



arc21

Annual Report
2025/26

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Role of arc21 Joint Committee

In July 2003, arc21's constituent councils agreed that, for the purposes of implementing the policies set out in the Waste Management Plan (2002) for the disposal and recovery of waste, they would form a Joint Committee pursuant to the provisions of Section 19 of the Local Government Act (NI) 1972.

As a consequence, arc21 Joint Committee became a Body Corporate

established under the Local Government (Constituting a Joint Committee a Body Corporate) Order (NI) 2004. It was the first organisation of its kind in UK local government.

Following Local Government Reform (2015), this legislation was refreshed and under the Local Government (Constituting a Joint Committee a Body Corporate) Order (NI) 2015, arc21 was re-constituted and now comprises of these six councils:

Antim & Newtownabbey Borough Council

Ards & North Down Borough Council

Belfast City Council

Lisburn & Castlereagh City Council

Mid & East Antrim Borough Council

Newry, Mourne & Down District Council

Chair's Welcome

Councillor Alison Bennington Chair of arc21 Joint Committee

Hello, and welcome to this year's annual report – my first as Chair.

I was thrilled to be elected Chair at the Joint Committee's AGM in September, and to be taking over from Cllr Goodman who, since 2023, did a great job in representing arc21 and stabilising the ship post COVID.



Having just completed my term as Chair of NILGA in 2024/25, I was delighted to be provided with the opportunity to Chair arc21 – an organisation which has been close to my heart for many years. Previously I was Chair of its Audit Committee but this wider role provides me with a platform from which I can promote my belief that councils can deliver much more by working together. Since 2003, arc21 has demonstrated the value of this approach in successfully managing millions of tonnes of its constituent councils' waste in a cost effective manner.

But we stand at a cross-roads – in 2014 arc21 submitted a planning application for waste facilities at Hightown Quarry. The determination of this application has dragged on in a manner which has been to no organisations benefit, and which has hampered the development of robust facilities to deliver the targets which our constituent councils have to meet. The facilities have been clearly set out in our various Waste Management Plans which, as relevant documents for the planning process, do not appear to have been given sufficient weight. I have championed the development of these facilities from the outset but we have now reached a stage where a genuine decision must be taken to either progress this application to a conclusion, or to determine another route for the management of our residual waste. Whatever the decision, this will have significant implications for arc21.

While this pivotal decision is awaited, I continue to be impressed by how well the staff in arc21 cover what is a considerable workload – it never appears to diminish but consistently they rise to the occasion to ensure that contracts are let, facilities are available and that councils' waste is managed appropriately.

This work has continued as normal during a time of considerable change –by now, councils will have received the first of their annual payments under the new packaging waste regime (*Extended Producer Responsibility* – this Government policy has been introduced to ensure that the manufacturers of packaging financially contribute to the costs to recycle or dispose of these materials). It's the most high-profile of a series of policies being introduced over the coming years to spur the implementation of the circular economy which is anticipated to revolutionise the sector over the coming decades. You will undoubtedly hear more on this topic on all your media feeds.

Chief Executive's Foreward

Tim Walker Acting Chief Executive

Another year rolls by and, as the Chair has said above, there is no let-up in the pace of change.

Having worked in the resources and waste sector for some time, I have been used to a dynamic and variable working environment but over the past couple of years, this has increased substantially.



The pressures faced by local government – particularly those associated with personnel and finances – persist while the expectations and complexity regarding delivery of statutory services continues to grow. It makes for an exciting and frequently demanding area of work – and reflecting upon the Chair's comments, she rightly recognises the hard work and effort which the small team in arc21 put in to deliver what is needed for the councils.

Returning to developments which have occurred in 2025/26, arc21's recycling rate has increased slightly on the previous year, landfill figures have fallen considerably while waste sent for incineration has increased commensurately. Waste arisings per person are up.

Administratively, the number of consultation responses submitted this year halved – five as opposed to ten during the equivalent period last year.

Following the submission of a ninth suite of Further Environmental Information to the DfI planners in support of the proposed waste infrastructure developments at Hightown a request for a further bundle has been received following dialogue with some of the consultees – nonetheless, it is anticipated that there will be a fifth recommendation for approval in due course. In the meantime, alternative arrangements have been put in place for arc21's councils regarding their residual waste (see below).

Seven contractual arrangements were extended, and two new contracts were let – the extensions were largely undertaken to allow the councils to prepare for new legal requirements in the coming months/years which are being introduced to better manage materials for example, through the Materials Recycling Facilities but which have not yet crystallised.

One residual waste contract commenced for one of the councils, while another for the same council is working its way through the procurement pipeline. These contracts are part of the suite of arrangements which have been put in place for arc21's councils which, since last year, have seen arc21's councils use of landfills effectively cease and led to a considerable increase in the amount of waste exported from NI to Europe for incineration.

Against this backdrop, textile markets struggled due to trading and logistics difficulties, a rise in low-quality materials and high operational costs. An agreement was reached to facilitate these difficult conditions, but it is likely to take some time before these issues are resolved.

The weather last summer also impacted the amount of organic material produced meaning that tonnages generated were amongst the lowest recorded over the last few years.

Consolidation in the NI marketplace continued with Irish Waste and its subsidiary, McNabb Bros being bought over by Enva in December. Around the same time, the first payments for packaging waste were received by the councils – these monies which will be made quarterly to councils as part of a "polluter pays" levy which has been placed on producers to cover the councils' costs of managing, collecting, and disposing of household packaging waste from here on.

Further developments for councils are expected next October (2026/27) with the introduction of the digital waste tracking and, as DAERA's *Rethinking Our Resources* consultation exercise is underway at the time of writing, other initiatives are likely to arise from this once it is finalised and the results incorporated into a replacement to the previous strategy – *Delivering Resource Efficiency* (2013).

Over the summer, the NIAO produced the second review in a year called *Waste Crime in Northern Ireland* which considered the NIEA's effectiveness in regulating and tackling illegal waste disposal. It's findings found the Department wanting and, building on last year's report which was also critical of the Department's progress on updating the Waste Strategy for Northern Ireland, this new report served to highlight the ongoing need for increased policing to limit the proliferation of waste crime in Northern Ireland. In this regard, arc21 proposals to develop infrastructure at Mallusk which in addition to creating jobs, energy and heat from residual waste, could also provide councils with certainty that their waste was being managed in a controlled manner – which could be monitored and could provide a veritable audit trail. This de-risking of waste crime is a critical issue across the sector which is likely to come under closer scrutiny in the coming years as the circular economy gains traction.

This is a gallop through some of the highlights of the year – and I'm sure there are aspects I've overlooked – but arc21 continues to deliver based on the graft put in by the individual members to ensure that services are provided, come what may. Despite working behind the scenes, they deserve full credit for this quiet but amazing achievement.

CORPORATE STRATEGY

The development of the four-year Corporate Plan, 2024-2028, which sets out the organisation's Strategic Objectives, was approved by stakeholders in 2024. This is the first year of the Plan and progress has continued to deliver the various work streams it contains.

The Action & Improvement Plan, which sits below the Corporate Plan, sets out a range of activities to help arc21 and its officers deliver the Corporate Strategic Objectives, and this is updated on a rolling basis throughout the year. Regular updates are presented to the Steering Group on a quarterly basis to provide performance accountability and oversight of what's being done, and when.

Within the Corporate Plan, there are nine Corporate Strategic Objectives (CSOs) grouped into five core areas:

Enhanced engagement with stakeholders to demonstrate the value provided by arc21.

Contributing positively to addressing the challenges faced by our constituent councils in terms of policy implementation.

To successfully procure waste contracts on behalf of the constituent councils in accordance with best value practices.

Enhanced governance and financial arrangements implemented.

Evidence of a positive culture and a value, high performing organisational team.

The priorities within both the Corporate Plan and the Action Plan provide the framework within which each of the Corporate Strategic Objective, and their associated business objectives are reviewed to achieve the Plan. As stated last year, the Action Plan makes this process more real by identifying activities to deliver each of the CSOs.

GOVERNANCE & ORGANISATION

Highlights of the year included:

- The Action & Improvement Plan for 2025/26 was implemented
- The Gateway *Health Check* Review was completed – but following discussion, the recommendations were not used to finalise the Waste Management Plan addendum which remains in abeyance
- ISO 9001:2015 was maintained
- Despite another year of significant workload, operational resilience was maintained throughout.
- Responses were provided for five consultation exercises during the year.

During 2025/26, arc21 managed to conduct its business with a greatly reduced contracts and operations team due to two posts remaining vacant. This meant that a refocus on the workload and a dramatic reduction in the number of site visits undertaken over the year. This approach left a degree of uncertainty in respect of one of the key aims in the arc21 Corporate Plan (2024 – 28) which was to move the organisation's staffing arrangements to a more permanent footing, starting with the appointment of a permanent Chief Executive. Following the selection of a new Chair in September, the recruitment exercise for a new Chief Executive commenced in 2026.

Addressing this to ensure that appropriate resources are available for arc21 so that it can continue to operate effectively will be a key priority for the organisation over the incoming year and it is anticipated that these recruitment exercises will notably advance the organisation's performance.

POLICY AND OPERATIONS

arc21 continued to support councils by providing consultation responses and participating in strategic forums and workshops.

Contracts remained operational across a range of service areas and performance was actively monitored. New contracts were also awarded. 2025/26 represented the first year in which none of the waste handled through arc21 contracts was direct delivered to landfill. Additionally, as all residual waste was pretreated prior to being sent for thermal treatment, additional recyclates were also extracted from this waste stream. It is anticipated that when the validated waste data figures for Northern Ireland are published, for the 2025/26 year, that arc21 councils will have sent less than 3% to landfill and individually each council is expected to fall below the 2035 target of sending less than 10% to landfill.

EDUCATION AND AWARENESS

The Waste Promotion Officer continued to provide an education and awareness programme throughout the arc21 region to schools, community groups, youth organisations and summer schemes. Feedback from users was extremely positive.

FINANCE

A significant increase in income was recorded in the year, with total income for 2025/26 being £52.9m compared to £49.5m in the prior year, which is an increase of £3.3m (6.8%). Over the last three years there has been a significant increase in income, rising by £17m (49%) over this period. This increase has primarily been driven by the new Residual Waste contracts, together with the standard inflationary rate changes.

Since arc21's first waste contract began in 2005, the total expenditure on waste contracts is now over £616m.

A surplus on the Provision of Services of £73k was recorded in the year due to savings achieved within arc21's establishment costs. This increases General Reserves to £887k at year-end, which includes monies earmarked for specific activities, plus a general fund to support the work and challenges faced by arc21.



HISTORY & CONSTITUTION

After the six constituent councils' decision to reconstitute arc21 in April 2015 following local government reform, engagement took place with the Department of Agriculture, Environment & Rural Affairs (DAERA)¹ under the scope of the Local Government (Constituting a Joint Committee a Body Corporate) Order (NI) 2015 to ensure that the previous services continued uninterrupted.

TERMS OF AGREEMENT

arc21 operates under five important Principles which are:

1. Principle of Consensus
2. Principle of Limit of Delegation
3. Principle of Functional Responsibilities
4. Principle of Equitable Shared Funding
5. Principle of Equal Committee Representation

ADMINISTRATIVE AREA

The population of Northern Ireland is circa 1.9m with just over 1.1m in the arc21 administrative area, the equivalent of 59% of the overall population.

In 2024/25², Northern Ireland councils recycled 50.4% of collected waste, a slight decrease from 50.5% in 2023/24. The landfill rate for council-collected waste was 14.0% in 2024/25 which is a notable drop from the 18.4% recorded in 2023/24, while the amount being sent for energy recovery increased from 29.7% in 2023/24 to 34.4% in 2024/25. These figures are indicative of the impact of the pivot which arc21 achieved for the councils beginning in 2023 in order to shift their residual waste away from landfill by the end of January 2025 at the end of the contract with Biffa.

The councils in Northern Ireland collected 1,010,410 tonnes of waste during 2024/25 which was a 1% increase on the previous year which in turn was 3% higher than the amount collected in 2022/23. Household waste accounted for 86.9% of the waste collected by councils during 2024/25, which was a slight drop on the previous year. And given that the emphasis of the Waste Hierarchy provides a tiered approach which prioritised waste prevention first and foremost, it is worth noting that Belfast City Council generated the smallest amount of household waste per capita at 397kg (down from 405kg) whilst Antrim & Newtownabbey recorded the largest at 555kg (up from 545kg) per capita.

The municipal waste arisings in the arc21 constituent councils' area continues to account for approximately 59% of the waste managed by all of NI's councils, which is directly related to the population size. The collective household recycling rate for the arc21 administrative area in 2024/25 remained just below 50% (49.6%).

¹ At the time of this reconstitution, arc21 engaged with DAERA's predecessor – the Department of the Environment (DOE)

² These figures are from the last full year's data set (2024/25) which are collated as part of the Northern Ireland local authority collected municipal waste management statistics released by the Department of Agriculture, Environment and Rural Affairs (DAERA)(see <https://www.daera-ni.gov.uk/sites/default/files/2025-12/lac-municipal-waste-2024-25-report.pdf>).

KEY PRODUCTS AND SERVICES PROVIDED BY ARC21 TO PARTNER COUNCILS

Currently, arc21 provides the following distinct services:

Advocacy	Engage with stakeholders on behalf of arc21's constituent councils on covering issues such as the Circular Economy, Extended Producer Responsibility and Net Zero.
Procurement	Deliver a programme of work to ensure appropriate contracts are in place for the councils including implementing interim arrangements for residual wastes and seeking to conclude the planning and procurement regulatory processes for the residual waste treatment facilities proposed for the site at Hightown Quarry.
Policy and planning	Refresh the Waste Management Plan (WMP) addendum and prepare for a new WMP in association with the constituent councils. Maintain ISO9001:2015 quality accreditation for arc21.
Compliance & Contract Management	Limit the residual waste sent to landfill by 2027/28 Continue to deliver a balanced financial strategy and reset arc21's reserves.
Outreach	Maintain a programme of engagement with councils for school, community groups and other similar events.

Governance Framework

GOVERNANCE FRAMEWORK

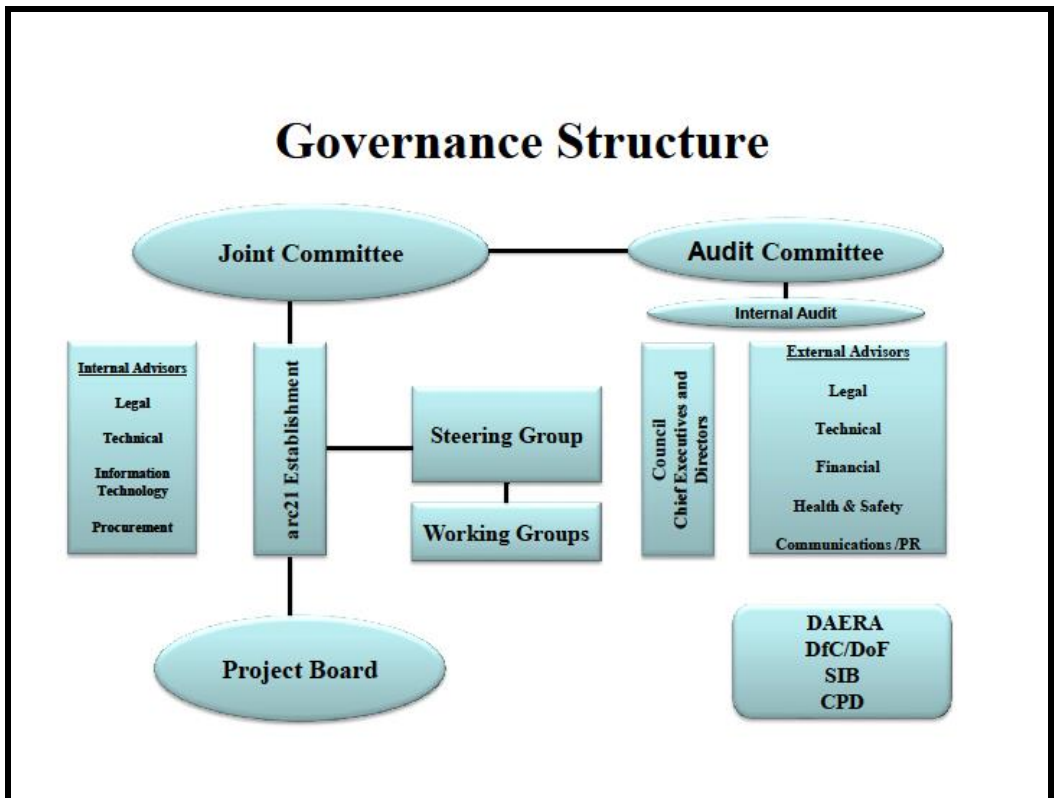
arc21 was originally established in 2004 and, following a reboot during Local Government Reform (2015), it is again overseen by a Joint Committee which is now made up of 18 elected Members – three from each of arc21’s constituent councils.

The Joint Committee meets mainly on a monthly basis to decide on issues within its remit, concerned with advancing implementation of arc21’s extant waste management plan and in support of the waste management strategies of its constituent councils.

At the core of the governance framework is the adoption of a corporate planning process. This Annual Report is the key element in reviewing arc21’s delivery of its Corporate Plan throughout the term of each of the Corporate Plans. Following consideration of the Annual Report, it is posted to the arc21 website.

Minutes of the Joint Committee meetings are available to the public, and are published on arc21’s website www.arc21.org.uk

GOVERNANCE FRAMEWORK



The Joint Committee consists of a statutory joint committee of Members which support arc21's constituent councils' in the implementation and discharge of their statutory duties as outlined within a Waste Management Plan which is periodically updated. The councils also draw upon other relevant waste management strategies and approaches to deliver their services which are prepared on a council-by-council basis.

The Joint Committee requires a quorum in order to enable lawful decisions to be made. The quorum must be made up of two key elements, with:

- (i) at least six Members representing,
- (ii) at least four councils.

In accordance with the legislation, a simple majority of Members present is needed to make lawful decisions, but the quorum requirements mean that all decisions are made by the majority of councils every time.

It is therefore important, for decision-making, that as full an attendance by Members as possible is achieved at Joint Committee meetings to allow for consideration, debate and approvals on the important issues impacting on arc21's constituent councils. Each year, attendance is recorded and reported as part of the Annual Report. On average, meetings of the Joint Committee were attended by 41% of the Members and given the major waste management issues impacting on councils, as full attendance as possible is the goal in the next year.

Meetings during the year included reports covering progress on the preparation of the councils/arc21 Waste Management Plan addendum and outcome of the *Gateway Health Check* Review output on progressing to decision-points for the residual waste treatment project at Hightown Quarry, the award of a number of specific contracts to provide appropriate services for the constituent councils, and general consultation responses.

At the AGM held in September 2025, Members elected Councillor Alison Bennington as Chair, and re-elected Councillor Gregg McKeen as Deputy Chair of the Joint Committee for a third year.

The arc21 Joint Committee meets monthly throughout the year. Hybrid meetings are held quarterly, including the September AGM, and hosted by councils on a rotational basis with the remainder of the meetings held online. There had been difficulty in achieving a quorum when meetings had returned to in-person only which, following the drafting of legislation, meant arc21 adopted the same approach as the other councils in Northern Ireland and in our case commenced holding hybrid meetings quarterly which has provided an opportunity to attend these meetings in person, which a small number of Members have availed of.

Achieving quorum continues to be a concern – this remains an imperative in order to ensure that business proceeds in a timely manner. This has been raised with the Committee and council Chief Executives during the course of the past year but continues to be an area for improvement.

The attendance of the Members who served on the Joint Committee for the year up to March 2026 is provided at Annex 1. This is presented as a simple table listing the Member, their eligibility to attend during the year, and takes into account the Members who joined/left during the year as well as the meetings they attended.

The Joint Committee is supplemented by an Audit Committee which reports to the Joint Committee and provides an independent assurance on the adequacy of arc21's risk

management and associated control environment. The Audit Committee consists of Members of the Joint Committee and led by a Chair who is not the Chair of the Joint Committee. During 2025/26, the Chair of the Audit Committee resigned from his party in July and consequently, similarly resigned from the Joint Committee at the same time. This post has remained vacant since. Cllr Murphy also resigned from both the Joint Committee and the Audit Committee during the year. Her post has not yet been filled.

Currently, the Audit Committee is made up of three members volunteering to sit on the Committee including: Councillors Thompson, McKeen, and Alderman Morrow. Mr John Balmer from ANBC sits on the Audit Committee as an independent and chaired the most recent Committee meeting.

RISK MANAGEMENT

A risk management strategy was developed in line with best practice and is reviewed on an annual basis in conjunction with Belfast City Council's Audit Governance & Risk Services (AGRS), arc21's internal audit service provider.

Risk Action Plans and a Risk Register are reviewed on a quarterly basis to ensure that corporate risks are aligned to the Corporate Strategic Objectives (CSOs) of the Corporate Plan. Risks are evaluated using a likelihood/impact methodology and risks related to major contracts and procurement exercises are identified as part of the ongoing project management processes within arc21.



ESG

Environmental, Social & Governance.

Corporate Plan Objectives

THE CORPORATE PLAN 2024-28

The Corporate Plan sets out what arc21 intends to do to meet the expectations of its key stakeholders, the constituent councils. In developing the Plan, arc21 engaged with key stakeholders. The Plan commits arc21 to five Corporate Strategic Objectives (CSOs) and nine resultant actions made up of initiatives and performance targets, with a timetable spanning from April 2024 to March 2028.

In terms of delivering, an Action & Improvement Plan is used to enable arc21 to identify the actions to be taken to achieve the overall CSOs during any particular year. This is reviewed by the Senior Management Team (SMT) on a quarterly basis and presented to the Steering Group to ensure accountability and that arc21 remains aligned to both the CSOs and constituent councils' expectations.

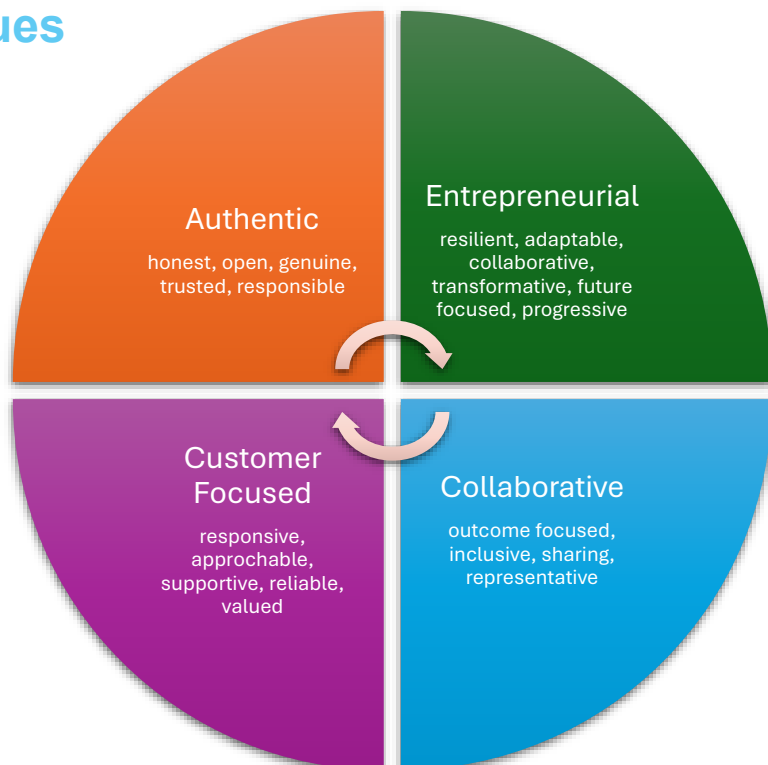
VISION

To be the partner of choice on waste and resources.

Mission

"To provide a platform for councils to collaborate on waste/resources. arc21 develops and delivers solutions that meet the constituent councils' needs. arc21 actively contributes to creating a circular economy and addressing the climate crisis in Northern Ireland". The values statements reflect what arc21 stands for. These core principles and ethics provide guidance on how it will behave.

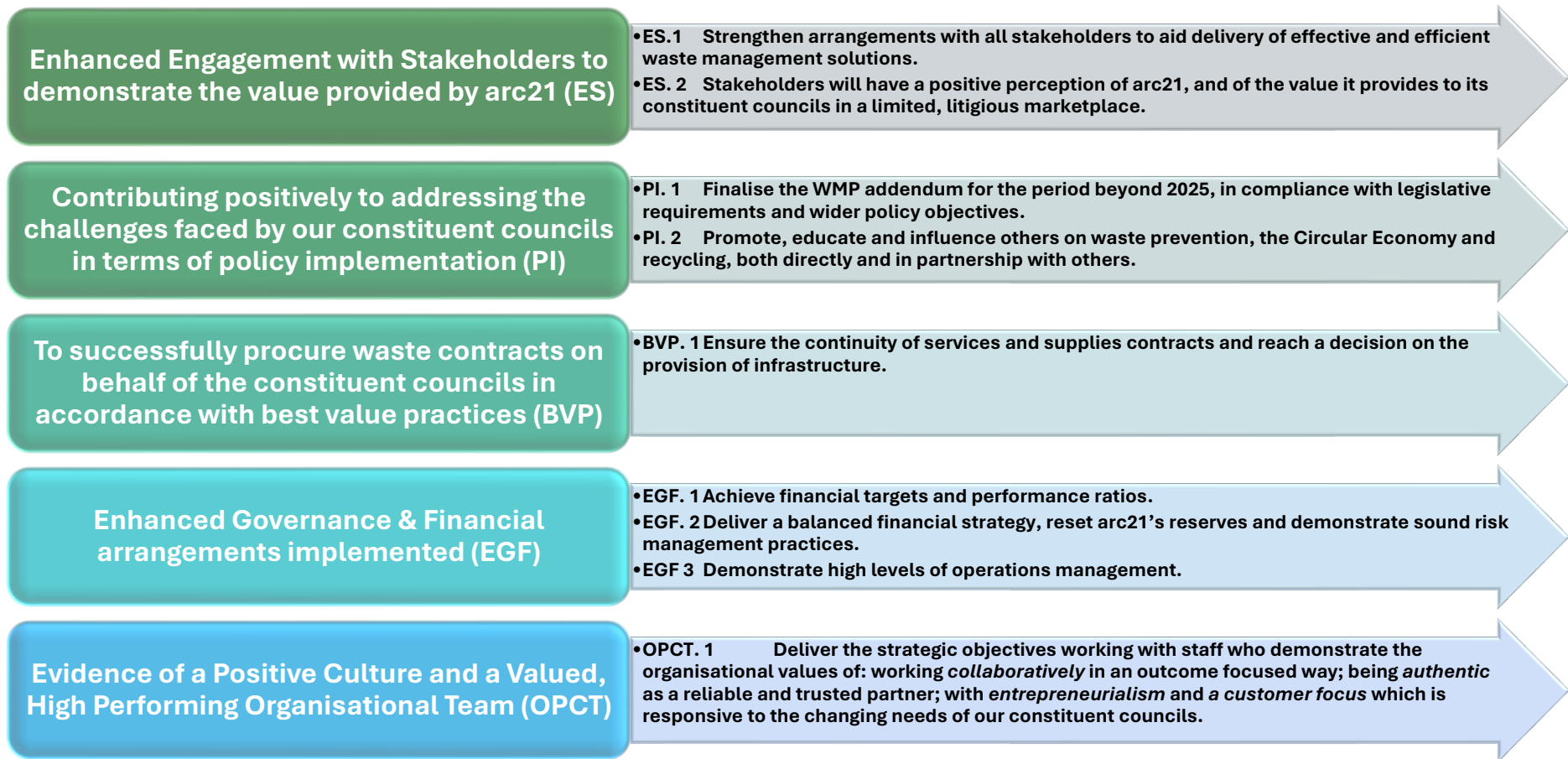
Our Values



STRATEGIC OBJECTIVES & PRIORITIES FOR ACTION

In order to maintain a focus on priority areas, arc21 adopted the Corporate Strategic Objectives (CSOs) to frame its work over the term of the Plan and by achieving these, it was considered that it could best support its constituent councils and the delivery of their Waste Management Plan and other objectives.

The objectives, and the resultant actions, are grouped into five main sets as follows:



The first set of objectives were aimed at **developing a programme of engagement with arc21 stakeholders to demonstrate the value it provides**, and responding to the needs and expectations of the councils which can only be achieved if it **contributes positively to help its constituent councils address the challenges faced in terms of policy implementation.**

arc21 recognises that its constituent councils are facing considerable financial pressures. Therefore, arc21 will continue to **successfully procure waste contracts on behalf of the constituent councils in accordance with best value practices.** This will also entail the (re)letting of contracts to ensure that the waste produced by the councils is correctly treated, recycled and disposed of in accordance with statutory requirements and that, by using open competition, arc21 is able to provide the most cost effective contracts on behalf of the councils, while abiding by its own **robust internal Governance & Financial arrangements.**



None of this would be possible if arc21 did not seek to maintain the **Positive Culture displayed by the Present Valued, High Performing Organisational Team.**

This approach was adopted to ensure that arc21 had a strategy which could support any new initiatives arising from the strategic review, being undertaken by SOLACE, which is considering future waste governance arrangements³, the Circular Economy package, and what that may mean for NI local government but which does not have a clear timeline for completion. It allows permits incorporation of the ongoing issues of the UK's exit from the EU and the counter EU-UK reset arrangements which are likely to crystallise in 2026/27, as well as the major new waste policy changes (such as EPR and ETS) as they emerge.

³ Solace (see <https://solace.org.uk/>) is the leading members' network for local government and public sector professionals across the United Kingdom. In NI, consideration as to the most appropriate means to provide waste management arrangements has been under consideration by Solace – and this continues.



PROGRESS AGAINST CORPORATE PLAN

arc21's Corporate Plan for the four-year period, 2024-2028, was published in 2024 and set out nine CSOs, underpinned by prescribed aims and actions.

Using the balance scorecard framework, activities in the Action Plan were placed against each CSO, with a range of specific activities identified to enable progress to be delivered in a structured manner.

Ultimately, arc21's aim is to use the specific activities identified in the Action Plan each year to monitor, manage and deliver the Corporate Plan over its four-year life span. This Annual Report specifically focuses on delivery of the first year (2024/25) objectives.

Each year, the Annual Report covers the delivery of various actions under each CSO and, in this manner, record progress on delivery of the Corporate Plan. These actions are detailed within Annex 1.

OUTREACH REQUESTS AND SUPPORT

Queens University received arc21's support in regards to an ESPRC funding application to endorse a project at outline proposal stage which focuses upon addressing the upcycling of hard to recycle waste plastics and create transportation fuels and high-value carbon materials.

During the year, arc21 also issued letters of support from two projects being run by Manchester University but with local input from Queens University, Belfast (QUB) and Leeds University for Engineering & Physical Research Council (ESPRC) looking to support projects critical for the further development of the circular economy in the UK. These projects

- CircularMetrics+ considering the development of a UK-wide network to improve circular economy data, indicators, and standards and
- CircUlarity in the Built Environment NetworkPlus (CUBE N+) covering the development of circular economy thinking covering six built environment themes

will be assessed in early 2026 and, should they successfully pass the initial sift, further details will be returned to arc21 for additional consideration in 2026/27.

During the year, the QUB letter of support for a project on *Industrial Symbiosis & Data Mining Research* produced results which were included in a Springer Book project; while the *Regulations to Ensure Sustainable Circular Use at End-of-life for wind* (RESCUE) project exploring the drivers and barriers impacting the development of a circular supply chain for the wind sector, including its decommissioning drew to a successful close with a range of recommendations, publications and next steps being produced.

The Acting Chief Executive continues to work with QUB as a Visiting Research Fellow on the role waste can play in transitioning to a Circular Economy – a role which has been extended for a couple of years.

Funding Opportunities during the year

arc21 engaged with its constituent councils to advise of additional funding available from Alupro for their Metal Matters Communication Campaign 2025. The Electricals Recycling Fund provides an opportunity for local authorities, community organisations, retailers etc to apply for funding to help reduce the environmental impact of waste electricals by making it easier for people to reuse and recycle. This followed a previous round of funding, of over 40 projects of £1.8 million.

Free social media and digital resources for ‘*New Olympic & Summer Recycling Resources*’, ‘*Halloween & Christmas Recycling*’ made available from Alupro, were also brought to the councils’ attention during the year.

arc21 Annual Seminar March 2026 - ‘Realising Resources’

This year’s annual webinar – *Realising Resources* – took place on 31 March and included a variety of speakers from across industry including CIWM, DAERA, SOENECs, WRAP and Wood Recyclers Association. Presenters focussed on issues affecting local government, touching upon the latest developments in Government policy – including the Circular Economy – as well as pEPR and the prospects of developing a textile equivalent and some current issues affecting the wood waste industry, including infrastructure, supply and classification.

It was attended by over 50 attendees which included officers and Members from the arc21 councils as well as attendees from other NI councils, DAERA, NILGA, and SIB, although the invitation had been extended to a wider audience. The feedback was positive with comments received noting how interesting, informative and timely the event was.

Financial Report

FINANCIAL REPORT

Financial Highlights of the year were:

- Income increased by £3.5m (6.8%) from £49.5m to £52.9m.
- Cash flow remained healthy throughout the year.
- The Income and Expenditure Statement shows a surplus of £73k on the Provision of Services, which is broadly a result of an underspend on arc21's establishment costs.
- The Local Government Auditor certified the 2024/25 Statement of Accounts in September 2025 without qualification. The 2025/26 Statement of Accounts are due to be audited and certification achieved before the end of September 2026.

The Income and Expenditure Statement for the 2025/26 year in comparison with the 2024/25 year is included at Annex 3.



WASTE MANAGEMENT POLICY

During the year, arc21 continued to monitor the external environment and maintained regular contact with key internal and external stakeholders. Several meetings were held locally with key DAERA, SIB and NIAO officials during the year, and regular input continued through NAWDO and the Waste Network Chairs into the national agenda.

Post-Brexit, the Environment Act (2021) has established a legislative framework within which the environment will be governed, covering areas including waste and resource efficiency. This legislation outlines the role of the Office of Environmental Protection (OEP) as well as the powers to be devolved to the different nations. The importance of the annual Environmental Improvement Plan (EIP) is also referenced.

During 2025/26, arc21 considered a number of consultations and responded to the following:

- Consultation on Reform of Landfill Tax in England and Northern Ireland (Jul)
- Consultation on the EU Emissions Trading System and the Market Stability Reserve (Jul)
- Public Consultation on the Plastic Pollution Plan for Northern Ireland - PPP NI (Sept)
- Northern Ireland's draft Climate Action Plan 2023-2027 (Oct)
- Consultation on the setting of Northern Ireland's Fourth Carbon Budget (2038-2042) (Nov)

The Northern Ireland Waste Strategy *Rethinking Our Resources* was launched for consultation in January with a four-month consultation window (May, 2026). This consultation is titled the same as an earlier (2024) paper which just serves to highlight that the outcome from this draft remains outstanding. It considered proposals concerned with waste collections and its outstanding findings and guidance risk undermining council decision-making, the procurement of new vehicles and the roll-out of new collection arrangements.



Throughout the year, certain key issues remained prevalent, such as:

- The lack of direction on strategic waste policy in NI continues and this is having a serious impact upon councils' decision-making processes for the provision of future waste management services and facilities. Specific areas included the ongoing lack of NI Waste Strategy, the ongoing lack of direction of travel following on from the *Rethinking Our Resources* consultation exercise (see above), and the absence of regulation or guidance in relation to Persistent Organic Pollutants which, despite publication and updates of the regulatory position statement in England, remain lacking in Northern Ireland. There continues to be uncertainty on the impact of Emissions Trading Schemes (ETS) in the future and, if anything, this has been exacerbated following the announcement by Government during the year that it will seek to align with EU proposals as part of the EU-UK reset agenda; The market for textiles remains very poor and there was continued downward pressure on global markets for secondary materials. The prospect of a return to the situation which existed previously looks remote in the near term;
- The draft *Circular Economy Strategy for NI (2023)* remains outstanding but will be expected to parallel any Waste Management Strategy once it is completed. It is notable that the current Waste Strategy *Rethinking Our Resources* makes limited reference to this document and, given the work in England in producing a *Circular Economy Growth Plan*, there is the prospect that this may need to be refreshed before finalisation;
- The Extended Producer Responsibility (EPR) scheme for packaging has successfully launched with Year 1 and 2 figures having been issued or indicated for councils, PackUK being established and the PackagingPRO – which will help deliver the programme to recover more recyclable materials and reduce waste to landfills having been launched in early 2026;
- Digital Waste Tracking is scheduled to commence for councils in Northern Ireland in October 2027;
- Flexible plastics are scheduled for collection from March 2027, but there may be a timing issue for Northern Ireland in that the legislation is yet to be drafted; and
- Work on the Deposit Return Scheme (DRS) continues with the establishment of a Deposit Management Organization (DMO)(Exchange for Change) in early 2026 and the planned launch date is still set for October 2027.

In relation to the review of the arc21 Waste Management Plan, an initial draft was completed for an addendum to the Plan but following a request from the CEXs to undertake a Gateway *Health Check* Review and incorporate the results, completion of this document was deferred. This situation will be revisited in 2026/27.

As outlined last year, there appears to have been little progress on the *Review of Waste Management Arrangements*, commissioned by SOLACE and undertaken by SIB. The timing and impact of such a development on arc21 remains unclear as it remains unsighted on the proposals. The Corporate Plan drafted in 2024 was prepared as a standalone document for the four-year period 2024-28 and was drafted without consideration of the SOLACE review. The arc21 team have delivered against the objectives and timescales outlined in the Plan and will continue to do so.

OPERATIONS

Contract management processes were undertaken albeit with limited resources for the increased number of contracts. Site visits to all facilities were undertaken at periodic intervals and external health and safety inspections were fully completed across the range of operational facilities by an arc21 appointed specialist health and safety consultant.

Through the contracts procured by arc21, the organisation handled 76% of its constituent councils' waste in the 2025/26 year. This was up by 3% on the previous year. The overall tonnage handled through arc21 contracts rose by 5% and there was also an increase in the waste tonnages handled through the arc21 haulage contracts in 2025/26.

Over the course of the year all of the arc21 constituent councils' residual waste was sent for pre-treatment to extract recyclates prior to the majority of the outputs being sent to energy recovery.

In addition, arc21 haulage contracts managed more than 15,500 transfers of waste to facilities for sorting and/or treatment.

Table 1 below provides a 5 year comparison of waste sent directly to landfill versus waste processed at treatment facilities to achieve recycling of energy recovery/disposal.

TABLE 1: arc21 contracts year-by-year comparison of waste sent directly to landfill vs waste sent to contractors for recovery/recycling

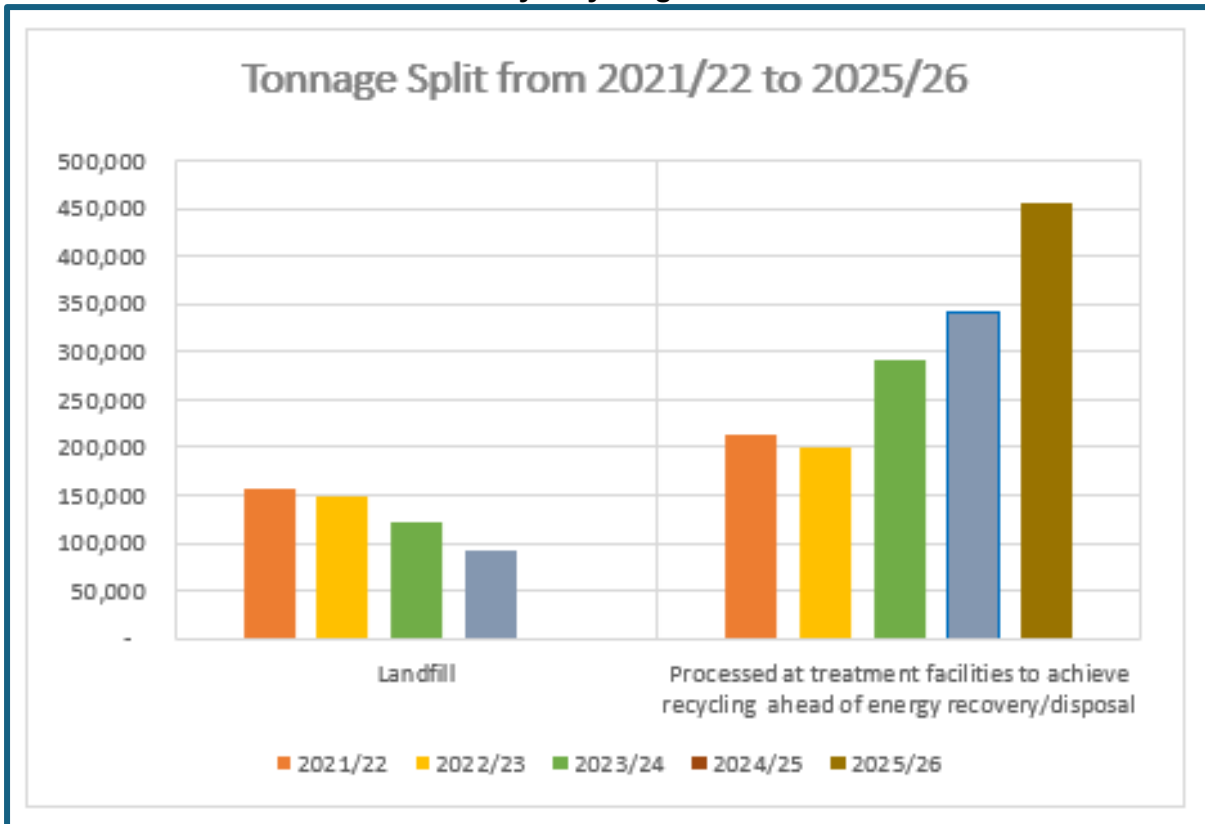
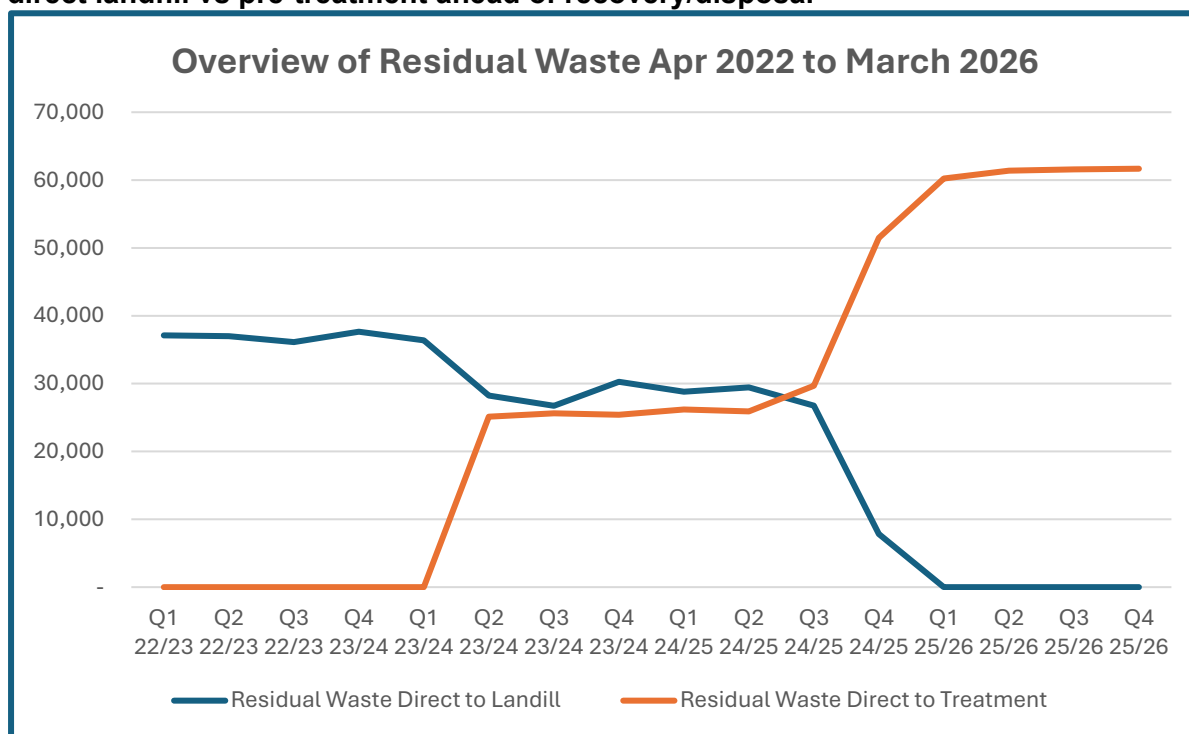


Table 2 below highlights the change that took place when a number of residual waste treatment contracts were awarded, moving this waste stream up the waste hierarchy by extracting recyclates and enabling energy recovery in preference to disposal.

TABLE 2: arc21 Residual Waste tonnages, by quarter from April 2022 to March 2026, direct landfill vs pre-treatment ahead of recovery/disposal



The impact of inflationary rises on contract prices lessened over the course of the year as CPI percentage was slightly lower than the previous year with fuel price adjustment mechanisms being used in many of the haulage contracts to reflect market conditions.

Meetings continued to be held with all contractors on a quarterly basis with a focus on reviewing operational performance, reporting and contingency arrangements.

Health and Safety accidents and near misses were regularly reviewed both with contractors and with council officers. There was an increase in fire related incidents and this is an ongoing concern for councils and the industry.

Over the course of the year, regular reports were produced for internal stakeholders detailing waste tonnages, end destinations and tonnage trends.

Revenue share mechanisms in contracts did not achieve the same level of income as had been achieved in previous years due to the prevailing market conditions and in particular the textile market continues to face significant issues.

arc21 Contract Highlights

54,220

(up 6%)

NUMBER OF DELIVERIES



454,513

(up 3%)

TONNES DELIVERED



8,124

(down 4%)

COLLECTIONS MADE FROM BRING SITES




15,848

(up 9%)

DELIVERIES BY HAULAGE CONTRACTORS




Expenditure On
Service Contracts
and Supplies
£52m
(up 6.8%)



REJECTED LOADS

15



HEALTH & SAFETY INCIDENTS

19



CONTRACT MEETINGS

68



QUARTERLY WASTE RETURNS

4

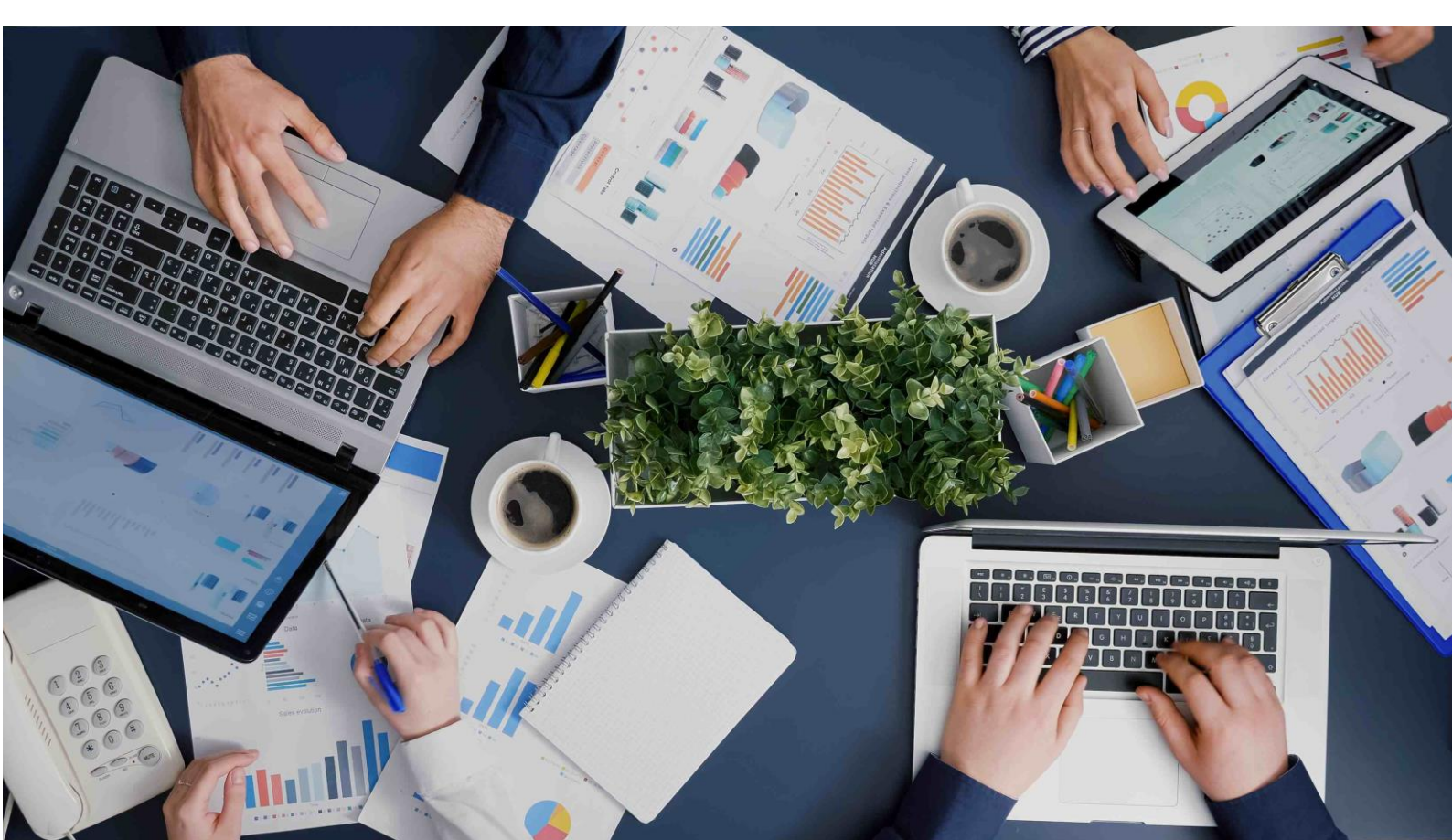
PROCUREMENT

arc21 continued to manage its contracts and, over the course of the year, exercised options to extend a number of existing contracts.

During the year, arc21 undertook procurements for two further contracts for the treatment and recovery of residual waste, one of which was awarded in March 2026.

Legal proceedings following the award of a contract for the recovery and treatment of residual waste for one of the councils in 2023 continued during the year and this had an impact on resources.

Market engagement related to the future requirements for the treatment and processing of Organic Waste post November 2029 was also completed.



EDUCATION AND AWARENESS

The Waste Promotions Officer continued to deliver a wide-ranging programme supporting education from nursery through to secondary level, in addition to community groups, summer schemes, youth associations and events. Feedback provided by users continued to be extremely positive. The table below provides a high-level overview of activities undertaken by the officer in the 2025/26 year.



Community Engagement

Our longstanding and well established contract for the treatment of food and garden waste has, over the years, been a great success in diverting garden and food waste from the residual waste stream and producing high quality peat-free compost.

To promote and celebrate this, arc21 and our 6 Participant Councils, together with Natural World Products participates annually in the International Compost Awareness Week.



SUPPLIES

arc21 continued to purchase supplies of bins, bottle banks, home composters, caddies, caddy liners and boxes on behalf of councils. The spend on these items was £1.5m compared to £1.9m in the previous year. This reduction in spend reflects both the timing of purchases of regular supplies, and the timing of larger scale roll out of new bins to residents.



ISO ACCREDITATION

In 2025, the external audit of arc21's ISO accreditation confirmed that internal processes were being followed, with no issues highlighted.



RESIDUAL WASTE TREATMENT PROJECT

The well publicised history through the planning systems of the proposed development of residual waste treatment facilities at Hightown Quarry which is part of the RWT project is a workstream arc21 continues to give attention to. The project is not unique in Northern Ireland in having delays arising from the way the planning system is administered and the opportunities it creates for objectors to flex their rights to seek judicial intervention.

The onus is always on the applicant to maintain the evidence base that supports the planning application that was submitted in March 2014. Delays in the planning authority in making a robust decision has resulted in expensively complied studies, surveys and reports being time expired and requiring to be updated and re-consulted on. All inducing commensurate additional costs and delays.

There has been four recommendations by planning officials to grant planning permission, including by the Planning Appeals Commission, but as of March 2026 no robust determination on the planning application has been made. Of the 70 consultees approached by the planning authority, none have recommended to the planning authority to refuse planning permission.

All the planning application documentation is available on the planning register (planning portal) and on the downloads section of the project website (<https://becon.co.uk/arc21/>).



The arc21 Joint Committee maintains that the case for publicly owned, professionally operated residual waste treatment infrastructure be properly considered. The statutory duties outlined in the arc21 councils' current waste management plan are best delivered by developing the facilities proposed for Hightown Quarry. It is a long-term solution for a long-term problem. Securing planning permission is a critical step.

The wisdom and legacy of former Members of the Joint Committee in setting the requirements of the RWT project have never been clearer. The consequences of the energy crisis and the incongruity of exporting indigenous energy for the benefit of foreign jurisdictions, the statutory targets in the Climate Change Act (NI) 2022; the increase in the scope of the UK and EU Emissions Trading Schemes to include waste facilities; the adoption of the EU Circular Economy Package by the UK; the roll out of packaging EPR regulations; the Mills Report recommendations following the Mobuoy waste crime scandal; the management of Persistent Organic Pollutants (POPS) particularly the increasing focus on managing out the decades of accumulated material containing per- and polyfluoroalkyl substances (PFAS), the UK Climate Change Committee's recommendations, all underline the need for the arc21 councils to have access to modern, purpose-built facilities that are future-proofed to at least 2050.

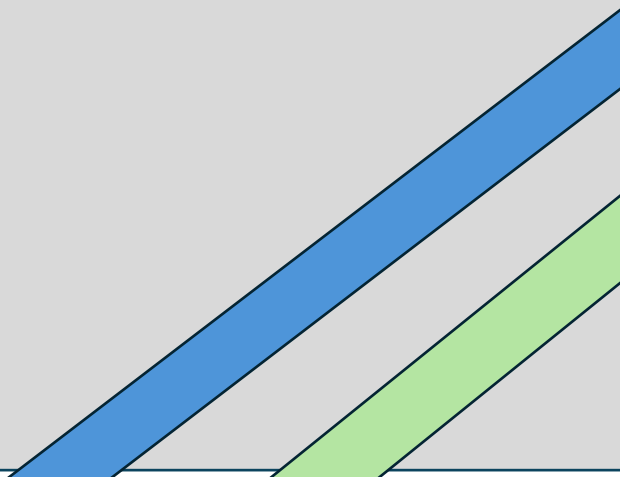
The Project is compatible with internationally accepted waste hierarchy and provides facilities:

- able to cope with landfill bans and restrictions on exports of waste;
- to meet increasing targets for materials recovered and recycled from residual waste;
- ready to recover and provide low carbon heat to local businesses and citizens;
- able to be include ETS mitigation;
- that can be a platform to deploy future circular economy and sustainable fuel technologies; and
- able to recover energy to provide synchronous electric power generation valued by the grid system operator that will enable other renewables to connect to the grid.

The Project respects the revised Waste Framework Directive principles of proximity and self-sufficiency while providing councils with locally operated, compliant waste treatment facilities.

By having access to its own local treatment facilities, councils will be provided with predictability in the future costs of the management of their residual waste; this will give transparency on cash-flows and assurance on the final outlets for recyclates and destinations of all products managed by the RWT project. A gain-sharing mechanism will be built into the Project so that the councils can realise financial benefits from periods of high market prices for electricity and materials.

Annexes



Annex 1 - Corporate Objectives

These objectives were identified as part of the 2024-28 Corporate Plan and have been aggregated into five distinct areas of:

- (i) **Enhanced Engagement with Stakeholders to demonstrate the value provided by arc21;**
- (ii) **Contributing positively to addressing the challenges faced by our constituent councils in terms of policy implementation**
- (iii) **To successfully procure waste contracts on behalf of the constituent councils in accordance with best value practices;**
- (iv) **Enhanced Governance & Financial arrangements implemented;** and
- (v) **Evidence of a Positive Culture and a Valued, High Performing Organisational Team.**

Each year, the Annual Report covers the delivery of various actions under each of these headings and, in this manner, record progress on delivery of the Corporate Plan.

Key for tables below:

red	not achieved
amber	partly achieved
green	completed
grey	In abeyance or not within our control

Enhanced Engagement with Stakeholders to demonstrate the value provided by arc21 (ES)

ES.1 - Strengthen arrangements with all stakeholders to aid delivery of effective and efficient waste management solutions

	Action Plan Activities	Action Undertaken
1.	<i>Continue to provide a central conduit for interaction with councils, Government and other agencies on issues of mutual interest</i>	
	Attendance at critical stakeholder forums where arc21 represents the Councils	arc21 attended GWWG meeting in Feb which included discussion on the WMS consultation; attended NITAG/LGTAG meeting and visit; attended Defra stakeholder forum meetings; attended EUBR sessions organised by Defra and reported back to councils.
2.	<i>Continue to work with other council bodies (e.g. NILGA, SOLACE, TAG) on issues of mutual interest</i>	
	Attendance at meetings with relevant bodies	Attended a number of meetings with DEFRA (3); CIWM (4); Waste Network Chairs (3); DsfEC (5); NILGA (3); NAWDO (4); SIB (2); GWWG (1); LG TAG (1); NCAP (1)

	Action Plan Activities	Action Undertaken
3.	<i>Continue to engage with Non-Governmental Organisations (NGOs), professional bodies, trade organisations and similar on matters of mutual interest</i>	
	Membership of relevant bodies	CIWM, NAWDO, CWF, WNC
	Identification and attendance at various events and forums	Attended launch of University of Leeds led UKRI project - RESCUE at Stormont. Focus upon supply chain and recovery of materials arising from end-of-life wind turbines

ES. 2 - Stakeholders will have a positive perception of arc21, and of the value it provides to its constituent councils in a limited, litigious marketplace

	Action Plan Activities	Action Undertaken
1.	<i>Ensure that arc21 continues to reflect constituent councils' views</i>	
	Annual Customer Survey	The Customer Survey for 2024/25 year was carried out in Q1 and presented to the Steering Group and Joint Committee meetings
2.	<i>Ensure that arc21 engages closely with Steering Group officers on an ongoing basis</i>	
	Attendance at Steering Group meetings	Ten Steering Group meetings were held in the year.
3.	<i>Continue to provide high standard of service to key stakeholders</i>	
	Engage with constituent councils' Directors on a quarterly basis	Meetings continued to be held quarterly with council directors and Chief Executives
4.	<i>Successfully lobbied to have a place on the NI Waste Forum during term of Corporate Plan</i>	
	Achieve a place on the Forum for elements related specifically to producer Extended Producer Responsibility (pEPR)	Attendance was achieved in 2024/25 year.

Contributing positively to addressing the challenges faced by our constituent councils in terms of policy implementation (PI)

PI. 1 - Finalise the WMP addendum for the period beyond 2025, in compliance with legislative requirements and wider policy objectives

	Action Plan Activities	Action Undertaken
1.	<i>The Waste Management plan addendum will be completed</i>	
	The WMP will be finalised and issued	The WMP Addendum will not progress at this time as DAERA's "Rethinking Our Resources: Northern Ireland Resources and Waste Management Strategy" consultation is currently out and there will be a full WMP update following the outcome of this.
2.	<i>Respond to consultations in line with policy</i>	
	Respond accordingly and report through governance.	Appropriate consultations were responded to during the year.
3.	<i>As councils have a series of new recycling targets under the Circular Economy Package Policy Statement (2020), arc21 will work with the Steering Group officers to determine appropriate actions to deliver these:</i>	
	Monitor any impact upon councils and issue amendments where relevant	Reported recycling performance to the Steering Group and Joint Committee and included recycling and diversion targets into the procurements for residual waste treatment. Engaged with arc21 council recycling officers on new materials for collection as part of their mixed dry collection arrangements.

PI. 2 - Promote, educate and influence others on waste prevention, the Circular Economy and recycling, both directly and in partnership with others

	Action Plan Activities	Action Undertaken
1.	<i>Where possible, arc21 will identify new funding streams and collaborate with others to promote waste prevention and reuse</i>	
	Identify appropriate funding opportunities as they arise both locally and nationally	Steering Group circulated in Jan and Mar with Alupro free resources. Met with recycling officers and NWP for potential collaboration to promote circularity.

	Action Plan Activities	Action Undertaken
2.	Provide one briefing per year per council (i.e. through Committees, and/or Councils)	
	Ongoing	Ongoing offer of briefing, dependent on invitation from councils/committees
3.	Deliver an annual seminar open to our stakeholders	
	Ongoing	arc21's annual webinar "Realising Resources" took place in March and was attended by c50 people
4.	Produce a monthly brief for the constituent councils	
	Ongoing	Ten bulletins were prepared in the year

To successfully procure waste contracts on behalf of the constituent councils in accordance with best value practices (BVP)

BVP. 1 - Ensure the continuity of services and supplies contracts and reach a decision on the provision of infrastructure

	Action Plan Activities	Action Undertaken
1.	Deliver the scheduled procurement programme for each year of the Corporate Plan - Undertake extensions and procurement exercises to ensure that continuity of service for the disposal of residual waste is maintained:	
	MRF Lot 1	Contract extended
	MRF Lot 2	Contract extended
	ANDBC Haulage	Contract extended
	MEABC Haulage	Contract extended
	LCCC Transfer & Haulage	New contract commenced
	NMDDC Residual Waste (legacy Newry)	New contract awarded
	NMDDC Residual Waste (legacy Down)	Procurement commenced but contract award is subject to an injunction
	NMDDC Haulage for Mixed Dry	Contract extended
	Health & Safety	Contract extended
	HR Support	Formal procurement required due to value of spend. Procurement delayed to Q1 2026/27
	Legal Services contract	Contract extended
2.	Conclude the procurement exercise for the facilities at Hightown Quarry	
	Complete the Gateway Review process	

	Action Plan Activities	Action Undertaken
	Monitor the planning determination process and respond as needed	Consultation concluded resulting in a request for a 10 th FEI; work underway to complete
3.	<i>Ensure that arc21 has appropriate levels of finance in place to cover procurement exercises</i>	
	Appropriate levels of reserves	The reserves were set for the year in line with arc21's policy.
4.	<i>Determine how the constituent councils will deal with organic waste at contract end in 2029</i>	
	Market review to be completed	Actioned

Enhanced Governance & Financial arrangements implemented (EGF)

EGF. 1 - Achieve financial targets and performance ratios

	Action Plan Activities	Action Undertaken
1.	<i>Ensure that the financial strategy of the organisation is consistent with the needs of the services provided</i>	
	Approval of estimated expenditure with key stakeholders	Actioned
	Production of financial management information to SMT (monthly)	Actioned
2.	<i>KPI management</i>	
	Report KPIs to SMT quarterly	Actioned

EGF. 2 - Deliver a balanced financial strategy, reset arc21's reserves and demonstrate sound risk management practices

	Action Plan Activities	Action Undertaken
1.	<i>Maintain financial systems and controls that meet public accounting standards</i>	
	Status of audited accounts in compliance with accounting regulations	For 2024/25 Annual Accounts – unqualified NIAO Opinion in Sept 2025, Annual Audit letter received Jan 2026
	Monitor Risk Registers and Risk Action Plans	The Corporate Risk Register was reviewed with our internal auditor, AGRS, quarterly
2.	<i>Manage corporate risks</i>	
	Approval of Internal Audit Strategy	Approved at Mar 2026 Audit Committee meeting
	Completion of internal audits	All on target for completion as per timetable
3.	<i>Continue development of an internal audit strategy</i>	
	Reporting of internal and external Audit recommendations	Monitored throughout the year, reported to Audit Committee Mar 2026
	Provision of Audit oversight by Members at quarterly Audit Committee meetings	Ongoing reporting to Audit Committee (4 meetings in year)
	Provision of internal audit service	Ongoing
	Annual Governance Statement	Part of year-end papers following each year end in Q1

EGF 3 - Demonstrate high levels of operations management

	Action Plan Activities	Action Undertaken
1.	<i>Continuance of ISO9001 accreditation</i>	
	Maintain ISO9001 accreditation	The ISO Audit was successfully completed in Oct 2025

Key Performance Indicators

In order to better monitor progress within the Action Plans to achieve arc21's CSOs, a review of activities across the organisation was undertaken during the 2024/25 year and a new suite of Key Performance Indicators (KPIs) were developed.

The KPIs for 2025/26, along with what was achieved, is attached at Annex 3.

Evidence of a Positive Culture and a Valued, High Performing Organisational Team (OPCT)

OPCT. 1 - Deliver the strategic objectives working with staff who demonstrate the organisational values of: working *collaboratively* in an outcome focused way; being *authentic* as a reliable and trusted partner; with *entrepreneurialism* and a *customer focus* which is responsive to the changing needs of our constituent councils

	Action Plan Activities	Action Undertaken
1.	Recruit the Chief Executive post permanently	
	Complete a recruitment exercise for the Chief Executive position	Vacancy advertised Feb 2026. Selection process completed in Q1 2026/27 and new Chief Executive will take up post on 1 June 2026.
2.	Recruitment of Contract Monitoring Officers	
	Complete a recruitment exercise for Contract Monitoring Officer (x2) positions	Recruitment to take place 2026/27.

Annex 2 – Joint Committee Attendance 2025/26

Member	Council	No of meetings eligible to attend⁴	No of meetings attended
Cllr Michael Goodman	Antrim & Newtownabbey BC	8	2
Cllr Roisin Lynch	Antrim & Newtownabbey BC	1	0
Cllr Henry Cushinan	Antrim & Newtownabbey BC	8	0
Cllr Alison Bennington	Antrim & Newtownabbey BC	7	7
Cllr Eddie Thompson	Ards & North Down BC	8	5
Cllr Craig Blaney	Ards & North Down BC	8	2
Cllr James Cochrane	Ards & North Down BC	8	6
Cllr Michael Collins	Belfast City Council	8	0
Cllr Brian Smyth	Belfast City Council	2	0
Cllr Emmet McDonough-Brown	Belfast City Council	8	0
Cllr Áine Groogan	Belfast City Council	5	1
Cllr Alan Givan	Lisburn & Castlereagh CC	8	6
Cllr Jessica Bamford	Lisburn & Castlereagh CC	1	0
Ald Sharon Skillen	Lisburn & Castlereagh CC	8	0
Ald Owen Gawith	Lisburn & Castlereagh CC	7	5
Cllr Rodney Quigley	Mid & East Antrim BC	8	1
Cllr Gregg McKeen	Mid & East Antrim BC	8	4
Ald Maureen Morrow	Mid & East Antrim BC	8	4
Cllr David Lee-Surginor	Newry, Mourne and Down DC	5	3
Cllr Terry Andrews	Newry, Mourne and Down DC	8	5
Cllr Cadogan Enright	Newry, Mourne and Down DC	3	3
Cllr Kate Murphy	Newry, Mourne and Down DC	5	4
Cllr Jim Brennan	Newry, Mourne and Down DC	2	0
Total		142	58
			41% attendance

Councillors Lynch, Smyth, Enright and Murphy resigned from the Committee during the year and were replaced by Councillors Bennington, Lee-Surginor, and Brennan. Cllr Groogan replaced Cllr Smyth in July'25, then resigned in March'26 and was replaced by Ald Copeland in April'26. Cllr Bamford replaced Cllr Kennedy in April '25 and resigned in May'25, replaced by Ald Gawith in June'25.

⁴ There were 10 meetings scheduled in the year, however the April'25 and March'26 meetings were inquorate and could not go ahead.

Annex 3 – Key Performance Indicators 2025/26

No.	Description	KPI Target 2025/26	Achieved 2025/26	Comments
Enhanced Engagements with Stakeholders				
1	Conduct an annual customer survey	conduct survey	Completed	
2	Number of meetings with council Chief Executives	4	4	
Policy Implementation				
3	Number of capacity building engagements	1	1	
Best Value Practices				
4	Tonnage recycled or recovered	> 85%	97%	
5	Percentage of procurements successfully delivered	100%	100%	
6	Delivery of service/operationally focussed contract meeting schedule	100%	100%	
7	Delivery of service/operationally focussed site visits as per schedule	> 95%	21%	Limited number of site visits were undertaken due to resource limitations.
Best Value Practices				
8	Internal processes in place to deliver / maintain ISO9001	maintain accreditation	Maintained	
9	Establishment costs of arc21 per total tonnes of waste delivered to arc21 contractors	< £2.80	£2.31	
10	Aggregate cost per tonne of total tonnes of waste delivered to arc21 contractors	< £105.50	£100.66	
11	Establishment costs of arc21 per tonne, as per aggregate cost per tonne of waste delivered	< 4%	2.3%	
12	Ratio of operating costs to turnover	< 5%	2.4%	
13	Percentage of invoices paid to suppliers within 30 days of receipt	> 90%	98%	
14	Debtor days	< 20 days	14 days	
15	Maintain risk management strategy, quarterly meetings	4	4	
16	Days arc21 staff are absent from work	< 67.5 days	0 days	
Positive Culture				
17	Percentage of staff that have an annual PDP and receive an annual appraisal and review	100%	100%	

Key: RAG system is used to monitor KPIs	
	KPI is on track
	KPI is at risk
	KPI is off track

Annex 4 – Income and Expenditure Statement 2025/26

A Summary of the Comprehensive Income and Expenditure Statement is set out below in respect of the 2025/26 year in comparison with the 2024/25 year.

	2025/26	2024/25
	unaudited	
INCOME:	£	£
Participant Councils	1,217,650	1,148,200
Financing and Investment Income	92,655	110,623
<u>Contract Income:</u>		
Landfill Service and Residual Waste	31,290,268	28,505,121
Organic Waste	10,572,765	10,673,798
Mixed Dry Recyclates	3,951,304	3,867,349
Haulage	3,369,242	2,129,989
Supplies	1,512,833	1,956,260
Street Sweepings	523,196	617,291
Bring Service	349,958	523,180
WEEE	4,799	5,189
	<u>51,574,365</u>	<u>48,278,177</u>
TOTAL INCOME	52,884,670	49,537,000
EXPENDITURE:		
Employee Costs	667,597	689,331
Financing and Investment Expenditure	1,413	1,817
Other Costs and Administrative Costs	567,809	519,338
<u>Contract Expenditure:</u>		
Landfill Service and Residual Waste	31,290,268	28,505,121
Organic Waste	10,572,765	10,673,798
Mixed Dry Recyclates	3,951,304	3,867,349
Haulage	3,369,242	2,129,989
Supplies	1,512,833	1,956,260
Street Sweepings	523,196	617,291
Bring Service	349,958	523,180
WEEE	4,799	5,189
	<u>51,574,365</u>	<u>48,278,177</u>
TOTAL EXPENDITURE	52,811,184	49,488,663
SURPLUS / (DEFICIT) ON THE PROVISION OF SERVICES	73,486	48,337
Re-measurement of the Net Defined Benefit Liability (Asset)	(13,000)	(99,000)
Other Comprehensive Income and Expenditure	(13,000)	(99,000)
TOTAL COMPREHENSIVE INCOME AND EXPENDITURE	60,486	(50,663)

Annex 5 – Glossary of Terms

ACP	Advisory Committee on Packaging
AGM	Annual General Meeting
AGRS	Audit, Governance and Risk Services, Belfast City Council
ALUPRO	The Aluminium Packaging Recycling Organisation
CEXs	Chief Executives
CIPFA	Chartered Institute of Public Finance and Accountancy
CIWM	Chartered Institution of Wastes Management
CSO	Corporate Strategic Objectives
CWF	Council Waste Forum
DAERA	Department of Agriculture, Environment and Rural Affairs
DEFRA	Department for Environment Food & Rural Affairs
DsfEC	Designing Skills for Embedding Circularity
DPS	Dynamic Purchasing System
EPR	Extended Producer Responsibility
ETS	Emissions Trading Scheme
EUBR	EU Sustainable Batteries Regulations
GWWG	Government Waste Working Group
JC	Joint Committee
KPI	Key Performance Indicator
LGTAG	Local Government Technical Advisers Group
MRF	Material Recovery Facility
NAWDO	National Association of Waste Disposal Officers
NCAP	National Communications Advisory Panel
NIAO	Northern Ireland Audit Office
NILGA	Northern Ireland Local Government Association
RWTP	Residual Waste Treatment Project
SG	Steering Group
SIB	Strategic Investment Board
SMT	Senior Management Team
SOLACE	Society of Local Authority Chief Executives and Senior Managers
WMS	Waste Management Strategy
WMP	Waste Management Plan
WNC	Waste Network Chairs

