












2020/21 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 2020/21






 Projects & Actions
 Actions  1  1  3
 Commercial Strategy delivery
 Income Strategy Delivery
 Sports facilities
 Guildhall Marketing and Promotion
 Riverside Park: Improvements to maintain and enhance Green Flag status



 Key PIs
 PIs  5  1  3  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
 Property rate of return



Income Generation Committee Performance Report





Income Generation Projects and Actions 2020/21



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 was approved by the Committee at its previous meeting and was submitted prior to the revised deadline of 1 July.</p> <p>Racecourse - the new lease has been signed and the back rent dating from 2015 has been received.</p>	Sponsor	Mark Baldwin
	Due Date	31-Mar-2022
	Original Due Date	31-Mar-2022
	Current Status	
	Expected Outcome	

Income Strategy Delivery		
<p>Delivery against the income strategy has been significantly affected by the Flooding and Covid-19 disruptions. A review will be required later this year, subject to the conclusion of the consultation on the use of PWLB loans and further understanding of the long-term impact of the disruptions has been achieved.</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	

Sports facilities		
<p>Reports on Futsal and All Weather Pitch were prepared and ready for publication at March P&R Committee. These were postponed by the Chair due to political sensitivities and also</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2019
	Original Due Date	31-Mar-2019

<p>complexities in relation to the support for the FA's scheme at Claines Lane and pressure form a local school to find an alternative approach to the AWP.</p> <p>Discussions are taking place with stakeholders to resolve these issues and reports will be brought back to committee at the autumn meeting.</p> <p>The project timescale needs to be re-set to autumn 2020 to enable the negotiations to be completed.</p>	Date
	Current Status 
	Expected Outcome 

Guildhall Marketing and Promotion	
<p>After a successful year in 2019/20, the pandemic lockdown has both prevented any events taking place and halted marketing activity.</p> <p>Most customers who had events booked for this period have agreed to rebook a future date, with only a few credits being given.</p> <p>The Guildhall has now reopened and the first wedding has taken place.</p>	Sponsor Mark Baldwin; Sian Stroud
	Due Date 31-Mar-2020
	Original Due Date 31-Mar-2020
	Current Status 
	Expected Outcome 

Riverside Park Improvements to maintain and enhance Green Flag status	
<p>Communications Management Plan, Stakeholder Engagement Plan and Marketing / Re-branding Strategy now in place. Finance and Procurement Plan in progress for completion in July.</p> <p>Bat survey now commissioned with County Council. Waiting for start date following delay due to pandemic lockdown.</p> <p>Discussions in progress with suppliers for the design and procurement of wayfinding signage, totems and floor plaques. Also internal discussions being held on content for information signs.</p> <p>Revised web page for park in development.</p> <p>Working with landowners and managers along the riverside to ensure full engagement and support for our improvement plans. Also working with Canal & River Trust to link with Fish Pass Project.</p> <p>Project remains amber due to delays as a result of pandemic lockdown. Lead project officer role will become vacant in July. Recruitment to take place in July and August.</p>	Sponsor Sue Horrobin
	Due Date 30-Sep-2020
	Original Due Date 30-Sep-2020
	Current Status 
	Expected Outcome 

Income Generation Key Performance Indicators 2020/21

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Riverside - project related income

Current Value	£2,500
Current Target	£2,500
RAG	
Aim to Maximise	

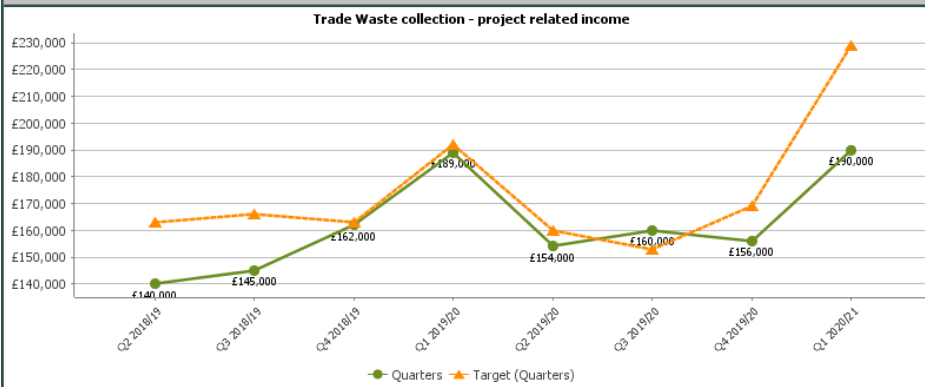
Project related income relates primarily to the rent for the Café and the pop-up coffee shop, licences for river cruises and other activities.

Guildhall - project related income

Current Value	£2,000
Current Target	£16,000
RAG	
Aim to Maximise	

The Guildhall was closed during the pandemic lockdown but has now reopened and the first wedding has taken place.

Trade Waste collection - project related income



Current Value £190,000

Current Target £229,000

RAG

Aim to Maximise

Trade Waste collections were disrupted by the lockdown with some businesses closed. The University, which is the largest customer, has seen a significant reduction in activity. The service is now fully operational.

Garden Waste collection - project related income



Current Value £176,000

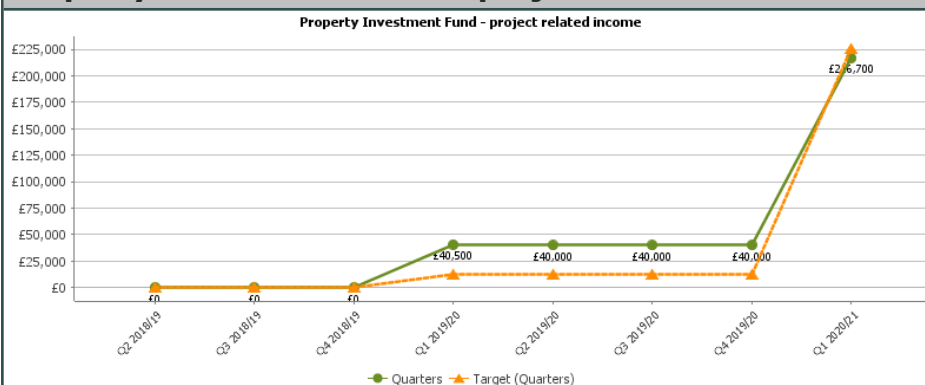
Current Target £165,000

RAG

Aim to Maximise

The budget is based on a 7% growth over last year and is being exceeded. With the Household Recycling Centres closed during the lockdown, new customer accounts exceeded expectations.

Property Investment Fund - project related income



Current Value £216,700

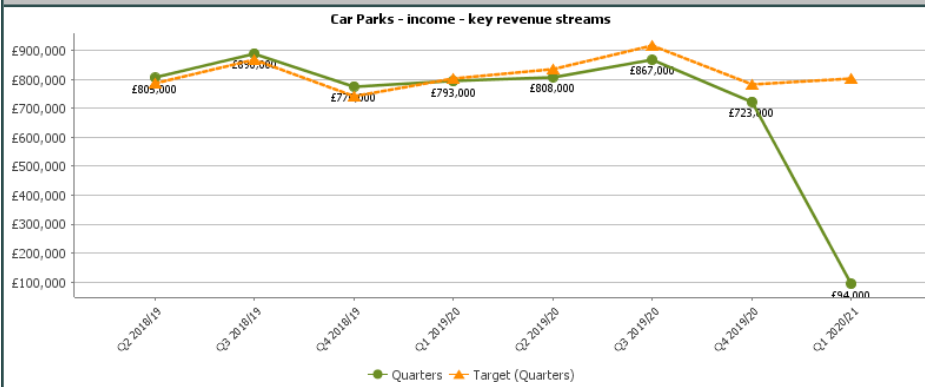
Current Target £225,700

RAG

Aim to Maximise

Income is slightly behind budget as the forthcoming rent review increase on one of the acquired properties may have to be agreed at a lower level than budgeted.

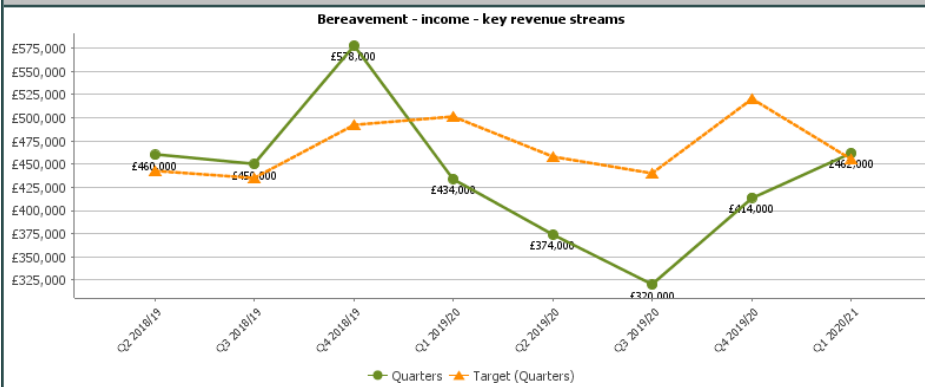
Car Parks - income - key revenue streams



Current Value	£94,000
Current Target	£803,000
RAG	●
Aim to Maximise	

The pandemic lockdown caused a significant reduction in the number of people coming into the city either for work or to shop. The volume is now increasing but it is too early to determine the rate at which this will increase.

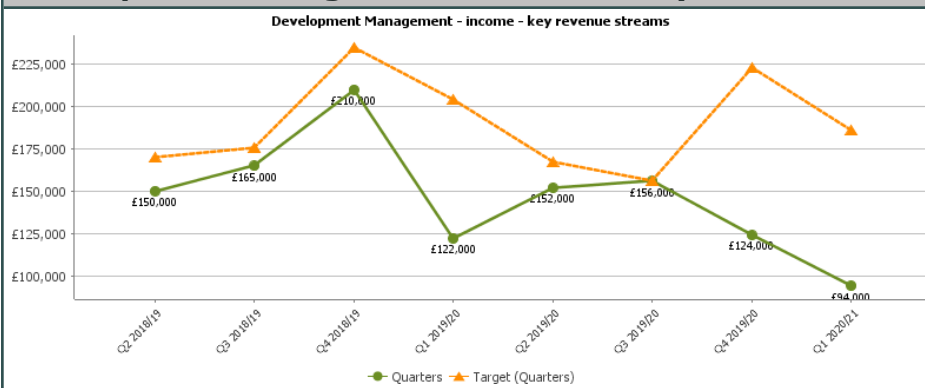
Bereavement - income - key revenue streams



Current Value	£462,000
Current Target	£455,000
RAG	●
Aim to Maximise	

Income is 1.5% ahead of budget with the pandemic causing an increase in activity. However services have been shorter and the fees reduced accordingly.

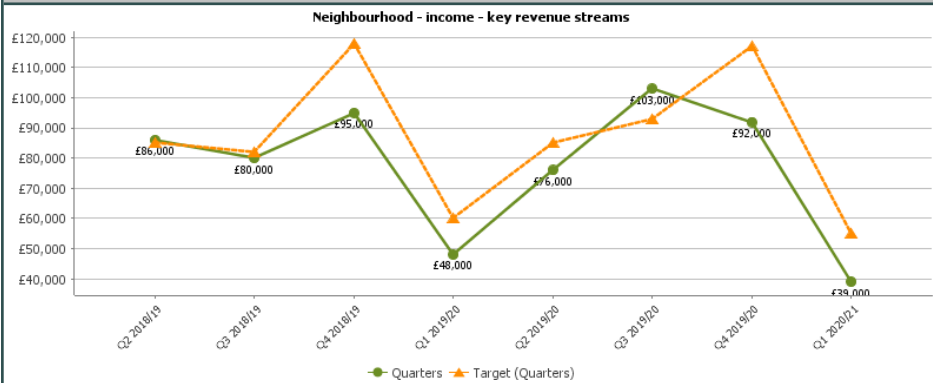
Development Management - income - key revenue streams



Current Value	£94,000
Current Target	£186,000
RAG	●
Aim to Maximise	

The lockdown has seen a reduction of income in all areas of the service.

Neighbourhood - income - key revenue streams



Current Value	£39,000
Current Target	£55,000
RAG	●
Aim to Maximise	

The lockdown caused a temporary suspension to the service, hence income is below budget. The service is now fully operational.

Property rate of return

Current Value	
Current Target	
RAG	?
Aim to Maximise	

Data not available.