


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  3  0  2

 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>The Commercial Strategy is being revised in the light of the Treasury decision not to allow PWLB loans to be used for property acquisitions purely for the purposes of generating income. These will be produced for the July Committee.</p> <p>There is one proposal still under consideration as a development asset. 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.</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. A project manager has been appointed and a process of acquisitions is underway.</p> <p>The Towns Fund projects have been defined and a submission was 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> <p>During Q4 a property opposite Foregate Street Station was acquired as part of the Arches Worcester project. Leases for two adjacent properties were also acquired as part of this deal which will provide revenue income.</p>	<p>Sponsor Mark Baldwin</p>
	<p>Due Date 31-Mar-2022</p>
	<p>Original Due Date 31-Mar-2022</p>
	<p>Current Status </p>
	<p>Expected Outcome </p>

Income Strategy Delivery		
<p>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 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.</p> <p>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.</p> <p>The Income Strategy will be reviewed alongside the Commercial Strategy in 2021/22. It is therefore proposed to amend the due date for this project to 31 March 2022.</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 continued and it is now anticipated that the centre will be open in autumn of 2021. The pitches themselves have been laid and the work is now concentrating on the facilities.</p> <p>Freedom Leisure have established the new tennis service which is now operational and new arrangements are being introduced to increase free access at popular times of day.</p> <p>The Council has continued to support swimming provision through a grant to the Worcester Citizens Swimming Baths Association, which has 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.</p> <p>A report on the potential uses of the worn-out five-a-side pitches adjacent to Perdiswell Leisure Centre will be provided during 2021.</p> <p>It is therefore proposed that the due date for this project is amended to 31 December 2021.</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

Opportunities for significant expansion of the Riverside Improvements Project have been identified to support the Towns Fund objectives for the 'Riverside as a Destination'.

The following actions are being progressed:

- A Briefing document has been prepared that details the location and extent of potential improvements.
- A Design Guide for the park to include a range of street furniture, paving materials and colours to be adopted for use within the park to help strengthen its identity.
- Design work on a new suite of park signage.
- Updated interpretation for St Andrew's Church Tower.
- Proposals for the painting of the riverside railings at Le Vesinet Gardens.
- Pursue external funding via the Natural Networks Scheme for enhancing the biodiversity of the park and managing invasive plant species on the river banks.

Project proposals will be finalised to ensure a consistent approach between connecting and adjacent projects following announcement of the Government's decision on the Towns Fund application. It is recommended to amend the project completion date to 31 March 2022.

Sponsor	Phil Gilmour
Due Date	31-Mar-2021
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

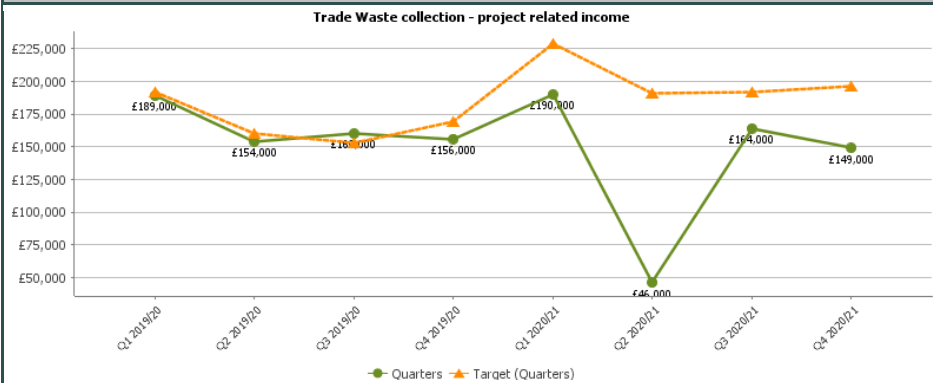
Riverside - project related income		
	Current Value	£10,000
	Current Target	£10,000
	RAG	
	Aim to Maximise	

The income relates to the riverside café and sports facilities.

Guildhall - project related income		
	Current Value	£5,000
	Current Target	£90,000
	RAG	
	Aim to Maximise	

The Guildhall is ready to restart staging events. The rest of 2021 is well booked mainly with rebookings from last year and with new enquiries starting to come in again.

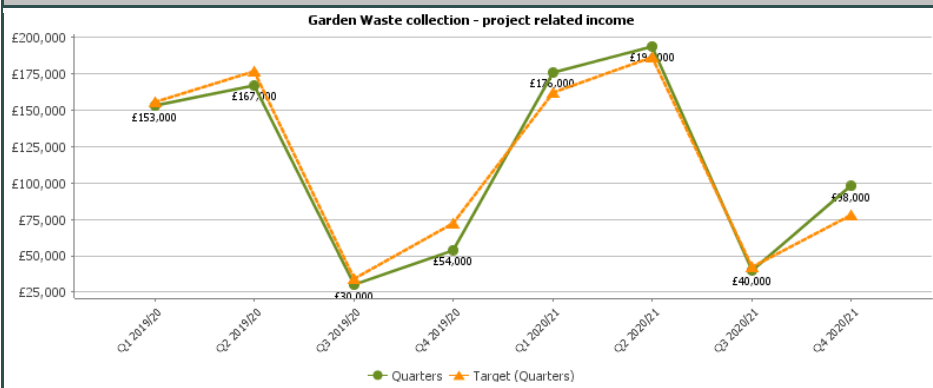
Trade Waste collection - project related income



Current Value	£549,000
Current Target	£808,000
RAG	
Aim to Maximise	

The reduced income reflects the fact that many businesses have been closed for several months of the year or have operated at a reduced level requiring fewer waste collections.

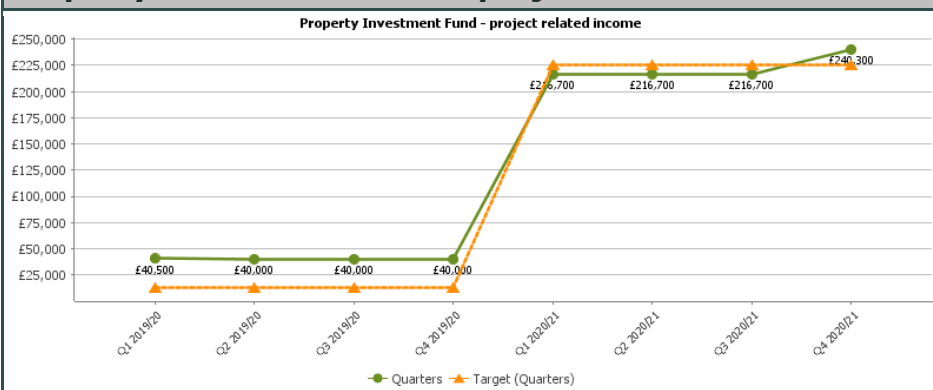
Garden Waste collection - project related income



Current Value	£508,000
Current Target	£469,000
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 and being very busy when open.

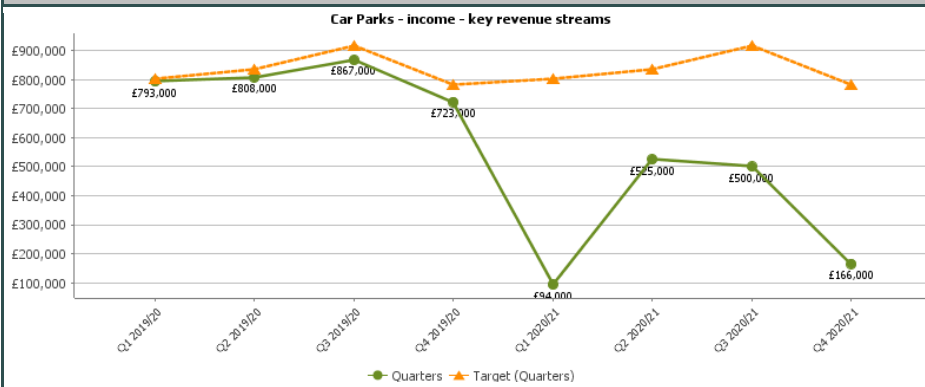
Property Investment Fund - project related income



Current Value	£890,400
Current Target	£902,800
RAG	
Aim to Maximise	

Income fell short of budget as economic conditions resulted in the rent review being settled at less than originally budgeted.

Car Parks - income - key revenue streams



Current Value £1,285,000

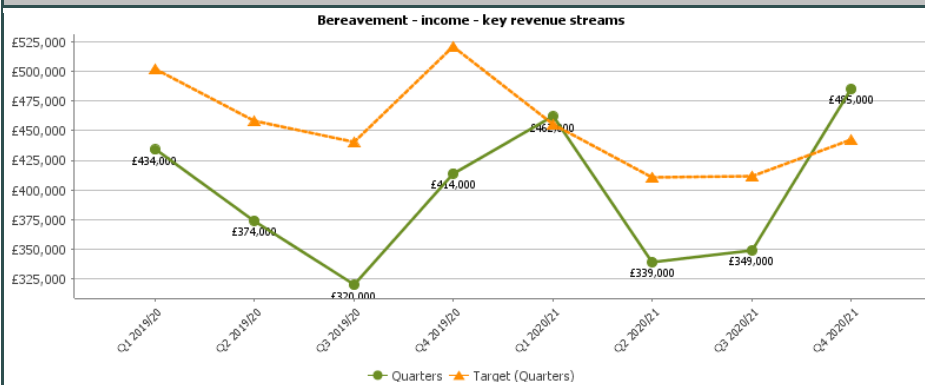
Current Target £3,338,000

RAG ●

Aim to Maximise

Income is significantly below budget due to the pandemic. It increased during Q2 and Q3 but fell back in Q4 and is well below budget and last year.

Bereavement - income - key revenue streams



Current Value £1,635,000

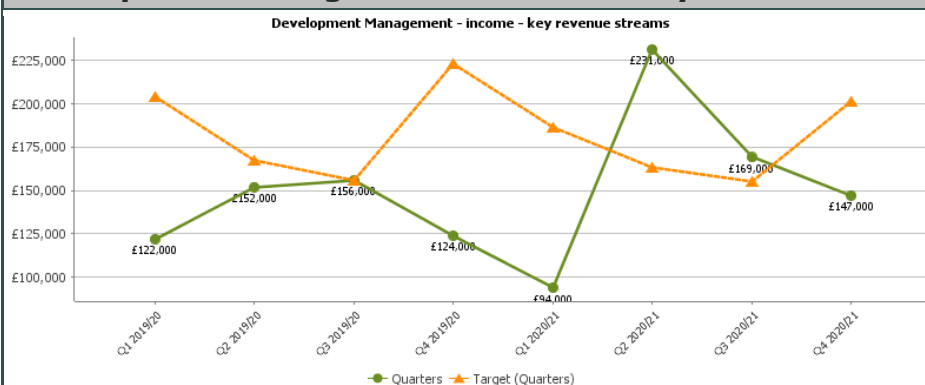
Current Target £1,720,000

RAG ▲

Aim to Maximise

Income is 4.5% below budget and 5.2% greater than last year. 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 £641,000

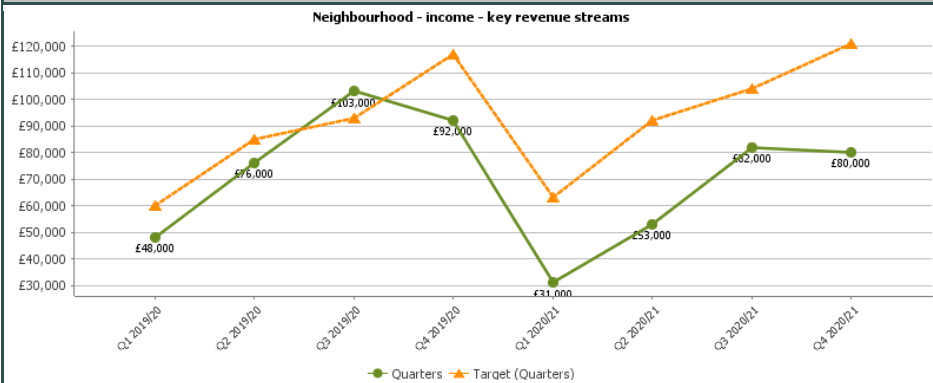
Current Target £705,000

RAG ▲

Aim to Maximise

Income is 9% 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	£246,000
Current Target	£380,000
RAG	●

Aim to Maximise

Income is only 65% 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.