


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  2  0  3

 Commercial Strategy delivery


 Income Strategy Delivery


 Sports facilities

 Riverside Park Improvements to maintain and enhance Green Flag status

Key PIs

 PIs  5  2  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>The Treasury consultation on the use of PWLB loans was concluded in December and the results published as part of the financial settlement. The proposals have been accepted in full, which effectively prevents the Council from accessing PWLB for loans in the event that it has plans in the capital programme to purchase investment properties. This will require the Commercial Strategy to be rewritten.</p> <p>There is one proposal still under consideration. Estate surveyors have been appointed to assess the suitability of the site for development but have not been able to access the property because of the closure of a number of businesses at the site due to Covid restrictions. This will be addressed in Q4.</p> <p>The Council has been award £18m for the Future High Street Fund proposals which will enable substantial investment which will provide a return over time. The full impact of this success will be worked through in Q4 and a procurement process has begun to find a suitable project manager to take the schemes forward. The Towns Fund projects have been defined and a submission will be made at the end of January. This includes schemes which relate to the Council's ambitions in relation to the Riverside and maximising the value of the estate, including community centres.</p>	Sponsor Mark Baldwin
	Due Date 31-Mar-2022
	Original Due Date 31-Mar-2022
	Current Status
	Expected Outcome

Income Strategy Delivery

Delivery against the income strategy continues to be affected by the Covid disruption and wider economic impact. There is a risk, for example, that income from car parking, for example, will not return to pre 2020 levels due to employees working remotely rather than travelling into the city centre and parking all day and from increased internet shopping. The latter will have a knock on effect on business rates too. Budgeted Income from Bereavement Services has been reduced in line with expected loss of share of this business.

The conclusion of the PWLB loans consultation means that planned income of c.£500k p.a. will now not be achieved from this source and an alternative source of income needs to be identified, or costs reduced accordingly. Income from properties purchased before the change, however, remains secure. Developments in the FHSF and Towns Fund investment programmes may represent a source of income for the Council in future and this is to be taken into account in the development of the schemes.

The Income Strategy will be reviewed alongside the Commercial Strategy in 2021/22.

Sponsor	Shane Flynn
Due Date	31-Mar-2021
Original Due Date	31-Mar-2021
Current Status	

Expected Outcome




Sports facilities

Work on the International Hockey Centre has continued although it is now anticipated that the centre will be open until autumn of 2021 because of the delays in getting contractors on site due to Covid disruptions. Work on the tennis courts at Cripplegate Park is complete and Freedom Leisure have established the new service although they have not been able to deploy this fully to date. the courts have remained open during the lockdown, however.

The Council has continued to support swimming provision through a grant to the Worcester Citizens Swimming Baths Association, which has been funded from the Transformation Fund established to support the recovery from Covid. This is generating a small amount of income for the Council in terms of the loan provided in 2019/20, as is the loan to the FA to support the return of Worcester City FC to the city at the FA's Claines Lane ground.

Reports on Futsal and All Weather Pitch were prepared and ready for publication at March P&R Committee. These were postponed by the Chair and subsequently postponed in December. The FA has withdrawn sponsorship for Futsal, which suggests that grant support may not be available in future for this development. The project should therefore be

Sponsor	Shane Flynn
Due Date	30-Nov-2020
Original Due Date	31-Mar-2019
Current Status	

Expected Outcome



considered closed for the time being and re-established in future when conditions are more favourable. Alternative uses for the worn out site adjacent to Perdiswell Leisure Centre will be considered in Q4.

Riverside Park Improvements to maintain and enhance Green Flag status

New lead project officer in place November 2020. Review of progress undertaken. Project now subject to Towns Fund proposals. Further preparation work undertaken to ensure consistency of approach with connecting and adjacent projects. Project proposals to be confirmed following submission of Towns Fund applications.

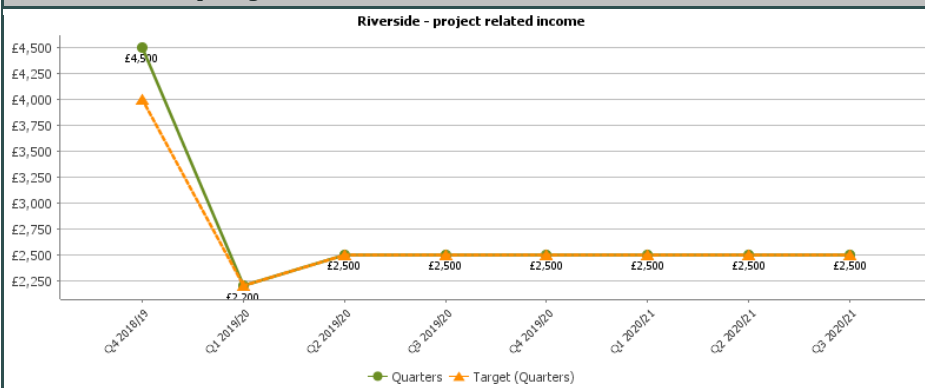
Project remains on red due to delay to timeline and necessity of linking with Towns Fund proposals.

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

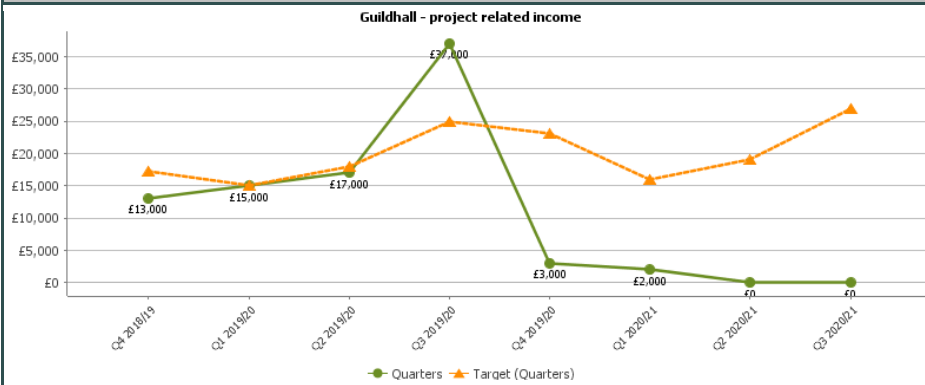


Current Value	£7,500
Current Target	£7,500
RAG	

Aim to Maximise

The income relates to the riverside café and sports facilities.

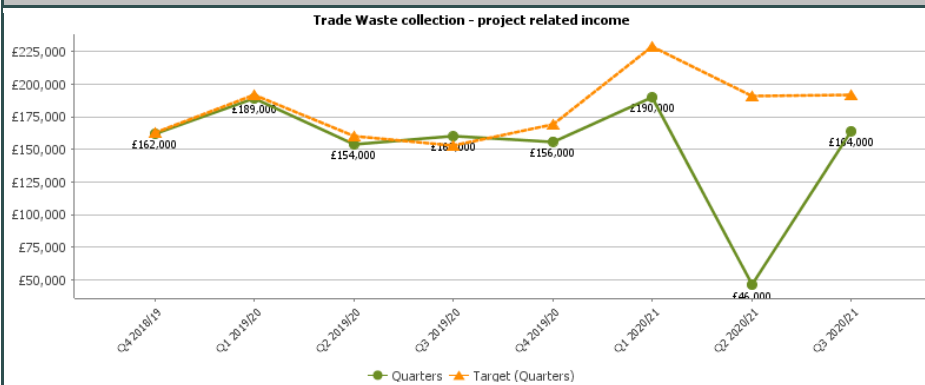
Guildhall - project related income



Current Value	£2,000
Current Target	£62,000
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.

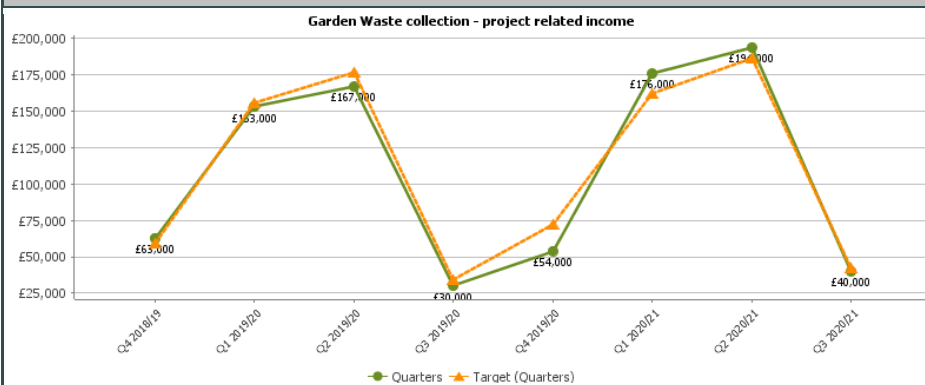
Trade Waste collection - project related income



Current Value	£400,000
Current Target	£612,000
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.

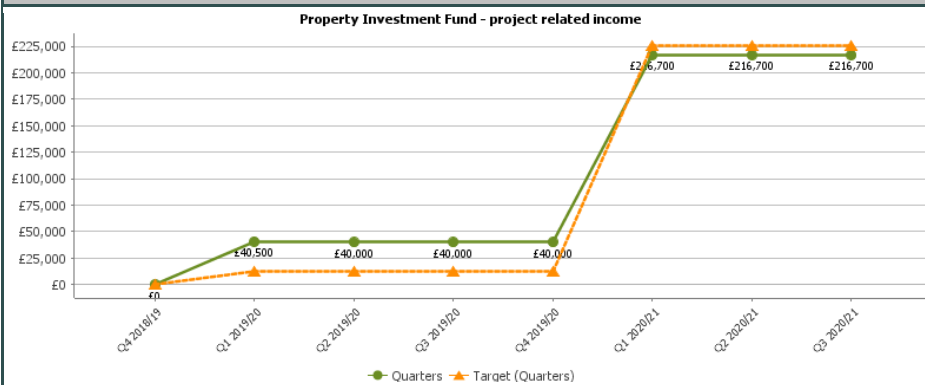
Garden Waste collection - project related income



Current Value	£410,000
Current Target	£391,000
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.

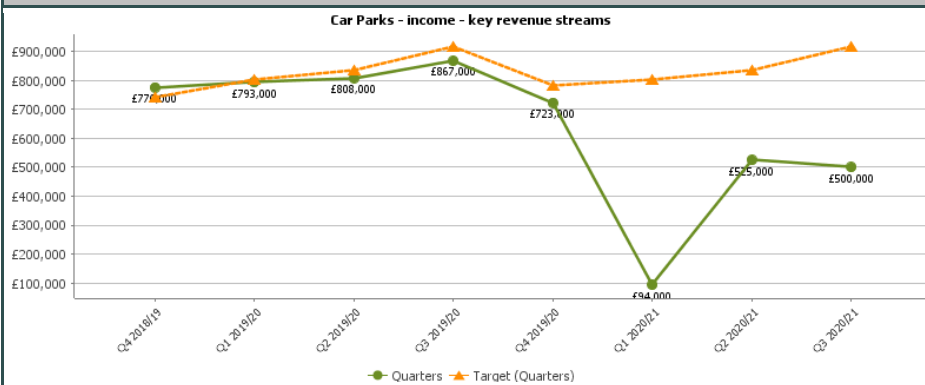
Property Investment Fund - project related income



Current Value	£650,100
Current Target	£677,100
RAG	
Aim to Maximise	

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

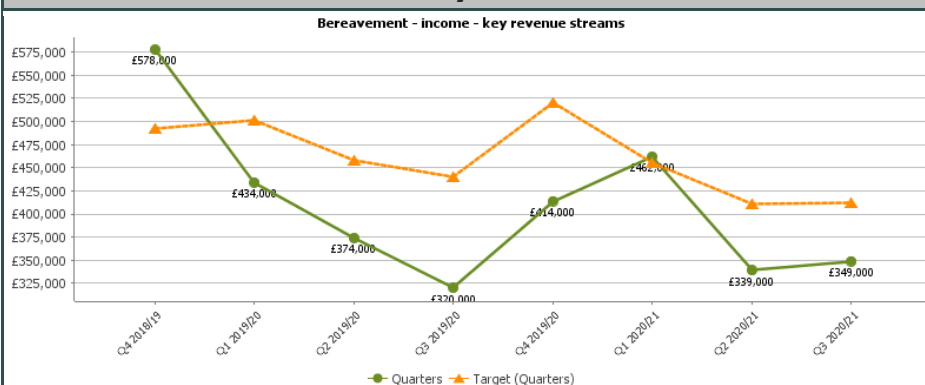
Car Parks - income - key revenue streams



Current Value	£1,119,000
Current Target	£2,556,000
RAG	
Aim to Maximise	

Income is significantly below budget due to the pandemic. It has increased during Q2 and Q3 but is still well below budget and last year. December's income was 62% of the same month last year.

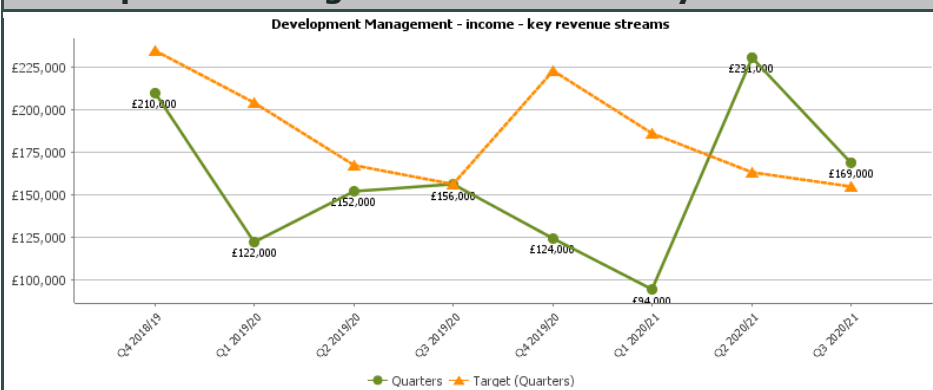
Bereavement - income - key revenue streams



Current Value	£1,150,000
Current Target	£1,278,000
RAG	
Aim to Maximise	

Income is 10% 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.

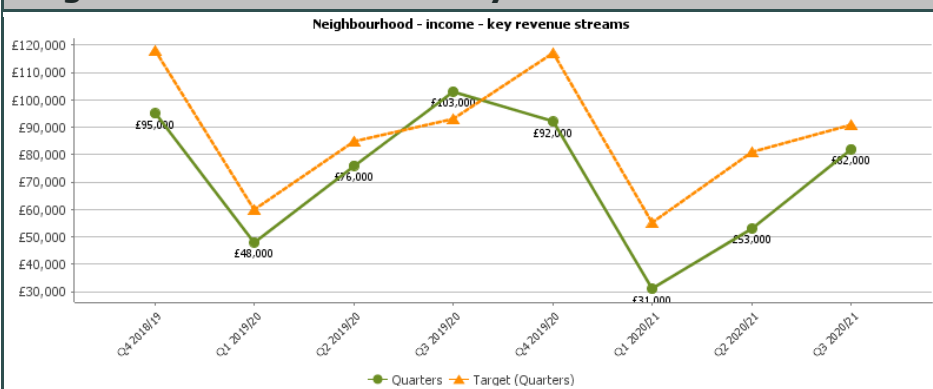
Development Management - income - key revenue streams



Current Value	£494,000
Current Target	£504,000
RAG	▲
Aim to Maximise	

Income is 2% 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	£166,000
Current Target	£227,000
RAG	●
Aim to Maximise	

Income is only 73% 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.