



Worcester
CITY COUNCIL

INCOME GENERATION SUB-COMMITTEE

AGENDA

Date: Wednesday, 9th March, 2022

Time: 7.00 pm

Venue: Guildhall

INCOME GENERATION SUB-COMMITTEE

Information for Members of the Public

Access to the Guildhall is via the front entrance in the High Street. The nearest car park is Copenhagen Street (pay and display). If you are a wheelchair user or have restricted mobility, access to the Guildhall can be gained either through the door on the right side of the forecourt as you face the Guildhall, or through the sliding doors at the rear of the Guildhall. There is dedicated disabled parking space at the rear (access via Copenhagen Street). Most meetings are held on the ground floor, which can be reached by using a lift. If you are a wheelchair user or have restricted mobility and you wish to attend a meeting, please telephone or email the officer mentioned below in advance and we will make any necessary arrangements to assist your visit.

Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. Part II of the Agenda (if applicable) deals with items of 'Exempt Information' for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

Please note that this is a public meeting and members of the public and press are permitted to report on the proceedings. "Reporting" includes filming, photographing, making an audio recording and providing commentary on proceedings. Any communicative method can be used to report on the proceedings, including the internet, to publish, post or share the proceedings. Accordingly, the attendance of members of the public at this meeting may be recorded and broadcast. By choosing to attend this public meeting you are deemed to have given your consent to being filmed or recorded and for any footage to be broadcast or published.

Please note the Council records and live streams many of its meetings. These recordings are published on the relevant meeting pages of the Council's website. A notice to this effect will be posted in the meeting room. If a member of the public chooses to speak at a meeting of the City Council he/she will be deemed to have given their consent to being recorded and audio being published live to the Council's website. The Chair of the meeting, can at their discretion, terminate or suspend recording, if in their opinion, continuing to do so would prejudice the proceedings of the meeting or if they consider that continued recording might infringe the rights of any individual, or breach any statutory provision.

At the start of the meeting under the item 'Public Participation' up to fifteen minutes in total is allowed for members of the public to present a petition, ask a question or comment on any matter on the Agenda. Participants need to indicate that they wish to speak by 4.30 p.m. on the last working day before the meeting by writing, telephoning or E-Mailing the officer mentioned below.

If you have any general enquires or queries about this Agenda or require any details of background papers, further documents or information, or to discuss arrangements for the taking of photographs, film, video or sound recording please contact the Lead Officer, Julian Pugh, Democratic Services Administrator, Guildhall, Worcester WR1 2EY. Telephone: 01905 722027 (direct line); E-Mail Address: committeeadministration@worcester.gov.uk.

This agenda can be made available in large print, braille, on PC disk, tape or in a number of ethnic minority languages. Please contact the above named officer for further information.

Agendas and minutes relating to all City Council Committees and Council Meetings are also available electronically, click on the option "Committee Minutes and Documents", Website Address: worcester.gov.uk

**Income Generation Sub-Committee
Wednesday, 9 March 2022**

Members of the Committee:-

Chair: Councillor Steve Mackay (C)
Vice-Chair: Councillor Jabbar Riaz (L)

Councillor Chris Mitchell (C)
Councillor Andy Stafford (C)

Councillor Louis Stephen (G)

C = Conservative G = Green L = Labour LCo = Labour and Co-operative
LD = Liberal Democrat

AGENDA

**Part 1
(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

1. **Appointment of Substitutes**
To receive details of any Members appointed to attend the meeting instead of a Member of the Sub-Committee.
2. **Declarations of Interest**
To receive any declarations of interest.
3. **Public Participation**
Up to a total of fifteen minutes can be allowed, each speaker being allocated a maximum of five minutes, for members of the public to present a petition, ask a question or comment on any matter on the Agenda or within the remit of the Sub-Committee.
4. **Minutes**
Page(s): 1 - 4
Of the meeting held on 2nd February 2022 to be approved and signed.
5. **Proposed Committee Performance Scorecard For 2022/23**
Page(s): 5 - 8
Ward(s): All Wards
Contact Officer: Joanna Payne, Corporate Policy and Strategy Officer
Tel: 01905 722407

That the Income Generation Sub-Committee consider the proposed content of the Income Generation Performance Scorecard for 2022/23.
6. **Football Facilities At Perdiswell**
Page(s): 9 - 12
Ward(s): Claines; St. Stephen

Contact Officer: Shane Flynn, Corporate Director, Finance and Resources
Tel: 01905 722536

That the Sub-Committee notes updated cost models for Futsal and pitch developments at Perdiswell and agree to receive a further report on the creation of new five-a-side pitches adjacent to Perdiswell Leisure Centre.

7. **Any Other Business**

Which in the opinion of the Chair is of sufficient urgency as to warrant consideration.

8. **Items Involving the Disclosure of Exempt Information**

The Sub-Committee are invited to pass the following resolution:

That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of information as defined in Schedule 12A of the said Act.

**PART II
(ITEMS FOR DISCUSSION AND DECISION IN PRIVATE)**

9. **Minutes (Exempt Items)**

Page(s): 13 - 14

Of the meeting held on 2nd February 2022 to be approved and signed.

10. **Football Facilities at Perdiswell**

Page(s): 15 - 28

Ward(s): Claines; St. Stephen

Contact Officer: Shane Flynn, Corporate Director, Finance and Resources
Tel: 01905 722536

To note the report from Raise Partnership which is provided at Annex 1 to agenda item 6. This is confidential on the basis that it includes information of a commercially sensitive nature.

11. **Development Fund Proposal**

Page(s): 29 - 40

Ward(s): Cathedral

Contact Officer: Shane Flynn, Corporate Director, Finance and Resources
Tel: 01905 722536

To consider the revised financial assessment of a proposal.

INCOME GENERATION SUB-COMMITTEE**2nd February 2022**

Present: Councillor Steve Mackay in the Chair
Councillors Riaz (Vice-Chair), Stafford and Stephen

Officers: Mark Baldwin, Head of Finance
Shane Flynn, Corporate Director, Finance and Resources
Kevin Moore, Head of Property Services

Apologies: Councillor Mitchell

28 Appointment of Substitutes

None.

29 Declarations of Interest

None.

30 Public Participation

None.

31 Minutes

RESOLVED: That the minutes of the meeting held on 10th November 2021 be approved as a correct record and signed by the Chair.

32 Proposed Fees and Charges 2022/23

The Committee considered a report on the proposed schedule of Fees and Charges for 2022/23. The Head of Finance presented the report and highlighted the main points.

Proposed Fees and Charges for Building Control and some Licensing charges were set out in the exempt part of the agenda as they are commercially sensitive. Trade Waste charges would be available following publication of the new cost of waste disposal, which was expected shortly.

The review had been carried out with an assumption that inflation is at 2%. Some fees and charges were proposed to increase by an average of 2%, but in some specific cases, the proposed increase was greater. However, some fees and charges had been maintained at the same level as 2021/22.

In response to questions, it was explained that, whilst it was proposed to increase the charge for Worcester residents at the Commandery, this includes new added benefits.

Members were advised that the review takes account of the prevailing inflation rate and there is also an analysis of prices charged by other providers.

RESOLVED: That the Sub-Committee agree to recommend the proposed schedule of Fees and Charges for 2022/23 to the Policy and Resources Committee for approval.

33 Quarter 3 Performance Report for 2021/22

The Committee considered a report on the Council's Quarter 3 performance for Income Generation for 2021/22. The Corporate Director – Finance and Resources presented the report and highlighted a number of main points. Officers responded to questions from Committee Members.

In the ensuing discussion, reference was made to trade waste, where income remains at approximately 90% of budget. Officers were asked what can be done to return to the income target. In response, Officers explained that the position has been affected by Covid, as many businesses were not trading and some ceased altogether. Some new customers have now been gained. There are additional resources for developing a new marketing strategy and the newly appointed Head of Service will be able to offer new ideas.

RESOLVED: That the Sub-Committee note the Council's Quarter 3 performance for 2021/22.

34 Any Other Business

None.

35 Item Involving the Disclosure of Exempt Information

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of information as defined in Schedule 12A of the said Act.

36 Proposed Fees and Charges 2022/23 (Exempt Items)

The Sub-Committee considered the proposed fees and charges for Building Control and some Licensing charges which are classed as exempt items as they are commercially sensitive. The Sub-Committee agreed to recommend them to the Policy and Resources Committee for approval.

37 Development Proposal

The Sub-Committee considered an opportunity to purchase a site in the city and agreed an allocation from the Income Generation Fund to underwrite preliminary assessments.

Duration of the meeting: 7.00p.m. – 7.47p.m.

Chair at the meeting on
9th March 2022

This page is intentionally left blank



Report to: Income Generation Committee, 9th March 2022

Report of: Corporate Director, Finance and Resources

Subject: PROPOSED COMMITTEE PERFORMANCE SCORECARD FOR 2022/23

1. Recommendation

1.1 That the Income Generation Sub-Committee consider the proposed content of the Income Generation Performance Scorecard for 2022/23.

2. Background

2.1 The City Council's Performance Scorecards provide a one page overview of priority activities and Key Performance Indicators (KPIs) for each committee. These are supported by more detailed reports providing brief narrative updates for projects and activities and a visual representation of PIs in the form of run graphs or charts as applicable. These are reported to Committees on a quarterly basis.

2.2 The content of the Performance Scorecards for Income Generation Committee has been reviewed by the senior management team and committee chair and vice chair as part of the Council's service planning processes for 2022/23 to ensure that it remains relevant and continue to reflect 'what matters most' under the functions of the committee.

2.3 Proposed targets have been developed based on a principle of performance improvement where this is realistic.

3. Information

3.1 The proposed content of the Income Generation Committee Performance Scorecard for 2022/23 is attached as **Appendix 1** which includes details of 2021/22 scorecard content which will be removed.

Ward(s):	All
Contact Officer:	Jo Payne, Corporate Policy & Strategy Officer
	Tel: 01905 722407
	Email: joanna.payne@worcester.gov.uk
Background Papers:	None

This page is intentionally left blank

Appendix 1

**Income Generation Committee
Proposed Scorecard Content 2022/23**

Projects and Activities
Commercial Strategy delivery
Income Strategy delivery
Sports facilities development
Development of Housing Enabling Strategy

No new Projects or Activities for 2022/23.

Key PIs	21/22 Target	22/23 Target	Target Rationale
Riverside - project related income	£10,000	£10,000	
Guildhall - project related income	£95,000	£100,100	
Trade Waste collection - project related income	£836,000	£844,600	
Garden Waste collection - project related income	£491,000	£520,800	
Property Investment Income	£902,800	£1,263,700	Previously titled Property Development Fund - project related income (net of MRP)
Car Parks - income - key revenue streams	£3,338,000	£3,338,000	
Bereavement - income - key revenue streams	£1,590,250	£1,609,400	
Development Management - income - key revenue streams	£705,000	£710,200	
Neighbourhood - income - key revenue streams	181,250	£181,250	

No new PIs for 2022/23.

This page is intentionally left blank



Report to: Income Generation Committee, 9th March 2022

Report of: Corporate Director – Finance and Resources

Subject: FOOTBALL FACILITIES AT PERDISWELL

1. Recommendation

1.1 That the Sub-Committee notes updated cost models for Futsal and pitch developments at Perdiswell and agree to receive a further report on the creation of new five-a-side pitches adjacent to Perdiswell Leisure Centre.

2. Background

- 2.1 At its meeting of 10 July 2018 the Income Generation Sub-Committee considered a report into a number of potential sports developments including tennis provision, hockey and football, particularly in respect of five-a-side football pitches and pitches suitable for all-weather use. The Sub-Committee agreed to provide £25,000 to fund a feasibility study into the potential development of a Futsal facility and an All-Weather Pitch (AWP).
- 2.2 A range of assessments were undertaken and reports prepared for Committee in winter 2019/20 which were deferred due to focus on other developments. At the same time, the Football Foundation published its priorities for football development in Worcester and included an identified need for additional small-sided playing pitches and AWP provision. The Local Football Foundation Plan (LFFP) was presented to, and approved by, the Communities Committee in January 2020.
- 2.3 The assessments included a proposed business case for each facility and new changing room facilities at Perdiswell Leisure Centre. The financial information which supported these proposals is now out of date and it is necessary to undertake revisions in the light of cost increases that have been experienced on other capital works as a result of the Covid-19 Pandemic and supply chain issues.
- 2.4 At its meeting of 10 November 2021 the Sub-Committee agreed to commission the necessary revised costings and receive a report on whether the schemes remain financially viable. The work was commissioned from Raise Partnership and the report is provided at **Annex 1**. This is confidential on the basis that it includes information of a commercially sensitive nature.
- 2.5 In summary the report concludes that both the All-Weather Pitch and Futsal schemes remain financially viable although the former is dependent upon receipt of a grant from the Football Foundation. This requires that surplus income derived from the facility would need to be ring-fenced to it for future maintenance and re-provision. A report will be prepared for the Communities Committee to consider proposals for taking this scheme forward.

- 2.6 The costing work in respect of the Futsal proposal was designed to assess in the first instance whether the original proposals could still be undertaken. As this scheme would not be dependent upon grant but would utilise borrowing, the income derived from it would not be subject to the same restrictions. The conclusion of the report set out in the annex is that the scheme would still be viable, although the capital costs have risen from an estimated £2.9m to £3.4m. In the event that these were met in full from borrowing, this would give rise to an annual cost of approximately £133,000 at current PWLB rates. This is lower than stated in the annex due to changes in interest rates.
- 2.7 However, since the 2018 report, the existing five-a-side pitches adjacent to the Leisure Centre have been brought back into use. There is a further consideration, therefore, whether the conversion of the facilities to a Futsal stadium is the most cost-effective use of the site or whether the addition of further five-a-side pitches would be represent a better alternative in terms of value-for-money.
- 2.8 At the date of this report information about the use of the refurbished pitches is limited as leisure activities have not returned to pre-Covid activity levels. However there would clearly be additional capital costs over and above those identified in the annex due to the five-a-side pitches having been refurbished. The latter work was undertaken and funded by Freedom Leisure on the grounds that it receives the income from the pitches. A sliding scale of compensation was agreed in the event that the pitches were replaced in future.

3. Preferred option

To undertake an assessment of the alternative use of the land available for a Futsal facility as additional five-a-side pitches.

4. Alternative Options Considered

Not to undertake further assessment.

- 4.1 The Council has the opportunity to develop the Futsal facility, as proposed in previous reports. However, the previous report pre-dates the refurbishment of the existing five-a-side pitches which has resulted in increased income. The Committee may consider that the development of a Futsal facility is appropriate in itself but the option of alternative use of the site needs to be considered.

5. Implications

5.1 Financial and Budgetary Implications

The financial implications of progressing with the schemes are set out in the annex. The costs of assessing the viability of additional five-a-side pitches has not been assessed at the date of this report. However, there is a projected balance of £46,839 on the Income Generation Fund as at 31 March 2022 which is uncommitted.

5.2 Legal and Governance Implications

The responsibility for leisure services lies within the remit of the Communities Committee. However, these facilities have the capacity to generate income for the Council and therefore fall to the Income Generation Committee for consideration.

- 5.3 Risk Implications
None directly arising from this report.
- 5.4 Corporate/Policy Implications
Provision of leisure facilities supports the Healthy and Active City Plan theme.
- 5.5 Equality Implications
None directly arising from this report.
- 5.6 Human Resources Implications
None directly arising from this report.
- 5.7 Health and Safety Implications
None directly arising from this report.
- 5.8 Social, Economic and Environmental Implications
The potential value of additional football facilities is set out in detail in the Annex to this report.

Ward(s): Claines/St Stephen
Contact Officer: Shane Flynn.
Shane.flynn@worcester.gov.uk
Background Papers: Report to Communities Committee, 17 January 2020

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank