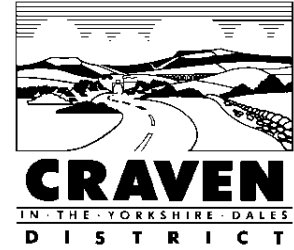


**Policy Committee – 11th  
September 2017**



**PERFORMANCE MONITORING  
REPORT – QUARTER 1  
2017/2018**

Report of - Chief Financial Officer

Lead Member: Financial Resilience, Councillor Patrick Mulligan

Ward(s) affected: All

1. **Purpose of Report** - To present the Council's Performance Monitoring Report for Quarter 1 2017/2018 in accordance with arrangements set out in the Council's Performance Management Framework.
2. **Recommendations** - Members are recommended to note and comment on progress and outcomes achieved.
3. **Council Plan Implementation Progress**

3.1. **Actions**

Monitoring against the Council Plan show that good progress has been made on implementation of Council Plan actions. 14 have been assessed as on target by those completing the updates. One has not yet been started as it is not yet required. Statuses are determined by comparing progress against previously agreed milestones.

The Status Codes used against action updates are as follows:

- Grey – not yet started – not yet required
- Red – all due elements of project are behind schedule / or not started
- Amber – some due elements of project are behind schedule
- Green – on target as per project plan milestones

**Council Plan Action Statuses Analysis**

Priority	Not started – not yet required	Red	Amber	Green
Enterprising Craven				8
Resilient Communities				4
Financial Sustainability	1		2	
<b>Total</b>	<b>1 (excluded from percentages)</b>	<b>0 (0%)</b>	<b>2 (14%)</b>	<b>12 (86%)</b>

Status	Action	Details available at -
<b>Council Plan Action showing not started – not yet required status</b>	CP 17/20/13 - Ensure expenditure is prioritised, regularly reviewed and reflects resident's priorities	Annex C - FINANCIAL SUSTAINABILITY - ensuring a self-sustainable Council
<b>Council Plan Action showing amber status</b>	CP 17/20/14 - Improve the Council's commercial acumen and generate additional income	Annex C - FINANCIAL SUSTAINABILITY - ensuring a self-sustainable Council
<b>Council Plan Action showing amber status</b>	CP 17/20/15 - Maximise the Council's assets for the long term sustainability of the Council and the District	Annex C - FINANCIAL SUSTAINABILITY - ensuring a self-sustainable Council

### 3.2. Indicators

Total number of quarterly Council Plan Indicators	9
Number for which data available - Where the outturn shown is to be confirmed or provisional this is noted in the Annual Target 17/18 column, along with other relevant notes	9
Number with targets	6
Number failing to achieve target (Shown below)	5

Indicator(s)	Comments
EH 10.Q - Housing Services - Number of affordable homes delivered	The majority of affordable homes are built by private developers and sold to housing associations on completion. Timescales for delivery are outside the Council's control and usually dictated by the housing market – the build rate depends on demand. This accounts for variations in year on year and quarter on quarter delivery.
RE 15.Q - Economic Development - Number of businesses assisted to improve their performance	A number of workshops are being planned for the second quarter and these should ensure that the target is met at the half year stage.
EW 10.Q - Waste Management - Residual household waste per household in Kgs.	Provisional pending Waste Data Flow validation.
EW 11.Q - Waste Management - Percentage of household waste sent for reuse, recycling and composting	Provisional pending Waste Data Flow validation.
FM 14 - Financial Management - Additional savings and income generated	Estimated value required to balance budget in 2018/19 £585k for year. Target deliverable by end 2017/18 set at £300k - £101k projects identified to achieve in 17/18 with £199k to identify. At end of Q1 £64k of savings achieved. There are issues in relation to timing of delivery of savings and the plan is being reviewed. The challenge for 2017/18 is to deliver £300k+ with the balance delivered in 2018/19 & work towards delivery of the total budget gap in 2020/21 of circa £954k

A summary showing all Council Plan Indicators is available at Annex E.

### 3.3. Operational Indicators – Benefits and Planning

Data is available for all of the six benefits and planning indicators as detailed in Annex E. All are achieving their targets. Please note that the planning performance quarter one outturns are currently estimated as finalised data is as yet unavailable following the recent change of software.

## 4. Implications

4.1 **Financial and Value for Money (vfm) Implications – None** arising directly from this report.

4.2 **Legal Implications – None** arising directly from this report.

4.3 **Contribution to Council Priorities –** The report summarises performance and achievements against the action and performance indicators relating to council's priorities as contained within the Council Plan.

4.4 **Risk Management –** Risks associated with the Council Plan and achievement of priorities are identified and included in the Council Risk Register as appropriate.

### 4.5 Equality Impact Assessment

An Equality Impact Assessment is not required as the report does not include policy matters for decision with potential impact on equality groups.

### 4.6 Consultations with Others

- CLT
- Service Managers

### 4.7 Access to Information: Background Documents

- Performance Information contained within TEN the Council's Performance Management System
- Council Plan

### 4.8 Author of the Report

Rebecca Steel, Performance Management Officer  
Tel: 01756 706215  
rsteel@cravenc.gov.uk

## Appendices

Annex A – Council Priority Enterprising Craven  
Annex B – Council Priority Resilient Communities  
Annex C – Council Priority Financial Sustainability  
Annex D – Council Plan Indicators  
Annex E – Additional Information - Benefits and Planning Indicators

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

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## Annex A – Council Priority ENTERPRISING CRAVEN - facilitating economic growth across Craven

Action	Key Milestones	Status		Service Area	Progress	Updated by	Date
<b>Enable the provision of 214 homes per year across Craven to meet the needs of our current and future communities</b>							
CP 17/20/01 - Allocate a suitable supply of land for all types of residential development and increase the supply of affordable housing	<ul style="list-style-type: none"> <li>- Publication of the Local Plan</li> <li>- Implementation of Shared Ownership Schemes to create a minimum of 45 shared ownership homes by April 2019</li> <li>- Use of policies to enable the provision of 60 affordable homes per year</li> </ul>	Green		Planning & Regeneration	<p>The Draft Local Plan was published in June 2017. Consultation is due to end on 31st July. Members have agreed to a new housing target of 214 per year for consultation purposes. We are actively working with parish councils to explore opportunities for community led housing schemes within the District.</p>	DS	26/07/17
<b>Stimulate business growth</b>							
CP 17/20/02 - Enable the development of 8 hectares of new employment land by 2020	<ul style="list-style-type: none"> <li>- Development of the South Skipton Employment Zone</li> <li>- Creation of new employment sites in Bentham, Ingleton and Settle</li> <li>- Development of employment space at Threshfield Quarry and Skipton Rock Quarry</li> <li>- Undertaking activity to raise the profile of the Craven District as an attractive location for businesses</li> </ul>	Green		Planning & Regeneration	<p>Work on developing the Local Growth Deal project (Skipton Employment and Housing Growth) is ongoing. Activity has been focused on (i) getting the design/specification to upgrade Engine Shed Lane and Ings Lane to adoptable standard agreed by North Yorkshire County Highways and (ii) gathering the background information needed to support the preparation of the business case.</p> <p>An outline application was submitted for European funding to carry out works to manage the flow of Ings Beck and Gallow Syke from their source to help further reduce the risk of flooding along Ings Lane and support the creation of new habitats and walking routes. The result of the application is expected in July.</p> <p>A planning application has been received for an employment-led mixed-use development at Settle. The proposal is seeking outline permission to provide 12,730 square metres of commercial space. There is no date available for when the application is expected to be determined.</p>	SS	14/07/17

CP 17/20/03 - Improve the quality and capacity of the transport infrastructure serving the District	- Development of Skipton Railway Station - Creation of a Railway Station at Cross Hills - Lobbying for the re-instatement of the rail connection between Skipton and Bolton Abbey - Lobbying for improvements to the main roads within the District - A56, A59, A65, A6068 and A629	Green		Planning & Regeneration	Preparation of the Skipton Station masterplan has commenced. This will include will include measures to enable the potential expansion of routes served. In association with partners an economic assessment of the value of improving transPennine links has been undertaken. Transport for the North will now lead on these activities. Cross Hills Railway Station is not proceeding due to the results of a feasibility study showing it was not economically viable.	DS	26/07/17
CP 17/20/04 - Ensure new and existing businesses have access to, and are able to benefit from, business support services	- Support for the delivery of the Ad-Venture Enterprise Growth Programme - Continuing with the role of SME Growth Manager in collaboration with Leeds City Region Local Enterprise Partnership - Delivery of the Digital Enterprise Business Support Programme in collaboration with partners - Support for the delivery of the Yorkshire Dales LEADER Programme	Green		Planning & Regeneration	The Craven Business Bulletin, a 24 page supplement for distribution through the Craven Herald (in April and June) and via business intermediaries was published. The purpose was to profile the economy; the work underway by the Council and its partners to enable economic growth and the different business support programmes available.  The Business Adviser employed through the Ad:Venture Enterprise Growth Programme to provide one-to-one advice for pre-start, young and new start businesses in Craven started in June. The Adviser has had 10 referrals - 6 were referred to alternative providers, and 4 receiving on-going support.  The SME Growth Manager, providing one-to-one advice for established businesses, has supported 8 new businesses from a range of sectors. A further 4 businesses have received on-going assistance to help them submit applications for grants from the Leeds City Region and the Yorkshire Dales LEADER programme to support their expansion plans.	SS	14/07/17

CP 17/20/05 - Ensure all businesses and residents in Craven have access to a high quality broadband connection by 2020	- Support for delivery of Broadband Delivery UK funded activity through the Superfast North Yorkshire programme - Working with businesses and communities to support delivery of alternative broadband technologies including wireless and fibre to the home network - Investigation and delivery of municipal Wi-Fi networks in market towns	Green		Planning & Regeneration	Nine businesses from Craven have applied to participate in the Digital Enterprise Programme; operating across the Leeds City Region, the Programme is designed to provide advice and grant funding to help SMEs improve their performance by making better use of digital technology. Four of the businesses have been issued with vouchers worth a total of £16,250 to help fund investment of £41,125.	SES	21/08/17
<b>Improve the economic vitality of Craven's market towns and villages</b>							
CP 17/20/06 - Enhance the quality of the trading environment within the District's core retail centres	- Development and delivery of actions plans for Bentham, Cross Hills, Ingleton and Settle - Working with partners to support delivery of the Skipton (BID) Business Improvement District - Implementation of the Car Parking Strategy	Green		Planning & Regeneration	Ingleton - Delivery of the Action Plan is continuing: the masterplan for Riverside Park and the Signage Strategy has been presented to the Parish Council, with a proposed delivery plan.  Cross Hills - Plans for the improvement of Hall Street Car Park have been agreed with cost estimates. The documentation for the Council to award the contract to undertake the work is being prepared.  Settle - Development of three key projects is underway. The Town Council has formed a working group to start developing plans to turn Castleberg into an attraction. The Chamber of Trade are looking at signage and improving the town's online presence.	SS	14/07/17
CP 17/20/07 - Improve access to and enjoyment of Craven's great heritage and culture	- Development of Skipton Town Hall into a vibrant cultural community venue - Delivery of the Access Development Plan for the Leeds & Liverpool Canal	Green		Planning & Regeneration	Town Hall designs and consultation completed and permission to proceed to Stage 2 granted by HLF. Application for £1.4 million of EAFRD (European Agricultural Fund for Rural Development) funding has been submitted by the Canal and River Trust to develop the tow path from Gargrave to the Bradford border. Accepted at Stage 1 and a decision should be forthcoming before the end of December.	DS	26/07/17

CP 17/20/08 - Collaborate with tourism partners to grow the value of visitor spend	- Supporting the Destination Dales partnership	Green		Planning & Regeneration	The recently appointed Destination Coordinator for the Yorkshire Dales National Park is organizing a Cheese Festival. This is a new festival, featuring a programme of food based businesses, activities and events across the Yorkshire Dales from 23rd to 30th September 2017.	SS	14/07/17
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Updaters:- David Smurthwaite (DS), Sharon Sunter (SES)

### INDICATORS

Reference	Name	Outturn 16/17	Annual Target 17/18	Quarter 1 Target	Quarter 1 Actual	
EH 10.Q	Housing Services - Number of affordable homes delivered (Q)	70	80 in line with Council Plan	20	0	
RE 11.Q	Economic Development - Percentage change in the number of unemployed when compared with the position 12 Months previously - Craven (Q)	57.7%	Context Indicator - no target set		75.5% (185 people)	
RE 15.Q	Economic Development - Number of businesses assisted to improve their performance (Q)	96	100	25	14	
RE 16.Q	Economic Development - The number of new business formations (Q)	355	Context Indicator - no target set		81	
RP 13 (NI 154).Q	Planning & Building Control - Net additional homes provided (Q)	219	In line with Local Plan once approved. Q1 data is for April only.		7	

Collected annually:-

RE 17 - Economic Development - The area of land made ready for the construction of employment space in hectares

RE 18 - Economic Development - Visitor spend in previous year to 31st December not adjusted for inflation



## Annex B – Council Priority RESILIENT COMMUNITIES - creating sustainable communities across Craven

Action	Key Milestones	Status		Service Area	Progress	Updated by	Date
<b>Enable active communities and improve quality of life</b>							
CP 17/20/09 - Reduce health and wellbeing inequalities	<ul style="list-style-type: none"> <li>- Establishing a Health and Well Being Leaders Forum</li> <li>- Identifying and implementing a range of projects to reduce health inequalities</li> <li>- Working with partners to re-settle and support Syrian refugees located to the District under the Government's resettlement scheme</li> <li>- Improving and remodelling existing homelessness hostel provision</li> <li>- Working with partners to provide improved support and intervention services for rough sleepers and those at risk of sleeping rough</li> </ul>	Green		Environmental Services & Housing Partnerships & Communications	<p>The procurement process has been completed and the contract awarded for the remodelling of the homeless hostel, works will commence at the end of July.</p> <p>The Council has now met in full its obligation under the 'Syrian Vulnerable Person' refugee resettlement programme and will by early autumn also have met its obligations under the 'Vulnerable Children's Resettlement Scheme'</p> <p>Dementia Friendly Craven Steering Group established and Project Worker appointed. Dementia Friendly Craven launched in May at start of Alzheimer's Awareness Week.</p> <p>Rough sleepers - £162k of funding has been secured and a provision is being developed with partners. This is due to be in place September 2017.</p>	WA/SH	18/07/17
CP 17/20/10 - Enable community groups across the District to achieve their ambitions	<ul style="list-style-type: none"> <li>- Reviewing and delivering the Member ward grant programme launched in 2016</li> <li>- Providing support to a range of community groups across the District and facilitating community projects</li> <li>- Maximising the use of Planning Gain to provide funding for community projects</li> </ul>	Green		Partnerships & Communications	<p>Dementia Friendly Craven launched in May 2017.</p> <p>Supported Armed Forces Day 25th June 2017 and helped British Legion and other partners to commemorate the day.</p> <p>Fundraising Campaign launched for new play area in conjunction with FOAP and zip wire now open.</p> <p>Report on review of Ward Member Grants taken to Policy Committee in June and agreement given to run scheme again with budget of £1k for each ward member.</p>	SH	20/07/17

**Create greener communities**

CP 17/20/11 - Reduce waste to landfill and increase re-use and recycling	- Promoting and increasing take up of the Council's commercial recycling scheme - Reviewing household waste and recycling service delivery to achieve household recycling targets and maximise income from recycled waste - Exploring the option of a joint waste authority with North Yorkshire Partners	Green		Environmental Services & Housing	Work has commenced on the review of the Council's Commercial Waste Service. As part of the review information/options will be brought to Select Committee's Working Group on Waste Management in July for Members to consider and comment.  Work continues with NYCC and its third party contractor to finalise the necessary specification of the recycled waste that will enable NYCC to procure a suitable disposal/reprocessing facility for the Council's recycled waste	WA	18/07/17
CP 17/20/12 - Make Craven's public spaces cleaner, safer and greener	- Adopting and working with relevant agencies to implement the powers contained in the Anti-social Behaviour, Crime and Policing Act 2014 to better protect communities from anti-social behaviour	Green		Environmental Services & Housing	The actions contained within the Cleaner Neighbourhoods Action Plan are proving successful. In Q1 the number of Fixed Penalty Notices (FPNs) have increased with 19 served. There is also a pending prosecution for fly tipping. Overt camera surveillance is now being conducted in a number of locations across the district which has led to the increased enforcement activity.  Q2 will see a greater emphasis on education by working with schools and colleges.	WA	18/07/17

Updaters:- Sharon Hudson (SH), Wyn Ashton (WA)



**INDICATORS**

Reference	Name	Outturn 16/17	Annual Target 17/18	Quarter 1 Target	Quarter 1 Actual	
EW 10.Q	Waste Management - Residual household waste per household in Kgs. (Q)	453	448 kgs.. Q1 Provisional.	112	127	
EW 11.Q	Waste Management - Percentage of household waste sent for reuse, recycling and composting - new definition (Q)	42.62%	43.05%. Q1 provisional.	43.05%	39.29%	

**Annex C – Council Priority Financial Sustainability - ensuring a self-sustainable Council**

Action	Key Milestones	Status		Service Area	Progress	Updated by	Date
<b>Eliminate the reliance on Government Revenue Support Grant by 2020</b>							
CP 17/20/13 - Ensure expenditure is prioritised, regularly reviewed and reflects resident's priorities	- Reviewing and implementing the Council's Long Term Financial Strategy 2017/2021 - Undertaking a budget consultation with residents and stakeholders	Not started - not yet required		Financial Services	The LTFS is scheduled for review in Quarter Two.	NC	01/08/17
CP 17/20/14 - Improve the Council's commercial acumen and generate additional income	- Implementing the Council's Income and Savings Plan - Exploring and exploiting opportunities to the Council presented through devolution	Amber		Financial Services	This is an evolving target which is addressed as part of the budget and medium term financial plan and long term financial strategy projections to ensure that the balance between expenditure on services and income generation capacity remains controlled.	NC	06/07/17
CP 17/20/15 - Maximise the Council's assets for the long term sustainability of the Council and the District	- Implementing the Council's Acquisition and Regeneration Investment Strategy to provide a framework for the acquisition of property assets to improve the well-being of the District - Implementing key projects in the Council's Asset Management Plan	Amber		Assets & Commercial Services	Practical completion of the Landlord's and associated other works has been achieved and the large commercial unit is available for Wildwood to commence their fit-out works. Tenders for the redevelopment of Aireview Hostel have just been returned and are currently being evaluated.	IH	05/07/17
Updaters:- Ian Halton (IH), Nicola Chick (NC)							

## INDICATORS

Reference	Name	Outturn 16/17	Annual Target 17/18	Quarter 1 Target	Quarter 1 Actual	
FM 10.Q	Whole Council - Forecasted net expenditure against budget (Q)	4,847,721	£5,362,440 / Q1 £5,804,070	5,804,070	5,507,538	
FM 14.Q	Financial Management - Additional savings and income generated (Q)	135,000	£300,000	75,000	£64,530	

## Annex D – Council Plan Indicators

Reference	Name	Outturn 16/17	Annual Target 17/18	Quarter 1 Target	Quarter 1 Actual	
EH 10.Q	Housing Services - Number of affordable homes delivered (Q)	70	80 in line with Council Plan	20	0	<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>
RE 11.Q	Economic Development - Percentage change in the number of unemployed when compared with the position 12 Months previously - Craven (Q)	57.7%	Context Indicator - no target set		75.5% (185 people)	
RE 15.Q	Economic Development - Number of businesses assisted to improve their performance (Q)	96	100	25	14	<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>
RE 16.Q	Economic Development - The number of new business formations (Q)	355	Context Indicator - no target set		81	
RP 13 (NI 154).Q	Planning & Building Control - Net additional homes provided (Q)	219	In line with Local Plan once approved. Q1 data is for April only.		7	
	Collected annually:- RE 17 - Economic Development - The area of land made ready for the construction of employment space in hectares RE 18 - Economic Development - Visitor spend in previous year to 31st December not adjusted for inflation					
EW 10.Q	Waste Management - Residual household waste per household in Kgs. (Q)	453	448 Kgs. Q1 Provisional.	112	127	<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>
EW 11.Q	Waste Management - Percentage of household waste sent for reuse, recycling and composting - new definition (Q)	42.62%	43.05%. Q1 provisional.	43.05%	39.29%	<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>
FM 10.Q	Whole Council - Forecasted net expenditure against budget (Q)	4,847,721	£5,362,440 / Q1 £5,804,070	5,804,070	5,507,538	<span style="background-color: green; width: 10px; height: 10px; display: inline-block;"></span>
FM 14.Q	Financial Management - Additional savings and income generated (Q)	135,000	£300,000	75,000	64,530	<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>

## Annex E – Additional Information - Benefits and Planning Indicators

Full Name	Annual Target 2017/18	Polarity	Quarter 1 2017/17/18 Target	Quarter 1 2017/17/18 Actual	
FR 10.Q - Revenues & Benefits - Housing Benefit & Council Tax Reduction - The number of claims in payment (Q)	Context Indicator - no target set	Not applicable	Not applicable	2,938 (Quarter 1 2016/17 3,120)	Not applicable
FR 11.Q - Revenues & Benefits - Housing Benefit & Council Tax Reduction - The average number of days to process changes in circumstances (Q)	7 days	Low	7.0	4.6	
FR 12.Q - Revenues & Benefits - Housing Benefit & Council Tax Reduction - Time taken to process new claims (Q)	22 days	Low	22.0	19.0	
RP 10 (NI 157a).Q - Planning & Building Control - Major applications determined within statutory timescales or extended timescale agreed with the applicant (Q)	60%. Q1 data estimated.	High	60.00%	92.00%	
RP 11 (NI 157b).Q - Planning & Building Control - Minor applications determined within 8 weeks or extended timescale agreed with the applicant (Q)	65%. Q1 data estimated.	High	65.00%	80.00%	
RP 12 (NI 157c).Q - Planning & Building Control - Other applications determined within 8 weeks or extended timescale agreed with the applicant (Q)	80%. Q1 data estimated.	High	80.00%	90.00%	