













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 2021/22


 Projects & Actions

 Actions  0  0  4  0





 Commercial Strategy delivery


 Income Strategy Delivery


 Sports facilities


 Development of Housing Enabling Strategy


 Key PIs


 PIs  5  1  3  0  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



**Income Generation Committee
Performance Report**







Income Generation Projects and Actions 2021/22

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. The revised strategy will be presented to 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. Two properties have been secured and a third has been agreed.</p> <p>The Towns Fund Bid has been awarded £19.6m. This is less than the original bid and a process of re-setting the scope for each proposal has been undertaken. A revised proposal must be submitted by September. The potential income that will arise from these projects will be assessed as part of the development of business cases during the autumn of 2021.</p>	<p>Sponsor Shane Flynn</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 Income Strategy is being reviewed alongside the Commercial Strategy and will be presented to the Committee at its July meeting.</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2022
	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. Arrangements are being made to agree the previously approved loan to the Joint venture from September as planned.</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>	Sponsor	Shane Flynn
	Due Date	31-Dec-2021
	Original Due Date	31-Mar-2019
	Current Status	
	Expected Outcome	

Development of Housing Enabling Strategy		
<p>A draft procurement specification is currently being reviewed by officers and which will be shared with the Corporate Director (Operations, Homes & Communities) and the Chair & Vice Chair of Communities Committee for sign off in line with committee approved delegation. It is hoped to commence procurement during August 2021 with a view to commencing this piece of work during the Autumn.</p>	Sponsor	Lloyd Griffiths
	Due Date	31-May-2022
	Original Due Date	31-May-2022
	Current Status	
	Expected Outcome	

Income Generation Key Performance Indicators 2021/22

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

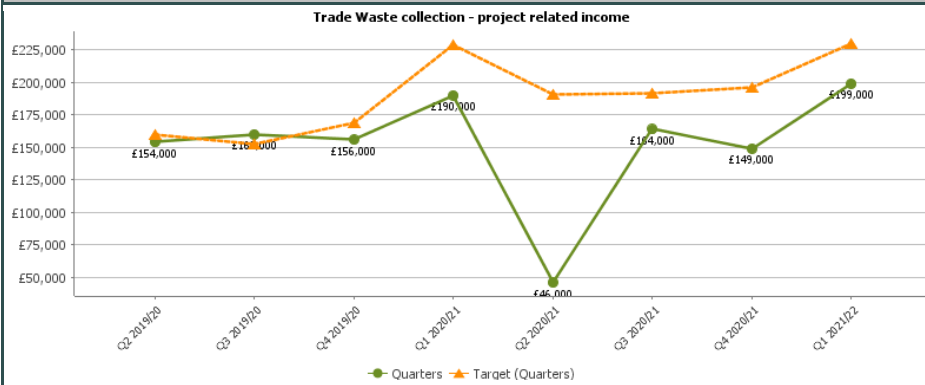
Riverside - project related income		
	Current Value	£2,500
	Current Target	£2,500
	RAG	
	Aim to Maximise	

The income relates to the riverside café and sports facilities.

Guildhall - project related income		
	Current Value	£6,000
	Current Target	£16,000
	RAG	
	Aim to Maximise	

Income from room hire. Significant shortfall against budget due to the pandemic, some events are now taking place albeit on a limited scale.

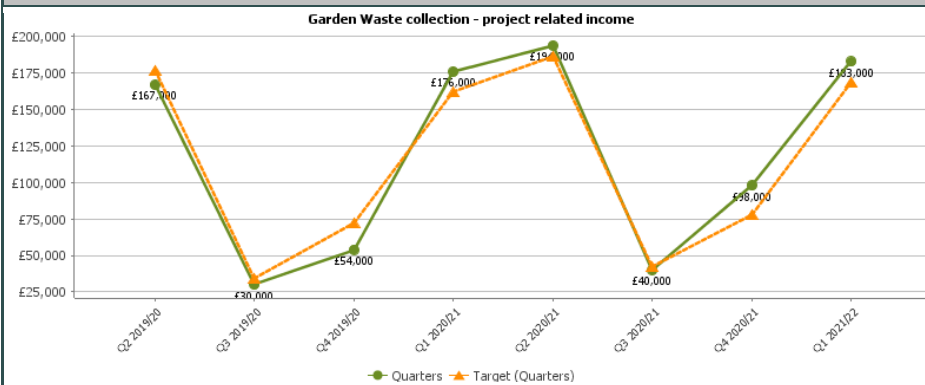
Trade Waste collection - project related income



Current Value	£199,000
Current Target	£230,000
RAG	
Aim to Maximise	

Income reduced as the lockdown is leading to businesses requiring fewer waste collections. It is now starting to pick up again. Re-opening of the university and rugby club will be a boost to income levels.

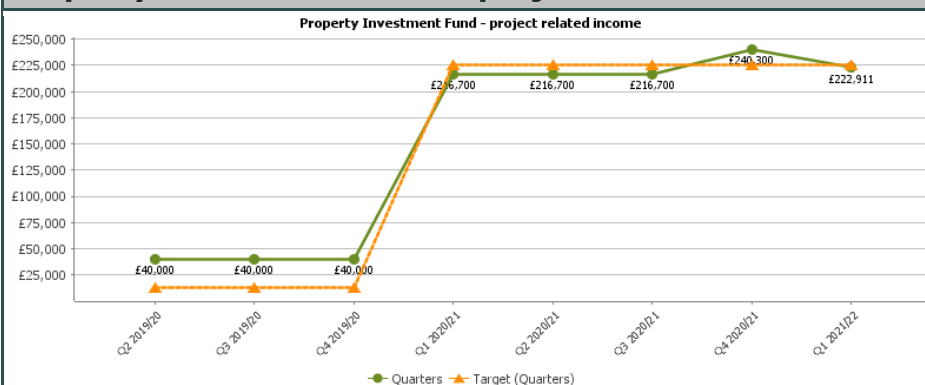
Garden Waste collection - project related income



Current Value	£183,000
Current Target	£169,000
RAG	
Aim to Maximise	

The new accounts opened last year have mostly been retained and income is exceeding budget which in itself assumed 8% growth.

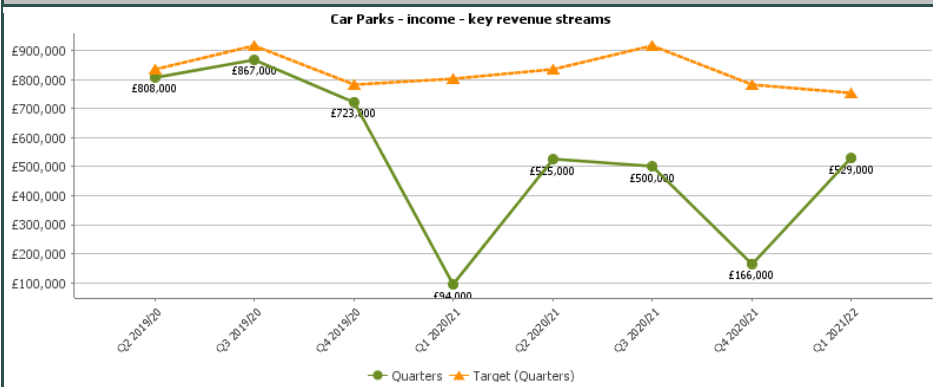
Property Investment Fund - project related income



Current Value	£222,911
Current Target	£225,700
RAG	
Aim to Maximise	

The outstanding rent review has now been settled. However the effects of the pandemic resulted in this being slightly lower than assumed in the budget.

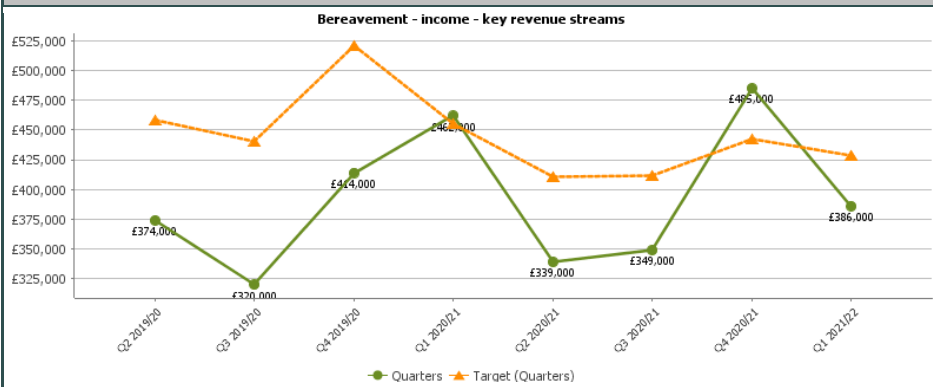
Car Parks - income - key revenue streams



Current Value	£529,000
Current Target	£752,000
RAG	🔴
Aim to Maximise	

Income from car parks is significantly below budget due to the lockdown. However it was much higher in June as restrictions were gradually lifted. It remains to be seen how quickly it will settle down to a stable patten

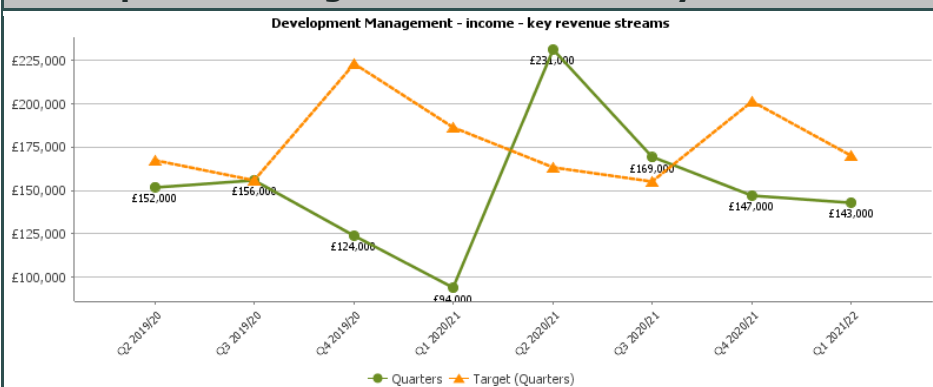
Bereavement - income - key revenue streams



Current Value	£386,000
Current Target	£429,000
RAG	🔴
Aim to Maximise	

Income exceeded budget in April but has fallen markedly in the following months as the pandemic has eased.

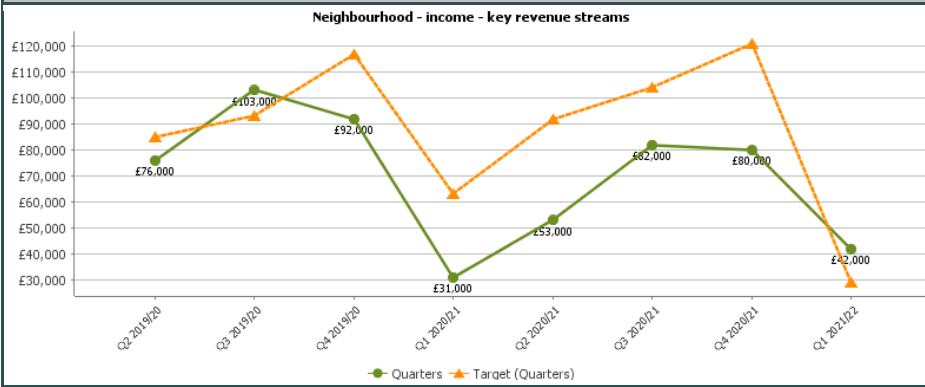
Development Management - income - key revenue streams



Current Value	£143,000
Current Target	£170,000
RAG	🔴
Aim to Maximise	

Income has remained fairly strong despite the pandemic. Although currently below budget the pipeline of applications is positive.

Neighbourhood - income - key revenue streams



Current Value £42,000

Current Target £29,000

RAG 

Aim to Maximise

The budget for 2021/22 was reduced as the County Council were planning to scale back their required service. This has not yet happened, hence income is above budget.