


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  0  4


 Commercial Strategy delivery


 Income Strategy Delivery


 Sports facilities


 Riverside Park Improvements to maintain and enhance Green Flag status


Key PIs

 PIs  4  3  2  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>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>Two opportunities have subsequently been considered in the light of the potential change in rules and the current economic downturn arising from the Covid-19 disruption and the pending Brexit transition. One has been rejected. The second is subject to discussion with the property agent.</p>	Sponsor	Mark Baldwin
	Due Date	31-Mar-2022
	Original Due Date	31-Mar-2022
	Current Status	
	Expected Outcome	

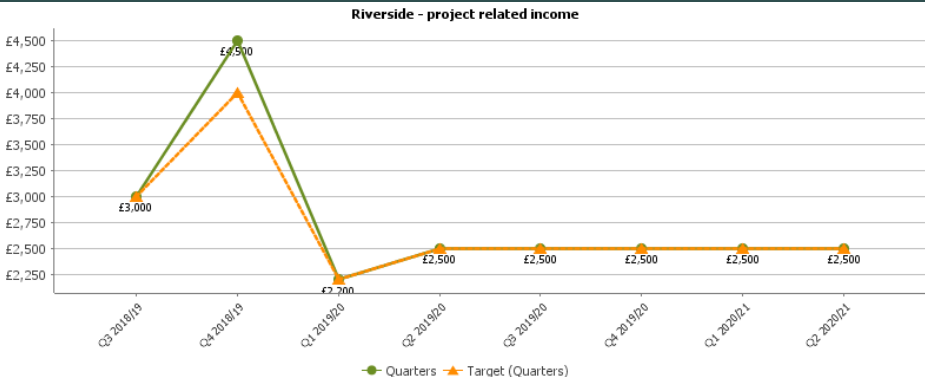

Income Strategy Delivery		
<p>Delivery against the income strategy has been significantly affected by the Flooding, Covid-19 disruptions and wider economic downturn, particularly in the high street retail sector. A review will be required as part of budget-setting, subject to the conclusion of the consultation on the use of PWLB loans and further understanding of the long-term impact of the disruptions has been achieved.</p> <p>The key issue affecting the recovery of income and the setting of revised income targets is uncertainty over how long the Covid-19 disruption will last, particularly as it affects car park income, and the extent to which Government will continue to compensate authorities for the loss of such income.</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2021
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	

Sports facilities		
<p>Work on the International Hockey Centre has begun and it is anticipated that the centre will be open in the Spring of 2021. Work on the tennis courts at Cripplegate Park is complete and discussions are taking place with Freedom Leisure regarding setting up sessions.</p> <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 complexities in relation to the support for the FA's scheme at Claines Lane and pressure from 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 December meeting.</p> <p>The project timescale needs to be re-set to 31 December 2020 to enable the negotiations to be completed</p>	Sponsor	Shane Flynn
	Due Date	30-Nov-2020
	Original Due Date	31-Mar-2019
	Current Status	
	Expected Outcome	

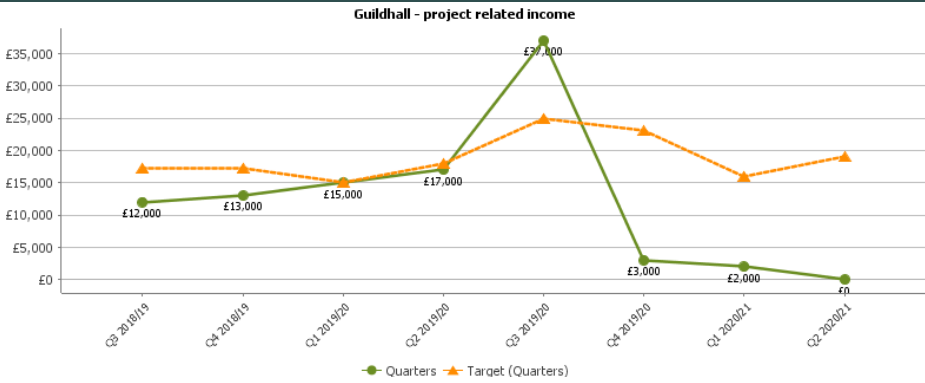

Riverside Park Improvements to maintain and enhance Green Flag status		
<p>Ecology Constraints and Opportunities Plan completed in July. The report assesses the ecological impact of the five main intervention areas identified for improvement and informs constraints to works and considers opportunities to enhance biodiversity.</p> <p>Lead project officer post became vacant in July. Recruitment completed and new officer to start on 2 November. Project progress delayed as a result of pandemic and officer vacancy. The project timeline needs to be revised to 31 March 2021 to take into account these delays.</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	
	Alert
	Warning
	OK
	Unknown
	Data Only

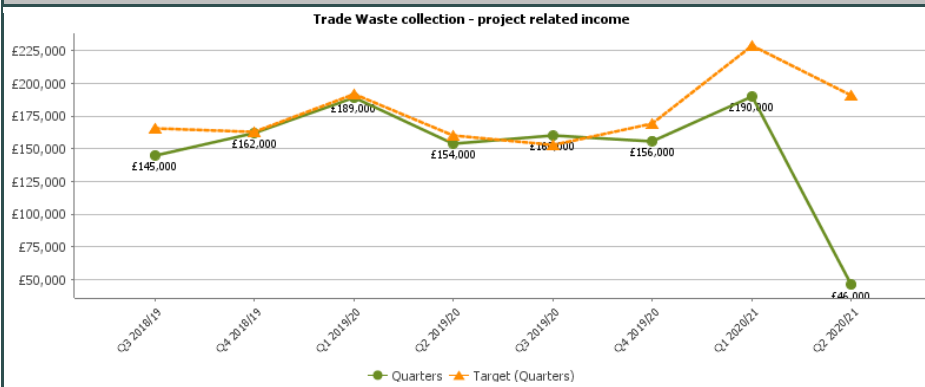
Riverside - project related income		
	Current Value	£5,000
	Current Target	£5,000
	RAG	
	Aim to Maximise	

The income relates to the riverside café, trading licences and mooring fees.

Guildhall - project related income		
	Current Value	£2,000
	Current Target	£35,000
	RAG	
	Aim to Maximise	

The Guildhall has reopened. However, most of the customer contact has been to rebook events that were postponed rather than enquiries for new bookings. The wedding fair planned for October had to be cancelled. Craft fairs with limits on the number of customers at any one time are due to take place in October.

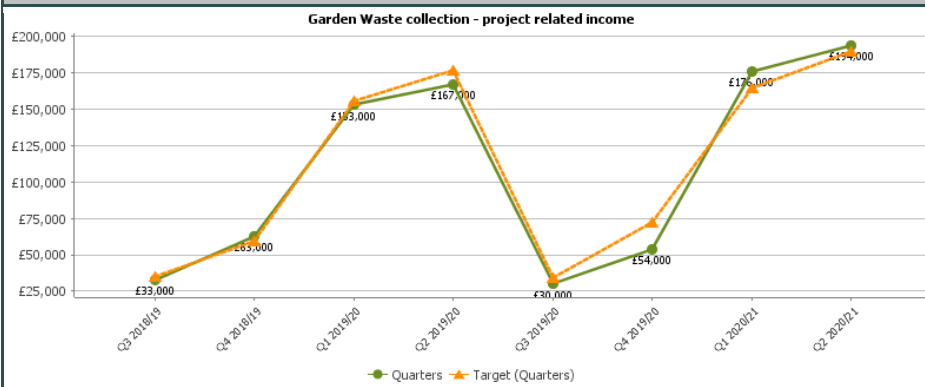
Trade Waste collection - project related income



Current Value	£236,000
Current Target	£420,000
RAG	
Aim to Maximise	

The service operated through most of the lockdown. However, many businesses were closed or were operating at below capacity and requested fewer collections, hence the reduced income. Q1 income appears high as billing is done at the start of the quarter and credits were issued in many cases in Q2.

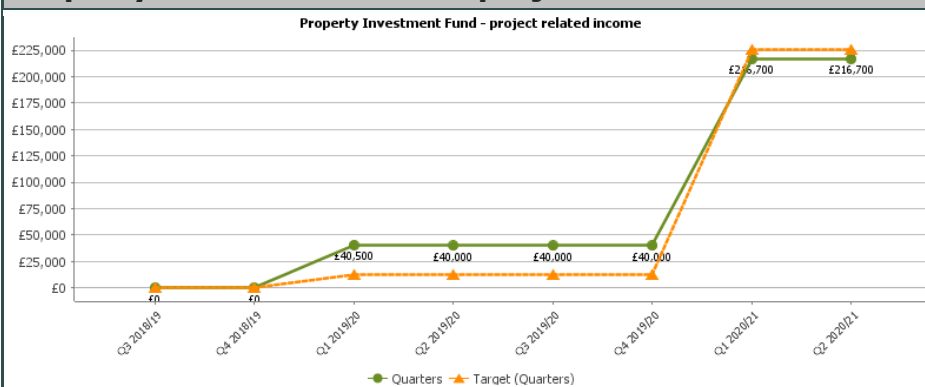
Garden Waste collection - project related income



Current Value	£370,000
Current Target	£355,000
RAG	
Aim to Maximise	

The number of new accounts has continued to exceed budget and last year, partly due to the local recycling centres being closed for some of the lockdown.

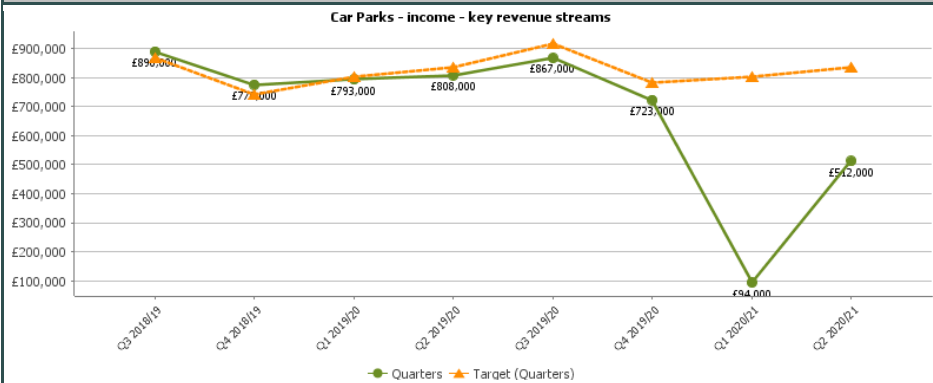
Property Investment Fund - project related income



Current Value	£433,400
Current Target	£451,400
RAG	
Aim to Maximise	

Income may fall slightly short of budget as the current economic conditions may put pressure on the forthcoming rent reviews.

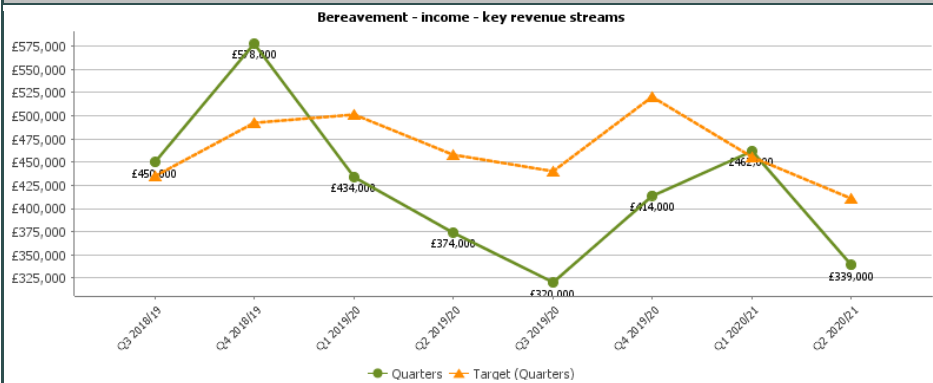
Car Parks - income - key revenue streams



Current Value	£606,000
Current Target	£1,639,000
RAG	●
Aim to Maximise	

Income is significantly below budget due to the pandemic. It has increased during Q2 but is still well below budget and last year. September's income was 70% of the same month last year.

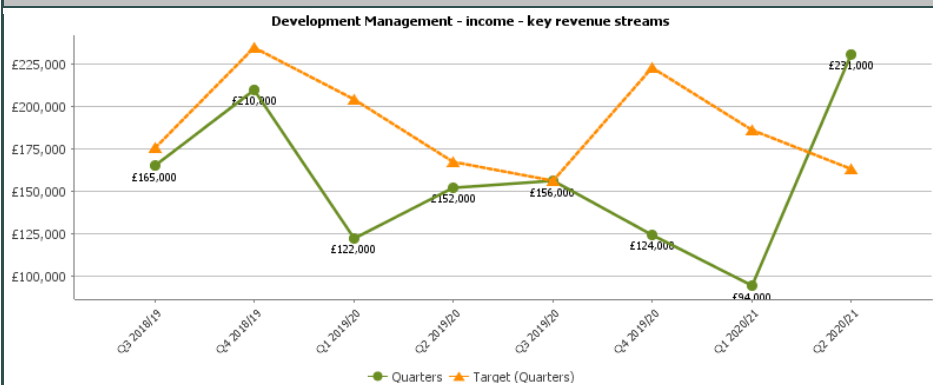
Bereavement - income - key revenue streams



Current Value	£801,000
Current Target	£866,000
RAG	▲
Aim to Maximise	

Income is 7.5% below budget. The pandemic has caused an increase in the death rate. However this has also resulted in shorter services and reduced fees. The increased local competition also remains a factor in the reduced income level compared to previous years.

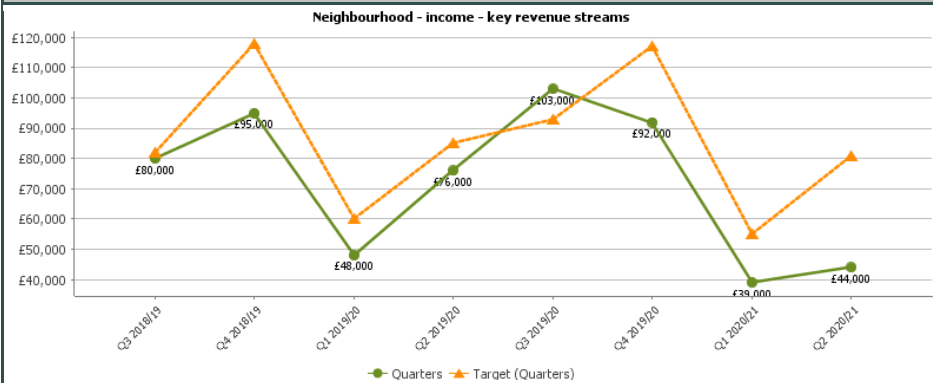
Development Management - income - key revenue streams



Current Value	£325,000
Current Target	£349,000
RAG	▲
Aim to Maximise	

Income is 7% below budget, aided by the receipt of some large planning applications in August, including Lowesmoor Wharf, which were worth £103k.

Neighbourhood - income - key revenue streams



Current Value	£83,000
Current Target	£136,000
RAG	●

Aim to Maximise

Income is only 61% of the budget. In addition to the reduced activity during the lockdown, the services provided to the County Council have been scaled back and repriced, which will mean that income is likely continue at this lower level.