












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  2  0  2  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>Acquisition of properties under the FHSF, Towns Fund and Arches projects is continuing and opportunities are also now being considered as the Levelling Up Bid is developed. The Shared Prosperity Fund will also be a new source of income for the next three years but it is not yet understood what additional costs will be required to meet the conditions of that fund.</p> <p>The Commercial Strategy was renewed in 2021/22 but needs to be further developed away from income generation as an activity to development of assets which can generate income to cover costs and also to meet overheads. The deadline for this project therefore needs to be reset to 31 March 2023 to enable this to be included in the Committee's work programme.</p>	<b>Sponsor</b>	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>While delivery against the income strategy continues to be affected by the Covid disruption and wider economic impact, such as reduction in car parking income, the budgets for income have been reset to the full expected levels. Car park income remains an area of risk as does income from the leisure services contract, although the management fee for 2021/22 was largely recovered in full.</p> <p>There is an income risk against the Angel Place market due to disruption caused by a partial building collapse and ongoing works and also further projected losses for Perdiswell Leisure centre during the period of tile replacement.</p> <p>Business rates income is becoming the focus of wider</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>	

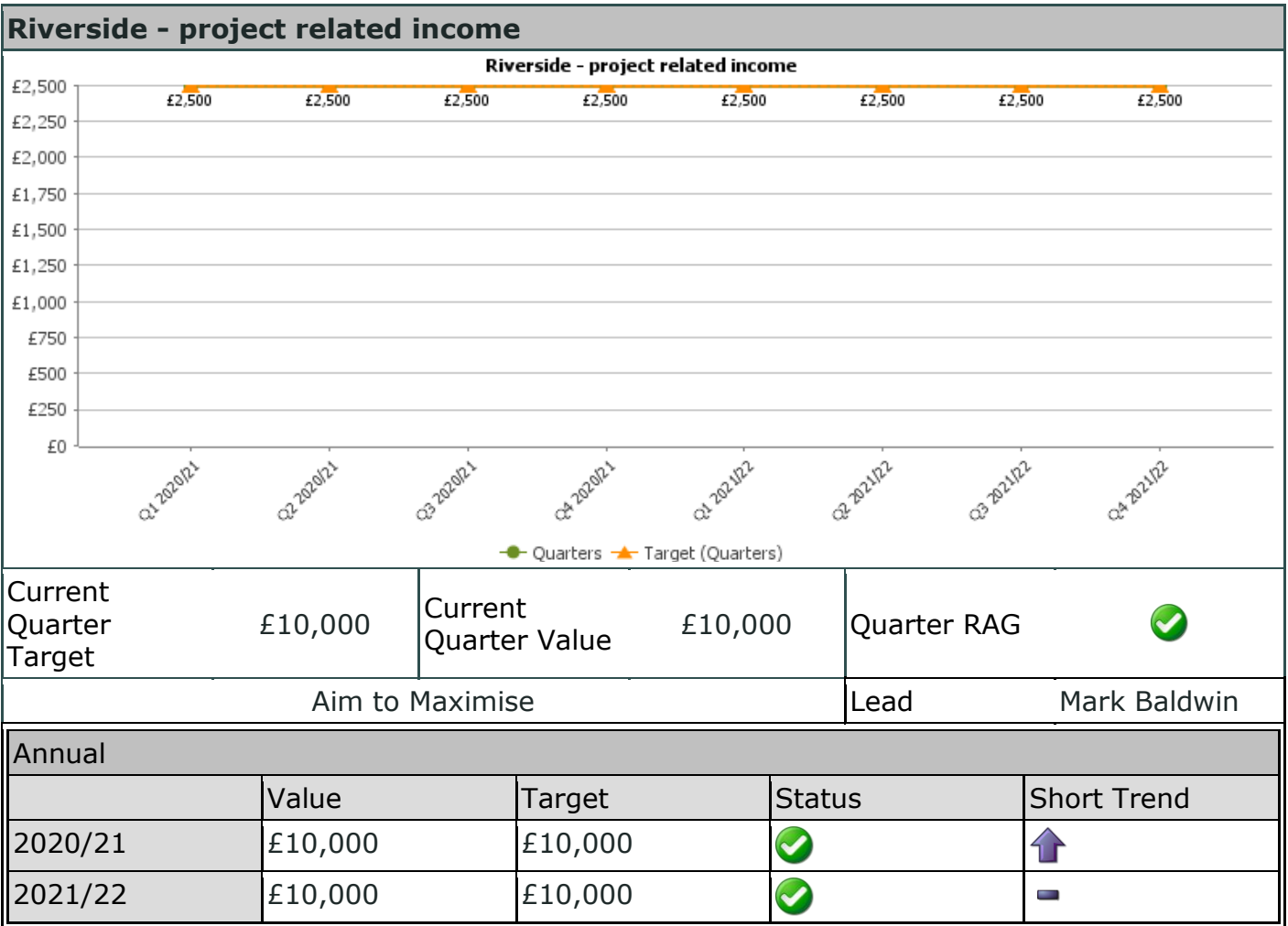
<p>discussion as the High Street continues to face macro-economic pressures. It has been confirmed that the business rates reset will not take place this year and the next revaluation is due in April 2024. The Council is likely, therefore, to be able to rely on business rates growth until that point.</p> <p>The strategy itself was revised in 2021 and so the target date for this project needs to be reset to 1 April 2024. Progress against current plans will be reported through these quarterly updates.</p>	
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<b>Sports facilities</b>											
<p>The Council is still awaiting the request to draw down the loan for the hockey centre which is in use but has not yet reached formal practical completion stage.</p> <p>As agreed at the last meeting, the Communities Committee is taking forward the work on the All Weather Pitch at Perdiswell proposal and a cost-benefit analysis is needed for new five-a-side pitches adjacent to the leisure centre to assess whether this is a viable option. A specification for that work will be published in Q1 of the new financial year. The target date therefore needs to be reset to 31 March 2023 for this project.</p>	<table border="1"> <tr> <td><b>Sponsor</b></td> <td>Shane Flynn</td> </tr> <tr> <td><b>Due Date</b></td> <td>31-Dec-2021</td> </tr> <tr> <td><b>Original Due Date</b></td> <td>31-Mar-2019</td> </tr> <tr> <td><b>Current Status</b></td> <td></td> </tr> <tr> <td><b>Expected Outcome</b></td> <td></td> </tr> </table>	<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>	
<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>											

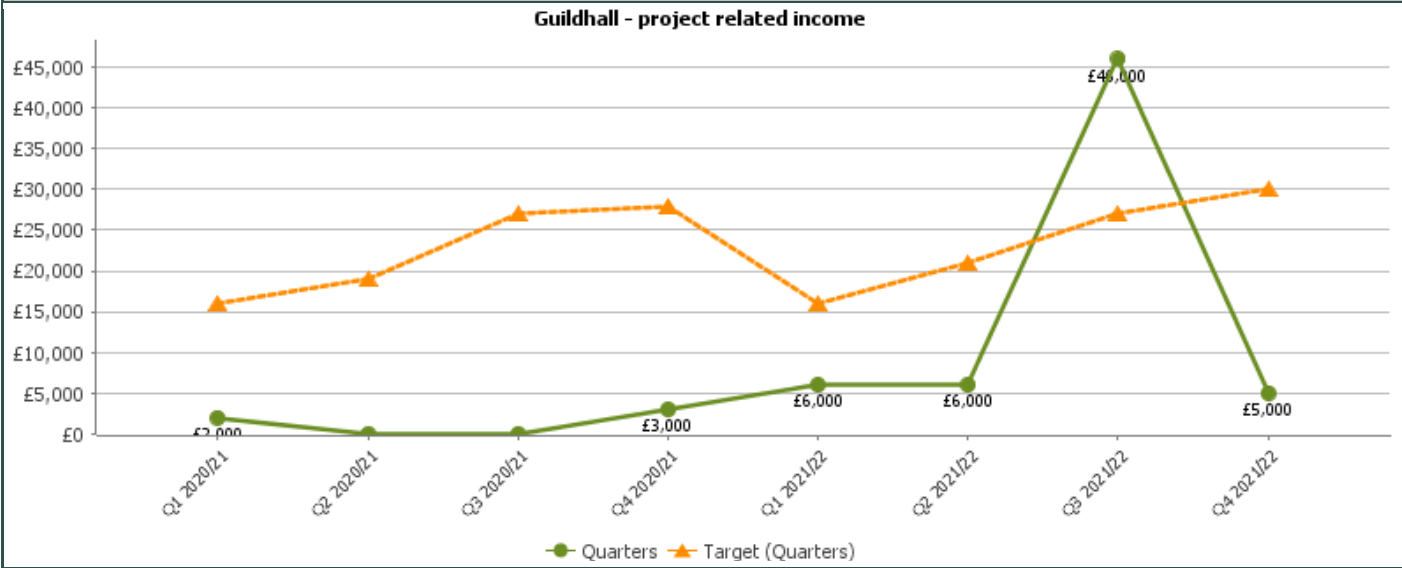
<b>Development of Housing Enabling Strategy</b>											
<p>Ark have concluded the review of Council Led Housing Development/ Housing Enabling which will be reported back to Communities Committee in June 2022 following the All Member briefing on 25th May 2022. There are a number of quick wins that Officers intend to progress with medium to long term options to be built into a Worcester City Council Housing Enabling Strategy that intends to be developed subject to Member endorsement.</p>	<table border="1"> <tr> <td><b>Sponsor</b></td> <td>Lloyd Griffiths</td> </tr> <tr> <td><b>Due Date</b></td> <td>31-May-2022</td> </tr> <tr> <td><b>Original Due Date</b></td> <td>31-May-2022</td> </tr> <tr> <td><b>Current Status</b></td> <td></td> </tr> <tr> <td><b>Expected Outcome</b></td> <td></td> </tr> </table>	<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>	
<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 - End of Year 2021/22

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only



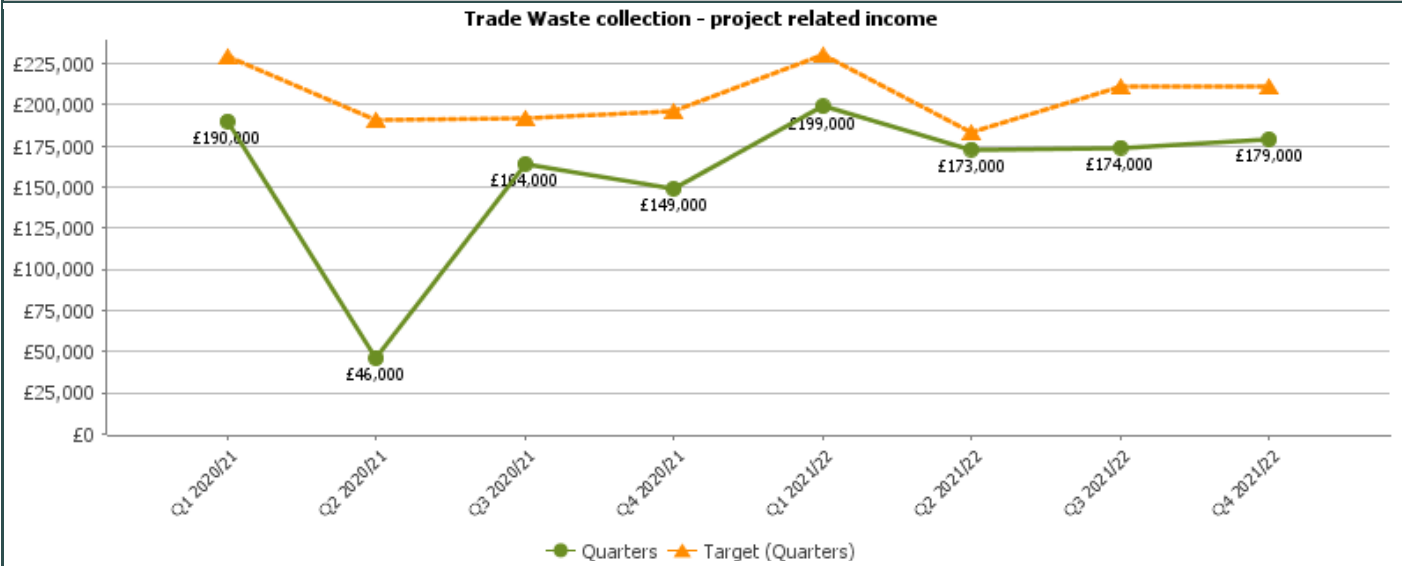
## Guildhall - project related income



Current Quarter Target	£94,000	Current Quarter Value	£63,000	Quarter RAG	<span style="color: red;">●</span>
Aim to Maximise			Lead	Mark Baldwin	

Annual				
	Value	Target	Status	Short Trend
2020/21	£5,000	£90,000	<span style="color: red;">●</span>	↓
2021/22	£63,000	£94,000	<span style="color: red;">●</span>	↑

## Trade Waste collection - project related income

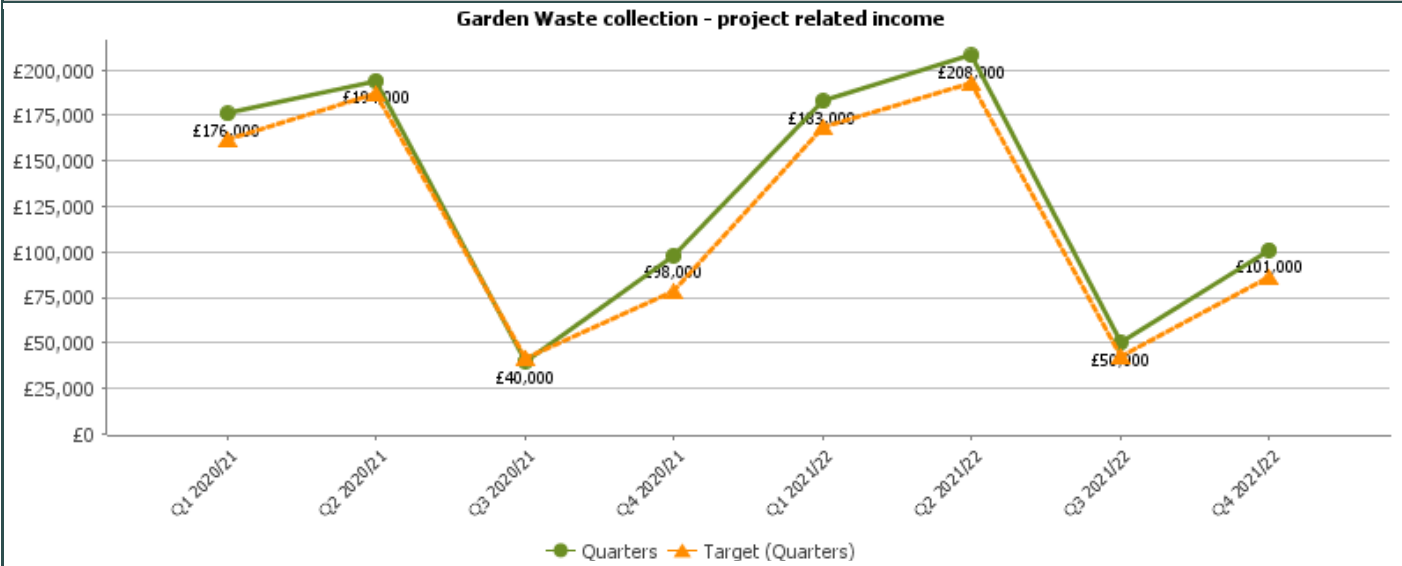


Current Quarter Target	£835,000	Current Quarter Value	£725,000	Quarter RAG	<span style="color: red;">●</span>
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Aim to Maximise			Lead	Mark Baldwin
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Annual				
	Value	Target	Status	Short Trend
2020/21	£549,000	£808,000	<span style="color: red;">●</span>	↓
2021/22	£725,000	£835,000	<span style="color: red;">●</span>	↑

## Garden Waste collection - project related income

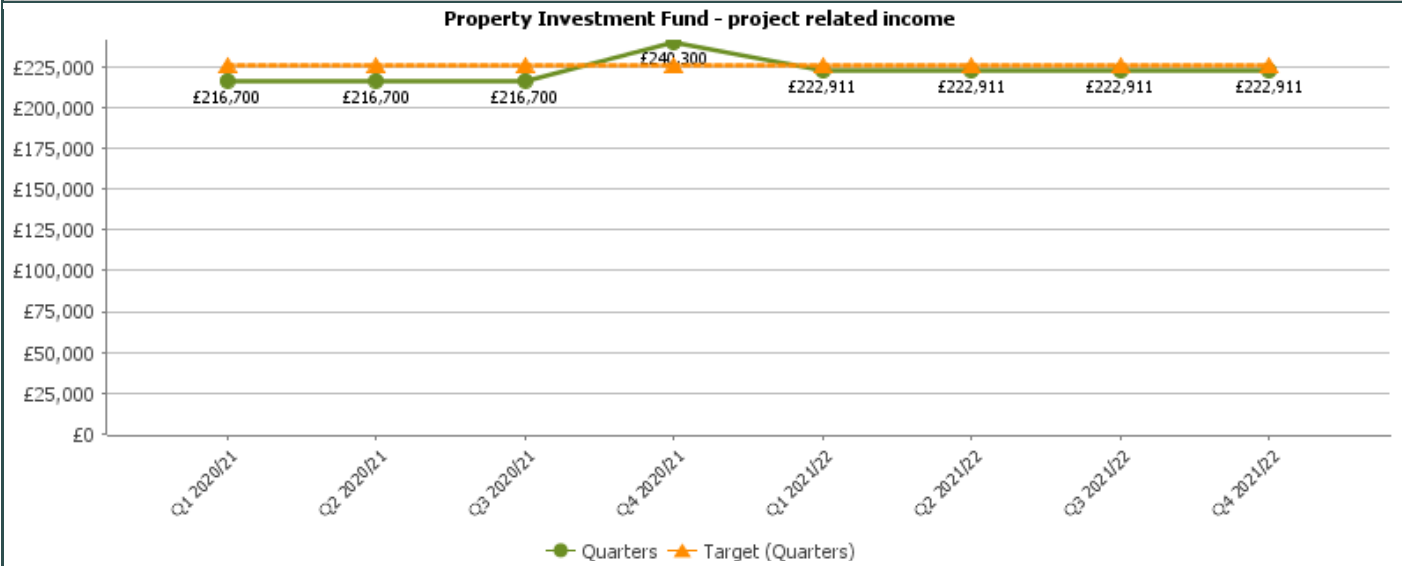


Current Quarter Target	£491,000	Current Quarter Value	£542,000	Quarter RAG	
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Aim to Maximise			Lead	Mark Baldwin
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Annual				
	Value	Target	Status	Short Trend
2020/21	£508,000	£469,000		
2021/22	£542,000	£491,000		

## Property Investment Fund - project related income

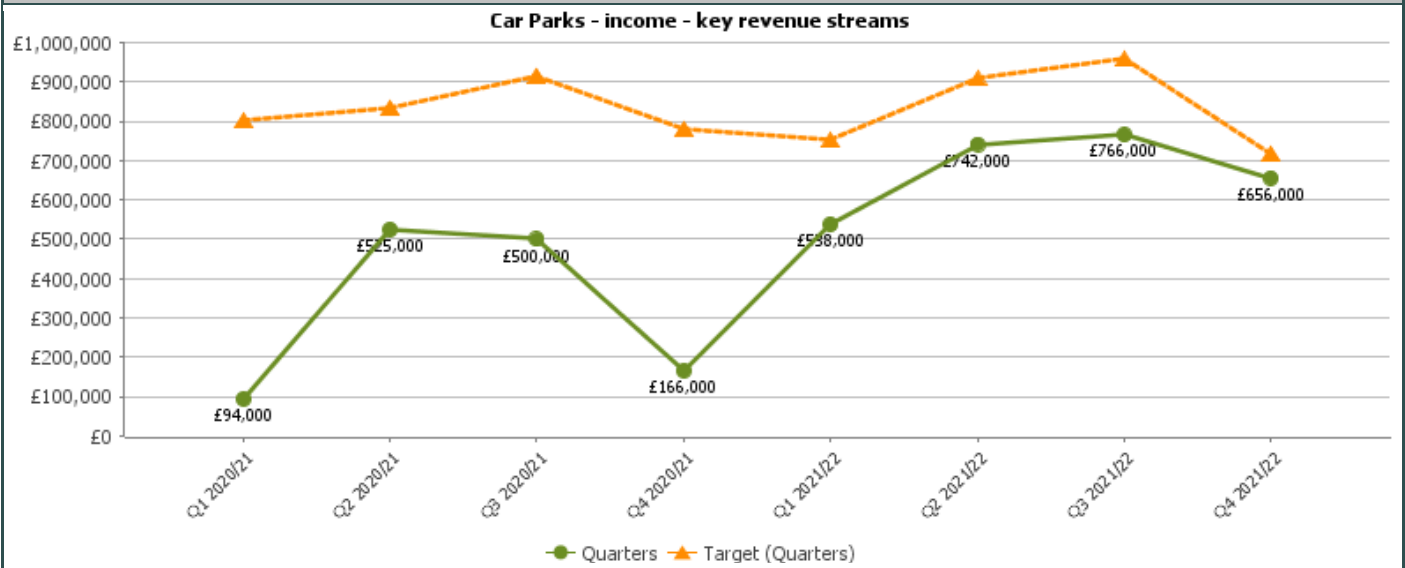


Current Quarter Target	£902,800	Current Quarter Value	£891,644	Quarter RAG	
Aim to Maximise				Lead	Mark Baldwin

Annual				
	Value	Target	Status	Short Trend
2020/21	£890,400	£902,800		
2021/22	£891,644	£902,800		



## Car Parks - income - key revenue streams

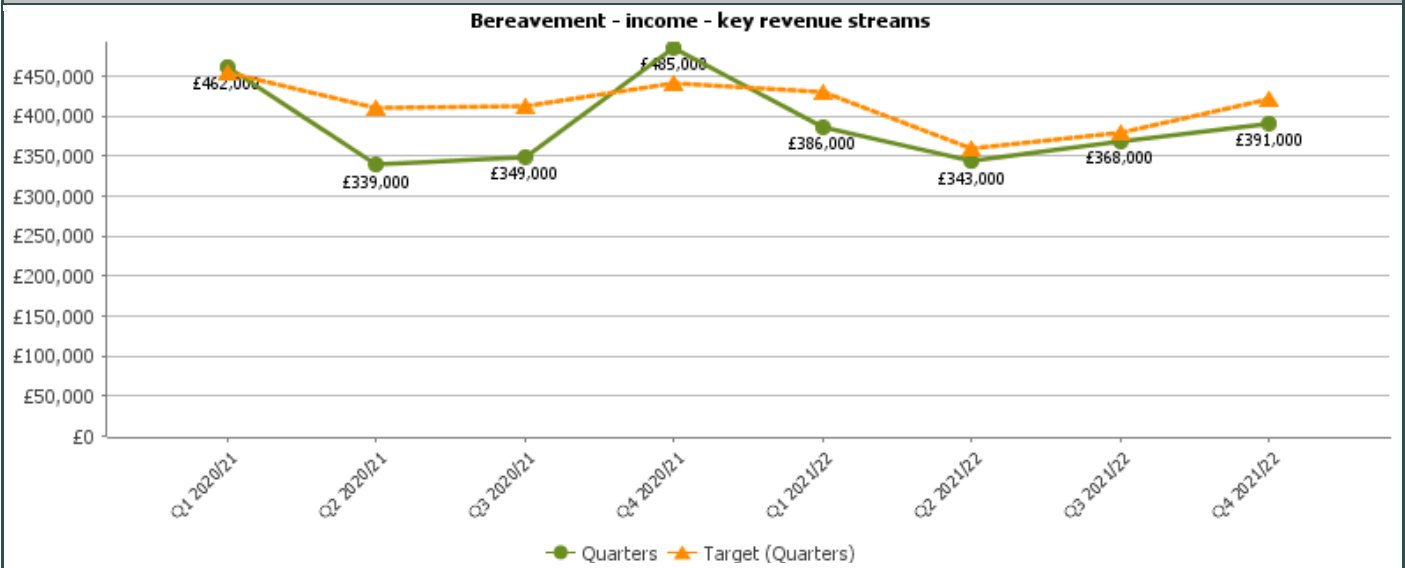


Current Quarter Target	£3,338,000	Current Quarter Value	£2,702,000	Quarter RAG	<span style="color: red;">⬮</span>
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Aim to Maximise		Lead	Mark Baldwin
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Annual				
	Value	Target	Status	Short Trend
2020/21	£1,285,000	£3,338,000	<span style="color: red;">⬮</span>	↓
2021/22	£2,702,000	£3,338,000	<span style="color: red;">⬮</span>	↑

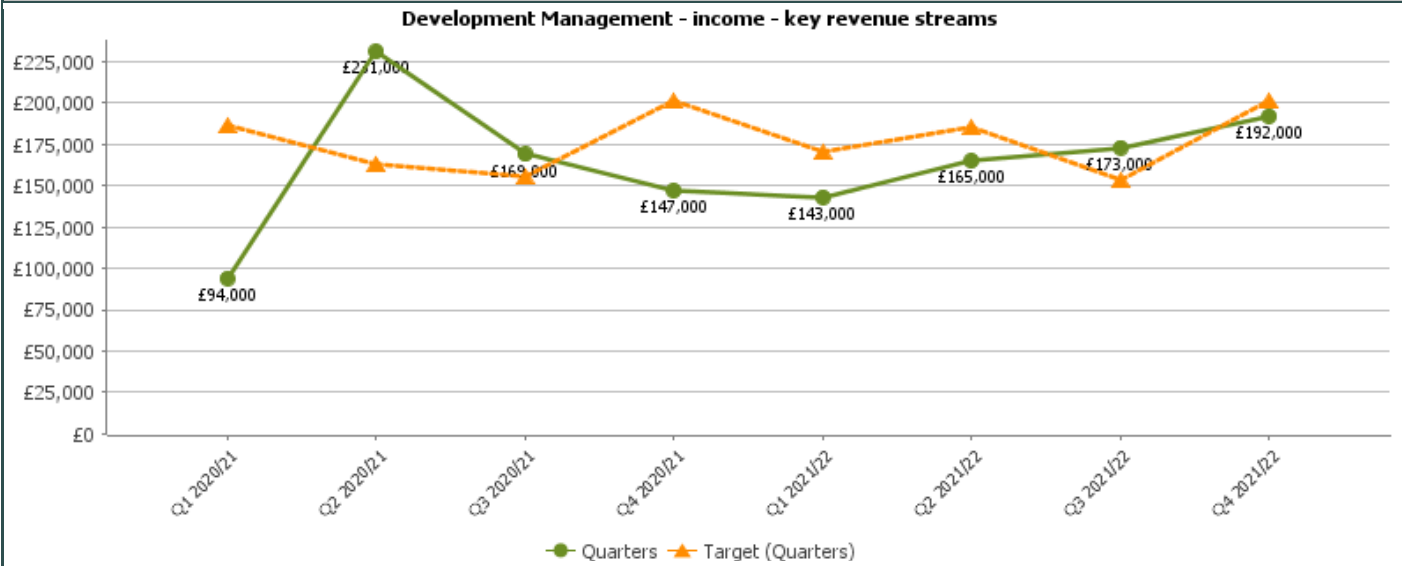
## Bereavement - income - key revenue streams



Current Quarter Target	£1,590,000	Current Quarter Value	£1,488,000	Quarter RAG	
Aim to Maximise			Lead	Mark Baldwin	

Annual				
	Value	Target	Status	Short Trend
2020/21	£1,635,000	£1,720,000		
2021/22	£1,488,000	£1,590,000		

## Development Management - income - key revenue streams

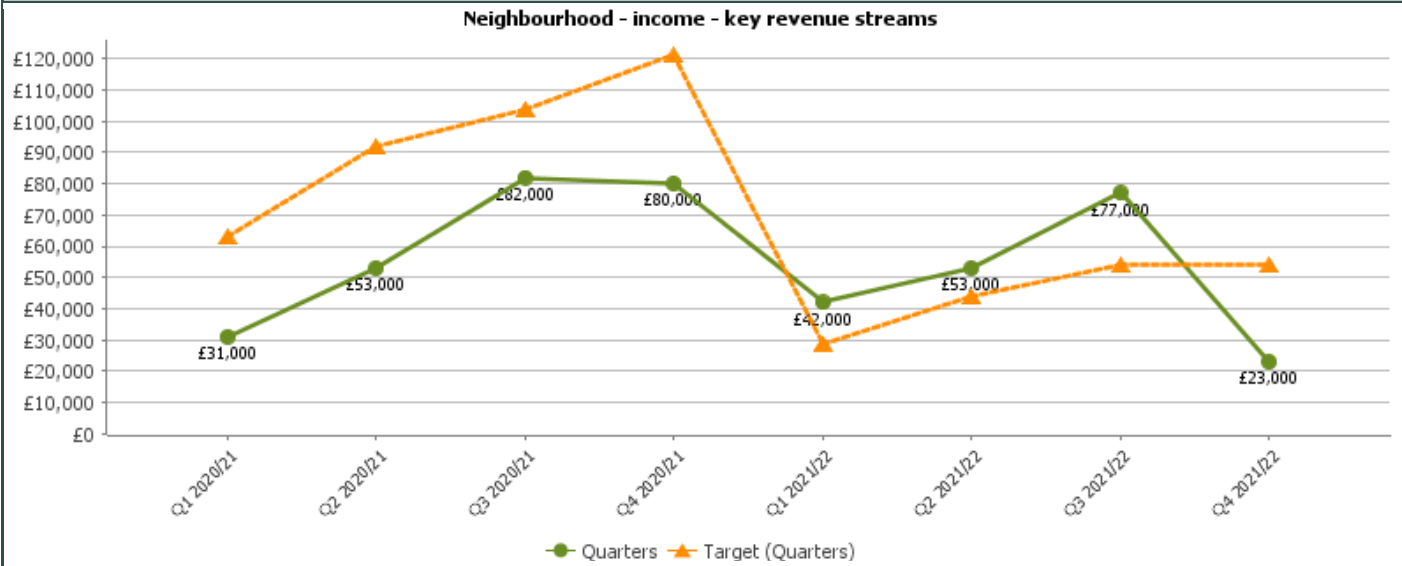


Current Quarter Target	£709,000	Current Quarter Value	£673,000	Quarter RAG	
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Aim to Maximise			Lead	Mark Baldwin
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Annual				
	Value	Target	Status	Short Trend
2020/21	£641,000	£705,000		
2021/22	£673,000	£709,000		

## Neighbourhood - income - key revenue streams



Current Quarter Target	£181,000	Current Quarter Value	£195,000	Quarter RAG	
Aim to Maximise			Lead	Mark Baldwin	

Annual				
	Value	Target	Status	Short Trend
2020/21	£246,000	£380,000		
2021/22	£195,000	£181,000		