

# 2019/20 Income Generation Committee Performance Scorecard

Appendix 1



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 2019/20	
<p> Projects and Activities</p> <p> Actions  2  1  4  0</p>	<p> Key PIs</p> <p> PIs  5  2  2  0  0</p>
Commercial Strategy delivery	Riverside - project related income
Sports facilities	Guildhall - project related income
Guildhall Marketing and Promotion	Trade Waste collection - project related income
Riverside Park Improvements to maintain and enhance Green Flag status	Garden Waste collection - project related income
Feasibility study for moorings and river boats on the riverside	Property Investment Fund - project related income
Garden Waste Service Transformation/Expansion	Car Parks - income - key revenue streams
Trade Waste Service Transformation / Expansion	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 2019/20



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

Commercial Strategy delivery		
<p>Property development Fund - the maximum limit for the fund has been increased to £80m, with the second acquisition, which is also at Kings Court, completed in April 2020. Further opportunities are available and will be subject to the stringent investment criteria that are already in place.</p> <p>In March HM Treasury published a consultation document on the use of PWLB loans to buy commercial property alongside the budget. This may severely curtail Development Fund activities. A response to the consultation will be submitted prior to the deadline of 4 June.</p> <p>Racecourse - the new lease has been signed and the back rent dating from 2015 has been received.</p>	<b>Sponsor</b>	Mark Baldwin
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	


Sports facilities		
<p>The Policy &amp; Resources Committee approved a proposal to support the Hockey Development at its meeting of 4 June 2019.</p> <p>CLT received an update on the Futsal and All-weather pitch proposals in August 2019. A decision based on a fully worked business case for Futsal was planned for Policy &amp; Resources Committee by the end of the financial year but has been postponed to allow further consultation with partners.</p> <p>At its meeting on 10 December the Policy and Resources committee approved the council's financial support, by way of a loan, to the Football Association for the development of the Claines Lane site.</p>	<b>Sponsor</b>	Shane Flynn
	<b>Due Date</b>	31-Mar-2019
	<b>Original Due Date</b>	31-Mar-2019
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

The overall target for the project needs to be reset to 31 March 2021 to allow for all the Hockey and Futsal schemes to be developed to a point of agreement to proceed. Each can then be separated into discrete projects.	
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**Guildhall Marketing and Promotion**



The year's income of £79k was only just short of the Budget of £81k. It represented an increase of 18% over the previous year. good progress was made in marketing the venue and introducing new types of events.	<b>Sponsor</b>	Mark Baldwin; Sian Stroud
	<b>Due Date</b>	31-Mar-2020
	<b>Original Due Date</b>	31-Mar-2020
	<b>Current Status</b>	
	<b>Expected Outcome</b>	



**Riverside Park Improvements to maintain and enhance Green Flag status**

<p>Governance and Delivery Plans now approved by Chair and Vice-Chair of Environment Committee.</p> <p>First draft of Communications and Stakeholder Engagement Plans now completed.</p> <p>Risk Management Plan being developed with Council's Health and Safety Officer.</p> <p>Bat survey - to be led by County Council. Due to commence following release of lockdown measures.</p> <p>Preparation of Flood Risk Assessment Plan underway for submission to EA within next 2 weeks.</p> <p>Riverside Safety Report has been commissioned from Royal Life Saving Society but work has been postponed due to lockdown measures and will recommence once these measures are revised.</p> <p>Project remains amber due to delays commissioning bat survey.</p>	<b>Sponsor</b>	Sue Horrobin
	<b>Due Date</b>	30-Sep-2020
	<b>Original Due Date</b>	30-Sep-2020
	<b>Current Status</b>	
	<b>Expected Outcome</b>	





**Feasibility study for moorings and river boats on the riverside**

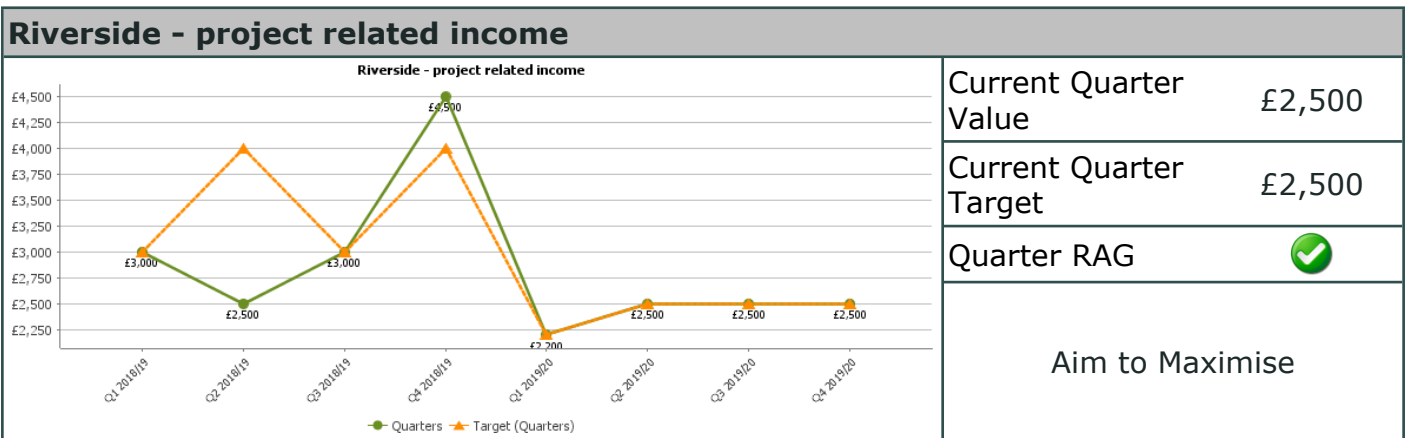
A meeting was held with the Royal Life Saving Society including Property and Environmental Ops officers leading on the Riverside Project to agree a brief for RLSS's advice. The project will be resumed once RLSS staff are no longer furloughed.	<b>Sponsor</b>	Kevin Moore
	<b>Due Date</b>	31-Mar-2020
	<b>Original Due Date</b>	31-Mar-2019
	<b>Current Status</b>	
	<b>Expected Outcome</b>	





<b>Garden Waste Service Transformation/Expansion</b>		
<p>Collection service suspended from 26th of March in response to Covid-19.</p> <p>(Service recommenced April 14th. Customers were offered an additional collection to make up for the missed week.)</p> <p>Lots of initiatives undertaken throughout the year to promote the service. Customer numbers increased by 287, moving from 6444 at the start of April to 6,731 by the end of March 2020.</p> <p>This will now be removed as a project and continue to be monitored as a Performance Indicator.</p>	<b>Sponsor</b>	Sue Horrobin
	<b>Due Date</b>	31-Mar-2020
	<b>Original Due Date</b>	31-Mar-2020
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

<b>Trade Waste Service Transformation / Expansion</b>		
<p>All the objectives set in this project have now been met and work continues to maintain the service and generally increase business where opportunities arise.</p> <p>A change to the charging mechanism for commercial waste has been developed and was due to be considered by P&amp;R in March but delayed due to Covid-19; this will now be considered in June.</p> <p>This will now be removed as a project and continue to be monitored as a Performance Indicator.</p>	<b>Sponsor</b>	Sue Horrobin
	<b>Due Date</b>	31-Mar-2020
	<b>Original Due Date</b>	31-Mar-2020
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

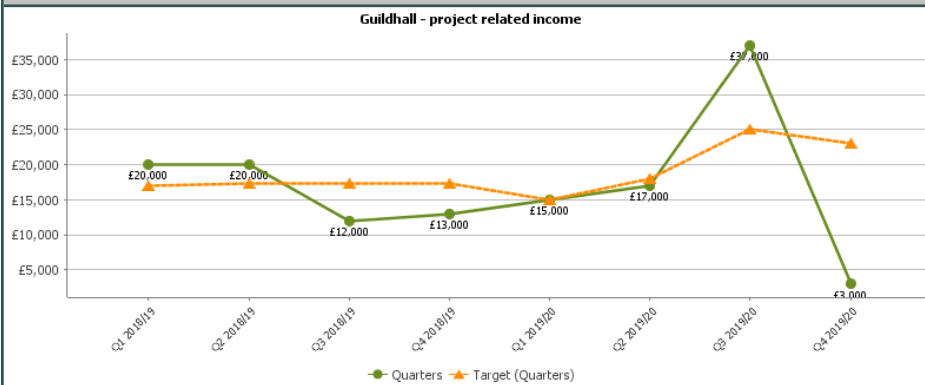
# Income Generation Key Performance Indicators - End of Year 2019/20

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only



Quarters				
	Value	Target		
Q4 2018/19	£4,500	£4,000		
Q1 2019/20	£2,200	£2,200		
Q2 2019/20	£2,500	£2,500		
Q3 2019/20	£2,500	£2,500		
Q4 2019/20	£2,500	£2,500		
Annual				
	Value	Target	Status	Short Trend
2018/19	£13,000	£14,000		
2019/20	£9,700	£9,700		

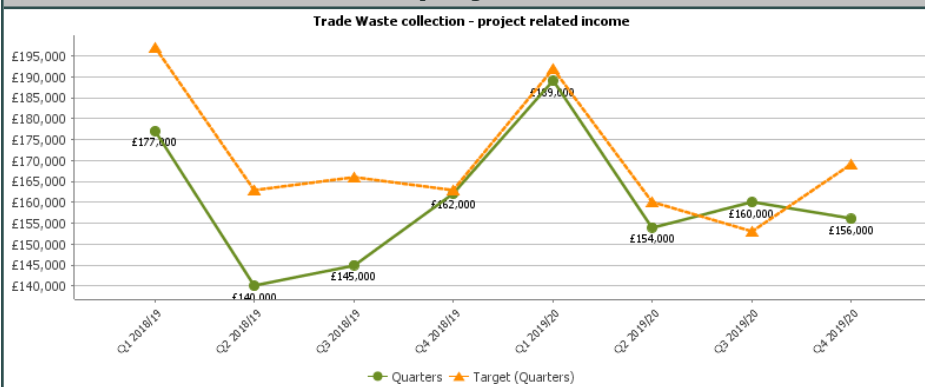
## Guildhall - project related income



Current Quarter Value	£3,000
Current Quarter Target	£23,000
Quarter RAG	<span style="color: red;">●</span>
Aim to Maximise	

Quarters				
	Value	Target		
Q4 2018/19	£13,000	£17,250		
Q1 2019/20	£15,000	£15,000		
Q2 2019/20	£17,000	£18,000		
Q3 2019/20	£37,000	£25,000		
Q4 2019/20	£3,000	£23,000		
Annual				
	Value	Target	Status	Short Trend
2018/19	£65,000	£69,000	<span style="color: yellow;">▲</span>	<span style="color: blue;">▲</span>
2019/20	£72,000	£81,000	<span style="color: red;">●</span>	<span style="color: blue;">▲</span>

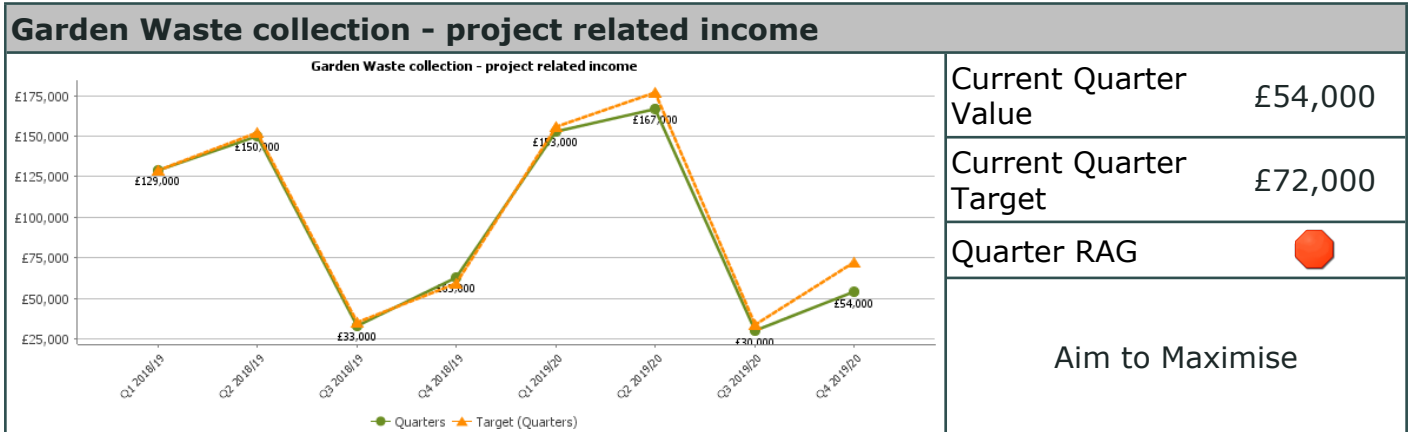
## Trade Waste collection - project related income



Current Quarter Value	£156,000
Current Quarter Target	£169,000
Quarter RAG	<span style="color: yellow;">▲</span>
Aim to Maximise	

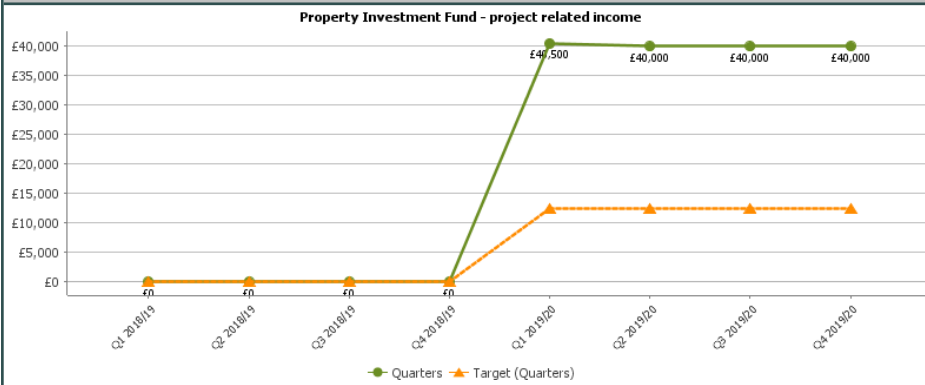
Quarters		
	Value	Target
Q4 2018/19	£162,000	£163,000
Q1 2019/20	£189,000	£192,000
Q2 2019/20	£154,000	£160,000
Q3 2019/20	£160,000	£153,000
Q4 2019/20	£156,000	£169,000

Annual				
	Value	Target	Status	Short Trend
2018/19	£624,000	£688,000	▲	↑
2019/20	£659,000	£674,000	▲	↑



Quarters				
	Value	Target		
Q4 2018/19	£63,000	£59,000		
Q1 2019/20	£153,000	£156,000		
Q2 2019/20	£167,000	£177,000		
Q3 2019/20	£30,000	£34,000		
Q4 2019/20	£54,000	£72,000		
Annual				
	Value	Target	Status	Short Trend
2018/19	£375,000	£376,000	▲	↑
2019/20	£404,000	£439,000	▲	↑

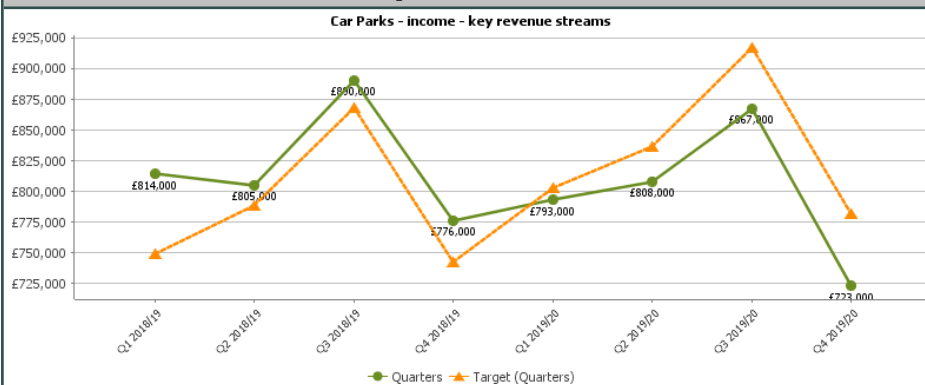
## Property Investment Fund - project related income



Current Quarter Value	£40,000
Current Quarter Target	£12,500
Quarter RAG	✓
Aim to Maximise	

Quarters				
	Value	Target	Status	Short Trend
Q4 2018/19	£0	£0		
Q1 2019/20	£40,500	£12,500		
Q2 2019/20	£40,000	£12,500		
Q3 2019/20	£40,000	£12,500		
Q4 2019/20	£40,000	£12,500		
Annual				
	Value	Target	Status	Short Trend
2018/19	£0	£200,000	✗	▬
2019/20	£160,500	£50,000	✓	⬆

## Car Parks - income - key revenue streams

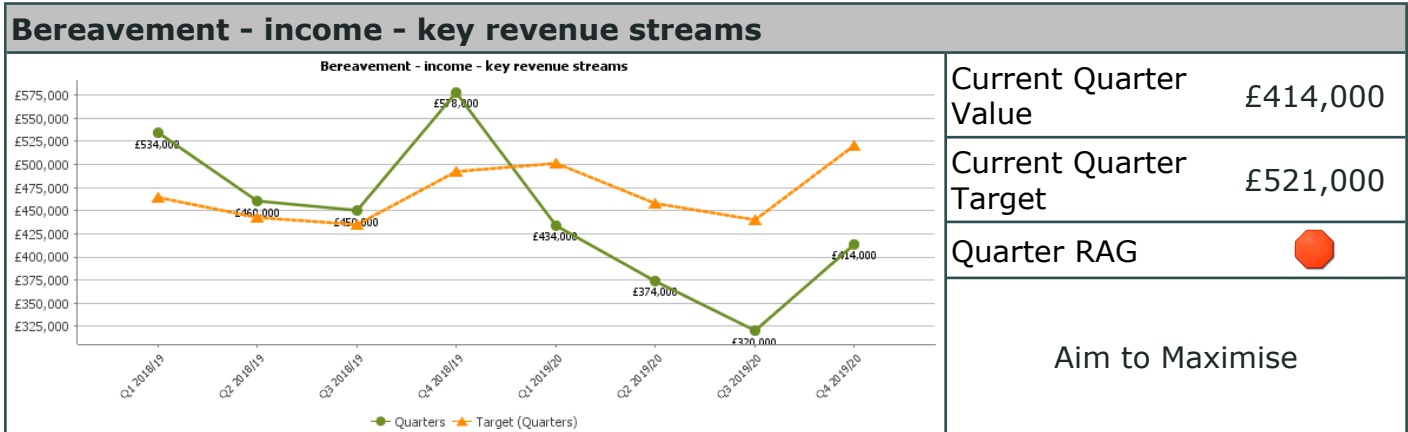


Current Quarter Value	£723,000
Current Quarter Target	£782,000
Quarter RAG	⚠
Aim to Maximise	

Quarters		
	Value	Target
Q4 2018/19	£776,000	£742,000
Q1 2019/20	£793,000	£803,000
Q2 2019/20	£808,000	£836,000
Q3 2019/20	£867,000	£917,000
Q4 2019/20	£723,000	£782,000

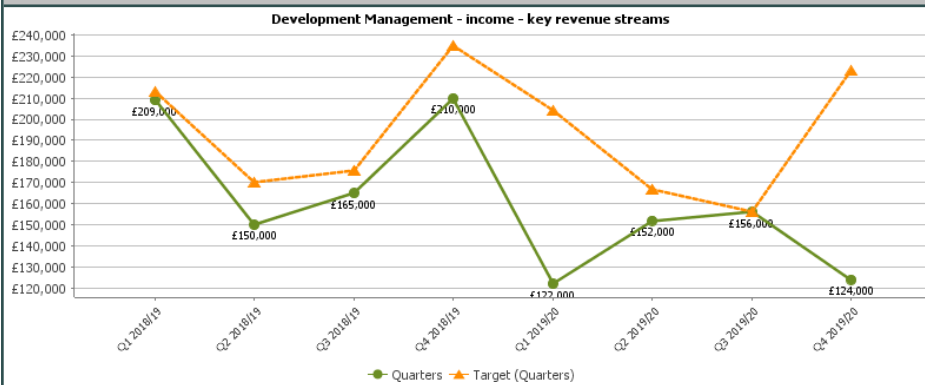


Annual				
	Value	Target	Status	Short Trend
2018/19	£3,285,000	£3,146,000	✓	↓
2019/20	£3,191,000	£3,338,000	⚠	↓



Quarters				
	Value	Target		
Q4 2018/19	£578,000	£493,000		
Q1 2019/20	£434,000	£502,000		
Q2 2019/20	£374,000	£458,000		
Q3 2019/20	£320,000	£440,000		
Q4 2019/20	£414,000	£521,000		
Annual				
	Value	Target	Status	Short Trend
2018/19	£2,022,000	£1,835,000	✓	↑
2019/20	£1,542,000	£1,921,000	⬮	↓

## Development Management - income - key revenue streams

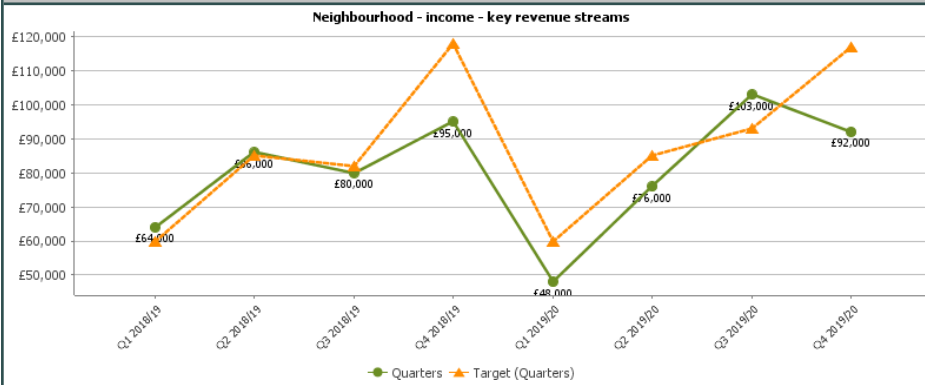


Current Quarter Value	£124,000
Current Quarter Target	£223,000
Quarter RAG	
Aim to Maximise	

The income for both Development Management and Land Charges has fallen below target over the last year. Originally, the main reason behind this appeared to be wider economic and political uncertainties, such as the uncertainties around Brexit, issues around job security, the challenge raising deposits and changes to stamp duty. Knight Frank Estate Agents produce an annual Housing Market Report for Worcester, with the 2019 report hopeful that the certainty created by the general election would create an upturn in the housing market. However, the current Covid19 situation has had its effects on the housing market and there is now a concern that the slowdown in construction of new houses will further slow down the housing market by keeping prices high. This may increase the number of householder planning applications in the future as people may prefer to extend and improve their current property rather than move house.

Quarters				
	Value	Target		
Q4 2018/19	£210,000	£235,000		
Q1 2019/20	£122,000	£204,000		
Q2 2019/20	£152,000	£167,000		
Q3 2019/20	£156,000	£156,000		
Q4 2019/20	£124,000	£223,000		
Annual				
	Value	Target	Status	Short Trend
2018/19	£734,000	£794,000		
2019/20	£554,000	£750,000		

## Neighbourhood - income - key revenue streams



Current Quarter Value	£92,000
Current Quarter Target	£117,000
Quarter RAG	<span style="color: red;">⬮</span>
Aim to Maximise	

Quarters				
	Value	Target		
Q4 2018/19	£95,000	£118,000		
Q1 2019/20	£48,000	£60,000		
Q2 2019/20	£76,000	£85,000		
Q3 2019/20	£103,000	£93,000		
Q4 2019/20	£92,000	£117,000		
Annual				
	Value	Target	Status	Short Trend
2018/19	£325,000	£191,000	<span style="color: green;">✔</span>	⬆
2019/20	£319,000	£355,000	<span style="color: red;">⬮</span>	⬇