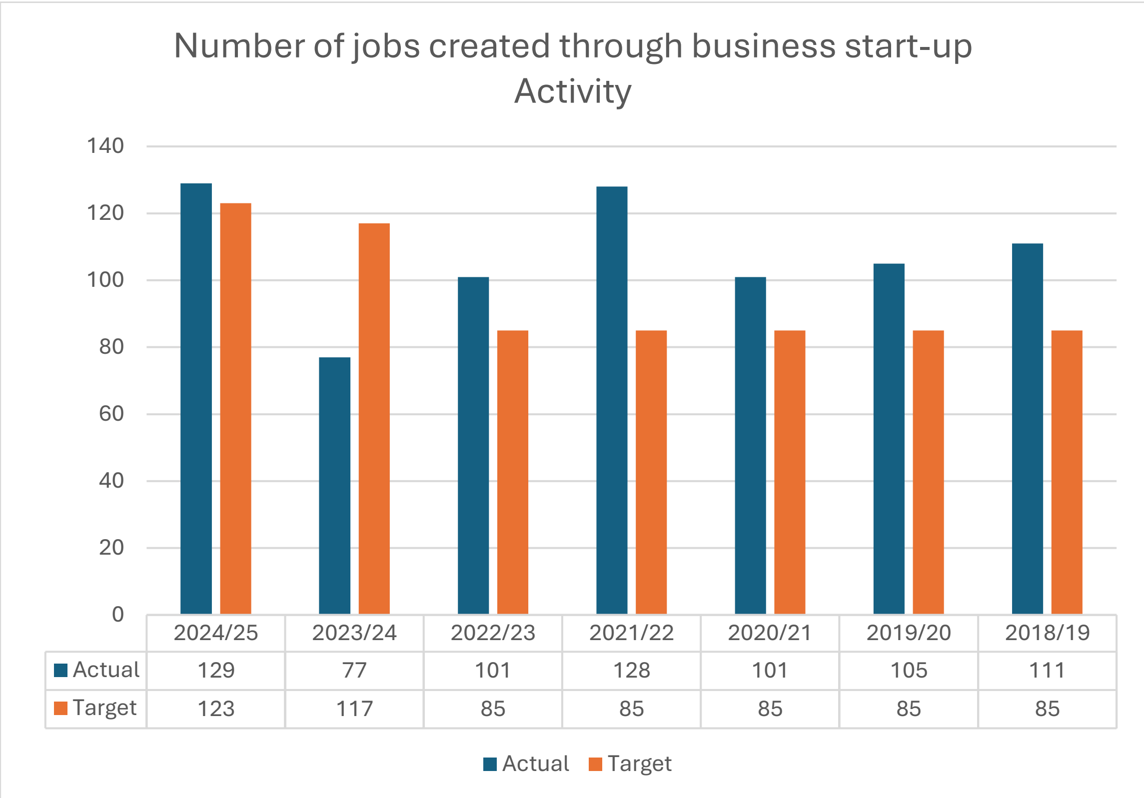
RAG Status	
Trend against prior year	

Economic Development

The Go For It Programme concluded in September 2023, after which Northern Ireland's 11 local councils introduced the new Enterprise Support Service (ESS), known as Go Succeed, funded by the UK Government through the Levelling Up Fund.

Go Succeed launched in November 2023. While job creation remained strong and exceeded half-yearly statutory targets until September 2023, the initial months following the launch saw a slowdown due to extended implementation timelines and technical and operational challenges. These issues led to underperformance during the first six months, from November 2023 to March 2024.

Since then, the Go Succeed delivery agents have improved their delivery and performance. By March 2025, job creation levels reached 129 against statutory targets of 123 with the programme continuing to have a positive impact on local enterprise support. The council remains actively engaged with Go Succeed delivery partners to monitor progress, manage performance, and raise awareness of the support available to businesses.



RAG Status	
Trend against prior year	

Number of Business Plans (BPs) and Enterprise Action Plans (EAPs) that have been carried out under the Engage and Foundation pillars of the Go Succeed Service:

Go Succeed Job Creation Data Per Month 2024/25						
Month	**BP'S**		**EAP'S**		**PMO**	
	Engage	Foundation	Engage	Foundation		
April	3	2	4	0	**9**	**9**
May	3	2	5	0	**10**	**10**
June	5	0	4	0	**9**	**9**
July	2	0	5	0	**7**	**8**
August	5	1	0	0	**6**	**6**
September	10	0	8	0	**18**	**17**
October	12	1	8	0	**21**	**19**
November	21	4	6	0	**31**	**29**
December	9	0	7	0	**16**	**15**
January	7	3	7	0	**17**	**16**
February	14	6	3	1	**24**	**23**
March	15	18	11	3	**47**	**45**
					215	**206**
E&F	106	37	68	4	**215**	**129 Jobs**
Engage					**174**	**104.4 Jobs**
Foundation					**41**	**24.6 Jobs**

Other Indicators

	2020/21 Actual	2020/21 Target	2021/22 Actual	2021/22 Target	2022/23 Actual	2022/23 Target	2023/24 Actual	2023/24 Target	2024/25 Actual	2024/25 Target	RAG
Staff Absence	5.00%	5.00%	6.57%	5%	7.24%	5%	7.62%	7%	6.73%	6%	
Resident Satisfaction	Not measured this year	Not measured this year	82%	82%	Not measured this year	Not measured this year	83%	83%	Not measured this year	Not measured this year	=
Net Cost of Services per head of population	£328	£331	£341	£336	£356	£350	£373	£398	£371	£404	

Staff Absence

The overall % absence figure for the year ending 31 March 2025 is 6.73% which is 0.88% lower than last year when the overall % absence rate was 7.62%.

The overall percentage absence at the end of quarter 4 (January - March 2025) was 6.65% compared to quarter 4 of last year which was 8.63%, therefore showing a decrease of 1.98%. The absence analysis report shows that at the beginning of 2023/2024 absence started relatively low at 5.91% but rose each quarter to 8.63% at the end of the year. However, in the financial year 2024/2025 absence started slightly higher than the year before at 7.10% however, showed a sharp decrease in quarter 2 to 6.59% and remained relatively steady for the rest of the year.

Long term absence continues to account for the highest percentage of absence, with 75% of the absence in quarter 4 being attributed to long term absence. Short term absence for quarter 4 remains low at 1.60% which is 0.09% lower than the figure for quarter 4 this time last year. This low rate is due to the stringent management of short-term absence under the absence policy, where staff are required to attend absence management meetings and are set targets with regard to their short-term absence.

Long term absence continues to account for the highest percent of absence and long-term absence remains more difficult to manage than short term absence due to the very good conditions enjoyed by Council employees under the 'Green Book' where employees may be absent for up to 6 months with full pay and 6 months half pay. However, long-term absence is managed under the policy with staff attending regular Occupational Health appointments and absence review meetings. Despite the difficulties with managing long-term absence, long-term absence has decreased by 1.89 % from quarter 4 last year to quarter 4 this year.

In quarter 4, the highest reason recorded for long-term absenteeism (out of 12 reasons) continues to be depression/stress/anxiety which is 30.85% of all long-term absence. However, the number of days lost in quarter 4 this year compared to quarter 4 last year is 589 days less, which has resulted in the overall days lost overall decreasing. The second largest reason for long-term absence continues to be musculo-skeletal problems which equates to 17.4% of long-term absence, however, again the number of days in quarter 4 this year compared to this time last year has reduced by 171 days.

Overall, for the year 2024/2025 the number of days lost on average per employee who is sick, has reduced by 1.71 days from the previous year reducing from 16.4 to 14.69. The APSE report in June 2023 highlighted that absence in the Community and Wellbeing service seemed high compared to other similar type services, e.g. Environment. Therefore, considerable work has been undertaken in this service area, and it is encouraging to note that the number of days lost has decreased from 1371 to 671 from this time last year.

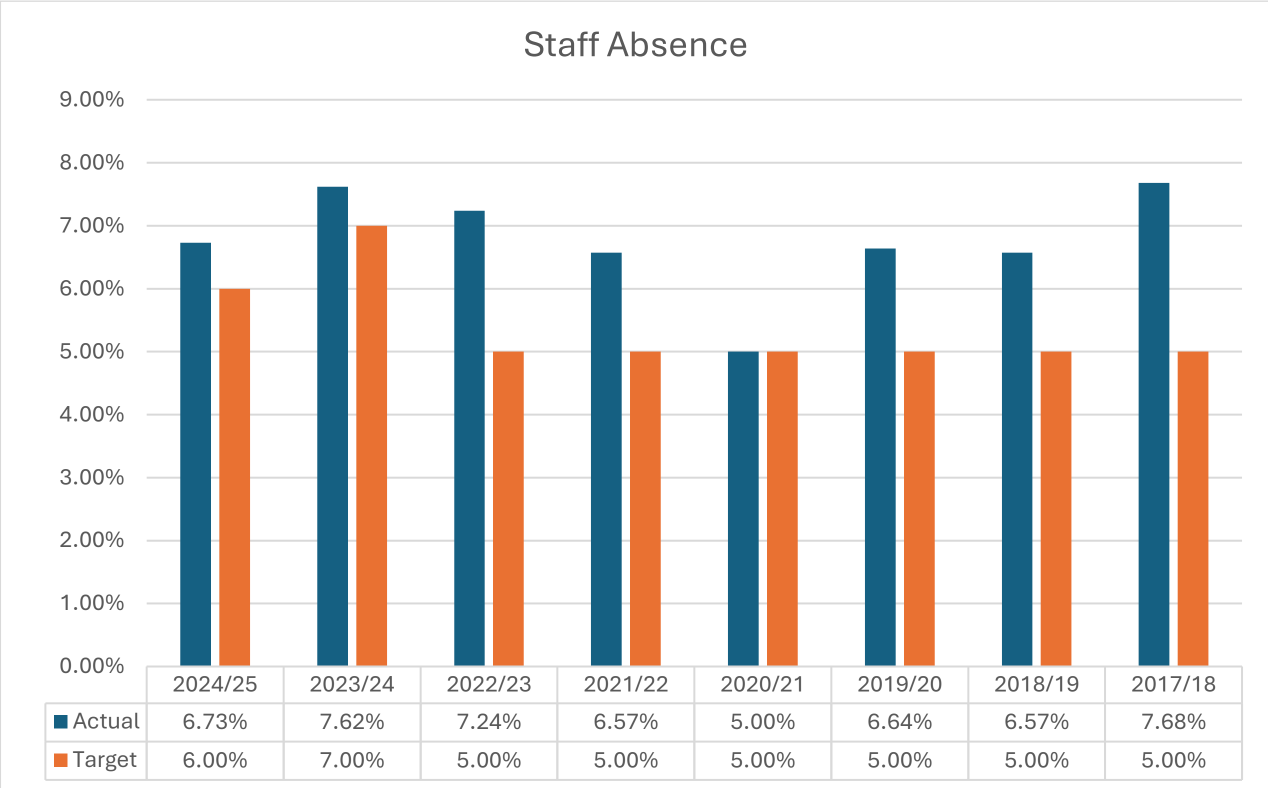
Although long-term absence has decreased from last year it remains high, despite a detailed Absence Management Action plan put in place, following an APSE review. As part of this Action Plan, several initiatives have been put in place over the last few years, including 'percentage time lost' and 'average days lost per employee figures' due to sickness being presented to management and Elected Members on a quarterly basis.

Council signed the Mental Health Charter in March 2019, work has been ongoing to adhere to the standards contained within the framework set by the Equality Commission. There have been many successes, not least the training of Mental Health First Aiders and the Take 5 steps to wellbeing messages and opportunities afforded by the Employee Health and Wellbeing programme.

A new initiative with a local firm, Insula Wellbeing has been put in place, this company provides 1-2-1 sessions with staff. It is hoped that this initiative will assist staff before they get to the point of having no other option but to go off sick. All staff will be offered a mental health check up on an annual basis.

A benchmark survey with Councils in the UK is also taking place to assess how they record absence. Benchmark surveys have also been taken with other Northern Ireland Councils, and we have sought further legal advice on how we deal with long term absence, to find out if there is anything more the Council should consider within its current policies and practices to reduce absenteeism.

As the financial cost is substantial, Elected Members and management will continue to closely monitor absence levels and to seek innovative methods to reduce absence figures.



RAG Status	
Trend against prior year	

How do we compare?

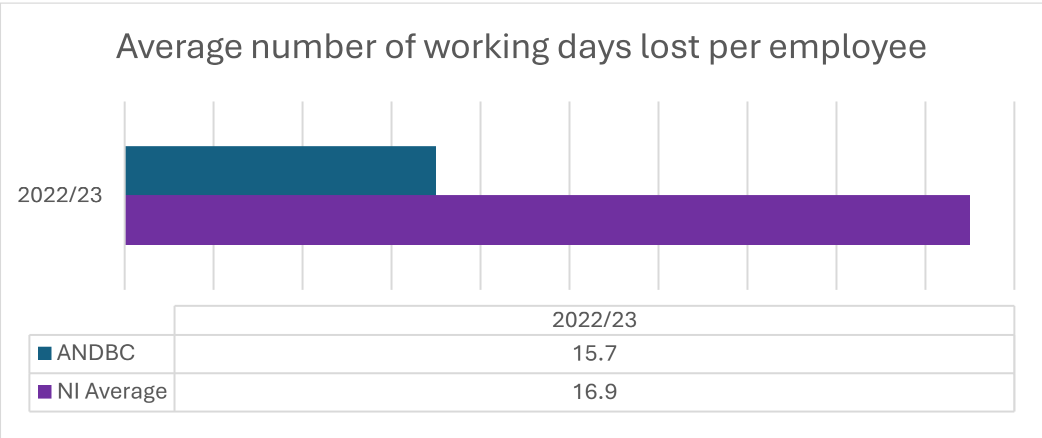
AVERAGE NUMBER OF DAYS LOST TO SICKNESS

(Note: Figures beyond 2022/23 were not available at the time of writing)

Source: Local Government Auditor Report 2024

Number of days lost to sickness absence per year

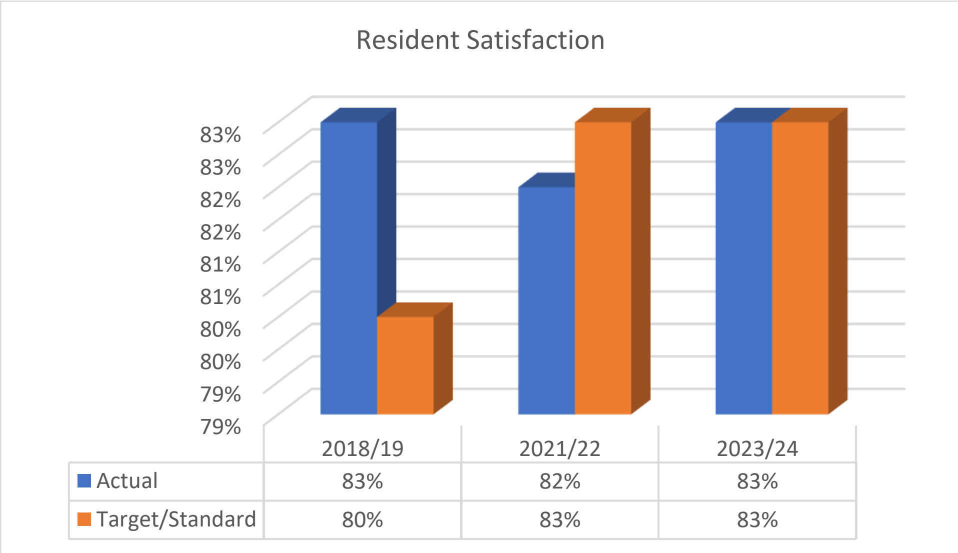
COUNCIL	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Antrim and Newtownabbey	11.9	13.7	13.2	11.4	9.7	17.7
Ards and North Down	16.2	14.2	14.2	10.6	14.2	15.7
Armagh City, Banbridge and Craigavon	16.1	16.7	18.3	15.7	20.5	19.9
Belfast	13.7	13.7	13.6	10.9	16.3	17.1
Causeway Coast and Glens	15.8	17.1	17.7	12.4	19.2	17.0
Derry City and Strabane	14.0	12.3	14.5	10.4	16.8	16.5
Fermanagh and Omagh	12.9	10.4	13.8	9.7	13.1	11.9
Lisburn City and Castlereagh	16.7	13.3	13.8	11.5	13.6	15.8
Mid and East Antrim	17.1	14.1	10.6	4.7	15.2	17.9
Mid Ulster	12.4	12.9	11.7	9.7	12.1	13.1
Newry, Mourne and Down	17.1	14.7	15.8	13.6	20.7	23.3



Resident Satisfaction

The Council undertakes a formal survey of residents every two years to gain an insight into satisfaction levels with the organisation and the services we deliver. The information gathered is shared across all service areas and used to inform a number of performance improvement measures including our annual service plans, performance improvement plan and financial statements.

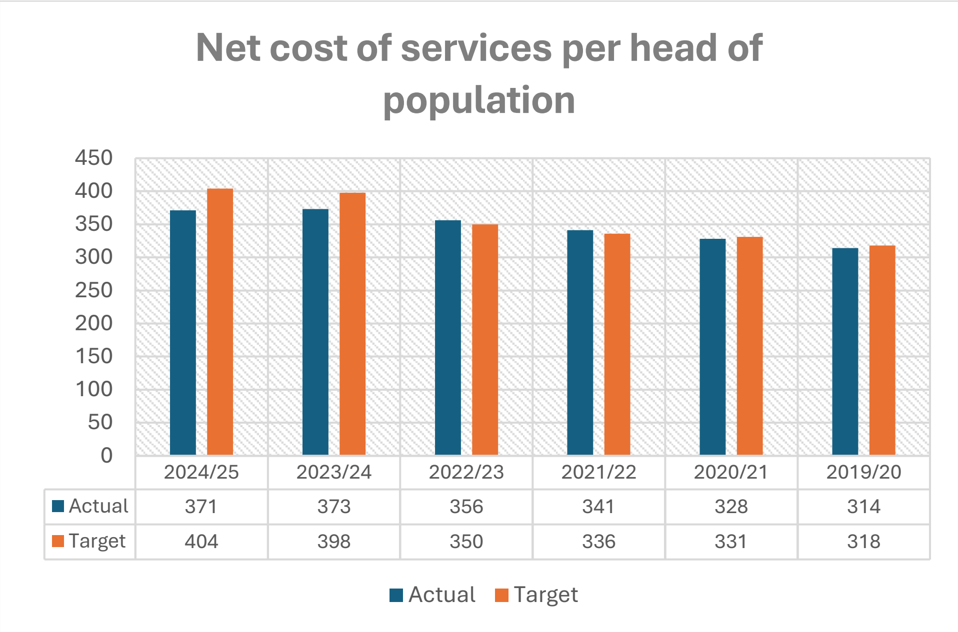
The overall findings from the Resident's Survey completed in Autumn 2023 suggest a high level of satisfaction with the Council overall, with the Council scoring well on specific measures such as providing value for money, satisfaction with Council provided services and Council consultation and engagement activities. In terms of priorities for the Council, residents believe that the focus should be on prioritising attracting jobs and investment, ensuring annual rate increases are kept at or below inflation, and the health and wellbeing of residents and businesses.



RAG Status	
Trend against prior year	

Net Cost of Services per head of population

The Council's cost of service per head of population has increased by around 18% over the past 6 years which is below inflation (CPI) over the same period (25%). This has enabled the Council to address low pay, in line with national agreements and the national living wage, enhance services offered to residents and visitors by investing substantially in leisure, community and tourism facilities and to work with key partners on regional projects such as the Belfast Region City Deal that will deliver sustainable growth and investment in the Borough.

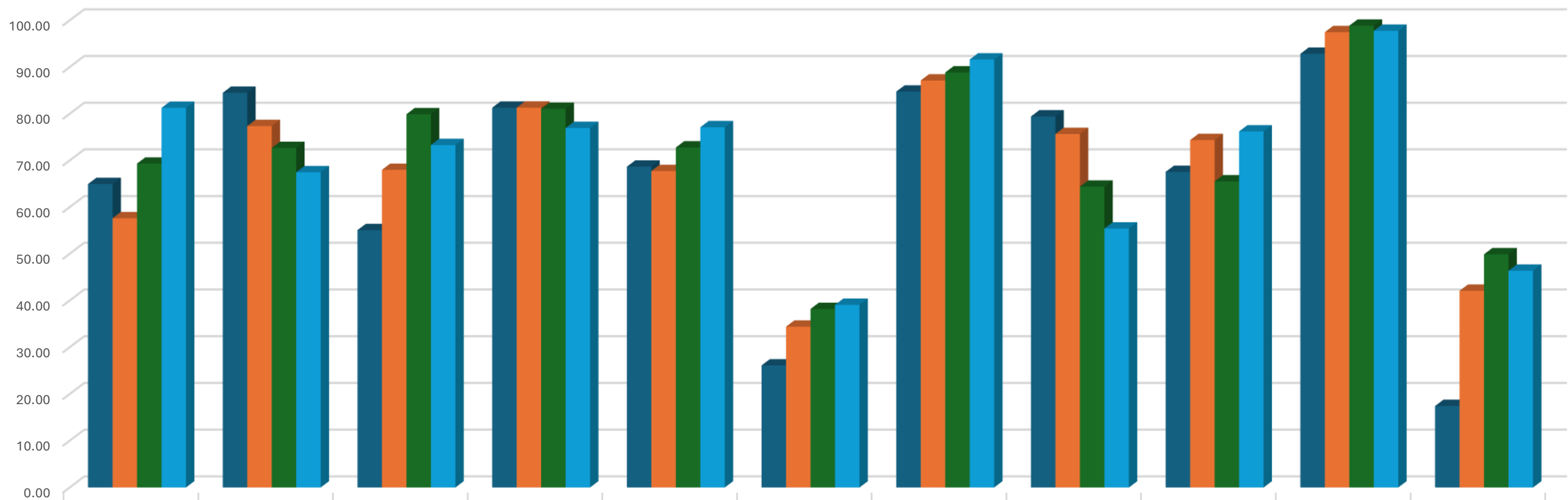


RAG Status	
Trend against prior year	

Prompt Payment

Council will continue to implement process improvements to assist suppliers with prompt payment of invoices.

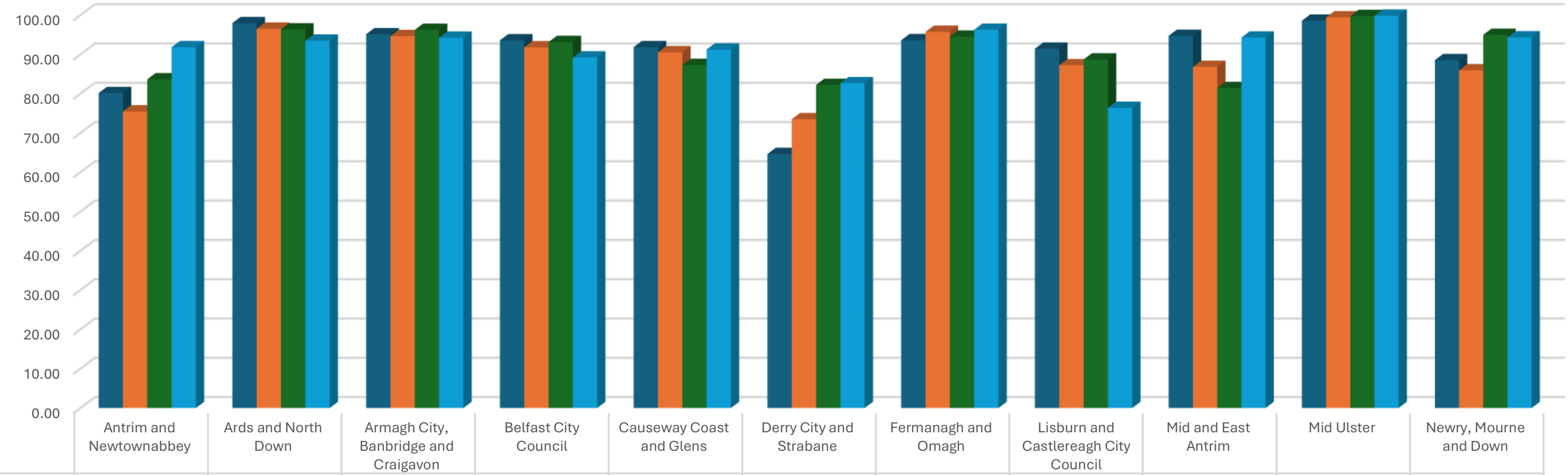
Suppliers paid within 10 Working Days (%)



	Antrim and Newtownabbey	Ards and North Down	Armagh City, Banbridge and Craigavon	Belfast City Council	Causeway Coast and Glens	Derry City and Strabane	Fermanagh and Omagh	Lisburn and Castlereagh City Council	Mid and East Antrim	Mid Ulster	Newry, Mourne and Down
2021/22	64.95	84.49	55.07	81.29	68.67	26.11	84.75	79.43	67.55	92.85	17.44
2022/23	57.61	77.36	67.98	81.31	67.73	34.41	87.14	75.67	74.37	97.48	42.09
2023/24	69.32	72.68	79.90	81.05	72.78	38.19	88.85	64.39	65.51	98.87	49.90
2024/25	81.27	67.47	73.31	76.95	77.12	39.08	91.63	55.42	76.22	97.78	46.38

2021/22 2022/23 2023/24 2024/25

Suppliers paid within 30 Days (%)



	Antrim and Newtownabbey	Ards and North Down	Armagh City, Banbridge and Craigavon	Belfast City Council	Causeway Coast and Glens	Derry City and Strabane	Fermanagh and Omagh	Lisburn and Castlereagh City Council	Mid and East Antrim	Mid Ulster	Newry, Mourne and Down
2021/22	80.17	97.97	95.15	93.60	91.85	64.66	93.62	91.48	94.74	98.60	88.54
2022/23	75.5	96.54	94.67	91.81	90.56	73.52	95.76	87.25	86.84	99.45	85.97
2023/24	83.65	96.37	96.25	93.16	87.32	82.26	94.52	88.71	81.44	99.78	94.99
2024/25	91.83	93.52	94.28	89.25	91.26	82.68	96.3	76.4	94.3	99.87	94.37

2021/22 2022/23 2023/24 2024/25

Indicator	2024/25 Target	2024/25 Actual
Annual Prompt Payment of invoices Within 10 days	≥80%	67.47%
Within 30 days	≥95%	93.52%

Within 10 Days	
RAG Status	
Trend against prior year	

Within 30 Days	
RAG Status	
Trend against prior year	

Source: [PROMPT PAYMENTS 2024-25 Q4]

6. Northern Ireland Audit Office proposals for improvement – arising from S.95 Audit and Assessment Report 2024/25

NIAO Proposal	ANDBC Progress to date
General Duty to Improve	
Governance Most objectives have more than one Senior Responsible Officer, in addition there are numerous Heads of Service feeding into the progress of the measures within the objective. Whilst progress is reported, it could be to several different Standing Committees. The Council should consider that each objective should have one Senior Responsible Officer, therefore ensuring clear ownership of the objective and ensuring that the overall progress of the objective is reported to one committee.	The new Performance Improvement Plan has one Senior Responsible Officer per objective. Overall progress will continue to be reported to Corporate Services Committee.

7. Your Opinion Matters

Ards and North Down Borough Council is committed to improving our services and resident feedback is critical to this. We welcome your comments or suggestions at any time of the year and have a continuous 'Your Opinion Matters' campaign. Suggestions for improvement initiatives can be sent to us by emailing yom@ardsandnorthdown.gov.uk or contacting us at:

Transformation Team
Ards and North Down Borough Council
City Hall
The Castle
BANGOR
BT20 4BT

Email: pim@ardsandnorthdown.gov.uk
Telephone: 0300 013 3333

8. Alternative formats

This document can be provided in alternative formats if required in relation to language or disability by contacting the Transformation Team at the above address.

9. Appendix 1

Appendix 1: Municipal Waste and Planning Statistics

MUNICIPAL WASTE

THE NORTHERN IRELAND MUNICIPAL WASTE STATISTICS can be found at Northern Ireland local authority collected municipal waste management statistics | Department of Agriculture, Environment and Rural Affairs (daera-ni.gov.uk)

PLANNING

THE NORTHERN IRELAND PLANNING STATISTICS APRIL 2024–MARCH 2025 can be found at Northern Ireland planning statistics April 2024 - March 2025 | Department for Infrastructure