












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  1  0  3  0




 Commercial Strategy delivery


 Income Strategy Delivery

 Sports facilities


 Development of Housing Enabling Strategy


 Key PIs

 PIs  2  4  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 and Income Generation Strategies have been revised and were presented to the Committee at its meeting in July. These recognised the need to reset the agenda for the Committee and an informal meeting of Committee members met in September to explore options and consider new ideas. The outcomes of this exercise will form a new work Income and Efficiency Plan which will be compiled following CLT discussion in February.</p> <p>The FHSF is proceeding with acquiring properties that will result in a financial return sufficient to cover the acquisition costs where these are not grant funded. The agreement to transfer Shipleys from the Scala Building is complete. The Towns Fund business cases are now under development and assessment of any income flows arising from asset acquisitions under this programme will be reported in due course.</p> <p>There are no further properties currently under consideration for acquisition as commercial assets. A draft assessment of options for Council-led Housing delivery has been produced and is at internal review stage.</p>	<b>Sponsor</b>	Mark Baldwin; Shane Flynn
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2022
	<b>Current Status</b>	
	<b>Expected Outcome</b>	

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. However, they are continuing signs of improvement in the</p>	<b>Sponsor</b>	Shane Flynn
	<b>Due Date</b>	31-Mar-2022
	<b>Original Due Date</b>	31-Mar-2021
	<b>Current Status</b>	
	<b>Expected</b>	

<p>third quarter.</p> <p>Ongoing discussions with Freedom Leisure suggest that the full management fee will not be payable in 2021/22 unless income from subscriptions increases significantly. However, the council will be compensated for 75% of 95% of lost income by the Government for the first quarter of this year. Swimming has been achieving a surplus against targets although subscriptions overall remain down on previous years. Replacement of pool tile will have a significant impact for a period.</p> <p>Business rates income is becoming the focus of wider discussion as the High Street continues to face macro-economic pressures. It has been confirmed that the business rates reset will not take place this year and the next revaluation is due in April 2024. The Council is likely, therefore, to be able to rely on business rates growth until that point. The 2022/23 budget settlement has confirmed this.</p>	<p><b>Outcome</b></p>
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<b>Sports facilities</b>											
<p>Work on the International Hockey Centre is substantially complete and the centre is now open for play but Practical Completion on eth changing rooms - which will trigger funding - is expected at end January 2022.</p> <p>It has been agreed with Freedom Leisure that they can refurbish the worn-out five-a-side pitches adjacent to Perdiswell Leisure Centre, subject to a capital clawback in the event that the Council seeks an alternative use. The previously proposed Futsal project still features in the LFFP but the financial profile needs to be fully reviewed in the light of post-Covid prices.</p> <p>A meeting was held in September with Tudor Grange school in relation to the All-Weather Pitch proposal in the LFFP. The Council's intention is to continue with its own proposal and this has been communicated to the School. The costs of this scheme also need to be reviewed and officers commissioned this work in October.</p> <p>The revised costings for Futsal and AWP are expected to be received by end of January 2022.</p>	<table border="1"> <tr> <td data-bbox="1007 1021 1276 1070"><b>Sponsor</b></td> <td data-bbox="1276 1021 1503 1070">Shane Flynn</td> </tr> <tr> <td data-bbox="1007 1070 1276 1120"><b>Due Date</b></td> <td data-bbox="1276 1070 1503 1120">31-Dec-2021</td> </tr> <tr> <td data-bbox="1007 1120 1276 1205"><b>Original Due Date</b></td> <td data-bbox="1276 1120 1503 1205">31-Mar-2019</td> </tr> <tr> <td data-bbox="1007 1205 1276 1261"><b>Current Status</b></td> <td data-bbox="1276 1205 1503 1261"></td> </tr> <tr> <td data-bbox="1007 1261 1276 1848"><b>Expected Outcome</b></td> <td data-bbox="1276 1261 1503 1848"></td> </tr> </table>	<b>Sponsor</b>	Shane Flynn	<b>Due Date</b>	31-Dec-2021	<b>Original Due Date</b>	31-Mar-2019	<b>Current Status</b>		<b>Expected Outcome</b>	
<b>Sponsor</b>	Shane Flynn										
<b>Due Date</b>	31-Dec-2021										
<b>Original Due Date</b>	31-Mar-2019										
<b>Current Status</b>											
<b>Expected Outcome</b>											

## Development of Housing Enabling Strategy

This piece of work commenced in December 2021 and is being led by Ark Consultancy with sponsorship/oversight from the Corporate Director (Operations, Homes & Communities).

An all-member session was held on 2nd Dec 2021 that introduced Members to Ark and the project and invited ideas and local knowledge etc. A further Members session will be held prior to the completion of the project.

Initial work undertaken has included some very valuable conversations having been held with key partners including RSLs.

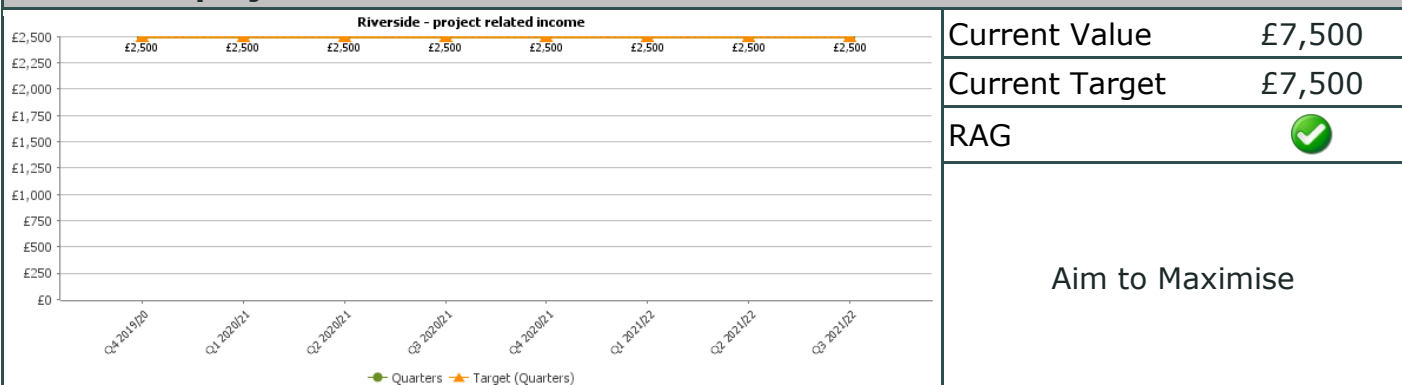
It is intended to report back to both Communities and I&G Committee during early Summer 2022 with an options appraisal report.

<b>Sponsor</b>	Lloyd Griffiths
<b>Due Date</b>	31-May-2022
<b>Original Due Date</b>	31-May-2022
<b>Current Status</b>	
<b>Expected Outcome</b>	

## Income Generation Key Performance Indicators 2021/22

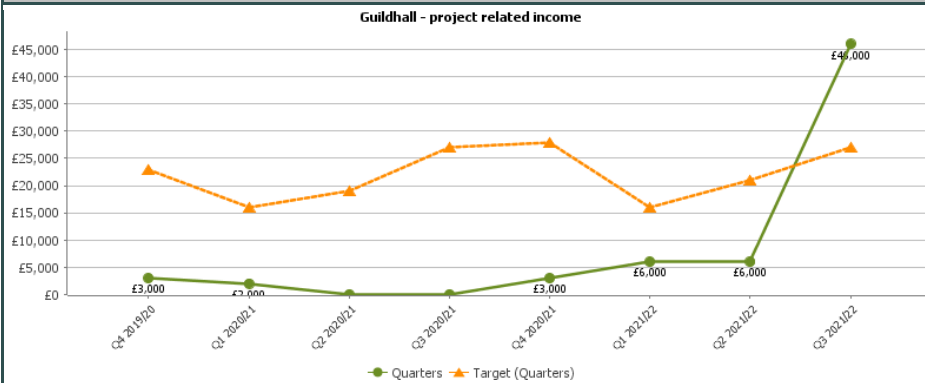
PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

### Riverside - project related income



Income received from the renting of property and from trading licences along the riverside.

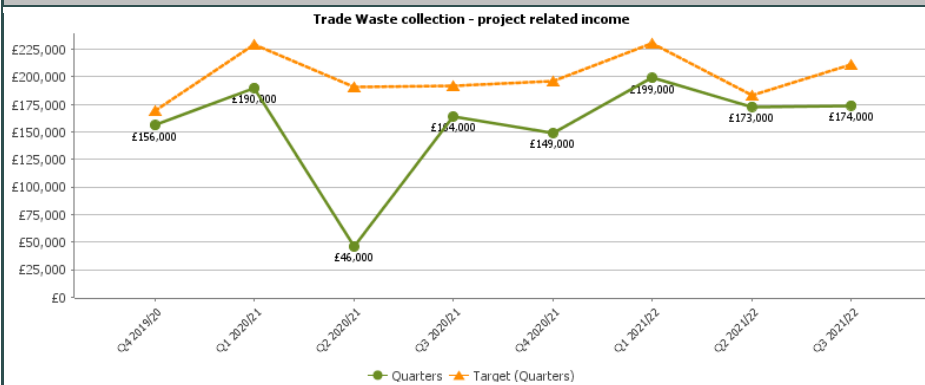
### Guildhall - project related income



Current Value	£58,000
Current Target	£64,000
RAG	<span style="color: yellow;">▲</span>
Aim to Maximise	

Following the easing of lockdown measures, bookings for the Guildhall have increased significantly and at the end of Q3 are 90% of budget.

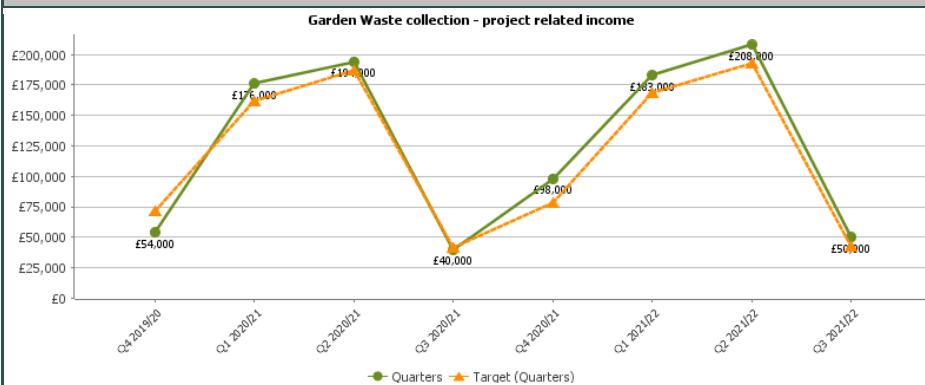
### Trade Waste collection - project related income



Current Value	£546,000
Current Target	£624,000
RAG	<span style="color: red;">●</span>
Aim to Maximise	

Although lockdown measures have eased, income remains at approximately 90% of budget.

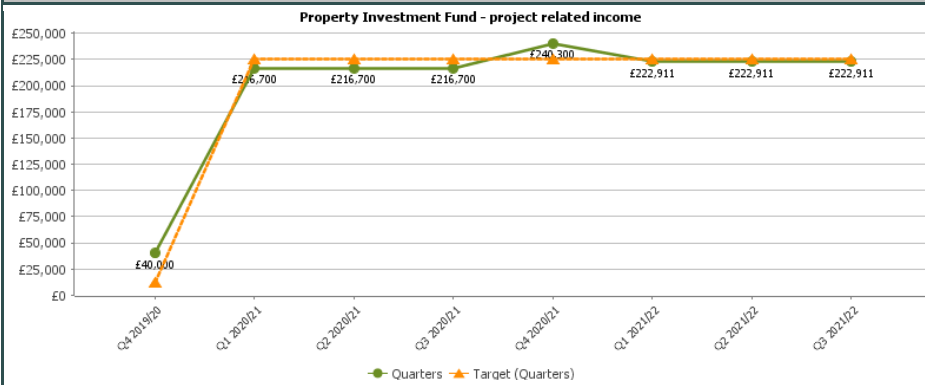
### Garden Waste collection - project related income



Current Value	£441,000
Current Target	£405,000
RAG	<span style="color: green;">✓</span>
Aim to Maximise	

The year to date income of £441,000 is 22% higher than 2 years ago.

### Property Investment Fund - project related income



Current Value £668,733

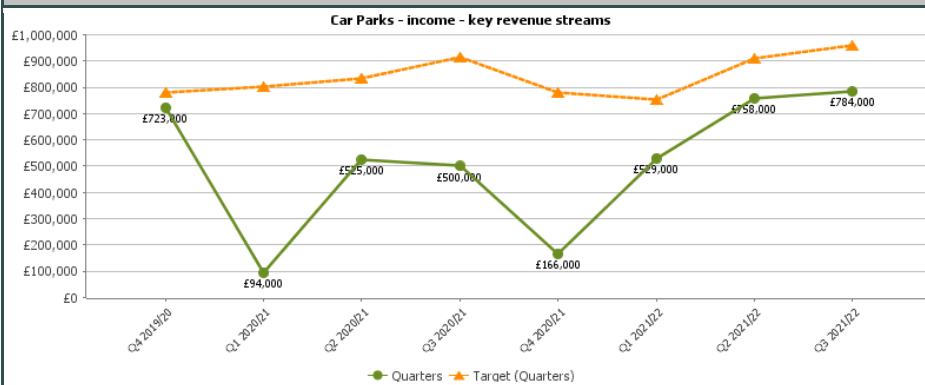
Current Target £677,100

RAG

Aim to Maximise

This is the gross rental income from the two large commercial properties purchased by the Council in 2019 and 2020.

### Car Parks - income - key revenue streams



Current Value £2,071,000

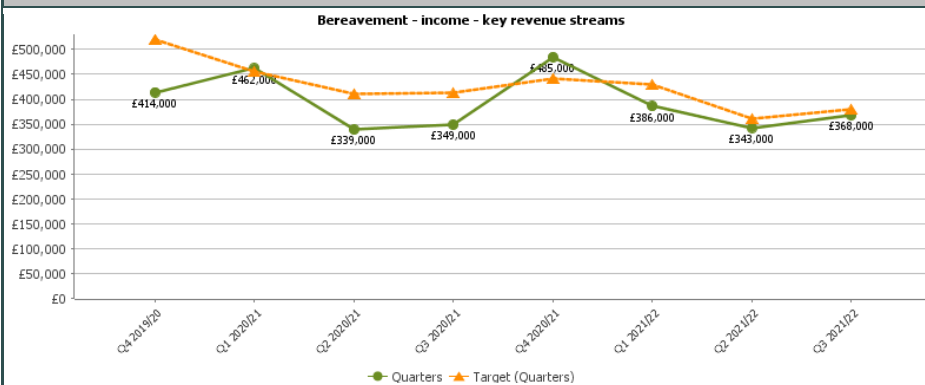
Current Target £2,619,000

RAG

Aim to Maximise

Since July monthly income has remained at approximately 80% of budget. As the Council's single largest revenue stream, this represents a shortfall of £60,000 per month.

### Bereavement - income - key revenue streams



Current Value £1,097,000

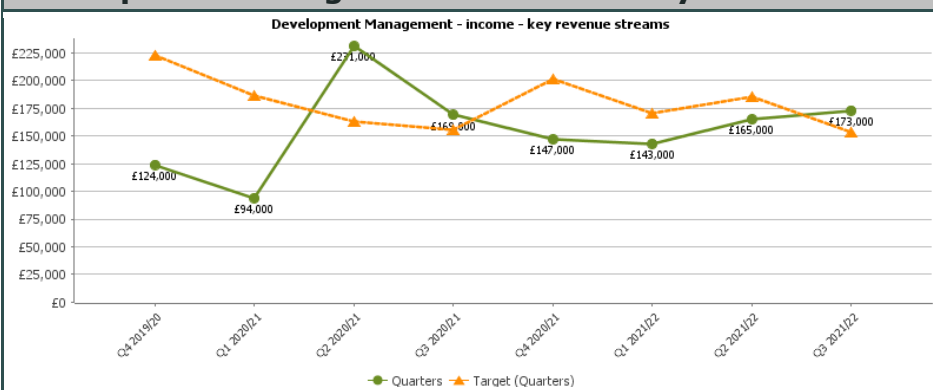
Current Target £1,168,000

RAG

Aim to Maximise

The pattern of income has been effected by the pandemic and is currently 94% of budget.

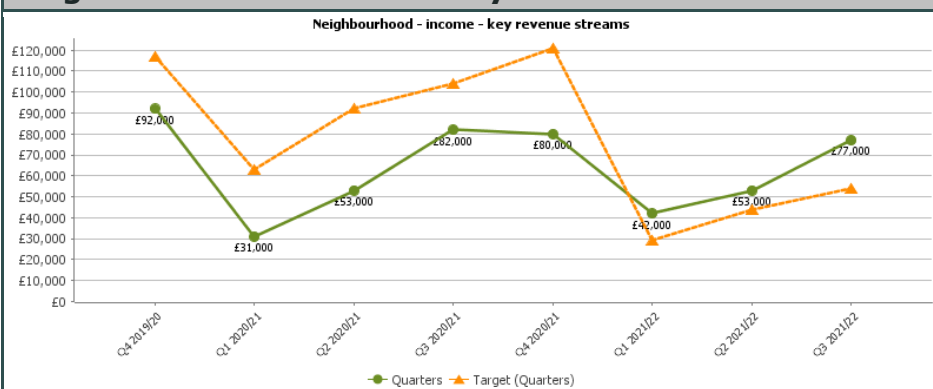
### Development Management - income - key revenue streams



Current Value	£481,000
Current Target	£508,000
RAG	<span style="color: yellow;">▲</span>
Aim to Maximise	

Income has remained strong despite the pandemic and is currently 94% of budget.

### Neighbourhood - income - key revenue streams



Current Value	£172,000
Current Target	£127,000
RAG	<span style="color: green;">✔</span>
Aim to Maximise	

This income stream is largely from work done for the County Council and can vary depending on their requirements and environmental conditions e.g. flooding.