












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 Management Sub-Committee Performance Scorecard 2022/23


 Projects & Actions

 Actions  0  0  4  0

 Commercial Strategy delivery


 Income Strategy Delivery


 Sports facilities


 Development of Housing Enabling Strategy


 Key PIs


 PIs  4  3  2  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 Management Sub-Committee Performance Report





Income Management Projects and Actions 2022/23

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed



Commercial Strategy delivery		
<p>Acquisition of properties under the FHSF, Towns Fund and Arches projects is continuing. Further opportunities have been put forward as part of the Levelling Up bid. The latter includes the development of Pitchcroft Grandstand and Nunnery Wood Sports Centre, both of which have the potential to result in increased income. As of the date of this report, the Council has not been advised if the bid has been successful.</p> <p>The Shared Prosperity Fund will also be a new source of income for the next three years of £2,945,472, of which 90% is revenue funding. £357,460 is due in 2022/23 and is unbudgeted income. Some of the funding is committed to third parties as replacement ERDF grants but a proportion can be used to meet existing costs, thereby further reducing the budget gap. Detailed proposals have been submitted for us of the fund but we are still awaiting approval for these.</p> <p>A decision relating to the Arches-Worcester contract was taken at P&R Committee on 26 July. This has the potential to generate income through the letting of two arches that would be revealed by demolition work while sustaining income from other lettings. These could be increased as a result of the uplift of the area.</p> <p>A proposal relating to affordable housing acquisitions is under consideration. Further details will be provided to the November Committee.</p> <p>The Commercial Strategy was renewed in 2021/22 but needs to be further developed away from income generation as an activity for development of assets which can generate income to cover costs and also to meet overheads. This is</p>	Sponsor	Mark Baldwin; Shane Flynn
	Due Date	31-Mar-2023
	Original Due Date	31-Mar-2022
	Current Status	
	Expected Outcome	

part of a proposal for recasting the focus of the committee on Income Management, of which Income Generation forms a part.	
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Income Strategy Delivery



<p>While delivery against the Income Strategy continues to be affected by the Covid disruption and wider economic impact, such as reduction in car parking income, the budgets for income have been reset to the full expected levels. Car park income remains an area of risk as does income from the leisure services contract, although the management fee for 2021/22 was largely recovered in full.</p> <p>There is an income risk against the Angel Place market due to ongoing disruption caused by the use of the site as a compound for public realm works. This continues to be an area for discussion with the provider.</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. An upside of the economic situation is that interest on balances has increased significantly.</p> <p>The strategy itself was revised in 2021 and so the target date for this project has been reset to 1 April 2024. Progress against current plans will be reported through these quarterly updates.</p>	Sponsor	Shane Flynn
	Due Date	01-Apr-2024
	Original Due Date	31-Mar-2021
	Current Status	
	Expected Outcome	

Sports facilities






<p>The Worcester Hockey Joint Venture partners have submitted a request for the 'practical completion' stage to be concluded so that the loan can be made. However they have yet to follow this up with a confirmed position and request for the loan. This scheme should generate income from this financial year.</p> <p>As agreed at the last meeting, the Communities Committee is taking forward the work on the All-Weather Pitch at Perdiswell proposal. A cost-benefit analysis is needed for new five-a-side pitches adjacent to the leisure centre to assess whether this is a viable option. A specification for that work will be published once the AWP project has been moved forward. A project manager has now been appointed for this purpose. The target date therefore needs to be reset to 31 March 2023 for this project.</p>	Sponsor	Shane Flynn
	Due Date	31-Mar-2023
	Original Due Date	31-Mar-2019
	Current Status	
	Expected Outcome	

Development of Housing Enabling Strategy

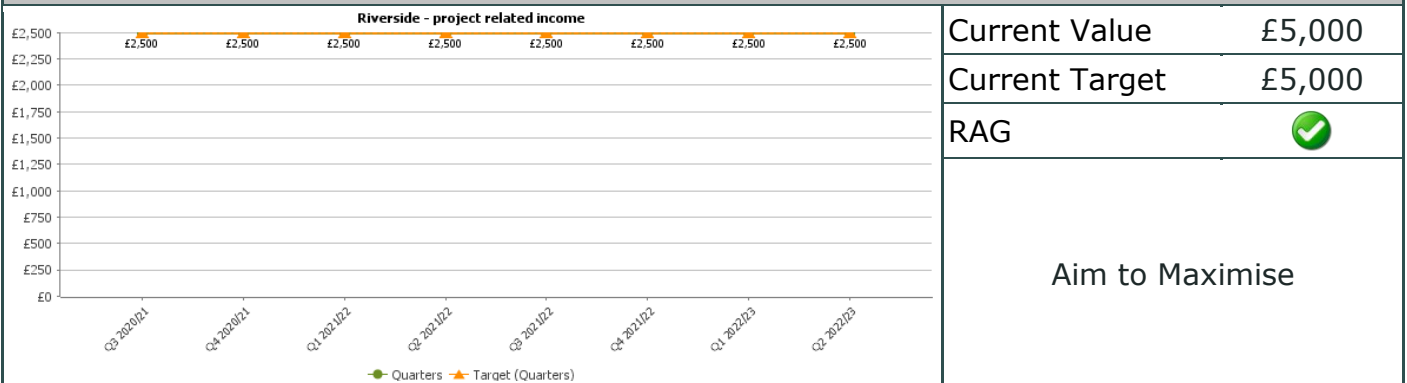
Ark have concluded the review of Council Led Housing Development/ Housing Enabling which was reported back to Communities Committee in June 2022 following the All Member briefing on 25th May 2022. There are a number of quick wins that Officers intend to progress with medium to long term options to be built into a Worcester City Council Housing Enabling Strategy that intends to be developed subject to Member endorsement.

Sponsor	Lloyd Griffiths
Due Date	31-May-2022
Original Due Date	31-May-2022
Current Status	
Expected Outcome	

Income Management Key Performance Indicators 2022/23

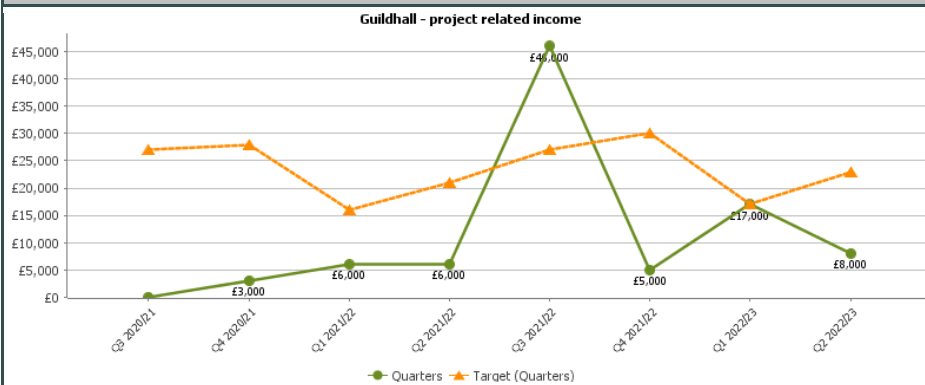
PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Riverside - project related income



Rental income received from riverside organisations.

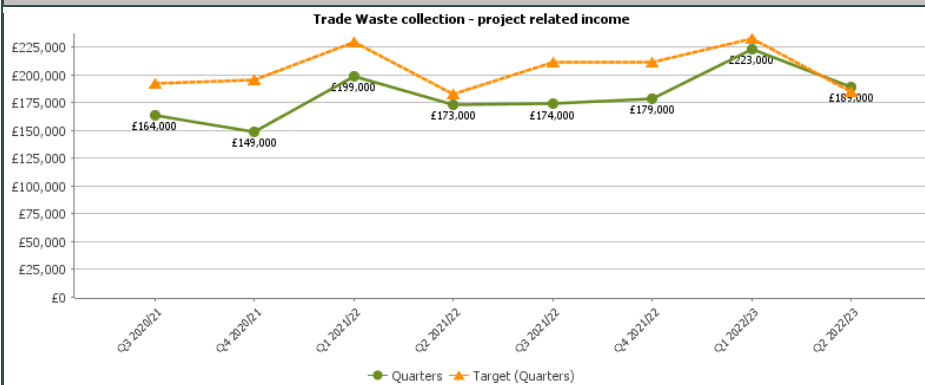
Guildhall - project related income



Current Value	£25,000
Current Target	£40,000
RAG	●
Aim to Maximise	

Some bookings now being received but at a lower level than pre-pandemic. Guildhall team reviewing events and marketing strategy.

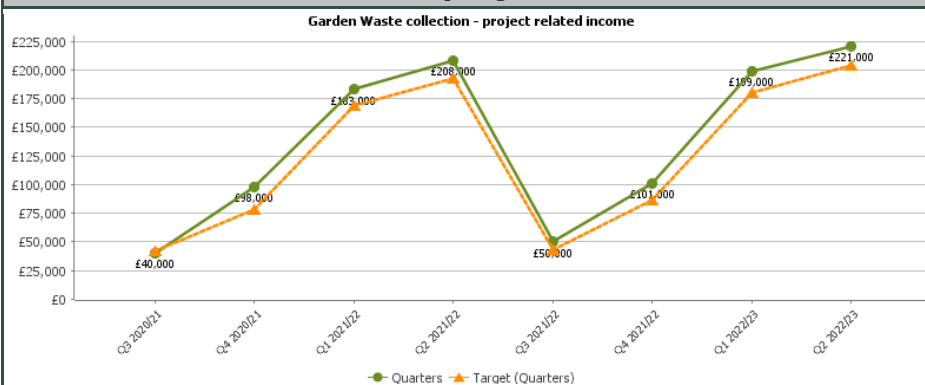
Trade Waste collection - project related income



Current Value	£412,000
Current Target	£418,000
RAG	▲
Aim to Maximise	

Income at record level and very close to achieving budget. Recently appointed member of staff will aid new account marketing.

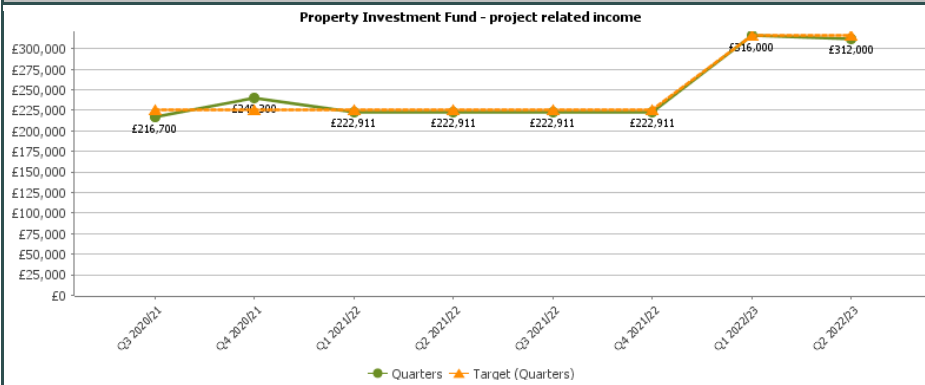
Garden Waste collection - project related income



Current Value	£420,000
Current Target	£384,000
RAG	✔
Aim to Maximise	

Record level of income, new accounts opened during the pandemic are renewing their annual subscription.

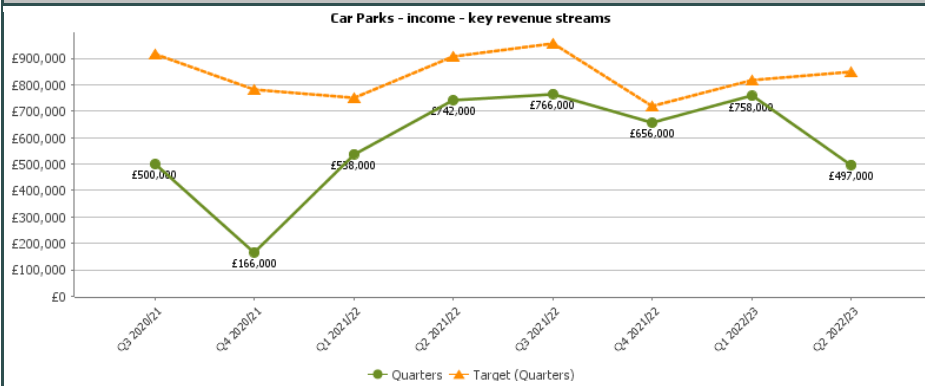
Property Investment Fund - project related income



Current Value	£628,000
Current Target	£631,320
RAG	
Aim to Maximise	

Gross rental income from the Council's investment properties.

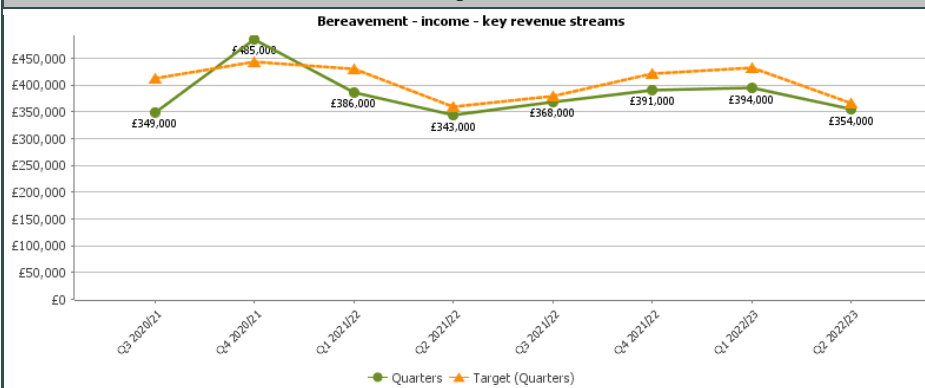
Car Parks - income - key revenue streams



Current Value	£1,255,000
Current Target	£1,664,000
RAG	
Aim to Maximise	

Car parking income still below pre-pandemic level by approx. 10%. N.B September 2022 income is not yet included, hence the dip for Q2 shown above.

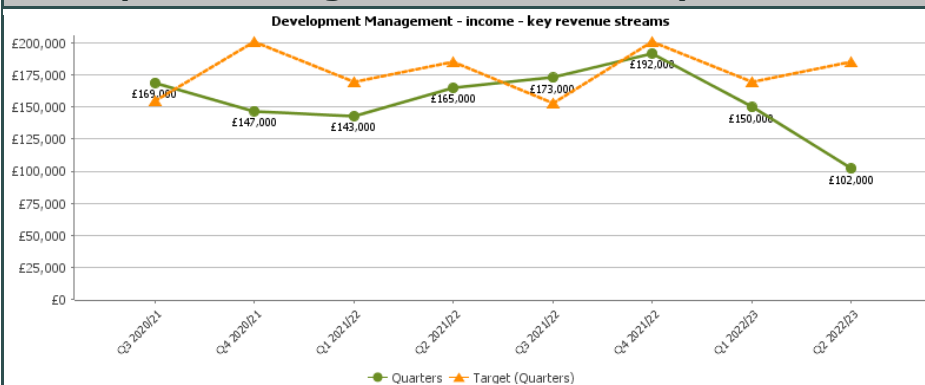
Bereavement - income - key revenue streams



Current Value	£748,000
Current Target	£797,000
RAG	
Aim to Maximise	

Income has now stabilised and is running just below budget.

Development Management - income - key revenue streams



Current Value £252,000

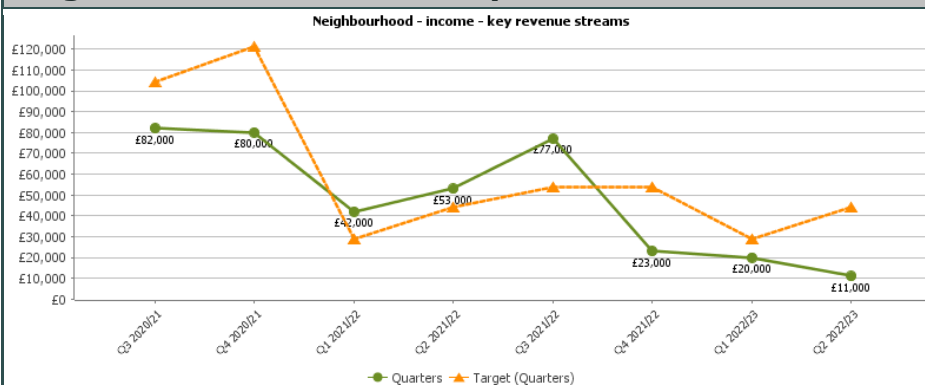
Current Target £355,000

RAG ●

Aim to Maximise

This is an unpredictable revenue stream that has returned a much lower than expected income in the last 6 months, mainly from fewer planning applications.

Neighbourhood - income - key revenue streams



Current Value £31,000

Current Target £73,000

RAG ●

Aim to Maximise

The figure for Q2 is under-stated pending invoices being raised for August and September.