

Action Key		PI Key	
	Cancelled		Alert - > 10% off target
	Overdue		Warning - < 10% off target
	Some concerns - milestone(s) missed		OK - on or above target
	In Progress		Unknown
	Complete		Data Only



## Income Generation Committee Performance Scorecard 2021/22

 **Projects & Actions**

 **Actions**  0  0  4  0

 Commercial Strategy delivery

 Income Strategy Delivery

 Sports facilities

 Development of Housing Enabling Strategy

 **Key PIs**

 **PIs**  3  3  3  0  0

 Riverside - project related income

 Guildhall - project related income

 Trade Waste collection - project related income

 Garden Waste collection - project related income

 Property Investment Fund - project related income

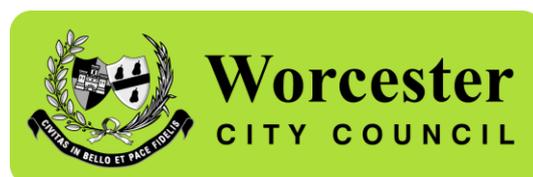
 Car Parks - income - key revenue streams

 Bereavement - income - key revenue streams

 Development Management - income - key revenue streams

 Neighbourhood - income - key revenue streams

# Income Generation Committee Performance Report



## Income Generation Projects and Actions 2021/22

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Commercial Strategy delivery		
<p>The Commercial Strategy and Income Generation Strategies have been revised and were presented to the Committee at its meeting in July. These recognised the need to reset the agenda for the Committee and an informal meeting of Committee members met in September to explore options and consider new ideas. The outcomes of this exercise will form a new work programme to be agreed prior to the start of the next financial year.</p> <p>The FHSF is proceeding with acquiring properties that will result in a financial return sufficient to cover the acquisition costs where these are not grant funded. The Towns Fund business cases are now under development and assessment of any income flows arising from asset acquisitions under this programme will be reported in due course.</p> <p>There are no further properties currently under consideration for acquisition as commercial assets. A contractor has been appointed to undertake assessment of options for Council-led Housing delivery.</p>	<b>Sponsor</b>	Mark Baldwin; Shane Flynn
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

Income Strategy Delivery		
<p>Delivery against the income strategy continues to be affected by the Covid disruption and wider economic impact. There is a risk, for example, that income from car parking will not return to pre-2020 levels due to employees working remotely rather than travelling into the city centre and parking all day and from increased internet shopping. The latter will have a knock-on effect on business rates too. However, there are some signs of improvement in the second quarter.</p>	<b>Sponsor</b>	Shane Flynn
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2021
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

<p>Ongoing discussions with Freedom Leisure suggest that the full management fee will not be payable in 2021/22 unless income from subscriptions increases significantly. However, the council will be compensated for 75% of 95% of lost income by the Government for the first quarter of this year.</p> <p>Business rates income is becoming the focus of wider discussion as the High Street continues to face macro-economic pressures. It has been confirmed that the business rates reset will not take place this year and the next revaluation is due in April 2024. The Council is likely, therefore, to be able to rely on business rates growth until that point.</p>	
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**Sports facilities**

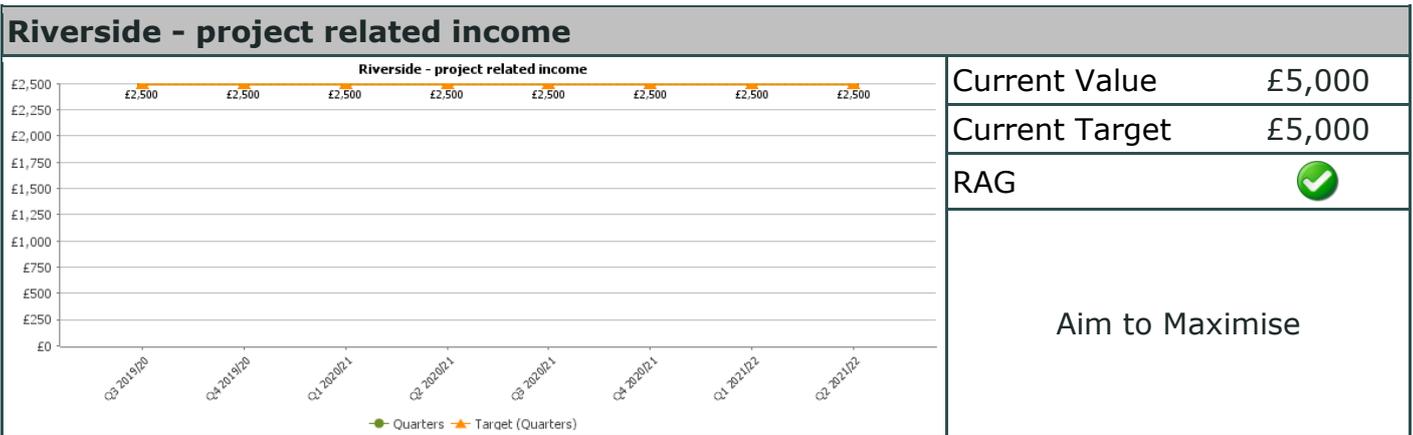
<p>Work on the International Hockey Centre is substantially complete and the centre will be open shortly. The Trust has requested a permit to use the site in advance of formal completion which is being dealt with by the Legal team. The pitches themselves have been laid and the work is now concentrating on the facilities. Arrangements are being made to agree the previously approved loan to the Joint venture in the autumn as planned.</p> <p>It has been agreed with Freedom Leisure that they can refurbish the worn-out five-a-side pitches adjacent to Perdiswell Leisure Centre, subject to a capital clawback in the event that the Council seeks an alternative use. The previously proposed Futsal project still features in the LFFP but the financial profile needs to be fully reviewed in the light of post-Covid prices.</p> <p>A meeting was held in September with Tudor Grange school in relation to the All-Weather Pitch proposal in the LFFP. A decision is required in respect of the Council's intentions which needs to be communicated to the School. The costs of this scheme also need to be reviewed and officers commissioned this work in October.</p>	<b>Sponsor</b>	Shane Flynn
	<b>Due Date</b>	31-Dec-2021
	<b>Original Due Date</b>	31-Mar-2019
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

**Development of Housing Enabling Strategy**

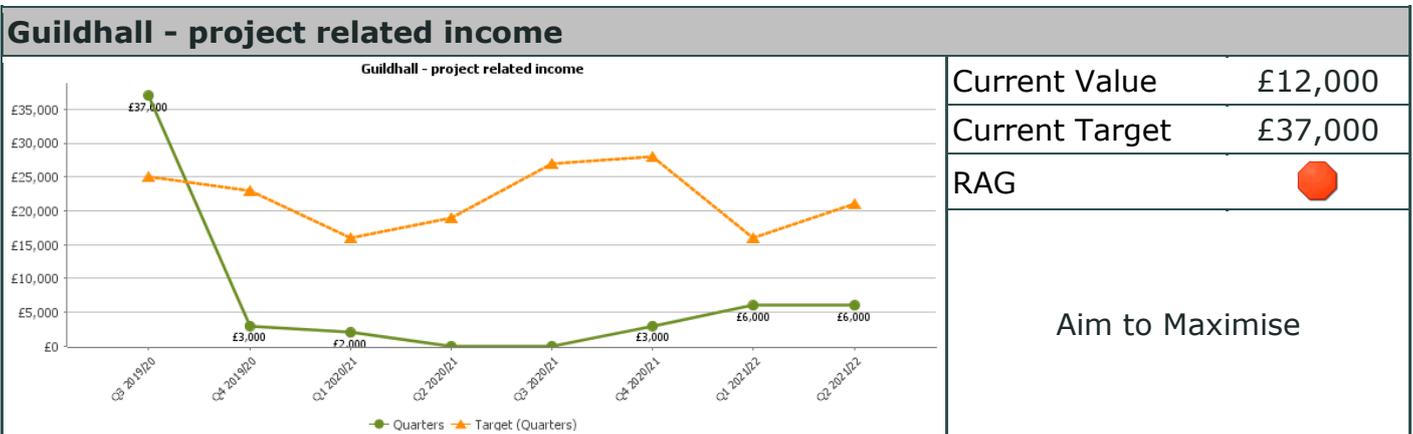
<p>A review of Council led Housing Delivery has been commissioned (contractor confirmed early October 2021) and this will consider a development company as one of the potential vehicles for delivery. The work is scheduled to commence on 1st November 2021 and will report to Communities committee and Income Generation Committee as appropriate during spring/early summer 2022.</p>	<b>Sponsor</b>	Lloyd Griffiths
	<b>Due Date</b>	31-May-2022
	<b>Original Due Date</b>	31-May-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

# Income Generation Key Performance Indicators 2021/22

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only



Income received from the renting of property and from trading licences along the riverside.



Income from events and room hire has been reduced significantly during the pandemic. The situation is now improving with most of the Q2 income arising from bookings received in September.

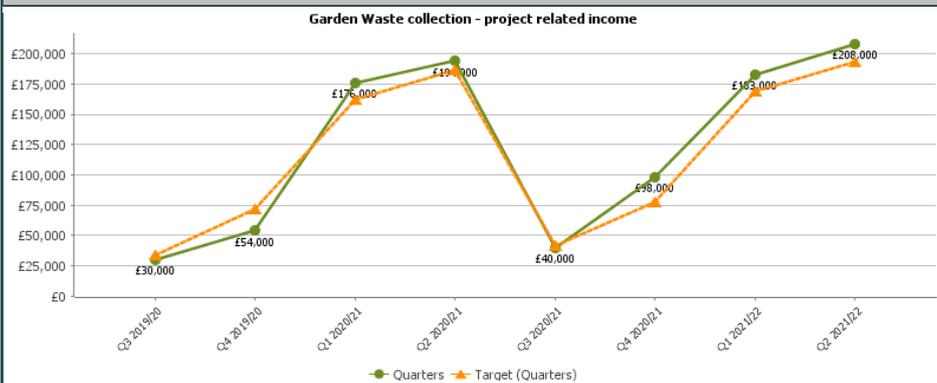
### Trade Waste collection - project related income



Current Value	£372,000
Current Target	£413,000
RAG	
Aim to Maximise	

Income has been lower during the pandemic with businesses requiring no or fewer collections. The situation is now improving and Q2 was close to the budget. The return of students to the University should provide a boost to the income levels.

### Garden Waste collection - project related income



Current Value	£391,000
Current Target	£362,000
RAG	
Aim to Maximise	

Income continues to exceed the budget with the new accounts opened during the lockdown being retained. Year on year growth is 6%.

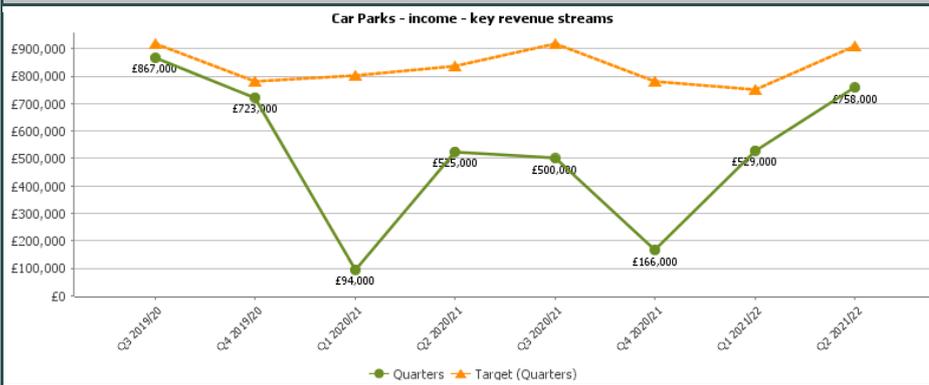
### Property Investment Fund - project related income



Current Value	£445,822
Current Target	£451,400
RAG	
Aim to Maximise	

This is the gross rental income from the two large commercial properties in the city owned by the Council. Income has continued to be received during the pandemic and is slightly below budget following the settlement of the outstanding rent review.

### Car Parks - income - key revenue streams



Current Value £1,287,000

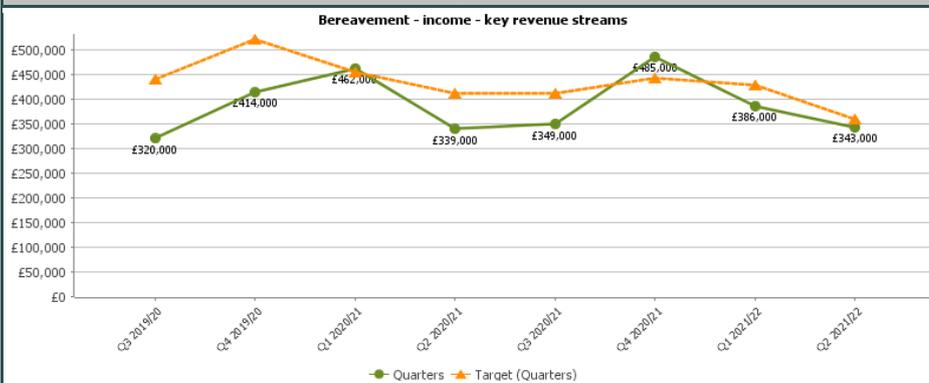
Current Target £1,661,000

RAG ●

Aim to Maximise

Income from car parking has increased significantly since the lockdown period but is nevertheless still below the budget in Q2 by 17%.

### Bereavement - income - key revenue streams



Current Value £729,000

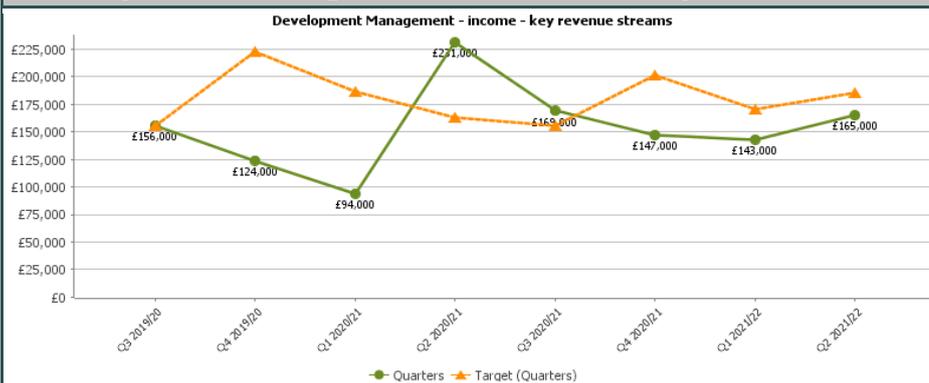
Current Target £789,000

RAG ▲

Aim to Maximise

Income has stabilised since the pandemic eased and is running close to the budget.

### Development Management - income - key revenue streams



Current Value £308,000

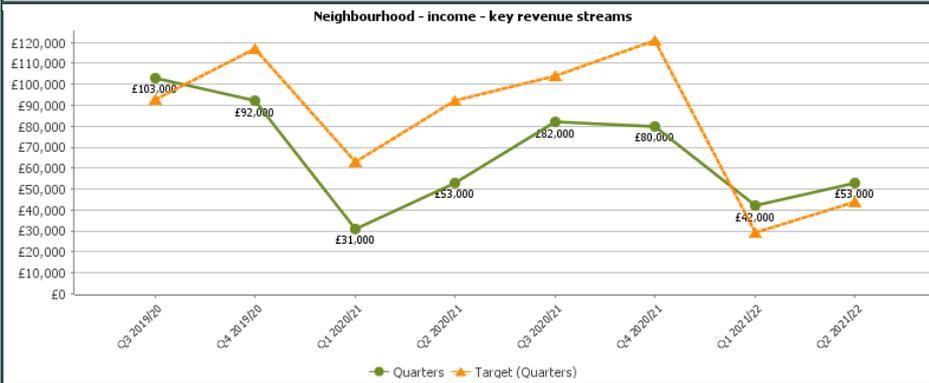
Current Target £355,000

RAG ●

Aim to Maximise

Income is below budget but has improved during Q2 as the local economy recovers from the lockdown.

## Neighbourhood - income - key revenue streams



Current Value £95,000

Current Target £73,000

RAG 

Aim to Maximise

The budget was reduced to allow for the loss of a major contract. However work requests continue to be received, hence income is running above budget.