



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 2022/23

 **Projects & Actions**


 Actions  0  0  4  0



 Commercial Strategy delivery


 Income Strategy Delivery


 Sports facilities


 Development of Housing Enabling Strategy

 **Key PIs**

 PIs  2  3  4  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 2022/23



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 latter includes the development of Pitchcroft Grandstand which will generate additional income for both landlord and tenant under a surplus-sharing arrangement. The proposed development of Nunnery Wood Sport Centre should also improve the operating position of Freedom Leisure which will help to secure future income from the Leisure Services contract.</p> <p>Shared Prosperity Fund will also be a new source of income for the next three years of £2,945,472, of which 90% is revenue funding. £357,460 is due in 2022/23 and is unbudgeted income. Some of the funding is committed to third parties as replacement ERDF grants but a proportion can be used to meet existing costs, thereby further reducing the budget gap. Detailed proposals will be reported to the PED Committee in July.</p> <p>A decision relating to the Arches-Worcester contract is to be taken at P&R Committee on 26 July. This has the potential to generate income through the letting of two arches that would be revealed by demolition work while sustaining income from other lettings. These could be increased as a result of the uplift of the area.</p> <p>A proposal relating to affordable housing acquisitions is under consideration. Further details will be provided in due course if the proposal develops.</p> <p>The Commercial Strategy was renewed in 2021/22 but</p>	<p>Sponsor Shane Flynn</p>
	<p>Due Date 31-Mar-2023</p>
	<p>Original Due Date 31-Mar-2022</p>
	<p>Current Status </p>
	<p>Expected Outcome </p>

needs to be further developed away from income generation as an activity for development of assets which can generate income to cover costs and also to meet overheads. This is part of a proposal for recasting the focus of the committee on Income Management, of which Income Generation forms a part.	
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Income Strategy Delivery	
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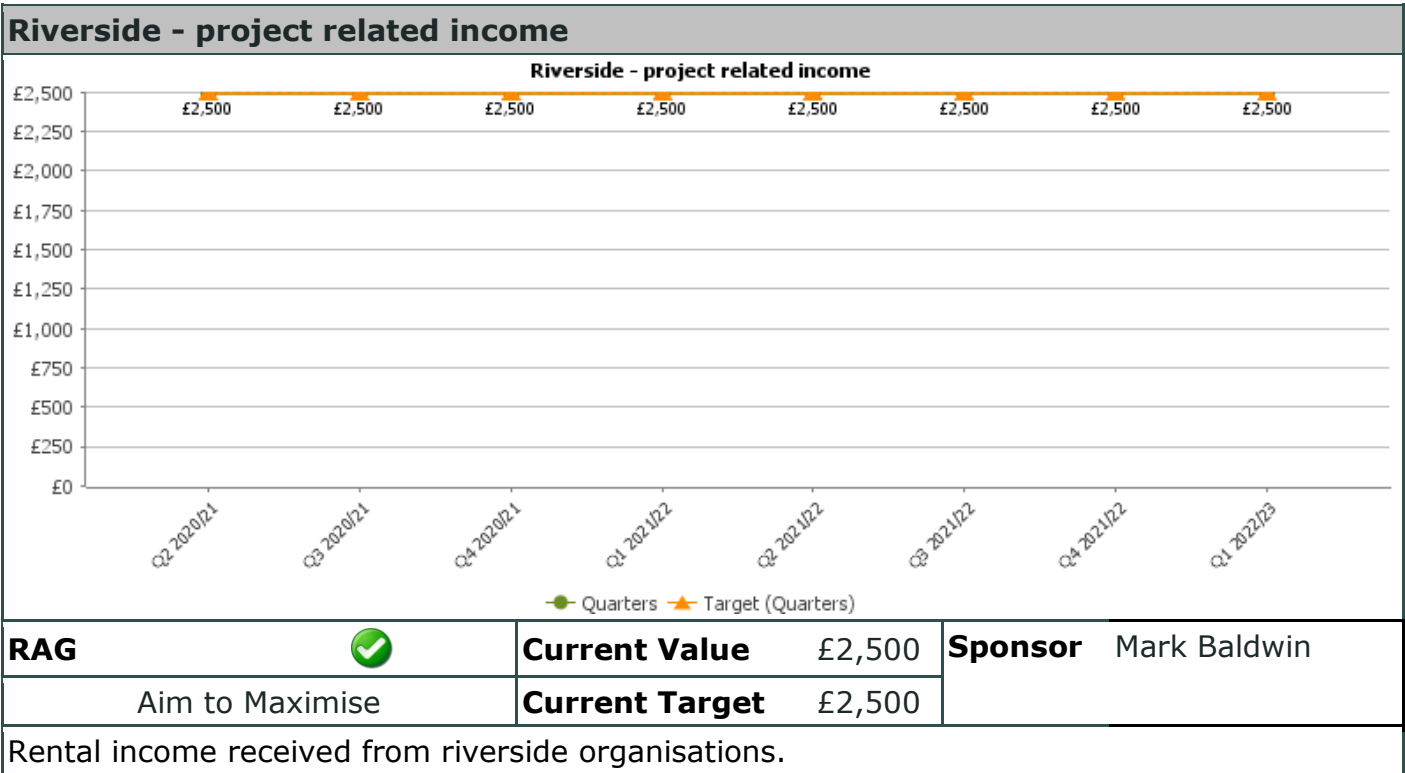
<p>While delivery against the Income Strategy continues to be affected by the Covid disruption and wider economic impact, such as reduction in car parking income, the budgets for income have been reset to the full expected levels. Car park income remains an area of risk as does income from the leisure 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 ongoing disruption caused by a partial building collapse, although income for June showed an improvement over previous months.</p> <p>There are projected losses for Perdiswell Leisure Centre during the period of tile replacement. The overall level of income to be received from the contract in 2022/23 is under discussion but is likely to be less than the approved budget.</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. An upside of the economic situation is that interest on balances has increased.</p> <p>The strategy itself was revised in 2021 and so the target date for this project has been reset to 1 April 2024. Progress against current plans will be reported through these quarterly updates.</p>	Sponsor	Shane Flynn
	Due Date	01-Apr-2024
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	

Sports facilities		
<p>The Worcester Hockey Joint Venture partners have submitted a request for the 'practical completion' stage to be concluded so that the loan can be made. This scheme should generate income from this financial year.</p> <p>As agreed at the last meeting, the Communities Committee is taking forward the work on the All-Weather Pitch at Perdiswell proposal. 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 Q2 of this financial year. The target date therefore needs to be reset to 31 March 2023 for this project.</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2023
	Original Due Date	31-Mar-2019
	Current Status	
	Expected Outcome	

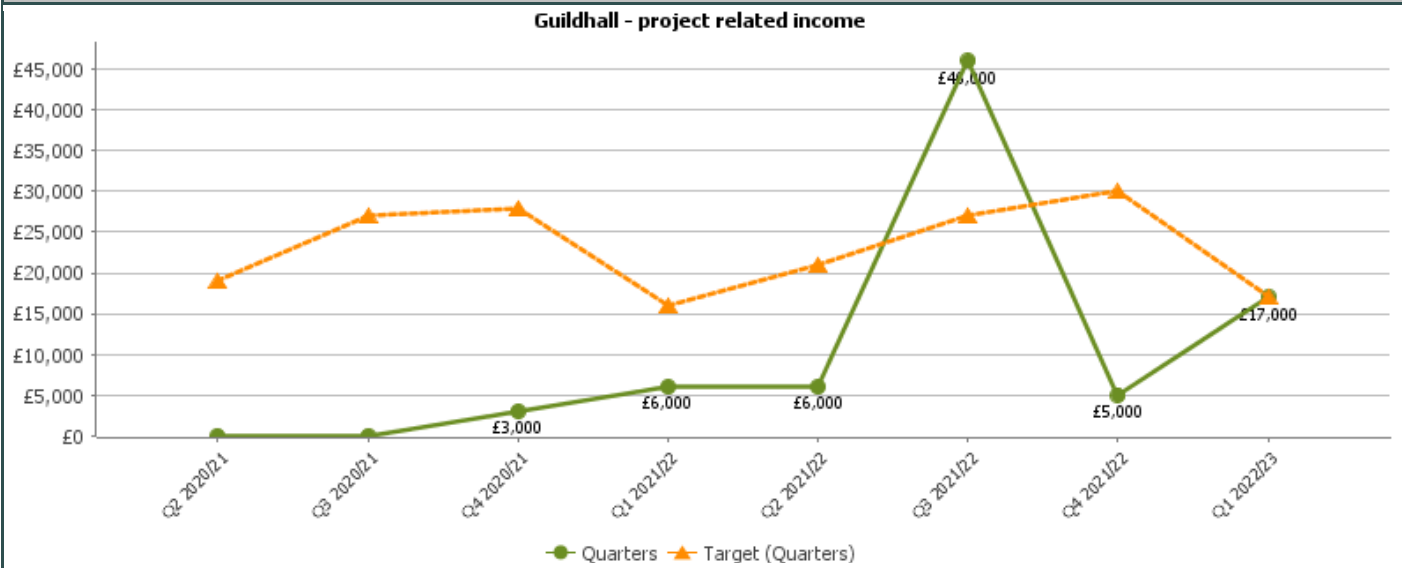
Development of Housing Enabling Strategy		
<p>Ark have concluded the review of Council Led Housing Development/ Housing Enabling which was reported back to Communities Committee in June 2022 following the All Member briefing on 25th May 2022. There are a number of quick wins that Officers intend to progress 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>	Sponsor	Lloyd Griffiths
	Due Date	31-May-2022
	Original Due Date	31-May-2022
	Current Status	
	Expected Outcome	

Income Generation Key Performance Indicators 2022/23

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only



Guildhall - project related income



RAG	✔	Current Value	£17,000	Sponsor	Mark Baldwin
		Current Target	£17,000		
Aim to Maximise					

The Q1 income is mainly from bookings taken last year.

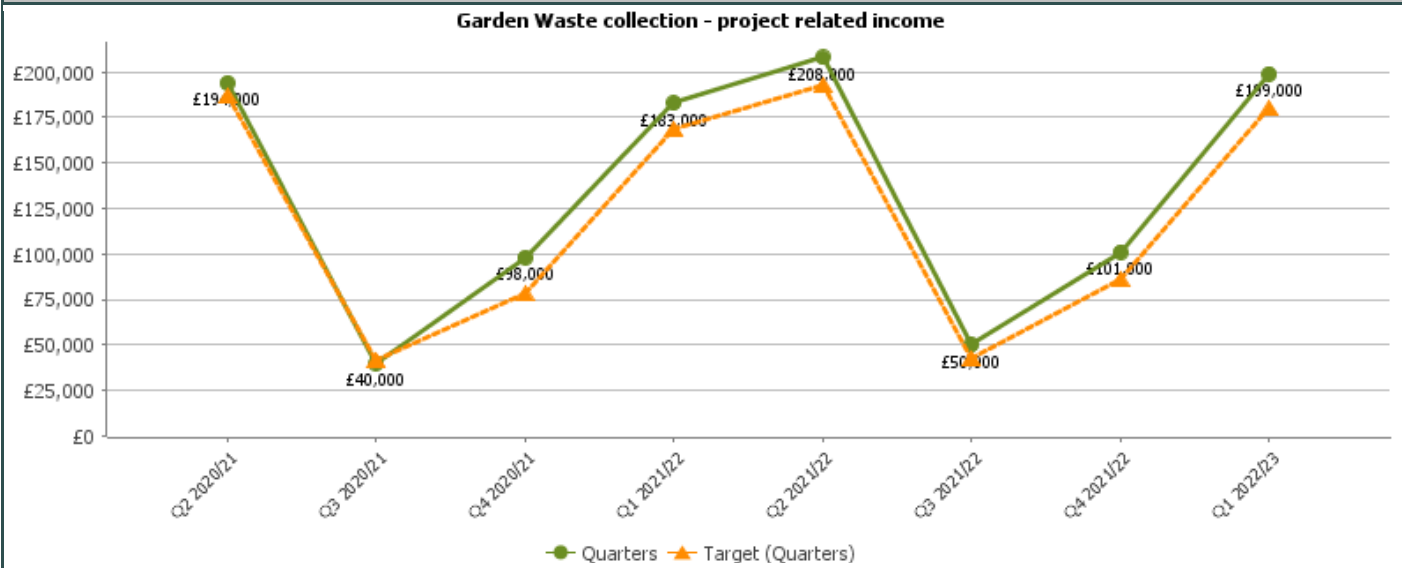
Trade Waste collection - project related income



RAG	⚠	Current Value	£223,000	Sponsor	Mark Baldwin
		Current Target	£233,000		
Aim to Maximise					

With the University once again fully operational, income is at record levels and only slightly below budget.

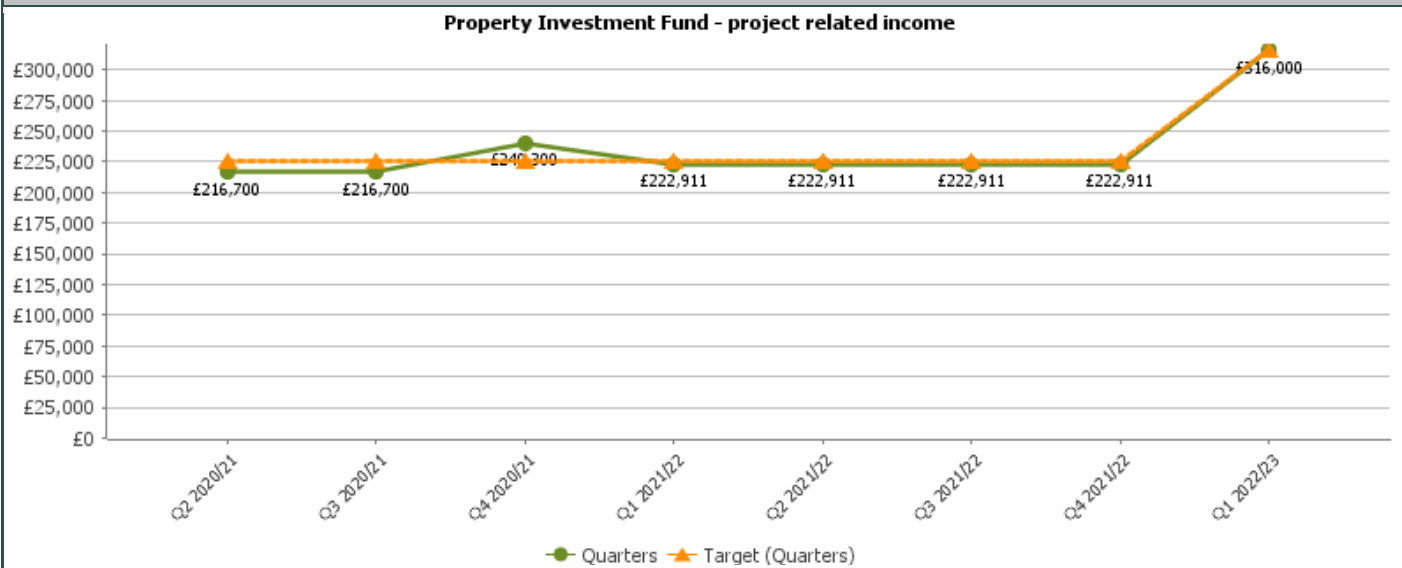
Garden Waste collection - project related income



RAG	✔	Current Value	£199,000	Sponsor	Mark Baldwin
		Current Target	£180,000		

This represents a 9% increase on the same period last year.

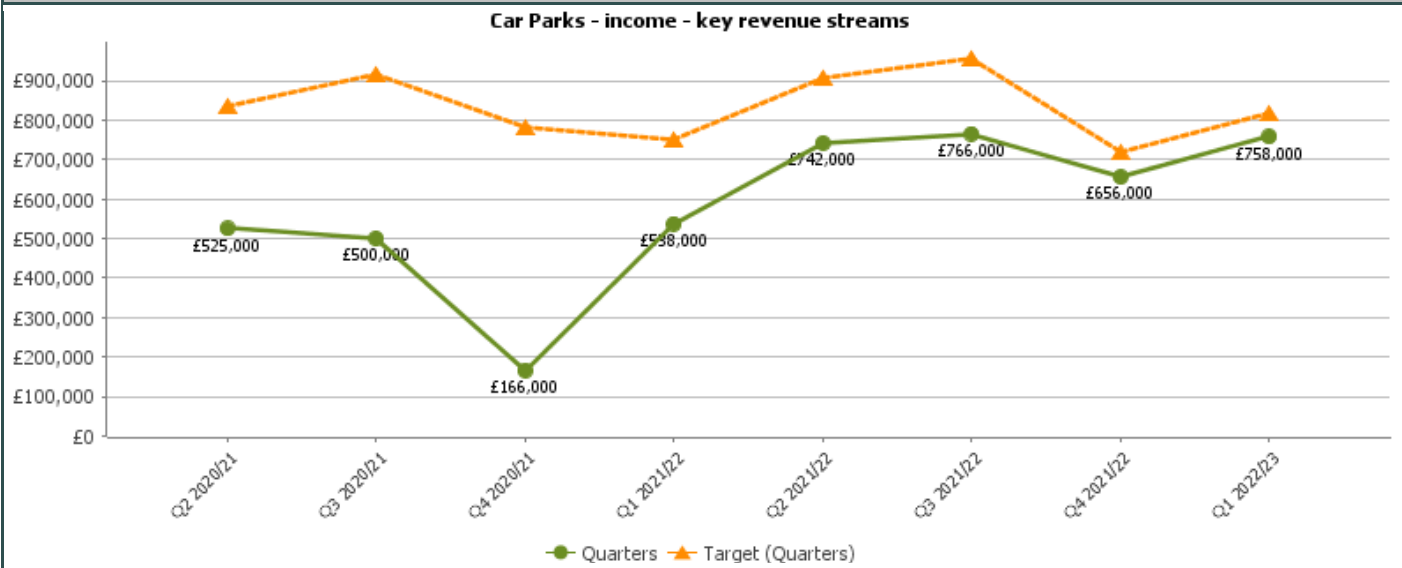
Property Investment Fund - project related income



RAG	✔	Current Value	£316,000	Sponsor	Mark Baldwin
		Current Target	£315,660		

Gross rental income from the City Council's investment properties.

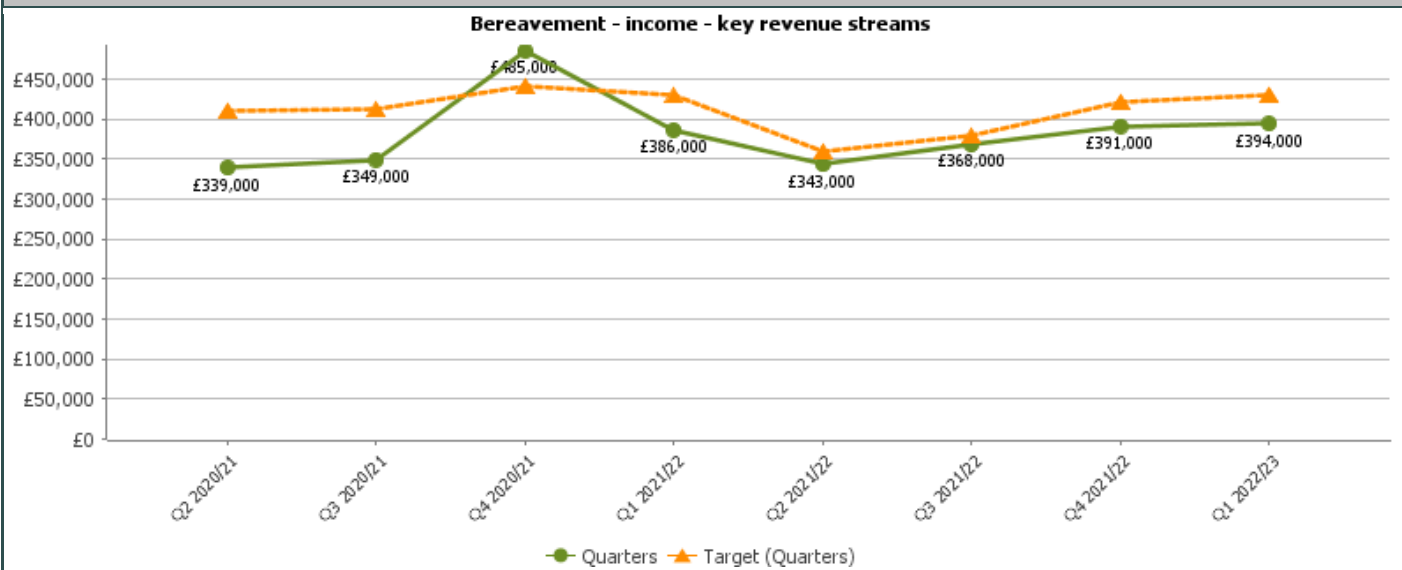
Car Parks - income - key revenue streams



RAG	⚠️	Current Value	£758,000	Sponsor	Mark Baldwin
	Aim to Maximise	Current Target	£817,000		

Income increased during the quarter with the month of June being 96% of budget. The is being monitored closely to assess the long-term effect of people working from home and on-line shopping.

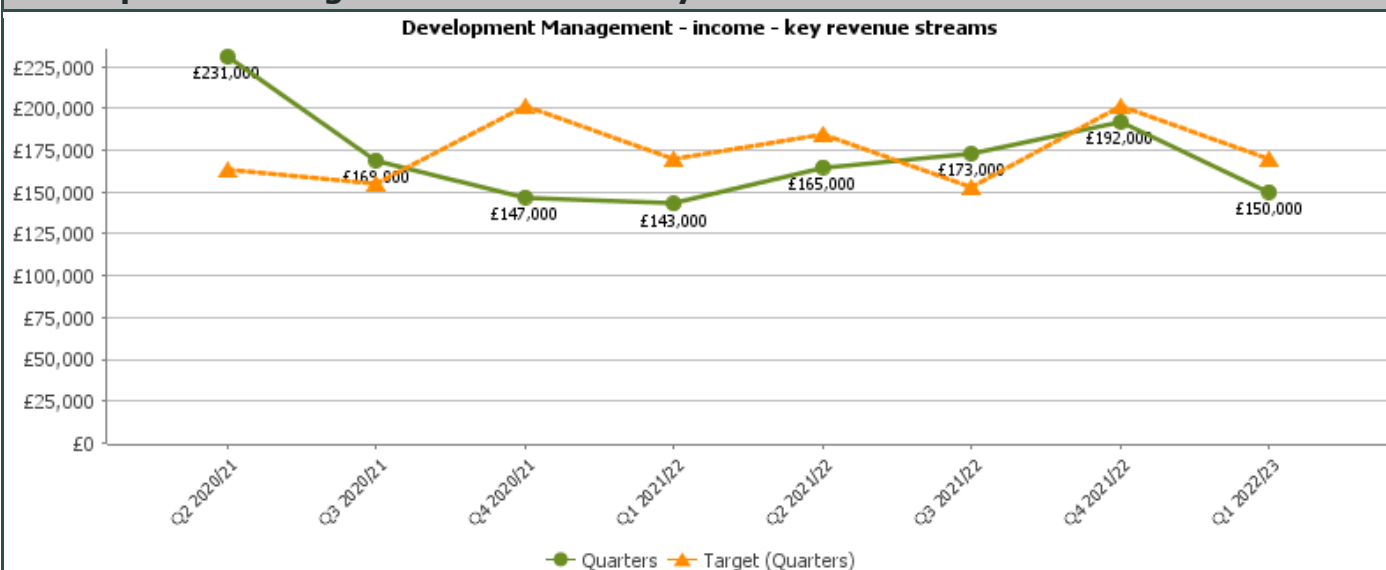
Bereavement - income - key revenue streams



RAG	⚠️	Current Value	£394,000	Sponsor	Mark Baldwin
	Aim to Maximise	Current Target	£431,000		

A small increase over the same period last year, but the competition from other local crematoria remains strong.

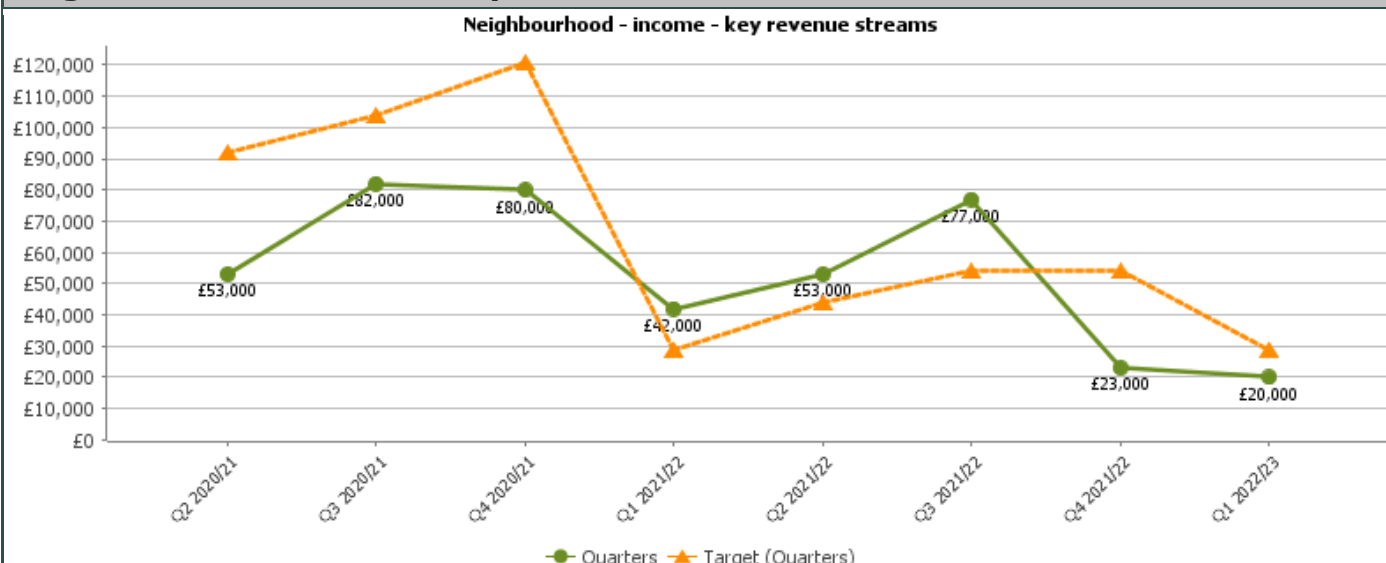
Development Management - income - key revenue streams



RAG		Current Value	£150,000	Sponsor	Mark Baldwin
	Aim to Maximise	Current Target	£170,000		

Income is below budget but nevertheless the highest in Q1 for the last 3 years.

Neighbourhood - income - key revenue streams



RAG		Current Value	£20,000	Sponsor	Mark Baldwin
	Aim to Maximise	Current Target	£29,000		

Mainly income from County Council for transportation of street sweepings on their behalf.