



AGENDA

CABINET

MONDAY, 11 JULY 2005

10.30 AM

**COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL,
GRANTHAM**

Duncan Kerr, Chief Executive

CABINET MEMBERS:	Councillor Mrs. Linda Neal (Leader/ Portfolio: Strategic Partnerships), Councillor Peter Martin-Mayhew (Deputy Leader/Portfolio: Community Safety), Councillor Teri Bryant (Portfolio: Resources & Assets), Councillor Ray Auger (Portfolio: Healthy Environment), Councillor Paul Carpenter (Portfolio: Access and Engagement), Councillor Mrs Frances Cartwright (Portfolio: Organisational Development) and Councillor John Smith (Portfolio: Economic)
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Cabinet Support Officer:	Lena Shuttlewood tel: 01476 406119 e-mail: l.shuttlewood@southkesteven.gov.uk
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Members of the public are entitled to attend the meeting of the Cabinet at which key decisions will be taken on the issues listed on the following page. Key decisions are marked *.

1. Apologies

2. Minutes

To approve the record of the Cabinet meeting held on 6th June 2005.

(attached)

3. **Declarations of Interest (if any)**

CATEGORY A PRIORITY ISSUES:

4. ***Economic & Community Development Strategy**
Report number PLA514 by the Head of Planning Policy & Economic Regeneration.
(attached)
5. ***Grantham Town Centre - East Street and Welham Street Car Parks**
Report number DCS24 by the Director of Community Services. **(attached)**
6. ***Town centre Action Plan: Consultation Draft**
Report number PLA508 by the Head of Planning Policy & Economic Regeneration.
(attached)

EXCLUSION OF THE PUBLIC

It is anticipated that, in accordance with Section 100A(4) of the Local Government Act 1972, the public may be excluded from the meeting during consideration of the following **TWO** items of business because of the likelihood that otherwise exempt information, as described in paragraphs 7, 8 & 9 of Schedule 12A of the Act, would be disclosed to the public.

7. ***Town Centre Action Plan: Capital Projects**
Report number PLA509 by the Head of Planning Policy & Economic Regeneration.
(Exempt report attached)
8. ***Land in Grantham**
Report number DOS289 by the Management Accountant.
(Exempt report attached)

OTHER ISSUES

9. **Lincolnshire Assembly**
Report number DCS25 by the Director of Community Services. **(attached)**
10. **Matters Referred to Cabinet by the Council or the Development & Scrutiny Panels**
11. **Items raised by Cabinet Members including reports on Key and Non Key Decisions taken under Delegated Powers.**
12. **Representations Received from Members of the Public on Matters within the Forward Plan (if any)**
13. **Representations received from Non Cabinet Members**
14. **Any other business which the Chairman, by reason of special circumstances, decides is urgent**



MEETING OF THE CABINET
6 JUNE 2005 - 10.30 AM – 1.09 PM

PRESENT:

Councillor Peter Martin-Mayhew Deputy Leader/Chairman
Councillor Teri Bryant
Councillor Ray Auger
Councillor Paul Carpenter
Councillor Mrs Frances Cartwright
Councillor John Smith

Chief Executive
Corporate Director of Finance and Strategic Resources
Corporate Director of Operational Services
Corporate Director of Community Services
Corporate Manager Human Resources and Occupational Development
Head of Planning Policy and Economic Regeneration
Care Services Manager
Management Accountant
Senior Planning Officer (Policy)
Public Relations Manager
Trainee Democratic Support Officer

Non Cabinet Members : Councillors Wilks; Miss Channell

1 member of the press

CO22. APOLOGIES

An apology for absence was received from Councillor Mrs. Neal.

The Chairman stated that communications had been received from Councillor Mrs. Dexter. Those present were informed that Councillor Dexter's funeral would be held on the 14th June, 2005 at the Baptist Church, time to be confirmed.

CO23. MINUTES

Subject to the inclusion of additional wording under minute CO20, clarifying to what any member of the public would be entitled from the fee under new Anti-Social Behaviour High Hedges Legislation, the minutes of the meeting held on 23 May 2005

were confirmed as a correct record.

CO24. DECLARATIONS OF INTEREST (IF ANY)

The Chief Executive, the Corporate Director of Finance and Strategic Resources and the Corporate Manager of Human Resources and Occupational Development declared a potential prejudicial interest in agenda item 13.

The Chief Executive Informed Cabinet Members that the urgent item of business pertaining to green waste would be considered as item 12A.

CO25. IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 4

DECISION:

That the Cabinet recommends to the Council that the IEG4.5 Return be supported and submitted to the Office of the Deputy Prime Minister.

Considerations/Reasons for Decision:

- (1) Report number DOS283 by the Director of Operational Services giving details of the deadline and method of submission of a new section to justify investment in local e-government and appended draft IEG4.5;
- (2) The Council had received the sum of £400,000 through IEG submissions to date. ODPM acceptance of the previous return enabled the Council to access a further £150,000;
- (3) The document demonstrates efficiency savings in cash and non-cash terms, subsequent to increased investment in e-government;
- (4) That the duration of the statement would be for a period that is shorter than the timetable for the Stock Option Appraisal Process;
- (5) New guidelines for Gershon efficiency savings.

CO26. *ICT STRATEGY

DECISION:

- (1) **That the Cabinet approves the ICT Strategy document;**
- (2) **That the Cabinet recommends that the Council adopt the ICT Strategy as a key strategy document of the authority.**

Considerations/Reasons for Decision:

- (1) Report number DOS285 by the Director of Operational Services recognising the importance of information and communication technology as a key resource to deliver customer service and organisational improvements and appended ICT Strategy prepared by 'Western Connect';
- (2) It would create a documented strategy to provide linkages between corporate priorities, operational service units and employees;
- (3) Current arrangements with regard to the ICT infrastructure, the applications currently available, the mix of skills available and best practice;
- (4) Recognising the increase in Gershon savings since the independent report was produced;
- (5) The introduction of a Virtual Private Network (VPN) would limit problems

- were servers to fail;
- (6) Development of a helpdesk would be a useful tool for all;
- (7) Any training required would either be serviceable internally or from current provision within the budgetary framework.

CO27. *VULNERABLE PEOPLE POLICY: POLICY AND PROCEDURES

DECISION:

- (1) That the Cabinet approves the Protection of Vulnerable People Policy with the following amendments:
 - i. That the conclusions within Section 6 of the policy be amended to include: *“taking account of Lincolnshire Sports Partnership Child Protection Policy”*;
 - ii. Full training including issue awareness should be given to all new staff during induction;
 - iii. To cover what to report, how to report it and to whom it should be reported within training;
 - iv. Awareness training should be offered to Compact Representatives;
 - v. That a recording mechanism would be put in place as evidence of the reporting of and action in response to relevant suspicions;
 - vi. That consideration is given to any delays as the alert moves throughout the system;
 - vii. That contingencies be established for occasions when the Care Services Manager is not available.
- (2) That the Cabinet recommends the Council approve the policy for implementation with the above amendments.

Considerations/Reasons for Decision

- (1) Report number CSM13 by the Care Services Manager further to the draft policy dated March 2005 and CSM11 presented to the Cabinet on 7th February 2005, which stated what was required of both staff and Members;
- (2) The Council has responsibilities and obligations to protect vulnerable members of the community, all of which fall within Lincolnshire County Council Procedures;
- (3) Representations from Community DSP that suggested changing the word ‘responsibility’ to ‘duty’ and to increase reliance on CRB checks for new employees;
- (4) Results of consultation with other key agencies listed in report CSM13, paragraph 1;
- (5) Recommendations received from internal District Council Services.

CO28. *UNIVERSAL SUPERLOOS

DECISION:

That the Cabinet resolves that the lease for the facilities be terminated and seek approval from Council to adjust the budget and policy framework to enable this decision to be implemented.

Considerations/Reasons for Decision

- (1) Report number DOS282 by the Management Accountant detailing the current usage and costs of two Universal Superloos (USLs) in Stamford and costs that would be incurred on early termination of the lease;
- (2) Recommendations from the Environment DSP;
- (3) Best value review of 1998 when the District Council disposed of similar facilities, the USLs were not terminated because of a clause that prohibited termination in the first five years;
- (4) Newly opened attended toilet in Red Lion Square and the Council's policy of one facility for each of the towns within the District, of which Stamford is already in excess.

CO29. REPORT INTO PROPOSALS FOR A REVIEW OF THE EAST MIDLANDS REGIONAL PLAN TO 2026

DECISION:

- (1) That the Cabinet endorses early involvement in the review of the Regional Spatial Strategy.**
- (2) The Head of Planning Policy & Economic Regeneration be authorised to express this Council's concern to the Regional Assembly about the issue of housing land supply in the District; the co-ordination of work on Housing Market Assessments, particularly where they involve a non-East Midlands authority.**

Considerations/Reasons for Decision:

- (1) Report number PLA503 by the Head of Planning Policy and Economic Regeneration detailing the need for an urgent review of the current Regional Spatial Strategy (RSS);
- (2) The existing RSS does not include housing figures for all local authority areas, it does not take account of government initiatives on waste, information from the 2001 census and recent Regional Assembly Annual Monitoring reports;
- (3) The need to extend the life of the plan to 2026;
- (4) Reconsideration of the RSS would help address issues including housing, employment, transport, environmental quality and protection, waste, energy, Sub-regional issues, cross-border issues and monitoring and implementation of targets.

CO30. PRELIMINARY CONCLUSIONS FROM PUBLIC CONSULTATION ABOUT THE URBAN CAPACITY STUDY

DECISION:

To defer the item to allow completion of the study and a reconsideration of DE18.

Considerations/Reasons for Decision:

- (1) Report number PLA503 by the Head of Planning Policy and Economic Regeneration detailing the methodology for the study, including criteria for the inclusion of sites suitable for housing development;

- (2) As the report is still a work in progress, there are some items within the report yet to be completed.

CO31. REVISED INTERIM HOUSING POLICY AND PUBLIC CONSULTATION RESPONSE

DECISION:

That the Cabinet approves the changes to the Interim Housing Policy as stated below:

- (1) To approve the division of the policy into two separate policies, one for the urban areas and one for the rural area;
- (2) To approve the revised working of the 'rural' policy and adopt this as the Council's policy for new residential development in rural areas:

Interim Housing Policy

New residential development will not be permitted on green field sites within the rural area.

Within the main villages that are considered "local service centres" (and identified in this document), new residential proposals will only be permitted where they are for:

- a) A previously developed site (in accordance with the definition in PPG3 Annex C: see Appendix 1)
- b) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need

In all other villages and the countryside housing proposals will only be considered acceptable if they are for :

- c) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need
- d) Replacement dwelling (one for one)
- e) Conversion of buildings provided that the following criteria are met:
 - i) the building(s) contribute to the character & appearance of the local area by virtue of their historic, traditional or vernacular form
 - ii) the building(s) are in sound structural condition
 - iii) the building(s) are suitable for conversion without substantial alteration , extension or rebuilding
 - iv) the works to be undertaken do not detract from the character of the building(s) or their setting
 - v) it can be demonstrated that all other alternative uses have been considered

In all cases planning permission will also be subject to all relevant policies of the "saved" Adopted South Kesteven Local Plan

Considerations/Reasons for Decision

- (1) Report number PLA505 by the Head of Planning Policy and Economic Regeneration outlining the results of the public consultation exercise of the

- interim housing policy. It summarises the main issues raised through consultation and outlines proposed changes to the policy;
- (2) Comments and officer response consequent from consultation appended to report PLA505;
 - (3) Separate 'urban' and 'rural' plans would focus urban housing development so that Strategic Housing requirements within urban areas are met while ensuring that any development in rural areas would occur within communities that were sustainable;
 - (4) The Interim Housing Policy could be adopted as SPD should the structure plan be approved;
 - (5) Provision that the situation in each sustainable area be renewed annually to ensure that amenities required for sustainability remain available;
 - (6) Special provision is made to affordable housing for essential workers in rural and agricultural settings.

Other Options Considered and assessed:

To maintain the current situation where policies H6 and H7 of the Local Plan would continue to be used to determine planning applications for new houses awaiting the preparation of the Housing and Economic Development Policy DPD in the LDF. Rejected because a number of planning permissions granted in this period would include Greenfield sites or sites in less sustainable locations. Structure Plan requirements for the district could be met by actual completions and commitments by 2010 (ten years early); this would leave a ten year period where no housing development would be permitted.

CO32. ISSUES FOR SOUTH KESTEVEN DC ARISING OUT OF A REVIEW OF THE CORPORATE GOVERNANCE REPORT ON LINCOLNSHIRE COUNTY COUNCIL

DECISION:

That the Cabinet approve:

- (1) That all groups make a clear statement of support and commitment of partnership working through the LSP;
- (2) The Chairs or Vice-Chairmanships of DSPs be appointed according to the suitability and merit of members regardless of political allegiance;
- (3) That the Chairman of the Standards Committee be invited to report to the Council on the extent to which he feels that the members of the authority understand and support the role of the Standards Committee and any proposals he may have for improving the work of the Standards Committee;
- (4) That the Corporate Manager of Human Resources undertakes a review of the resources required to support a more comprehensive member training and development programme at South Kesteven using external expertise where appropriate;
- (5) That the Constitution and Accounts Committee design an amendment to the Constitution so that with effect from the 1st May 2007, the desirable and essential competencies required of both Cabinet and DSP members are defined with all members being required to attend designated sessions for the essential competencies within twelve months of their appointment;
- (6) That in the autumn of this year, staff of South Kesteven are asked to

- complete the survey used by the Audit Commission to inform the Corporate Governance report so that results can be compared;
- (7) That the Council re-affirms its commitment to the concept of Local Area Assemblies and pledges to work with local people to make these meetings effective forums for wider community engagement;
 - (8) That under our priority for vulnerable people, the Director of Community Services prepares a strategy for Social Inclusion by December 2005;
 - (9) That those members who may have concerns about the current system, or a preference for the Committee system consider how they will be able to demonstrate to an external assessor that these views have not deterred them from playing a full and active part in the Council's decision making and scrutiny processes as set out in the Constitution;
 - (10) That the Corporate Manager Human Resources investigates the level of compliance with the Council's policies regarding staff appraisals and the effectiveness of the appraisals that have been undertaken.

Considerations/Reasons for Decision

- (1) Report number CEX288 by the Chief Executive which identifies lessons from Lincolnshire County Council's Corporate Governance Inspection by the Audit Commission and makes recommendations for improvement to help the Council progress from a 'fair' towards an 'excellent' Council;
- (2) Representations received from the Resources DSP;
- (3) The environment in which both the County Council and the District Council operates is similar;
- (4) Fulfilment of a Category B Priority, improving the LSP and the Community Strategy. To improve knowledge, understanding and involvement between the LSP and Council members;
- (5) The Standards Committee, as the regulatory body, is viewed by the public as a means to hold elected members to account, demonstrating the Council's commitment to improve.
- (6) Member development at Lincolnshire County Council was described as "limited" yet is more comprehensive than that being applied by SKDC, where member development is viewed reluctantly by some Councillors;
- (7) Completion by staff of questionnaires on the perception of working relationships between members and members of the management team would prevent fragmentation and would supplement the results of the 360 degree appraisals being undertaken by members of the Executive.
- (8) The introduction of Local Area Assemblies and the Annual Stakeholders Conference has demonstrated that South Kesteven is willing to contemplate new forms of public consultation, countermanding any perceptions of parochialism.
- (9) The District Council does not have a strategy for social inclusion. Despite outreach to vulnerable people being included as a Category B Priority, preventing successful outreach to all individuals within South Kesteven.
- (10) The CPA Governance report states that the speed of improvement is not sufficient to match that achieved by other authorities and from a relative standing, the District Council may be slipping backwards. The recent Strategic Housing Report makes similar demonstrations.

CO33. UPDATE ON FINANCIAL ISSUES

DECISION:

That the Cabinet approve:

- (1) £175,000 be allocated from the Capacity and Priority Setting Budget to the Salaries Budget;**
- (2) £75,000 be retained for support for supplies and services;**
- (3) The Supporting People Grant offer be approved;**
- (4) The Leader, Chief Executive and the Corporate Director of Finance and Strategic Resources be given the authority to sign off the backward looking Gershon statement for 2004/5;**
- (5) The Leader and the Finance Portfolio Holder contribute to the Medium Term Financial Strategy (MFTS).**

Considerations/Reasons for Decision:

- (1) Report number FIN236 by the Corporate Director of Finance and Strategic Resources detailing the use of the Capacity and Priority Setting Budget, areas of risk identified in the Budget, Medium Term Financial Strategy and Gershon Backward looking statement;
- (2) Capacity issues within Financial Services and Housing Services;
- (3) Additional Corporate Finance Support is required, requiring an increase to financial management capacity plus work on the Procurement Agenda;
- (4) The housing inspection and review highlighted the need to increase the capacity within the General Fund for Strategic Housing Purposes;
- (5) Community Services including Communications and the staff newsletter;
- (6) An offer had been made that mitigated the risk subsequent to the Supporting People Grant, including a guaranteed minimum income of £825,000;
- (7) SKDC's involvement in the Supporting People pilot;
- (8) The Gershon Backward Looking Statement is due for submission on 16th June, which would be circulated on completion;
- (9) Increased financial commitment required to support the Green Waste Scheme;
- (10) Interim payment for officers temporarily assigned through secondment.

The following item was considered as a matter of urgency because of the need for the Council to take prompt action to respond to the unexpectedly high demand on the waste collection created by the success of Green Waste Recycling.

CO34. *GREEN WASTE SCHEME

DECISION:

- (1) That the Cabinet resolves that as a temporary measure, the green waste scheme is closed to new applicants;**
- (2) To vire up to £69,000 from salaries to recruit a crew for the new vehicle as a temporary measure**
- (3) To allocate the remaining £50,000 from the Capacity and Priority setting budget to Recycling;**
- (4) To purchase a second hand vehicle – financed from Existing Asset Provision within the Capital Programme.**
- (5) Seek to provide a full costing for the remainder of this year and for next**

year to ascertain the financial impact of the service. This is to be completed by the end of July to form part of the Medium Term Financial Strategy and request at that time any supplementary estimates required to be considered by the Council.

Considerations/Reasons for Decision

- (1) Report CEX290 by the Chief Executive and the Corporate Director of Finance and Strategic Resources and appended table giving details of the current tonnage of green waste collection;
- (2) Representations from a member of the Healthy Environment DSP;
- (3) The amount of green waste collected had exceeded predictions with an average of 150 tonnes per week arising from the green bins, three times the predicted level;
- (4) Current hours for collection are limited by restrictions on the opening hours of the recycling facility and health and safety and vehicle operating legislation;
- (5) Bin distribution would need to be suspended; although a further vehicle and crew would enable current targets to be met, it would not facilitate the increased capacity needed to service the remaining 11,000 bins if they were to be distributed;
- (6) Continued negotiations with the County Council over the possibility of a transfer station near Bourne or the Deepings or a further site for the disposal of green waste;
- (7) That negotiations with Lincolnshire County Council continue in attempts to secure the payment of recycling credits for all waste including recyclables that have been diverted from landfill.

Other options considered and assessed

Extending collection days to include the whole of Monday and the employment of relief drivers was considered however it would not be sufficient to enable the District Council to meet the current demand in a manner which would be safe and legal.

EXCLUSION OF THE PUBLIC

In accordance with Section 100A(4) of the Local Government Act 1972 it was resolved that the public be excluded because of the likelihood in view of the nature of business to be transacted that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act. With the public excluded, the following item was considered.

CO35. ***CORPORATE MANAGEMENT RESTRUCTURING**

DECISION:

That the Cabinet recommend to the Council that:

- (1) The authority proceed with stage one of this re-organisation by the appointment of three Strategic Directors on the Job descriptions and person specifications set-out in Appendix B, to commence their duties on the 1st April 2006.**
- (2) The four current posts of Corporate Director are deleted from the establishment on the same date (1st April 2006)**

- (3) Following these appointments the Chief Executive uses power delegated to him to consult the Strategic Directors and determine the packaging of services amongst the six service heads and make the necessary appointment to these positions.
- (4) Recommendations be made to the Chief Executive's Appraisal Panel for a performance related remuneration package for the Chief Executive.

Considerations/Reasons for Decision

- (1) Exempt report CEX289 by the Chief Executive which reviews the purpose and performance of the current Corporate Management structure and whether it is fit for purpose by reviewing the purpose and performance of the current structure and evaluating the strategic impact on the Council of recent, and likely future, events;
- (2) Details of the timetable;
- (3) Remuneration of new posts;
- (4) Costings;
- (5) Representations received from Trade Unions;
- (6) Representations received from the Resources DSP.

Other options considered and assessed

If the current format is not amended, it could become a barrier to improvement.

CO36. ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.

Non Key Decisions

Councillor John Smith: Portfolio – Economic

Decision: That approval be given to the following names in order to provide new postal addresses for new industrial and residential developments within the district:-

- (1) FALCON WAY and EAGLE ROAD for the development off South Road, Bourne;
- (2) STEELE'S YARD for the development at North Street, Stamford.

[Decision made 31.05.05]

DATE DECISIONS EFFECTIVE

Minutes CO26, CO27, CO28 and CO35 are policy framework proposals and as such stand referred to the Council on 23rd June 2005. All other key and non-key decisions made on 6th June can be implemented on 15th June 2005 unless subject to call in by the relevant Development and Scrutiny Panel.

**South Kesteven District Council, Council Offices, St. Peter's Hill, Grantham,
Lincolnshire NG31 6PZ**

**Contact: Cabinet Support Officer: 01476 406119
e-mail: I.shuttlewood@southkesteven.gov.uk**

REPORT TO CABINET

REPORT OF: Head of Planning Policy & Economic Regeneration

REPORT NO: PLA.514

DATE: 11th July 2005

TITLE:	ECONOMIC & COMMUNITY DEVELOPMENT STRATEGY 2005-2008
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	15 th April 2005
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	P.F.P.

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor John Smith
CORPORATE PRIORITY:	Town Centres and the development of Grantham as a Sub-Regional Centre.
CRIME AND DISORDER IMPLICATIONS:	Some elements of strategy will contribute positively to crime and disorder reduction issues.
FREEDOM OF INFORMATION ACT IMPLICATIONS:	The Strategy is open to the public, and will be distributed to any member of the public on request, within ten working days.
BACKGROUND PAPERS:	<ol style="list-style-type: none">1. Lincolnshire Enterprise Economic Strategy2. East Midlands Development Agency Economic Development Strategy

1.0 PURPOSE OF REPORT AND SUMMARY

- 1.1 The report aims to present the Economic & Community Development Strategy for South Kesteven for 2005-2008. The strategy indicates how the Council and partners will be involved in promoting the social, economic and environmental well being of South Kesteven. This report is requesting that Cabinet proceed with the consultation stage of the strategy, and allow the attached document to

be distributed to partners involved in the economic development of South Kesteven.

2.0 DETAILS OF REPORT

2.1 Please see attached Strategy.

3.0 OTHER OPTIONS CONSIDERED AND ASSESSED

3.1 There are no other options to be considered or assessed.

4.0 COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

4.1 None at this stage.

5.0 COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

5.1 None at this stage.

6.0 CONCLUSION OR SUMMARY

6.1 The draft Economic Development Strategy seeks to support and develop the local economy in South Kesteven. Economic development contributes to quality of life within the district. Developing our town centres and through regeneration is a priority for the Council with the added challenge of Grantham achieving sub-regional status in the near future.

6.2 The Strategy includes detailed action plans aimed specifically at business development, enabling sustainable communities and town centre regeneration.

6.3 It is proposed to consult with a wide range of stakeholders including the Sub-Regional Strategic Partnerships (SSP) and the Local Strategic Partnership (LSP). The result of the consultation will be reported back to Cabinet at a future meeting.

7.0 RECOMMENDATIONS

7.1 That South Kesteven District Council distributes the draft Economic & Community Development Strategy to partners for consultation & amendment.

7.2 That the Team Leader for Economic & Community Regeneration presents the draft to scrutiny in July 2005.

7.3 That the Team Leader for Economic & Community Regeneration presents the final copy to Cabinet for endorsement in September 2005.

8.0 CONTACT OFFICER

Neil Cuttall. Team Leader, Economic & Community Regeneration
Tel: 01476 406364

South Kesteven District Council

Economic & Community Development Strategy

July 2005 - July 2008

Foreword by Portfolio Holder for Economic Regeneration - John Smith

I would like to commend this challenging document as a critical component in the vision adopted by South Kesteven District Council *“To ensure that the residents of South Kesteven are proud of their district and their council.”*

It demonstrates commitment to Modern Vibrant Local Governance by showing how we work in partnership with The Local Strategic Partnership, the sub-regional Strategic Partnerships, Town Centre Management Partnerships, Lincolnshire County Council and the East Midlands Development Agency.

The Local Strategic Partnership and Community Strategy, Diversity and Equality, Planning and Conservation, Business Development together with Town Centre Regeneration and the development of Grantham as a sub-regional centre have all been adopted as priorities through consultation with the local community. These will contribute to the vision of the council through a pro-active and robust action plan, which will be carefully monitored by performance management. They will assist in the aim of The Local Strategic Partnership *“ To ensure that by 2020 our residents live in one of the ten most desirable locations in the country and are proud that they have the skills necessary to participate in sustainable communities that are safe, healthy and economically vibrant.”*

What is Economic Development?

Local economic development and regeneration encompasses a range of activities and initiatives to promote prosperity and enhance the quality of life for local citizens. The economy is changing at every level and Local Authorities have a role to manage this change to the benefit and prosperity of their areas. To date Local Authorities have had powers to *“take steps as they may from time to time consider appropriate for promoting the economic development of their area”* (Section 33, Housing and Local Government Act 1989) This has been strengthened by the Local Government Act 2000, White Paper; Modernising Local Government, that stated that Local Authorities will have renewed emphasis in the duty to *“promote the social, economic & environmental well being of the area”*

At South Kesteven we are committed to supporting and developing the local economy, economic development contributes to quality of life within the district. The Council’s key aims, identify the development of the local economy, through town centre regeneration, & business development, as an issue to address.

However, local economic development does not operate in a vacuum, our strategy and activities at a local level must be placed in the context of broader developments at a regional, national and global level. We also recognise that maximum gain can only be secured by working in partnership with agencies at these levels. No one agency is in a position to drive forward economic development in isolation. The only way that we can effectively respond to opportunities and weaknesses in our district is by working together with our partners.

As such the Council is working together with partners through the South Kesteven Local Strategic Partnership to create an updated Community Strategy that will encompass work undertaken by the following implementation, or 'task & finish' groups targeting the following priorities:

1. Lifelong Learning
2. Economic Prosperity
3. Quality of Environment & Transport
4. Housing
5. Health
6. Community Safety

A key aim of the Local Strategic Partnership is to: "Create an economically prosperous community that encourages investment, supports business development and job creation and enables local people to achieve their full potential".

The Economy in Context

Global Issues

- Increasingly local companies are operating in the international market place. Increased mobility due to lower trade barriers and improved ICT means companies have greater flexibility in making location decisions.
- Clustering of industries is more commonplace and could lead to greater concentrations of employment in certain areas. However diversity has to be nurtured and recognised to ensure a robust economy.
- New legislation from Europe and moves to single currency present significant changes to the way local businesses operate.
- The advent of the ICT revolution is still moving at an incredible pace and is having a major impact on businesses. Many businesses are still not prepared for the technological market place of the future, whilst others have had major success, i.e. ebay and google.
- The global economy is likely to continue changing at speed, demanding a constant need for changing, updating and adapting the skills of local people.
- European funding will be limited in the United Kingdom after 2006, this is largely down to the 19 new member states joining in May 2004.
- Steel prices have been rising due to tight raw material supplies and a surge in demand from the Chinese economy.

- China is due to overtake the United Kingdom as the 4th largest economy by 2006.

National Issues

- The last thirty years have seen significant shifts in the UK's economic structure, a pattern that is unlikely to stop or slow down.
- The UK economy has moved from a manufacturing dominated economy to that of a service driven one.
- The basis of employment has also changed. Non direct, temporary employment contracts are more commonplace, leaving businesses flexible to respond to changes in demand, but employees susceptible to short term unemployment. A significant shift towards part time employment across the whole UK is apparent.
- Low interest rates have allowed for greater borrowing by the individual or business, this has had both positive and negative effects, in that property and land prices have soared. This has meant that development & rental values in some smaller sub regions have only left value to residential development. Increasingly commercial property is only being developed with public sector support in some locations.
- Resources for economic development activity are increasingly only achieved through partnership working.

Regional Issues

- In contrast to other UK regions, employment growth in the East Midlands over the next decade will be predominately in full time jobs
- For the future professional, managerial and skilled occupations are expected to grow.
- Regionally the population is ageing which may lead to greater demand for health and care services, but could lead to skills shortages.
- The creation of Regional Development Agencies in 1999, and later Sub Regional Strategic Partnerships in 2002 has provided an opportunity to enhance cooperation within economic development activity.
- The East Midlands has a strong tradition of manufacturing which has generally been resilient, but with a growing number of service sectors.
- Under its 'Regional Growth' PSA Target, the government is committed to improving economic growth and to reduce the persistent gap in growth rates between the regions. The North South divide was 'breached' with the North West and East Midlands performing above average on earnings improvements.
- There is a skills shortage of semi skilled, and skilled labour.

South Kesteven Overview

South Kesteven is the Southern Western gateway into Lincolnshire and its position within the Welland Sub Region provides the district with a pivotal economic role at regional, sub regional and county level. The quality of the infrastructure with the main A1 artery and the electrified East Coast rail link between London and Edinburgh to the West is

unique in a county context where dual carriageway roads and main rail links are at a premium.

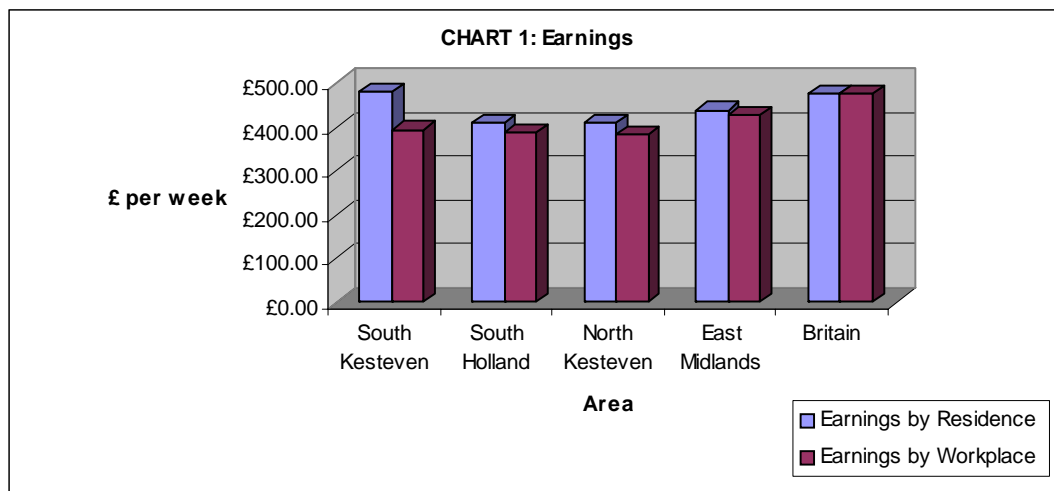
The resident population of South Kesteven, as measured by the mid year estimates of 2003 was 126,600, made up of 61,900 males, and 64,700 females. The current number of households stands at 51,494 (2001 data).

The main urban areas are:

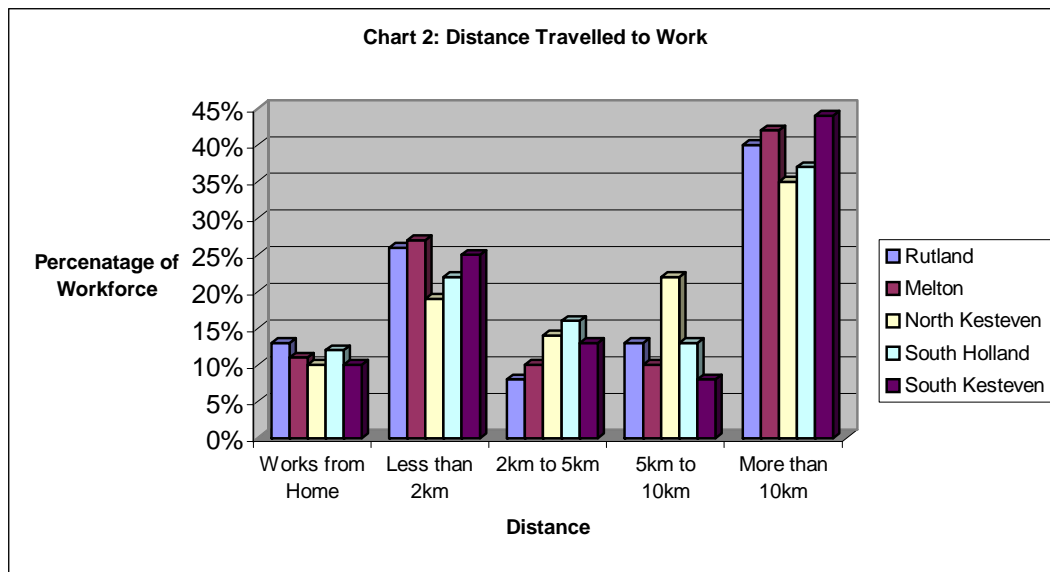
- Grantham; defined as a sub regional centre and small urban area, is the second largest population centre in Lincolnshire (33,918, Census 2001)
- Stamford; (population of 19,525, Census 2001) is one of the most picturesque towns in England with significant tourism potential
- Bourne; (population of 11,933, Census 2001) is a key market town with an expanding population. Bourne is expected to grow by about 50% by 2013 to a population of 18,000.
- The Deepings; including Market Deeping, Deeping St James, & West Deeping (Population of 13,400, Census 2001) is situated on the southern boarder of South Kesteven.

Economic Statistics & Interpretation

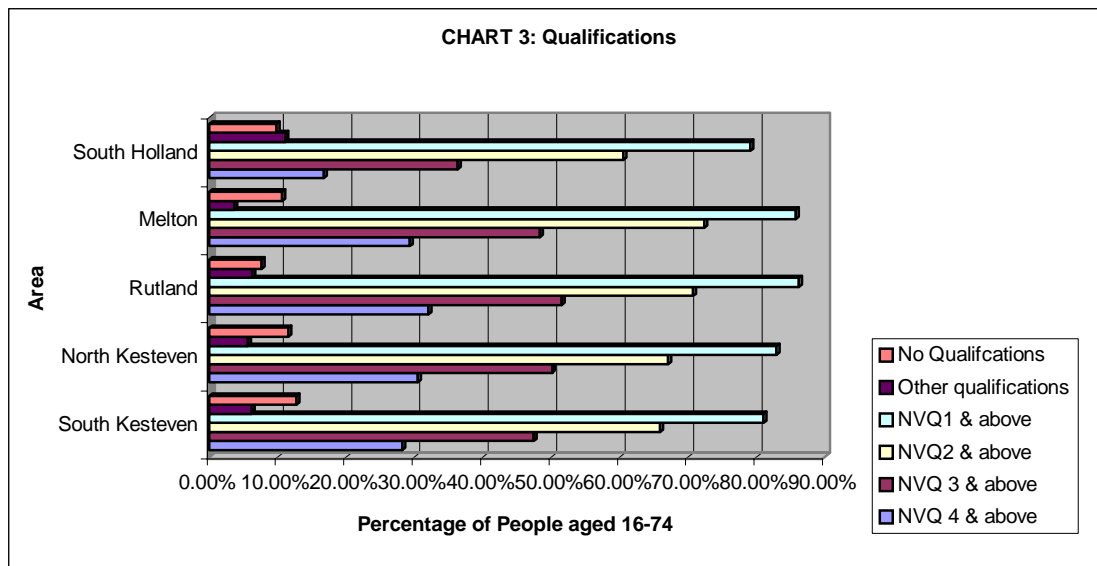
- 60.4% of the population are of working age, compared to the East Midlands 61.2% and Great Britain 61.4%.
- 81.1% of population are economically active, as opposed to the East Midlands average of 79%
- 28.2% of the population are educated to NVQ Level 4 or above, against 22.2% in the East Midlands.
- The average earnings for employees living in the area is £481.50 per week, against £439.40 in the East Midlands & £475.80 in Great Britain.
- The average earnings for employees working in the area is £394.60, against the East Midlands £428.60, and Great Britain £475.80.
- Chart one evidences earnings by residence and workplace for South Kesteven and surrounding areas. There is a significant difference for South Kesteven between earnings by residence and by workplace. This could be down to people commuting out of South Kesteven to higher paid jobs, i.e. the reason we have more managers and senior professional occupations. This however leaves a significant number of occupations that can be considered low paid jobs. This is further evident in chart two – ‘travel to work’.

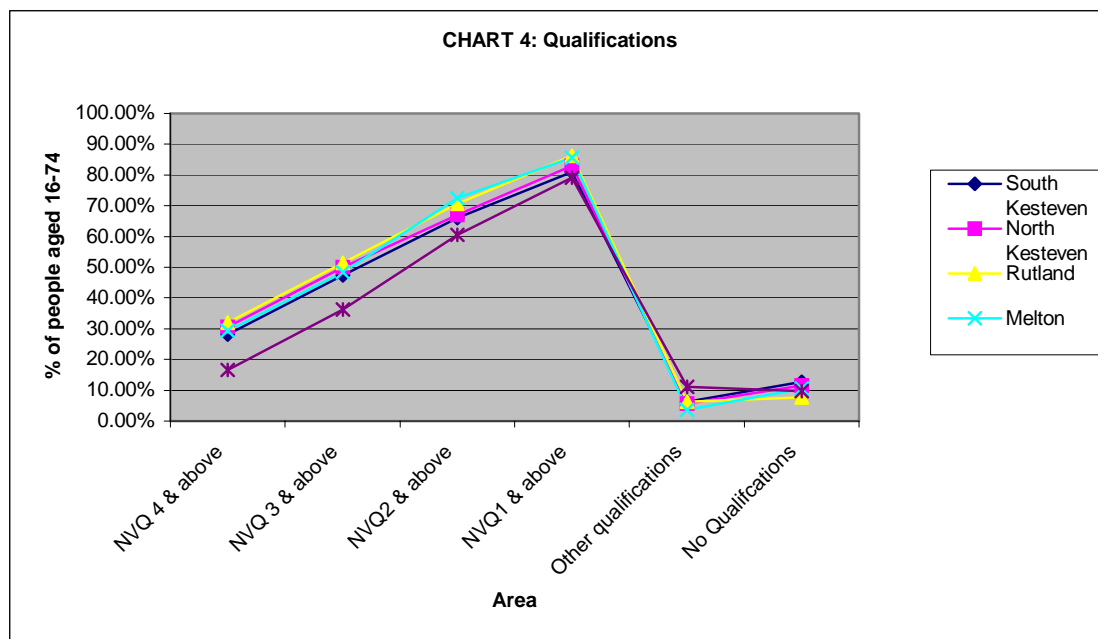


- Chart two (below), shows the travel to work distances undertaken by the South Kesteven workforce. In comparison to other areas South Kesteven has the highest percentage of its workforce travelling more than 10km per day to employment. This is intrinsically linked with the difference between the salaries of employees working in the area, and those living in the area. Thus showing us a need to provide or enable facilities for higher paid, higher knowledge jobs in South Kesteven.

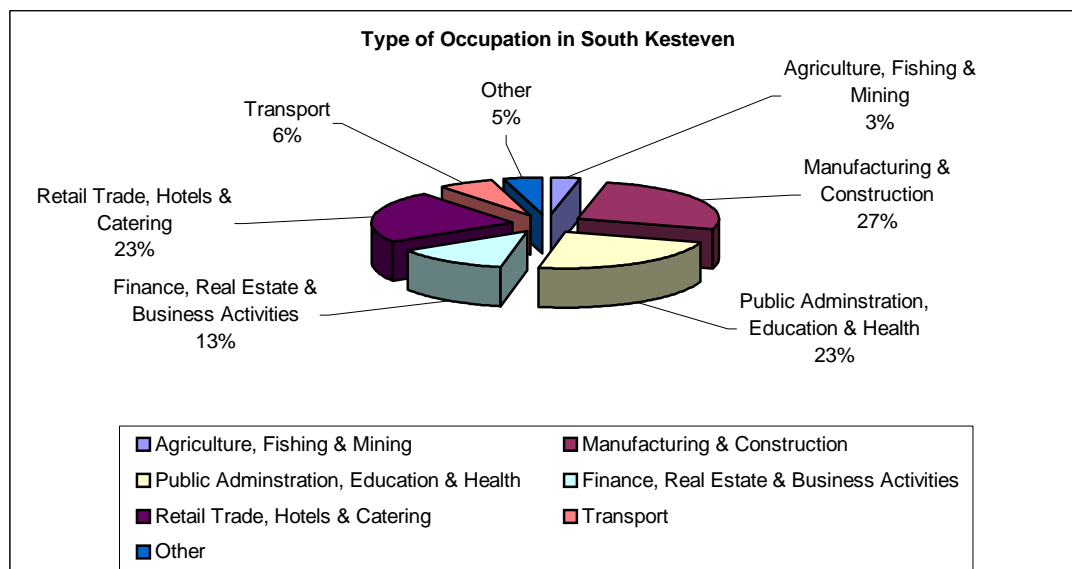


- 42.1% of all persons in employment are in managerial, professional or associate professional occupations, against 37% for the East Midlands, and 40.5% for Great Britain.
- Males in South Kesteven are more economically active (88.7%) compared to the East Midlands average of (83.9%)
- Female full time workers, (by residence) earn £394 per week compared to the East Midlands average of £363.60. There is no data for female full time workers working in the area.
- The total percentage of people claiming Jobs Seekers allowance is 1.3% against the East Midlands average of 2.1% and Great Britain of 2.4%.(January 2005)



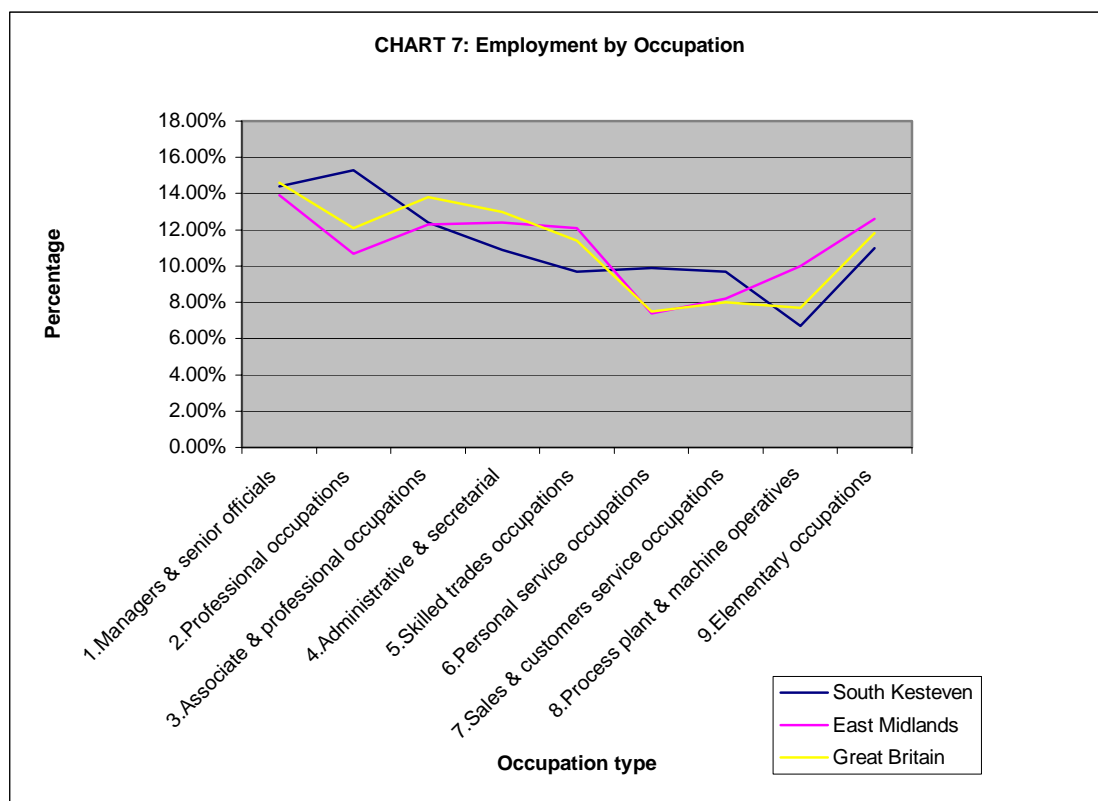
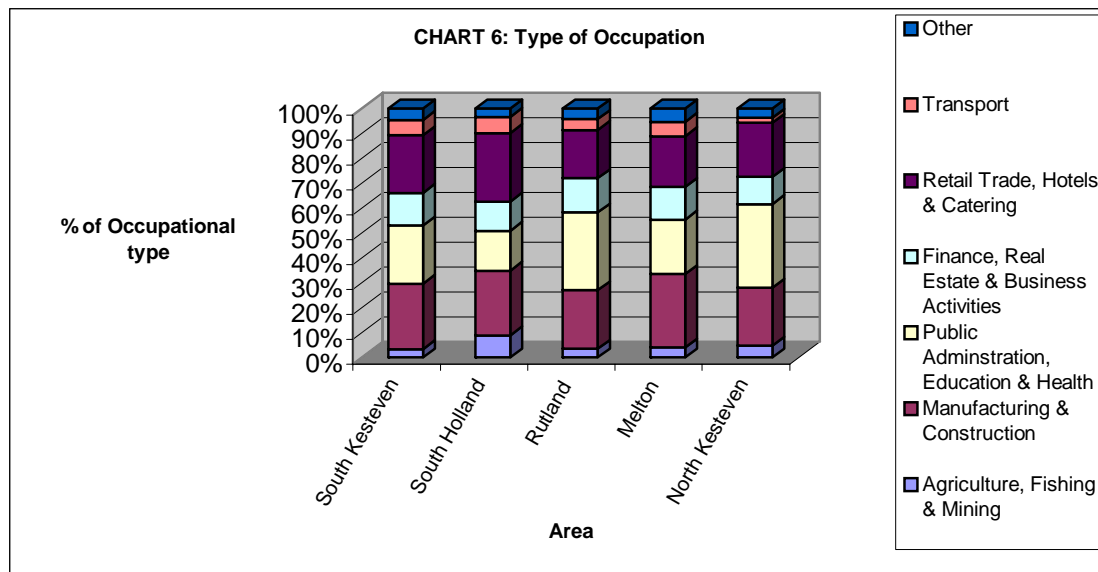


- Chart three & four compares South Kesteven with surrounding areas, through the percentage of people with qualifications at a certain level. Roughly a level one qualification is equivalent to two G.C.S.E's, a level two is five G.C.S.E's, a level three is 2.5 A Levels, a level four would be Higher National Certificate or Diploma, and a level five would be a Degree or above. As a comparable with surrounding areas, South Kesteven fairs pretty well. However South Kesteven could do more to increase the skills levels at level 3 and 4 to thereby increase the GVA & GDP for the local area. This does not operate alone, there would need to be investment in capital build, a science discovery centre, innovation centre or alike would assist this. At the same time chart seven shows us a comparable gap with the region for skilled trade occupations, and this needs support.
- The jobs density (i.e. the ratio of total jobs to the working age population) is 0.7 jobs. That is to say that there are 0.7 jobs per economically active person. This again evidences the fact that employees move out of South Kesteven to work. There could be potential projects here for retention of employees through providing the right kind of employment in South Kesteven. This could include retention of young people and graduates, as well as professional types.



- In chart five it is evident that the main source of employment is Manufacturing & Construction (26%), Retail, Hotels and Catering (23%), and Public Administration, Education & Health (23.%) equalling (72%), totalling 3 out of 4 jobs. This demonstrates that the district is still reliant on the traditional industries such as agriculture, manufacturing and construction. The more traditional employment is however synonymous with a lower skilled workforce and this is reflected in the under representation in 'higher knowledge' industries within the District such as finance (which as a sub category rates at 3% of the workforce). This means that the supply of higher level skills is low in comparison to other areas. The situation is self perpetuating, with lower demand, lower opportunities, lower supply, lower expectations and aspirations, and slower increases in the higher skilled higher technology industries all impacting on, and perpetuating each other. High reliance on the traditional industries has, however, benefited the district by providing a stable economy in the area, with economic change being very gradual. In addition to this the lower rate of employment in the higher knowledge industries has allowed quite rapid increases in some sectors. For example the recent boom in the housing market has led to increases in employment in the real estate sector (as well as construction), and although numbers are low, this may encourage growth in other high technology industries.

Chart six (below) shows as a comparable the difference in the employment structure of the surrounding areas. Although South Kesteven has a relatively diverse economy according to type of occupation, there is certainly room to develop further higher skilled jobs, and support the skilled labour force, and therein improving the GVA for the area.



- Chart seven evidences that as a proportion against the East Midlands & Great Britain we have fewer skilled trade occupations, administrative and secretarial and associate professional occupations. This can be developed, and interventions and projects such as the Centre of Vocational Excellence at Grantham College can and should be supported and developed. Other projects that may create the appropriate

jobs include managed office space, business incubator units, science centres, and university/college hives. Linking this in with regional and sub regional targets, South Kesteven can do more to develop the associate and professional occupations, this would increase the Gross Domestic Product and Gross Value Added statistics for the area, thereby decreasing the divide within the region and country. Below, in chart eight the occupations are grouped into four major groups. This follows the above table with Major Group 1 being Occupation Type 1 to 3, Major Group 2 being Occupation Type 4 & 5, Major Group 3 being Occupation Type 6 & 7, and finally Major Group 4 being Occupation Type 8 & 9.

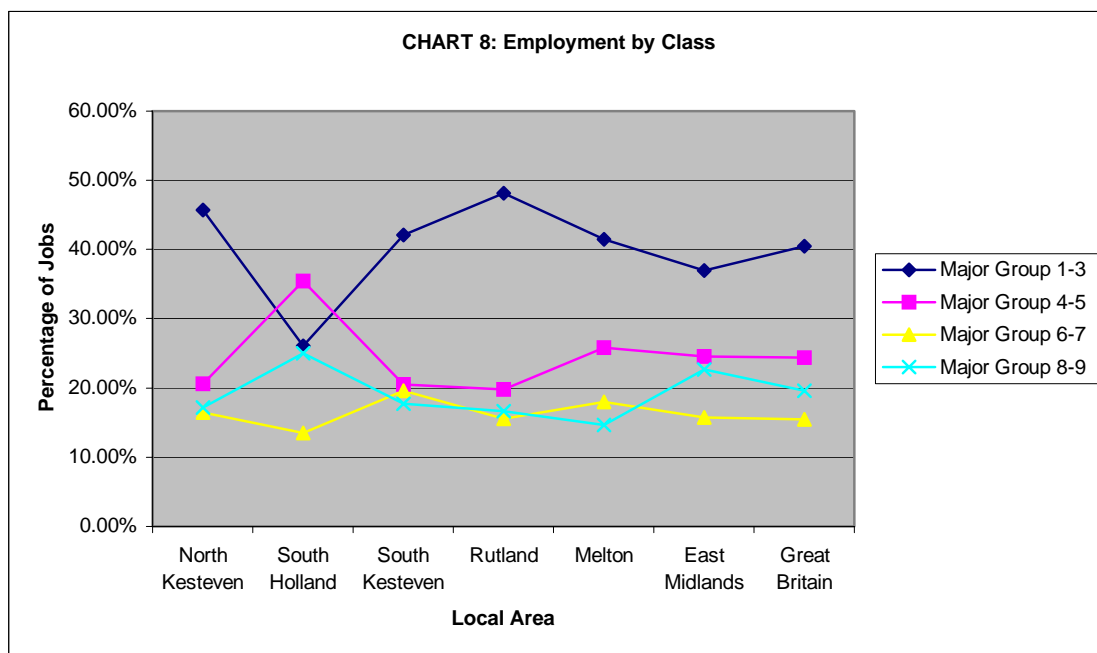
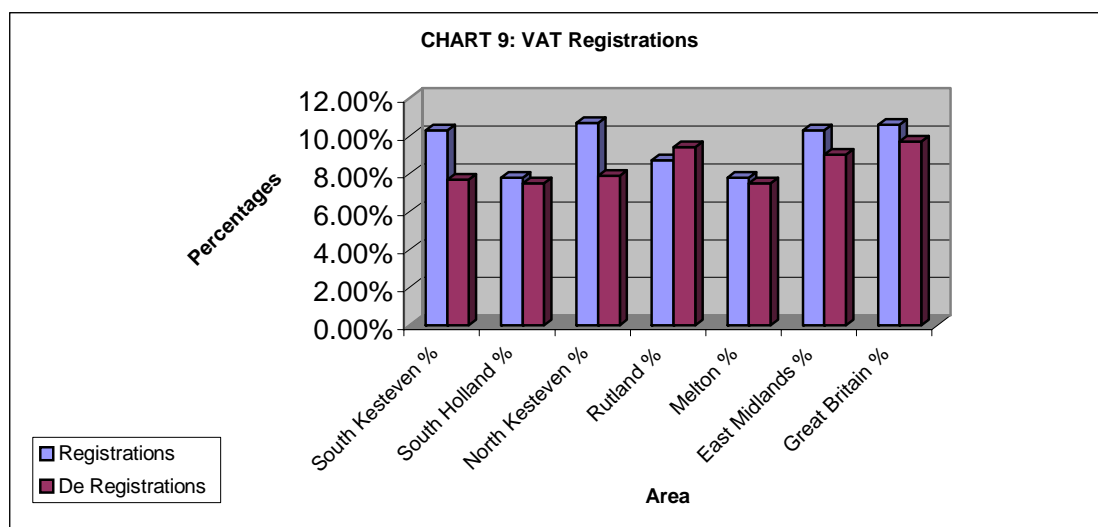


Chart nine (below) shows that there has been a 2.6% increase in the number of VAT registered businesses in South Kesteven during 2003. This compares to a 2.3% increase in the East Midlands and a 0.9% increase in Great Britain. Although South Kesteven has been very good at developing new business creation, under the VAT registered category, it is recognised that this would require the business to have a turnover greater than £56,000 per annum. It is widely accepted that this model does not account for the businesses started up that have a turnover less than £56,000. As most start up businesses are classified micro-businesses in that they employ less than five people, it is difficult to ascertain the number of start up businesses under the turnover threshold, and thereby the number of small business surviving. For instance the South Kesteven Business Directory shows 2,917 (this is not the overall business stock), businesses employing under ten employees and 162 businesses over ten employees, from a stock of 3,079 registered on line (it is unknown as if they are registered for VAT or otherwise). The 2001 census shows us a stock of businesses at 4,390. Proportionally this shows us that 95% of businesses have ten employees or under, it would be interesting to find out how many have a turnover less than £56,000.



- South Kesteven has one ward in the bottom 10% of deprived wards, and four in the bottom 25% deprived wards according to the Index of Multiple Deprivation 2004. This constitutes 15% of the South Kesteven population living in the bottom 25% most deprived wards in the Country.

Housing: -

The most up to date and accurate figures available will not account for the new developments that have occurred in South Kesteven, nor for the property boom of 2002-2004. However the following statistics give an understanding of the position South Kesteven property is in.

Type of Household	South Kesteven	East Midlands	England
Detached	42.48	32.24	22.77
Semi Detached	31.89	36.26	31.58
Terraced	17.75	21.27	26.04
Other	7.88	10.23	19.61

CHART 10: Type of Household: - South Kesteven (2001)

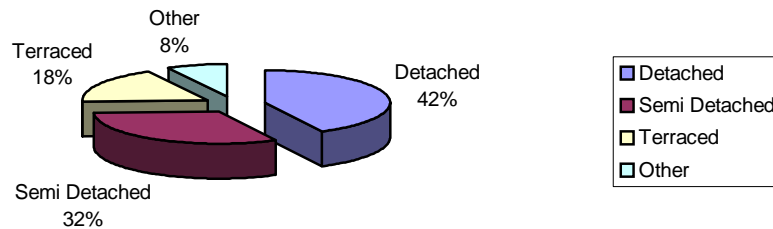
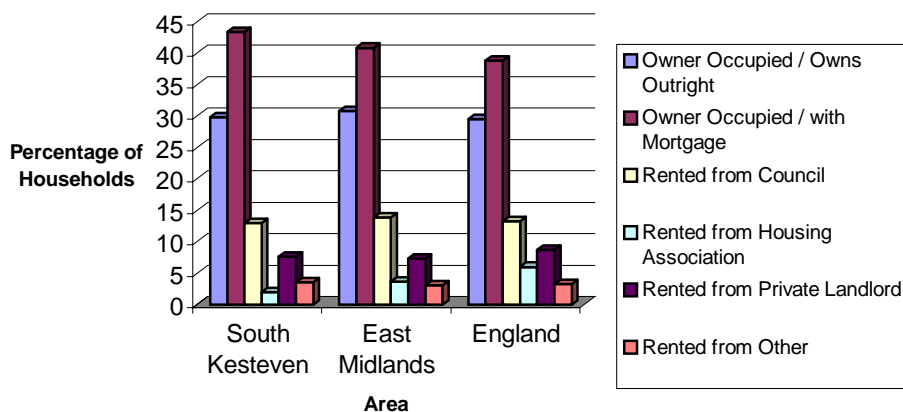
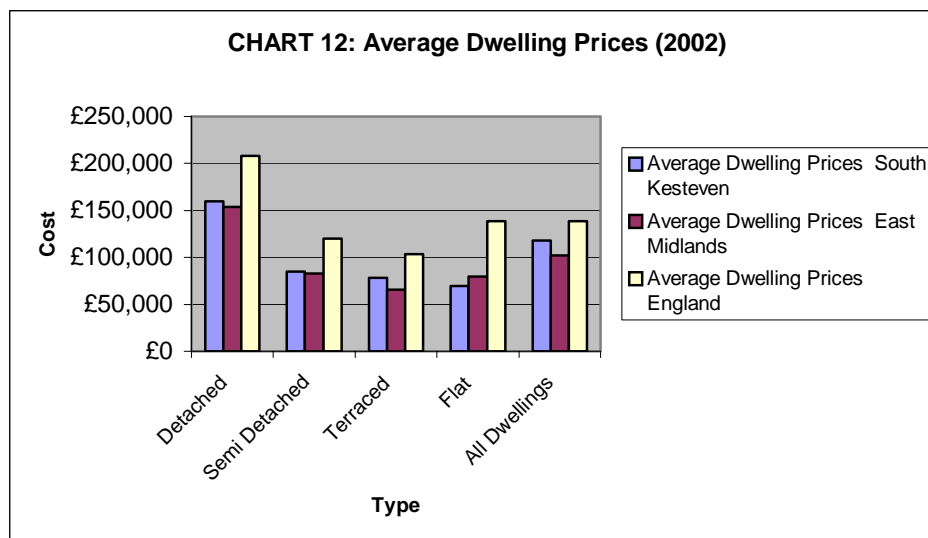


CHART 11: Tenure of Household (2001)



As we can see from these basic statistics there are no significant differences between South Kesteven and the regional or national level. It could be stated that the micro economy of South Kesteven shows a variance in the value of property compared to the national level, this again is linked to the low skills low wage argument. However the recent housing price boom has shown that the average salary to the average house price would mean a new mortgage would require five times the average salary to buy. This could have repercussions in the future. Mortgage lenders could allow applicants 5-6 times their salary, and this has been proposed. However based on a system implemented in Japan and Germany, this would require a borrowing period of 50-100 years, knowing that English property prices rarely depreciate in price. This again could spark another property boom through people being able to borrow yet more, which is why the Financial Services Authority is wary. Another scenario is that housing prices will stagnate for up to a decade with an increase/decrease of 0.1% per year until average salaries mirror (i.e become affordable to the masses) the average property price. Again this will have a knock on effect on the rental markets during this period.



Key Local Issues: -

1. Low skilled and low paid employment is prevalent
2. High percentages of skilled people are commuting outside of the district for employment
3. To continue to raise the skills base in the district
4. There are some skill shortages in skilled and semi skilled employment categories
5. There is a need to facilitate social and environmental regeneration in key wards in South Kesteven as highlighted within the Index of Multiple Deprivation
6. Better management in the growth of start up businesses
7. An improved retail offer is required for local people and visitors.
8. There is a need to support up to date technology in local businesses i.e. broadband
9. There is a need to regenerate particular brown field sites to encourage & develop all of the above.
10. To increase the quality of tourism facilities and ensure a high quality visitor experience and raise the profile of the district.

The Economic Development Framework

The parameters of South Kesteven District Councils Economic Development Strategy for 2005 -2008 are set out in both existing and evolving regional, sub regional, county and district strategies, including the South Kesteven Community Plan. All of these strategies were and are being developed after widespread consultation and research on the economic needs of the region and the districts.

Regional

The East Midlands Development Agency (EMDA) was one of nine Regional Development Agencies (RDA's) created in 1999. This strategy will be delivered on a local level and linking in with the EMDA strategy for the region. EMDA has set a goal to be one of the top twenty regions in Europe by 2010, and aims to achieve this by focusing on twelve key areas, which include; enterprise, enterprising communities, employment, learning & skills, innovation, international trade and inward investment, economic growth and the environment, site provision and development, transport, information & communication technologies, tourism & culture, rural development, and urban regeneration. The targets are highlighted with the EMDA corporate plan for 2003-2006 and are designated into core outputs and supplementary. The core outputs are such:

1. Employment opportunities; to support the creation of net jobs created and safeguarded
2. Business performance; to support the creation and attraction of businesses
3. Brownfield land; remediate and/or recycle hectares of brownfield land
4. Education & skills; support the creation of learning opportunities
5. Investment in deprived areas, EMDA funding private sector investment benefiting residents of the most deprived wards.

Everything in the EMDA corporate plan is intended to boost incomes and to increase productivity. On both counts the East Midlands does not do well. Whilst the East Midlands is the wealthiest region outside the greater South East, as measured by Gross Domestic Product (GDP) per head, this headline conceals significant sub regional variations, which show only the major cities and Northamptonshire above the UK average. Productivity in the region, as measured by Gross Value Added (GVA) per hour worked is lower than the UK as a whole, and an analysis of the East Midlands over the last twenty years indicates that the annual rate of growth is slowing. GDP figures are not available for the district of South Kesteven due to no data being available below regional level, or sub regional level.

EMDA have produced, and are revising in 2005 their Regional Economic Strategy (RES), this may contain more socially orientated projects with the amalgamation of the Countryside Agency with the RDAs in 2004.

EMDA Programme of 2010 targets for the East Midlands includes:
An additional 4,000 new business start-ups a year by 2010
To reduce by almost one third the number of East Midland wards in the most deprived category nationally by 2010
To increase employment in newer technology industries to 45% by 2010
To see business expenditure on research and development increased by 20% by 2010
To create 200 new exports a year and help 400 existing exporters to move into new markets each year to 2010
To increase from 2% to 10% of electricity generated from renewable sources by 2010
To see 55% of all new housing either built on previously developed land or converted from existing buildings by 2010
Increase the number of freight train journeys by 30 extra trains per day by 2010
To double the number of businesses trading online to 20% by 2010
Tourism to account for 4.5% of GDP by 2010
Reduce the productivity gap between the worst performing rural areas and the English average
To increase average weekly earnings in towns and cities to within 2% of the national average by 2010

Sub Regional

Sub Regional Strategic Partnerships (SSP's) were formed by the Regional Development Agencies (EMDA in our case) in 2002, as a way of devolving decision making to the sub regions. SSP's are the key strategic bodies for economic development, agreeing sub regional strategies that set out the priorities for the area and which reflect the priorities of the Regional Economic Strategy (RES).

South Kesteven is located in an 'overlap' area and is actively involved with two SSP's: -

The Welland SSP is a cross-boundary, cross-community partnership covering 5 districts across 4 counties and working together with local communities to produce gains for all. Welland is the only East Midlands SSP with a solely rural and market towns agenda. The SSP focuses on a balanced and business-led community-wide approach, capable of delivering an effective economic programme within the context of The East Midlands Development Agency's Regional Economic Strategy. The Welland Partnership was accepted by EMDA as the Sub Regional Strategic Partnership for the Welland area in February 2002. Consequentially South Kesteven District Council will work with the Welland Sub Regional Strategic Partnership to achieve some of the objectives outlined within the Economic Development Statement. Currently the Welland SSP covers all of South Kesteven other than Grantham. The Welland SSP has three key drivers, which to a point mirror EMDA's objectives, these are: -

1. Climate for Investment
2. Enterprise & Innovation
3. Employment, Learning & Skills

Lincolnshire Enterprise is the Sub-regional Strategic Partnership for Lincolnshire. It is concerned with delivering the Regional Economic Strategy working in partnership at both regional and local levels. Its vision is "to make Lincolnshire an economically successful, accessible county, comprising a network of inclusive communities with an enviable quality of life, which is an integral part of its wider region". It co-ordinates the regeneration activities set out in The Lincolnshire Agenda and ensure that local delivery of initiatives and county and regional policies do not conflict, but work to a common goal. Lincolnshire Enterprises Key objectives are:

- To encourage the economy of Lincolnshire to grow and flourish by providing an overall strategic framework for sustainable economic development activities in Lincolnshire.
- To respond with one voice for Lincolnshire and gain strength through collective action.
- To contribute to the delivery of the Regional Economic Strategy in Lincolnshire.
- To link with other Sub-regional Strategic Partnerships.
- To develop, allocate and monitor resources from Objective Two and the Single Programme.
- To establish a mechanism to bring together the broader voice of the voluntary and community sectors, as they relate to economic development.
- To deliver a communications strategy and provide a forum for sharing good practice, experience and informal networking.
- To maximize the use of resources available for economic development within the county, through implementation by the most appropriate agency for the task.

Lincolnshire Enterprise only covers the Grantham area of South Kesteven.

Lincolnshire County Council

Lincolnshire Development is Lincolnshire County Council's economic development team. Lincolnshire Development have produced an Economic Development & tourism Strategic Plan for 2004 to 2007. The ambitions of the Council are to: -

- *Create economic prosperity* - to raise the incomes of all the people of Lincolnshire through improving skills, creating jobs and encouraging business investment.
- *Enrich the quality of life* - to create a safe and secure community, which protects and care for the disadvantaged and establishes a real sense of community.
- *Improve community engagement* - proactively engaging with the community, and regularly communicating to keep them informed and involved.
- *Providing the opportunity for people to achieve their full potential* - through the provision of strong infrastructure, for excellence in education, access to children's services, access to services which promote health and sport, and encourage lifelong learning.
- *Improve the transport infrastructure throughout the County* - enhancing and enlarging the transport infrastructure by protecting, promoting our existing rail and road networks, and improving our strategic transport links.

- *Providing community focused, cost effective services* - providing services which are led by the needs and expectations of our community and delivered in the most efficient and effective way.

South Kesteven District Council & The Local Strategic Partnership

The Economic & Community Regeneration team aim to develop, deliver and monitor to this strategy, whilst linking in with the above national, regional, and sub regional targets. As such the issues that require our support at the local level will be analysed quarterly and an annual economic development action plan will be developed. This is attached as part of this living, working strategy.

Investment in the community is now a statutory role for local authorities, with South Kesteven District Council having a lead role in bringing local organisations together to promote or improve the social, environmental, and economic well being of the area. To help secure the commitment of organisations to the development and delivery of a Community Plan the South Kesteven Local Strategic Partnership (LSP) was launched in June 2002. The LSP is part of a nationwide network and the partners on the South Kesteven LSP represent local voluntary organisations, education, health, housing, police, business and councils at ward, district and county levels.

Community development in general, and the South Kesteven Community Plan in particular should be an integral part of this economic development plan for 2005 to 2008. The Community Plan itself will have a specific section focusing on economic and enterprise issues. The Community Plan is due to be updated in late 2005. The Local Strategic Partnership has undertaken a local area profile exercise to ascertain the prioritisation process. Coupled with a resident's survey, and linked with partner's strategies and objectives it is envisaged that economic & community regeneration will be a factor involved and addressed.

Local Development Framework (LDF)

South Kesteven District Council is in the process of developing the Local Development Framework for the area. This will require the planning policy and economic & community regeneration teams to work together to provide a comprehensive and robust Local Development Framework. The LDF will include a Statement of Community Involvement (SCI) and two development and policy documents (DPD) on development & location, and Housing & Economic Development. There will also be Area Action Plans for Grantham, Stamford & Bourne, as well as Supplementary Planning Documents on affordable housing, planning arrangements, public open space and children's play areas. A key part currently underway is an employment land study, that will be key to developing the appropriate provision of employment in South Kesteven.

THE STRATEGY

The following three themes are identified as key areas of work for the development of the priorities and objectives within this strategy. The economic & community development statement (to follow) highlights the actions that will be undertaken by the economic & community regeneration team over the next year.

The key priorities will be: -

Town Centre Regeneration – Town centres are increasingly becoming major sources of local employment as expenditure on leisure activity rises, but they also risk falling into decline as they are replaced by alternative means of shopping, for example internet shopping and out of town developments. Good town centre management aims to secure the role of the town centre by attracting investment, encouraging diversity of services and roles for the centre, and offering an ‘experience’ to shoppers. This can also be linked to tourism, in that regionally and locally tourism is a major economic generator with over £182m generated annually from visitor spend in South Kesteven. This supports in the region of 5,000 jobs for the area. The towns in South Kesteven offer a range of leisure pursuits, attractions and events; it is seen as an attractive and historic district. There is therefore great potential to increase our tourism take and to stimulate wider economic benefits from the leisure and tourism sectors, whilst improving facilities for our community.

Business Development – A successful economy must have a competitive, well balanced business environment, which offers a range of sustainable employment opportunities, has a balance of employment opportunities, and offers businesses the opportunity to grow and prosper within the locality. The business environment must be complemented by a competitive modern workforce, which is willing to learn and to develop new skills. We must aim to have a workforce with a breadth of skills, flexible skills and adaptive to the changing economic environment. Barriers to employment must be broken down and employment opportunities must be accessible and sustainable.

Enabling & Developing Sustainable Communities – Within South Kesteven there are key areas where economic and social conditions that fall behind the rest of the District. These are areas which continue to experience deprivation, social isolation and exclusion. In order to develop the economy of the whole district, the problems in these communities must be addressed. Likewise we must develop all of our communities so that they can assist themselves to identify their problems and address them, providing a very much needed, ‘grass roots up’ model, and solution. A unique opportunity is offered through the development of Local Strategic Partnerships, and the different sub partnerships affiliated, to do this.

Performance Indicators for Economic Development

The Economic & Community Regeneration Team will for the first time measure its performance annually on the following indicators: -

1. Business Enquiries

Measurement - The number of business enquiries for advice and information received per annum.

Definition - a Business enquiry is a request for advice or information by mail, telephone, email or face to face contact on a business issue from a business or individual. To be counted, an enquiry must result in specific advice or information being provided.

2. Businesses assisted

Measurement - The number of businesses assisted through business support initiatives and services during the year.

Definition - Businesses assisted will be counted as equal regardless of differences in size and can include sole traders and the self employed. Assistance is that provided through individual officer contact or through seminars, conferences, networking groups etc. Individual businesses will be counted each time they receive assistance.

3. Business start up supported

Measurement - The number of new business start ups supported in the local area per annum.

Definition - A business start up is a new business set up by a sole trader, a partnership company, or as a social enterprise. It can include taking on a new franchise, starting a referral marketing operation, and management by outs/ins. It does not include buying an existing business or franchise or subsidiary / associated set up by existing companies. The form and types of assistance covered are the same as for the businesses assisted indicator.

4. Jobs created or safeguarded

Measurement - The number of jobs that have been created or safeguarded per annum to which the business support provided has made a significant contribution. Jobs created and safeguarded will be recorded separately, each on the basis of; direct jobs only & direct + indirect & induced jobs with appropriate deductions for leakage, deadweight, displacement and substitution.

Definition - The basic unit of account is defined as a permanent 'full time equivalent' (FTE) job. A full time job is 30 hours a week or more. A job will be counted as safeguarded when this has primarily or to a significant extent occurred as a result of the direct economic development action or intervention.

5. Inward investment enquiries

Measurement - The total number of inward investment enquiries dealt with per annum, including web site hits.

Definition - Enquiries are those from existing or prospective inward investors that have the potential to result in new and additional investment in the South Kesteven area and or safeguard existing investment. They can be made in person, by telephone, by means of web form submissions and email. This should result in the provision of information and assistance to the enquirer.

6. Investments

Measurement - The total number of inward investments made in the South Kesteven area that have primarily or to a significant extent occurred as the direct result of the inward investment promotion and support activities of the authority, in terms of number of investments, and capital expenditure.

7. Brownfield land reclaimed

Measurement - Brownfield land reclaimed as a percentage of all land available for industrial, commercial and leisure purposes. Looking at all land earmarked for development (i.e. has current planning permission) for industrial, commercial and leisure purposes (as identified in the local plan or LDF), calculate the area of this which is brown field land, as a percentage of the total land identified.

Definition - Brownfield land is as defined in PPG3 and includes previously developed land, which is or was occupied by a permanent structure and associated fixed surface infrastructure. Brownfield land reclaimed is defined as that which has become available during the year. The area of land will be calculated in hectares and only included where reclamation has been completed during the year.

8. Leverage of external funding

Measurement - The extent to which the local authorities investment bringing forward the development of land or a project for economic development purposes has been instrumental in levering funds from other public and private sector sources.

Definition - For measurement this will be expressed as a leverage index of X i.e. £X of external funding levered for every £1 put in by South Kesteven District Council.

9. Adults in employment gaining skills

Measurement - The percentage of adults in employment receiving training that they have gained qualifications or other outcomes intended through workforce training programmes in which South Kesteven District Council is involved as either sole provider, lead partner or supporting partner.

10. Unemployed people going into employment / full time education

Measurement - The percentage of unemployed people participating in training and employment programmes that have gone into employment or full time education or part time education combined with part time employment.

11. Footfall figures

Measurement - The number of people walking along key areas of South Kesteven towns on a particular month and day.

11. Customer satisfaction

Measurement - The percentage of people or businesses expressing satisfaction with the training, advice or assistance they have received from South Kesteven District Council. This will be measured through providing evaluation sheets to all businesses assisted, people affected by any work undertaken, and a questionnaire for ideas and improvement

12. Postcode Survey

Measurement – The number of people visiting South Kesteven. Local retailers and tourism outlets such as hotels, attractions and Bed & Breakfasts usually measure this. This statistic will compliment the footfall figures in establishing the number of people visiting, and how far they have come.

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Economic Development Performance Management

	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
1. Business Enquiries	Unknown – No data collected	60	70	80	85
2. Businesses Assisted	Unknown – No data collected	65	65	70	70
3. Business Start Up Supported	Unknown – No data collected	11	12	15	20
4. Jobs Created or Safeguarded	Unknown – No data collected	Unknown – No data collected	20	30	40
5. Inward Investment Enquiries	Unknown – No data collected	76	80	80	85
6. Investments	Unknown – No data collected	Unknown – No data collected	5	6	8
7. Brownfield Land Reclaimed	Unknown – No data collected	Unknown – No data collected	1 Hectare	1 Hectare	3 Hectare
8. Leverage of External Funding	Unknown – No data collected	Unknown – No data collected	£2 for every £ invested by SKDC	£3 for every £ invested by SKDC	£5 for every £ invested by SKDC
9. Adults in Employment gaining Skills	Unknown – No data collected	Unknown – No data collected	20	25	30
10. Unemployed people going into employment or full time education	Unknown – No data collected	Unknown – No data collected	5	5	10
11. Footfall Figures	Unknown – No data collected	Unknown – No data collected	5% Increase	5% Increase	5% Increase
12. Customer Satisfaction	Unknown – No data collected	Unknown – No data collected	5% Increase	5% Increase	5% Increase
13. Postcode Survey	Unknown – No data collected	Unknown – No data collected	2% Increase on Visitors	3% Increase on Visitors	5% Increase on Visitors

Acronyms

Statutory

SKDC -	South Kesteven District Council
LCC -	Lincolnshire County Council
GOEM -	Government Office East Midlands
ODPM -	Office of Deputy Prime Minister
DTI -	Department of Trade & Industry
RDA -	Regional Development Agency
EMDA -	East Midland Development Agency
DEFRA -	Department of the Environment, Farming & Rural Affairs
RDS -	Rural Development Service

Partnerships - *Themed partnerships delivering to an action plan or strategy*

SSP -	Sub Regional Strategic Partnership
LSP -	Local Strategic Partnership
TCMP -	Town Centre Management Partnership
CSP -	Community Safety Partnership
DMP -	Destination Management Partnership
LE -	Lincolnshire Enterprise

Direct Service - *Provision of service to a direct user*

BLLR -	Business Link Lincolnshire & Rutland
RCC -	Rural Community Council
VAK -	Voluntary Action Kesteven
MAS -	Manufacturing Advisory Service
WEA -	Welland Enterprise Agency
LSC -	Learning & Skills Council
DMO -	Destination Management Organisation
CAB -	Citizens Advice Bureau
HSE -	Health & Safety Executive
ACAS -	Advisory, Conciliation, & Arbitration Service

Indirect Service - *Advisory, Monitoring*

EMRLGA -	East Midlands Regional Local Government Association
LRO -	Lincolnshire Research Observatory
AMT -	Action for Market Towns
SSC -	Sector Skills Councils
CLA -	Country Land & Business Association
EMRA -	East Midlands Regional Assembly
EMT -	East Midlands Tourism
CEDOS -	Chief Economic Development Officers Society

Term / Strategy

LAA -	Local Area Agreement
StAR -	Strategic Area Review
RES -	Regional Economic Strategy
GDP -	Gross Domestic Product
GVA -	Gross Value Added
BID -	Business Improvement District
SIC -	Standard Industrial Classification
RPI -	Retail Price Index
FRESA -	Framework for Regional Employment & Skills Action
SFI -	Selective Finance for Investment
ESF -	European Social Fund
ERDF -	European Regional Development Fund

RSA - Regional Selective Assistance
IRS - Integrated Regional Strategy

Professional Body

IED - Institute of Economic Development
RICS - Royal Institute of Chartered Surveyors
BURA - British Urban Regeneration Association
RTPI - Royal Town Planning Institute

Key Definitions

GDP – Gross Domestic Product is a measure of the total economic activity occurring in the UK. It can be measured in three ways: Production; measures the Gross Domestic Product as the sum of all value added by all activities which produce goods and services (see Gross Value Added). Income; measures the Gross Domestic Product as the total of incomes earned from the production of goods and services. Expenditure; measures the Gross Domestic Product as the total of all expenditures made either in consuming finished goods and services or adding to wealth, less the cost of imports. A common equation for GDP is
$$GDP = consumption + investment + exports - imports$$

GVA – Gross Value Added is the difference between output and intermediate consumption for any given sector / industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs, which are used up in production.

RPI – Retail Price Index is an important domestic indicator of inflation in the UK. It measures the average change from month to month in the prices of goods and services purchased in the UK. In addition there are two commonly used RPI aggregates: RPIx all items excluding mortgage interest payments; and; RPIy all items excluding mortgage interest payments and indirect taxes.

SCI – The Standard Industrial Classification is a way of categorising economic activities into a common structure. At the highest level there are seventeen classifications (A-Q) where activities such as manufacturing (d) and construction (f) are classified. These sections are further broken down into divisions, classes, and sub classes, which are represented in a numbered system.

Economic Development Action Plan

Area for Action	South Kesteven Priority	Delivery - Initiative / Programme / Project	Key SKDC Officer	Partners (Internal & External)
Support business formation through access to advice, premises, capital etc.	Business Development	<ol style="list-style-type: none"> Provision of two-business start up workshops per year. Provide advice and guidance on services provided directly and indirectly from the Council Evaluate & investigate with Partners a business start up grant. Provide information on available local grants such as the Welland Business Development Fund Provide an up to date on line business directory 	<ol style="list-style-type: none"> 1) Team Leader 2-5) Economic Development Manager 	Welland Enterprise Agency, EMDA, Welland SSP, Lincolnshire Enterprise, Business Link Lincolnshire & Rutland, Manufacturing Advisory Service, Sector Skills Councils, Learning & Skills Council, Lincolnshire Tourism, ACAS, DEFRA, HSE, DTI
Promote usage of information technology in business and industry in South Kesteven	Business Development	<ol style="list-style-type: none"> To develop and roll out the Broadband Channel 5 project in South Kesteven during 2005/6 To work with TCMP's & business clubs to promote the usage of online trading in the South Kesteven area To work with Lincolnshire Development to encourage local businesses to make use of Broadband capabilities. 	<ol style="list-style-type: none"> 1) Team Leader 2) Partnerships Manager & Community Regeneration Officer 	Lincolnshire Enterprise, Welland SSP, Business Link, Welland Enterprise Agency, Town Centre Management Partnerships, Lincolnshire Development
Ensure a mix of local jobs appropriate to skills of residents	Business Development	<ol style="list-style-type: none"> Encourage appropriateness and diversity of local business development. To provide a jobs fair annually for local people to gain employment 	<ol style="list-style-type: none"> 1) Team Leader & Economic Development Manager 2) Community Regeneration Officer 	Local Strategic Partnership, Local Colleges and Schools, Lincolnshire County Council, Learning & Skills Council
Encourage entrepreneurs and start up businesses	Business Development	<ol style="list-style-type: none"> To evaluate the provision of a start-up business grant with partners for local business creation. Provision of two start up business workshops per year. To work with the Princes Trust to develop one TEAM per year. 	<ol style="list-style-type: none"> 1) Team Leader & Economic Development Manager 2) Team Leader 3) Community Regeneration Officer 	Welland Enterprise Agency, Welland SSP, Lincolnshire Enterprise, Lincolnshire Development, Business Link Lincolnshire & Rutland, Business24, Princes Trust, Connexions Service, DEFRA, DTI
Support businesses to innovate	Business Development	<ol style="list-style-type: none"> Investigate the possibility of a local innovation centre in each of the market towns of South Kesteven Provide training and awareness courses for the local businesses in South Kesteven 	1-2) Team Leader	Welland Enterprise Agency, Welland SSP, Lincolnshire Enterprise, Lincolnshire Development, Business Link Lincolnshire & Rutland, Business24, Learning & Skills Council, DEFRA, DTI
Develop leadership and managerial skills within local businesses	Business Development	<ol style="list-style-type: none"> To provide a Delivering Business Skills Excellence (DBSE) Course within the South Kesteven area. Provide a business management training course with partners in 2005/06 	1) Team Leader & Economic Development Manager	EMDA, Welland SSP, Wwelland Enterprise Agency, Business Link, Business Training Networks
Encourage local businesses to	Business	<ol style="list-style-type: none"> Develop the 'get on with graduates' programme in 	1) Team Leader & Economic	EMDA, Welland SSP, Welland

diversify skills within their workforce	Development	South Kesteven. 2. Identify and track skills need and match with appropriate provision of courses. 3. Try and make sustainable the Training Across South Kesteven Project (TASK)	Development Manager 2-3) Team Leader	Enterprise Agency, Lincolnshire Enterprise, Lincolnshire Development, Learning & Skills Council, Sector Skills Councils, Local Colleges, Lincolnshire County Council, DTI
To consult with local businesses on their requirements and needs and to develop local initiatives to deliver to.	Business Development	1. Facilitate the development of business clubs & forums within the district, and assist in delivering initiatives driven from these groups. 2. Act as a sign posting service for the delivery of business services. 3. To consult with local businesses on the possibility of a business improvement district for Grantham (BID).	1) Partnerships Manager 2) All Team 3) Team Leader, Partnerships Manager & Economic Development Manager	Town Centre Management Partnerships, Business Forums, Business Link Lincolnshire & Rutland
Investigate 'gap' provision of skills within workforce and explore solutions	Business Development	1. Identify and track shortage of skills within South Kesteven, and explore possible solutions. 2. Work with education providers to support the development of vocational training programmes to meet the needs of local employers.	1-2) Team Leader	Town Centre Management Partnerships, Business Forums, Business Link Lincolnshire & Rutland, Sector Skills Councils, Learning & Skills Council, LEA
Promote South Kesteven as an inward investment location	Business Development & Town Centre Regeneration	1. Undertake a marketing campaign to highlight the key features and attributes of South Kesteven to external businesses 2. Update and develop the SKDC Website to include features of a single business account 3. To provide a commercial pack for all inward investors. 4. To host site visits to the available units and land. 5. To promote the redundant rural building grant. 6. To promote the Welland Tourism grants. 7. To promote all other available grants open in South Kesteven	1) Economic Development Manager 2) Team Leader & Partnerships Manager 3-5) Economic Development Manager 6) Community Regeneration Officer	Lincolnshire Enterprise, Welland SSP, EMDA, Lincolnshire Tourism, Lincolnshire County Council, Business Link Lincolnshire & Rutland, Trade Partners UK, Welland Tourism Officers Group
Ensure adequate and appropriate supply of premises and land for inward investors	Business Development & Town Centre Regeneration	1. Provide an up to date online commercial property register. 2. Provide an up to date hard copy business directory. 3. Provide information on available sites and units. 4. Work with the Planning Policy Unit to develop a LDF framework for future employment land.	1,3) Economic Development Manager 2) Economic Development Manager & Partnerships Manager 4) Team Leader	Lincolnshire Enterprise, Welland SSP, EMDA, GOEM, SKDC Planning Teams
To ensure that future large scale development is concentrated within Grantham, Stamford, Bourne and the Deepings.	Business Development & Town Centre Regeneration	1. To instigate a study for the development of the Grantham Canal Basin, including feasibility, viability, design, cost and implementation. 2. To meet with local land owners to ascertain possible future development of the Grantham Canal Basin 3. To work with Stamford Vision to support and assist the development of the Welland Quarter. 4. To update a develop the Grantham Master plan with the Grantham TCMP 5. To work with partners to develop the Northfields site	1-3) Team Leader & Economic Development Manager, Partnerships Manager, Community Regeneration Officer 4) Grantham TCM & Team Leader	SKDC Planning Teams, GOEM, Town Centre Management Partnerships, English Partnerships, British Waterways, Lincolnshire County Council, RDS

			6. at Market Deeping for employment purposes. To work with Bourne TCMP to develop the Bourne Core Retail area. 7. To work with and develop the employment sites at South Road, Bourne, Stamford Sheep Market, Stamford Red Lion and all other allocated employment sites in South Kesteven			
Maintain & enhance the viability and vitality of the principle retail areas within the District through principles of good town centre management	Town Centre Regeneration	1. To promote and develop the 'shop around' project in South Kesteven. 2. To identify a timescale for the development of a business improvement district (BID) for Grantham.	1-4) Partnership Administrator, Partnerships Manager & Team Leader, Town Centre Managers	Town Centre Management Partnerships, EMDA, Lincolnshire Enterprise, Lincolnshire Development, Lincolnshire County Council		
To develop Grantham as a sub regional centre of the East Midlands	Town Centre Regeneration	1. To work with partners & stakeholders to develop the Canal Basin Project. 2. To develop an action plan that will identify the feasibility, costings and timescale of development of the Canal Basin. 3. To work with partners & stakeholders to develop the Grantham to Skegness Community Rail Project 4. To work with the Grantham TCMP to develop the Grantham Master Plan and the projects and initiatives within it.	1-4) All Team	EMDA, Lincolnshire Enterprise, Lincolnshire Development, Welland SSP, SKDC Planning Teams, GOEM, Town Centre Management Partnerships, English Partnerships, British Waterways, Lincolnshire County Council, Grantham Town Centre Management Partnership		
Support and encourage tourism activity which supports community facilities and local businesses	Town Centre Regeneration	1. Create a business advice pack for new businesses. 2. Create a new residents guide 3. Support the TCMPs through developing local events 4. Design and print 2005 District Guide 5. Design and print an accommodation 2005 brochure 6. Provide business advice, support, and help with starting up, to local tourism businesses with the DMP. 7. Investigate possibility of tourism business skills training workshops.	1) Economic Development Manager 2-5) Community Regeneration Officer & Community & Economic Development Assistant	Lincolnshire Tourism, EMDA, Town Centre Management Partnerships, East Midlands Tourism		
Ensure that the marketing of South Kesteven is done on a co-ordinated basis	Town Centre Regeneration	1. Promote South Kesteven at the British Travel Trade Fair 2005/6 & other appropriate events 2. Promote South Kesteven through the yellow page listings, advertising campaigns, Lincolnshire tourism publications, and direct mail targeting to ensure that information is accurate and up to date. 3. Represent South Kesteven at overseas travel events in partnership with Lincolnshire Tourism 4. Promote the Pride & Prejudice publication with Stamford Marketing Group and Lincolnshire Tourism.	1-3) Community Regeneration Officer & Community & Economic Development Assistant	Lincolnshire Tourism, EMDA, Town Centre Management Partnerships, Stamford Vision, Stamford Marketing Group		
Create and maintain an attractive environment, and encourage investment to the Grantham, Stamford, Bourne, Deepings retail	Town Centre Regeneration	1. Support the TCMP's with appropriate resources such as officer time and financial grants.	1) Community Regeneration Officer & Community & Economic Development Assistant	Town Centre Management Partnerships, EMDA, Welland SSP, Lincolnshire Enterprise, Lincolnshire Development, RDS		

sectors, to ensure that the area is a place where people wish to shop Support affordable housing development	Enabling & Developing Sustainable Communities	<ol style="list-style-type: none"> 1. Make best use of section 106 funds to deliver community space, and develop town centres with the TCMP's. 2. Ensure that there is a sufficient allocation of affordable housing in any housing development. 3. Work with Housing teams to investigate ways of providing affordable housing in South Kesteven. 	<ol style="list-style-type: none"> 1) Partnerships Manager & TCM's 2) Planning Policy Team Leader 3) Economic & Community Regeneration Team Leader 	Town Centre Management Partnership, Lincolnshire County Council, Housing Associations, Property Developers
To develop the most deprived areas of South Kesteven by directing resources and support to the areas of greatest need.	Enabling & Developing Sustainable Communities	<ol style="list-style-type: none"> 1. With partners evaluate & develop an action plan for the development the most deprived wards in Grantham. 2. Working with local community groups to instigate required and need projects. 3. To promote the community catalyst fund to local community groups. 	<ol style="list-style-type: none"> 1) Team Leader, Grantham TCM & Partnerships Manager 2-3) Partnerships Manager & Community Regeneration Officer & Community & Economic Development Assistant 	Town Centre Management Partnerships, EMDA, Lincolnshire Enterprise, Lincolnshire Development, Welland SSP, Sure Start, Lincolnshire Compact
Encourage the take up of employment opportunities by people from disadvantaged groups and geographical areas	Enabling & Developing Sustainable Communities	<ol style="list-style-type: none"> 1. Work with the employment office, connexions service and other agencies to identify people, and get them to take up employment. 2. Host & facilitate one jobs fair per annum. 	<ol style="list-style-type: none"> 1) Economic & Community Regeneration Team Leader 2) Community Regeneration Officer 	Job Centre Plus, Welland SSP, Lincolnshire Enterprise, EMDA
Actively develop partnerships to utilise existing, and bid for additional resources to meet local need	Enabling & Developing Sustainable Communities	<ol style="list-style-type: none"> 1. To facilitate and host the Town Centre Management Partnerships. 2. To facilitate and host the Local Strategic Partnership (LSP) 3. To facilitate and host the varying sub groups of the LSP & TCMPs. 	<ol style="list-style-type: none"> 1-3) Partnerships Administrator & Partnerships Manager, TCMP's 	Community Council Lincolnshire, CAB,
Support voluntary & community groups, and recognise their role in developing communities services	Enabling & Developing Sustainable Communities	<ol style="list-style-type: none"> 1. Provide a small grants programme for voluntary and community groups in South Kesteven 2. Promote and help community groups access the Welland Catalyst Fund. 3. Develop the Social Capital Small Grants Scheme in South Kesteven 4. Develop the Welland Disability Inclusion Project for the South Kesteven area. 	<ol style="list-style-type: none"> 1-4) Partnership Administrator & Community Regeneration Officer & Community & Economic Development Assistant 	Community Council Lincolnshire, Social Enterprise East Midlands, Voluntary Action South Kesteven, CAB
Encourage local people to participate and undertake lifelong learning skills	Enabling & Developing Sustainable Communities	<ol style="list-style-type: none"> 1. To work with local colleges and schools to provide an appropriate mix of training packages for local people. 2. To promote the use of the learn direct scheme 	<ol style="list-style-type: none"> 1-2) Team Leader 	Learning & Skills Council, Local Colleges, Local Schools, Lincolnshire County Council, Sector Skills Councils

REPORT TO CABINET

REPORT OF: CORPORATE DIRECTOR (COMMUNITY SERVICES)

REPORT NO: DCS24

DATE: 11TH JULY 2005

TITLE:	GRANTHAM TOWN CENTRE – EAST STREET AND WELHAM STREET CAR PARKS
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	16 th November 2004
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy Framework Proposal

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor John Smith Economic Portfolio
CORPORATE PRIORITY:	Priority A: Town Centre Development and Grantham as a Sub-Regional Centre
CRIME AND DISORDER IMPLICATIONS:	Design to Include A.C.P.O. Secure Car Park Design Standards
FREEDOM OF INFORMATION ACT IMPLICATIONS:	
BACKGROUND PAPERS:	Report to Cabinet – 11 th April 2005 – DCS14 Grantham Town Centres – Watergate, East Street Car Parks

1.0 BACKGROUND

- 1.1 On the 11th April 2005 Cabinet considered a report regarding the development of two sites, Watergate Car Park and the former Kwik Save site located in East Street, Grantham. The report also identified a second option which proposed the retention of Watergate Car Park, the sale of the former Kwik Save site for development and the development of a multi-storey car park on Welham Street Car Park .
- 1.2 The report considered on the 11th April identified a high degree of uncertainty since it was based on preliminary designs and would need to be subject to planning permission involving a traffic impact assessment.

2.0 RECOMMENDATION

- 2.1 Cabinet are requested to approve the following recommendations:-
- (1) To authorise officers to obtain competitive tenders for the construction of a multi-storey car park on the existing Welham Street Car Park.
 - (2) To approve expenditure of £37,000 outlined in paragraph 4.1 of this report to complete the survey work and the Traffic Impact Assessment.
 - (3) To submit an outline planning application for the construction of the multi-storey car park on the Welham Street site.
 - (4) To authorise officers to obtain competitive tenders for the immediate demolition of the buildings on the East Street site.
 - (5) To approve expenditure of £55,000 for the temporary surfacing and layout of an open car park on East Street once tenders have been accepted for the construction of the car park on Welham Street.
 - (6) To defer the sale of Watergate Car Park until further consideration can be given to this matter in the future.

3.0 CURRENT POSITION (Welham Street)

- 3.1 The approach to evaluating these proposals has been to try and establish more accurate information without incurring costly fees. In terms of developing the design and costings the Council has been working with a construction company. The company have developed an innovative construction method where much of the structure is fabricated off-site. This approach reduces the construction time on site to about 40 weeks. This work has identified £2,340,000 to £2,540,000 as the current estimate of cost for the scheme.
- 3.2 The design delivers 345 spaces, 15 spaces less than the original target of 360. If the project is tendered as a design and build contract it may be possible to achieve a higher number of car parking spaces.
- 3.3 A Traffic Impact Study was commissioned in consultation with Lincolnshire County Council. A traffic count has been undertaken. Rather than incur the full costs

associated with modelling the results through a computer model preliminary findings will be reported at the meeting. It is anticipated that this information will be sufficiently robust to inform a decision about whether or not to proceed to the next stage by inviting competitive tenders for the project. It is suggested that a provisional sum of £250,000 be included in the budget to allow for any minor alteration to the highway that may be required.

- 3.4 The design prepared by the construction company shows that the scheme will require the whole plot but retaining areas for landscaping adjacent to St. Catherine's Road and Welham Street. The height of the scheme does not exceed eaves level of the properties in Grove End Road, however the current close proximity of the car park to Grove End Road needs to be resolved. This will be an important issues in obtaining planning permission for the scheme. The site has been surveyed and soil samples obtained and analysed. Further and more detailed site surveys are required.

4.0 TAKING THE PROJECT FORWARD (Welham Street)

- 4.1 From the work undertaken since 11th April it is suggested that there is now sufficient confidence to apply for outline planning permission and proceed to tendering the project on a design and build basis. The cost of taking the project forward to this point is outlined in Table 1.

Table 1

Table	Financial Year 2005/2006
Fees Traffic Impact Study	£25,000
Further site surveys	£10,000
Outline Planning permission	£ 2,000
	£37,000

- 4.2 The figure of £37,000 is the upfront costs that the Council will be committed to spend at risk if the project does not progress beyond receipt of tenders.

5.0 CURRENT POSITION (East Street)

- 5.1 The net current/full year cost of operating East Street site is £109,000 (2005/2006). The value of the site has been estimated by the District Valuer at £2,700,000 based on advice provided by the council regarding residential density levels. This figure assumes that the site has been cleared of all existing buildings.
- 5.2 If East Street were treated in isolation to the Welham Street project then it would be recommended to sell the site for development immediately. However, since Welham Street currently provides 151 car parking spaces it is thought necessary to provide alternative provision on East Street during the construction of the multi-storey car park on Welham Street.
- 5.3 A cost benefit analysis has been undertaken into this proposal and this study shows that estimated income net of expenditure would be £35,000 in a full year. This will increase to an estimated £80,000-£100,000 once Welham Street is closed. The cost of demolishing the buildings is estimated at £400,000. This cost will be recovered

once the site is sold for development. A further £55,000 will be required to layout a low specification pay and display car park using temporary materials.

6.0 TAKING THE PROJECT FORWARD (East Street)

- 6.1 It is suggested that the Council obtain competitive tenders for the demolition of the East Street site and to convert it into a surface car park comprising approximately 200 car parking spaces.
- 6.2 The demolition of the existing buildings should be commissioned following receipt of competitive tenders. It is suggested that the additional cost involved in laying out the area as a car park should not take place until tenders have been obtained for the construction of a car park in Welham Street.
- 6.3 The East Street site would be marketed for development once the contract on Welham Street has been let.

7.0 FUNDING THE PROJECTS

- 7.1 Based on the current estimates for the projects the following costs are expected but will be firmed up as tenders are obtained.

Capital Costs

	2005-2006	2006-2007
	000s (£)	000s (£)
<u>Welham Street</u>		
<u>Fees</u> – Traffic Impact Assessment)		
Site surveys)		
Planning Permission (Outline))	37	
Construction Costs		2,500
Adaptions to Highway (Provisional Sum)		250
<u>East Street Site</u>		
Demolition Costs	400	
Set Up Costs	55	
<u>Totals</u>	492	2,750
<u>Sale of East Street</u> (Capital Receipt)		(2,700*)

** This figure is the best estimate following market testing and may be affected by the vagaries of the market and the ultimate planning permission given for the site.*

8.0 OTHER OPTIONS CONSIDERED

- 8.1 To eliminate the risk of proceeding with Welham Street without knowing the level of capital receipt to be achieved from the sale of East Street it would be necessary to sell East Street first. Taking this approach it is unlikely that a developer would purchase the site then allow the Council to take the income from the site for 12

months whilst the Welham Street Car Park is being constructed. However a conditional sale could be pursued.

8.2 Alternatively the Council could decide not to provide temporary spaces on East Street and sell the site for development once contracts have been signed for the construction of the car park on Welham Street. Subject to a developer coming forward quickly, contracts for the sale of East Street would be timed to take place as close as possible to letting a contract for the construction of the new car park on Welham Street.

8.3 This approach would prevent the Council from providing temporary spaces at East Street whilst Welham Street multi-storey car park is being constructed.

9.0 TIMESCALE

9.1 A detailed project plan has been produced and this is attached as Appendix A.

10.0 COMMENTS OF THE CORPORATE MANAGER (DEMOCRATIC & LEGAL SERVICES)

10.1 The Corporate Manager (Democratic & Legal Services) supports the recommendations. It should be noted that a conditional sale will set the sale price at the time of exchange of contracts. With a build time at Welham Street of approximately 40 weeks, land prices could rise or fall. The Council are under a duty to achieve best price for the land sold. Any scheme for a conditional contract on the sale of East Street would have to be approved by the District Valuer.

11.0 COMMENTS OF THE CORPORATE DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

11.1 The net Capital cost of the proposals contained within the report is £542,000. Provision exists within the Council's Capital Programme, as approved, for Town Centre Projects against which this expenditure can be applied.

11.2 A timing issue will exist between waiving expenditure on demolition (East Street) and construction costs (Welham Street) and the receipt from the sale of East Street. Investments held by the Council will be used to finance the expenditure.

11.3 The Capital receipt is based on best estimate. The assumption surrounding the receipt, as contained in paragraph 7.1 should be noted.

11.4 In revenue terms, the Council will save £109,000 per annum in running costs associated with East Street together with additional contribution being generated from the development of Welham Street.

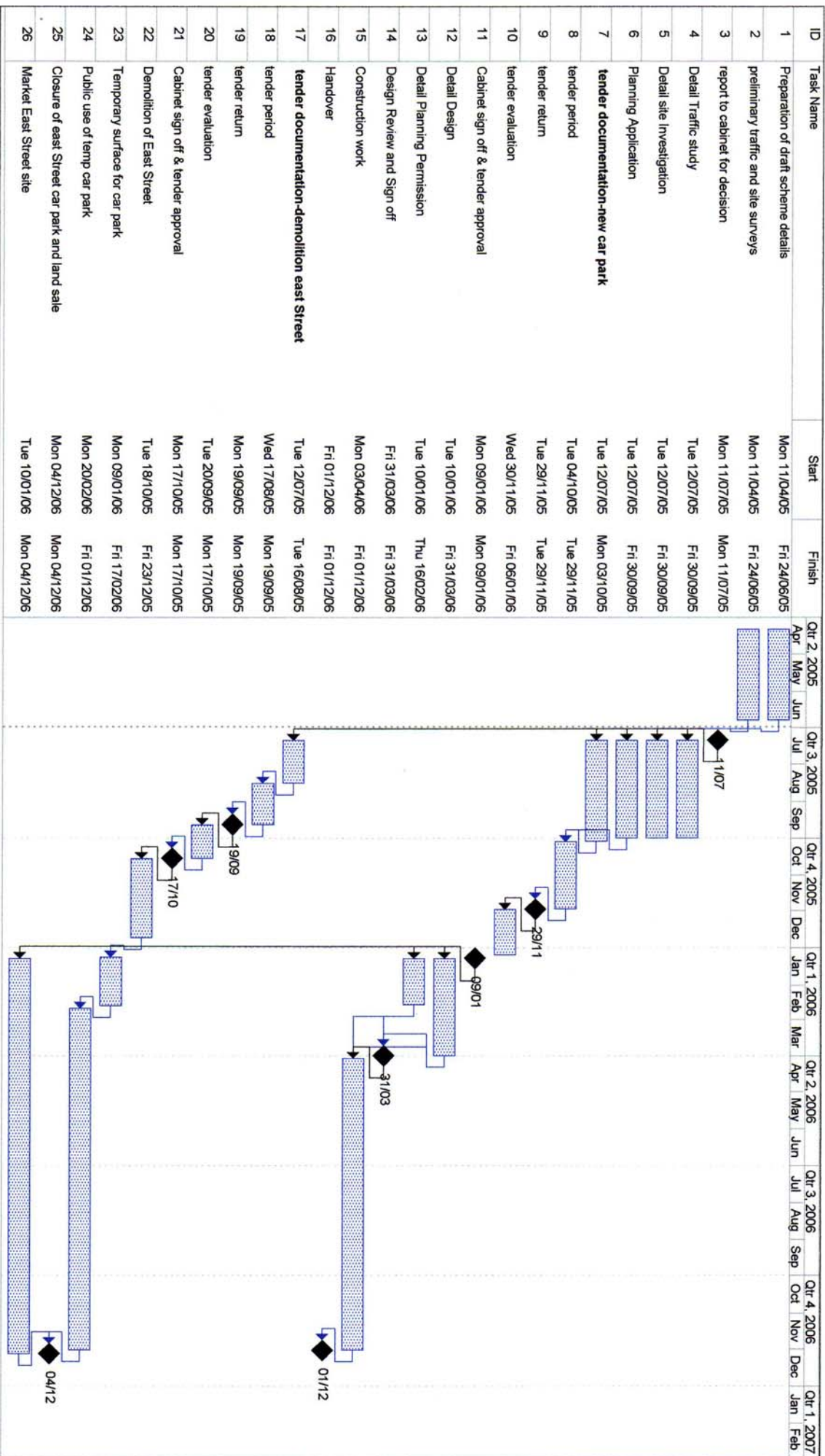
12.0 CONCLUSIONS

12.1 The approach outlined in this report provides a way forward for developing car parking provision in Grantham. It will enable the Council to demolish the former Kwik Save car park on East Street and to use this site for temporary car parking whilst a multi- storey car park is constructed on the Welham Street site. In taking this

proposal forward the Council has a full back position if the Welham Street scheme proves too expensive. The reserve position is the previous development involving the sale of Watergate Car Park with the new multi-storey car park being developed on East Street. The feasibility work undertaken so far is positive for the multi-storey to be developed on the Welham Street site. If this outcome is achieved it is recommended that the sale of Watergate car park be deferred and that East Street site be placed on the market for sale later this year.

13.0 CONTACT OFFICER

13.1 John Pell
Corporate Director of Community Services
Tel: 01476 406510
Email: j.pell@southkesteven.gov.uk



Grantham Town Centre Developments
WELHAM STREET MULTI-STOREY CAR PARK
Date: Thu 30/06/05

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Split

External Tasks

Project Summary

Group By Summary

Deadline

REPORT TO CABINET

REPORT OF: Head of Planning Policy & Economic Regeneration

REPORT NO. PLA.508

DATE: 11TH JULY 2005

TITLE:	TOWN CENTRE ACTION PLAN - CONSULTATION DRAFT
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	16 TH June 2005
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Economic Cllr John Smith
CORPORATE PRIORITY:	Town Centres and the development of Grantham as as Sub-Regional Centre
CRIME AND DISORDER IMPLICATIONS:	Some elements of the Action Plan will contribute positively to the Crime and Disorder Reduction issues
FREEDOM OF INFORMATION ACT IMPLICATIONS:	None
BACKGROUND PAPERS:	Background papers are listed in footnotes within the Action Plan

1. PURPOSE OF REPORT AND SUMMARY

A Town Centre Action Plan has been developed to map out proposals to deliver step changes in the district's town centres; recognised by the Council as a priority area for action. The Action Plan, which it is recommended be published for consultation purposes, reviews town centre activity to date, principally through the activities of Town Centre Management Partnerships. It also comes forward with a series of general and town specific actions to secure more effective partnerships and localised town centre enhancements.

2. DETAILS OF REPORT

A copy of the Draft Town Centre Action Plan, which includes an executive summary and a summary of actions is attached to this report.

3. OTHER OPTIONS CONSIDERED AND ASSESSED

Given the recognition of Town Centres as a priority area, it was considered that a comprehensive Action Plan was the most appropriate mechanism to determine a future programme of activities to bring about tangible improvements to our town centre areas. Many issues have a general applicability across all the district's towns.

4. COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

The Director of Finance and Strategic Resources has been consulted in the preparation of this report. A separate report relating to the Capital Projects accompanies this report

5. RECOMMENDATIONS

It is recommended that the Draft Town Centre Action Plan be published for consultation purposes , prior to re-presentation to Cabinet.

6. CONTACT OFFICER

M J Sibthorp
Head of Planning Policy & Economic Regeneration
E-mail: m.sibthorp@southkesteven.gov.uk

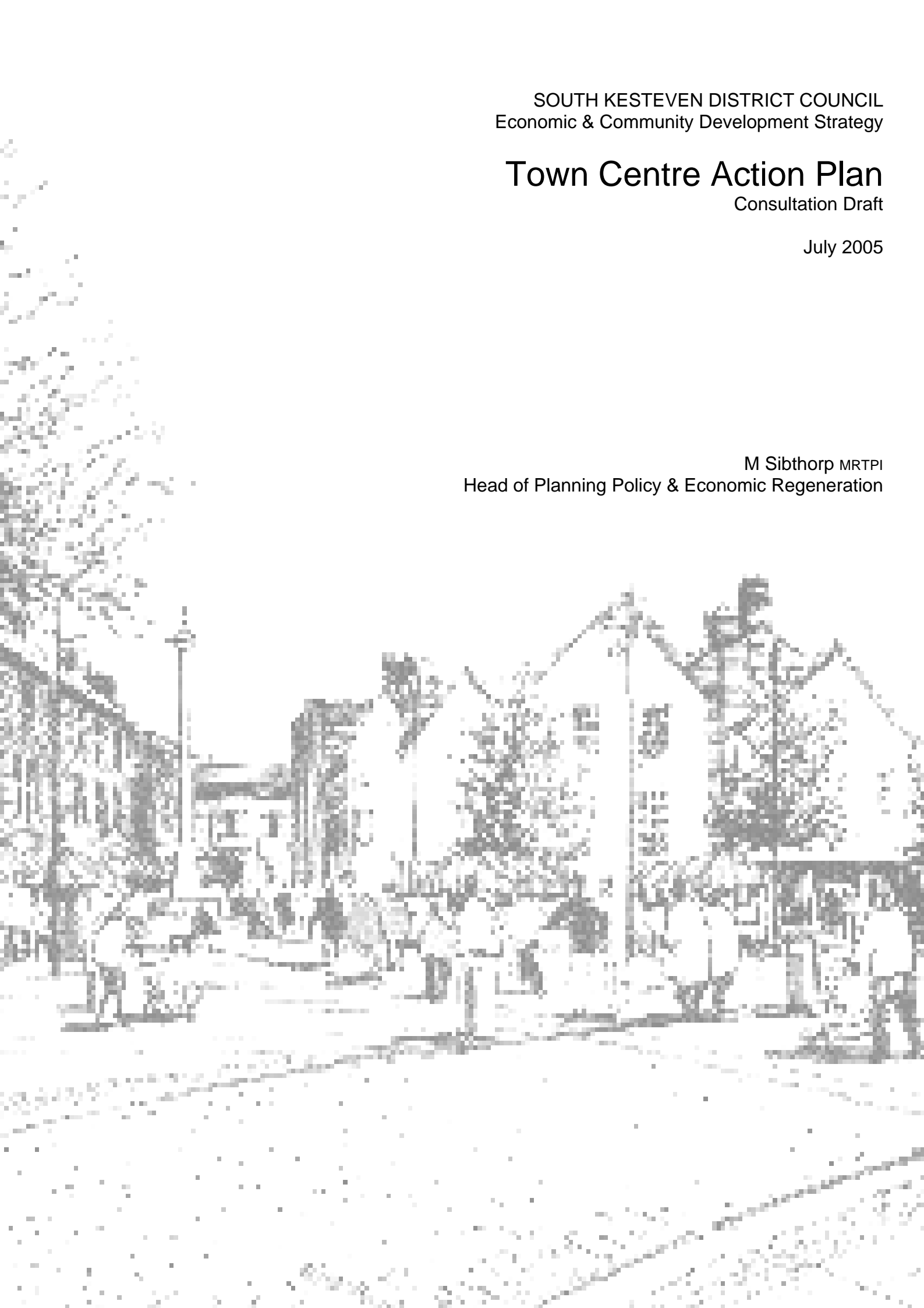
SOUTH KESTIVEN DISTRICT COUNCIL
Economic & Community Development Strategy

Town Centre Action Plan

Consultation Draft

July 2005

M Sibthorp MRTPI
Head of Planning Policy & Economic Regeneration



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APPENDICES

Appendix One: TCMP Terms of Reference 2000
Appendix Two: Tourism Intervention Appraisal: Executive Summary
Appendix Three: Checklist of Grantham as a Sub-Regional Centre: Checklist and Action Points
Appendix Four: ODPM:Towns and Cities Indicators Database: Provisional Indicators
Appendix Five: Grantham Canal Basin site
Appendix Six: Stamford Eastern Relief Road proposals
Appendix Seven:Stamford Welland Quarter
Appendix Eight: Bourne Town Centre Action Plan;Action points and progress report
Appendix Nine: Bourne Core Area redevelopment; Draft proposals

EXECUTIVE SUMMARY

Town centre development and the development of Grantham as a sub-regional centre has emerged as a key Council priority.

The District Council has been instrumental in establishing town centre management partnerships (TCMP's) in each of the four towns in the District. These partnerships have enjoyed varying degrees of success and it is timely to now review their structure, composition, terms of reference and future direction in order that they may become one of the primary vehicles to deliver the Council's town centre development aspirations. Similarly, it is appropriate at this juncture to map out the key steps required in each town to deliver vibrant and vital town centres.

Partnerships: General issues

Stamford Vision, the TCMP for Stamford, should rightly be seen as an exemplar of good practice. It enjoys strong, committed private sector support, is clearly focussed upon a relevant set of priorities, and has been successful in securing external funding for major projects. There is an urgent need to review the aims and objectives for each of the remaining partnerships, and for each partnership to establish clear priorities and up to date action plans. These reviews need also to focus upon the composition and membership of partnerships, particularly to ensure private sector and key stakeholder engagement. The establishment of robust business organisations at sub-partnership level is also required. The creation of appropriate company structures to underpin TCMP activity should be pursued where Partnerships are demonstrably robust and focussed.

The evening economy is a cross-cutting theme that affects a number of category A priorities, and merits strategy development in conjunction with external partners.

Grantham

The key imperative in Grantham is to review and roll-forward the town centre Masterplan. An initial feasibility study is required to ascertain the viability and feasibility of developing the Grantham Canal Basin as a mixed-use redevelopment. Discussions are presently taking place with partner organisations about the scope of this study. Action points arising from the agreed sub-regional checklist can largely be addressed through the masterplanning activity and partnership working. A County Council sponsored transportation study will eventually feed into masterplanning and LDF activity. Emerging national indicators will enable comparative benchmarking in due course. The masterplan, and other Category A Action plans will create a positive climate for developing the visitor economy of the town.

Stamford

Stamford Vision have identified five clear priorities for the partnership, which align closely with District aspirations; the Stamford Gateway project, Traffic relief, Local Development Framework, the Welland Quarter regeneration project and car parking. These emerging issues can be embodied within the Stamford Action Area Plan

proposed as an LDF-policy document, which will be prepared in close co-operation with Stamford Vision. Ongoing work appears to confirm the viability and feasibility of the Welland Quarter regeneration project, and this project is shortly to progress to a masterplanning and policy development phase. Proposals for a development-led Eastern Relief Road tabled by the Chamber of Trade warrant detailed appraisal as part of the LDF process. Existing Category A action plans, and close working with Stamford Vision's Marketing Group will ensure the development of the towns visitor economy.

Bourne

The implementation of the Bourne Core Area redevelopment project (a mixed use, retail focussed scheme) is central to enhancing the viability and vitality of the town centre. The Bourne Town Centre Action Plan published in 2000 is in need of review and roll forward, to reflect projects completed and emerging issues. In view of the car parking implications arising from the core area redevelopment, and the potential for a decked car park on the Burghley Centre car park, it is expedient to review car park provision and management concurrently with the delivery of the core area.

Deepings

The immediate focus in the Deepings is to develop the recently re-formed partnership and to enable it to develop a clear set of priorities and a robust action plan. Subject to these issues being addressed, there is a compelling argument to support a part-time town centre co-ordinator (funded through SSP support and planning gain funds) to deliver an agreed action plan and to develop a strong representative business organisation in the town.

Business Improvement Districts (BID's)

Established TCMP's and their supporting business clubs/organisations represent the ideal fora to develop Business Improvement Districts. With appropriate District Council support these organisations should be encouraged and supported to develop BID's. It is proposed that such support should initially be directed towards a BID pilot project in Grantham

CONSOLIDATED LIST OF ACTIONS

Sections 2-7 of this report contain prescribed actions. This is a consolidated list of those actions, together with an identification of the responsible parties, timescales and the budgetary implications.

No	Action	Responsibility	Financial implications
1	That the broad aims and objectives for TCMP's, as set out within this report be agreed as a basis for establishing specific aims and objectives for each partnership	HPPER / TCMP Chairs / Co-Ordinators	Not significant. Facilitator, where required, to be drawn from existing TC budgets
2	That working with TCMP's a clear vision and priorities be established for each town centre area.	HPPER / TCMP Chairs / Co-Ordinators	Not significant. Facilitator, where required, to be drawn from existing TC budgets
3	That for each TCMP, a clearly defined geographical area of activity be established as the principal focus of activity	HPPER / TCMP Chairs / Co-Ordinators	None. To be met from within existing resources
4	That, in consultation with the relevant portfolio holder and TCMP chairs, the partnership structure, sub-group structure, composition and representation upon each TCMP be reviewed.	Economic Portfolio Holder / HPPER / TCMP Chairs / Co-Ordinators	To be met from within existing resources
5	Where partnership aims, objectives and structures are demonstrably robust, steps be taken to establish appropriate company structures to support activity	HPPER / TCMP Chairs / Co-Ordinators	To be met from within existing TCMP budgets
6	In undertaking reviews of TCMP's the support of partner organisations be secured	HPPER / TCMP Chairs / Co-Ordinators	To be met from within existing resources
7	That where suitable business organisations do not exist, TCMP's be encouraged, and supported to create or develop appropriate organisations.	HPPER / TCMP Chairs / Co-Ordinators	To be met from exiting TC budgets
8	In conjunction with TCMP's undertake appropriate monitoring and benchmarking of town centre activity	HPPER/TC Co-Ordinators	To be met from within existing resources
9	That in conjunction with other agencies, steps be taken to prepare an Evening Economy Strategy for the district's town centre areas.	DCS/HPPER/LSP/CDRP	To be met from existing budgets.(Town centres, C&D, LSP).Potential implementation costs met from existing budgets / BIDs or licensing levy
10	That subject to TCMP approval, Cabinet supports a comprehensive review and roll-forward of the Grantham Town Centre Masterplan, that will inform and underpin the subsequent preparation of a Grantham Town Centre Action Area Plan	HPPER /TCMP	Specific budgetary provision made 2005/2006. Anticipated support from Lincs Enterprise.
11	That subject to TCMP approval, Cabinet supports the appointment of consultants to carry out, in consultation with partner organisations, a feasibility study of the Grantham Canal Basin site, leading to the preparation of a masterplan for the site and the development of appropriate supplementary planning guidance.	HPPER / TCMP	Specific budgetary provision made. Anticipated support from Lincs Enterprise. Potential funding from other sources
12	Subject to land assembly a planning brief be prepared for the St Catherine's Road area, with a view to bringing the land forward for a leisure focussed redevelopment	HPPER / TCMP	To be met from within existing resources
13	Develop a planning brief for the Conduit Lane site with a view to bringing the land forward for a mixed use (retail / residential) development	HPPER /TCMP	To be met from within existing resources

14	Subject to the conclusions and outcomes of the car parking review in Grantham, prepare planning brief(s) for surplus site(s) arising from review, with a view to subsequent disposal	HPPER / TCMP	To be met from within existing resources
15	In conjunction with principal landowners, review the feasibility and viability of a Grantham core area retail development, based around Greenwoods Row. In the event of proven viability, need & demand, develop appropriate planning guidelines and development strategy for the site	HPPER / TCMP	To be met from within existing resources / Town Centre budgets
16	In conjunction with the local highway authority, initiate design process for Grantham Market Place pedestrianisation, with a view to implementation at the earliest opportunity	HPPER / TCMP	To be met from within existing resources / Town Centre capital budgets
17	Initiate design studies in relation to public realm areas at St Wulfram's Gateway and Railway Station approaches	HPPER / TCMP	To be met from within existing resources / Town Centre budgets
18	Investigate the potential of a rail halt at Gonerby Moor	HPPER / DSP/ LHA	None anticipated
19	Implement outstanding actions from the Sub-Regional Checklist for Grantham	HPPER / Others as listed	No specific additional funding anticipated
20	Implement action points to develop the visitor economy of Grantham	As noted within report	No specific additional funding anticipated
21	In conjunction with Stamford Vision prepare a Stamford Action Area Plan, having specific regard to the outcomes of the; <ul style="list-style-type: none"> • Strategic review of car parking in Stamford • The outcomes of the Welland Quarter development appraisal • Technical and land-use appraisal of the Stamford Eastern Relief Road traffic proposals 	HPPER	Specific budgetary provision as part of LDF process. PDG contribution
22	Welcome the Stamford Chamber of Trade & Commerce's Eastern Relief Road proposals as a contribution to the traffic debate and support its appraisal from a land-use planning perspective as part of the LDF / Action Area Plan process, subject to technical support for the scheme from the relevant highways authorities.	HPPER	Contained within agreed LDF budgets / PDG
23	Develop appropriate supplementary planning guidance in relation to the Welland Quarter, promoting a comprehensive redevelopment, and resisting piecemeal development activity.	HPPER / Stamford Vision	Contained within agreed LDF budgets / PDG
24	Implement the action points outlined in this section to develop the visitor economy of Stamford, and address issues arising from the Heart of England Stamford Destination benchmarking Survey 2003	As noted within the report	No additional funding anticipated
25	That Cabinet support a review, roll-forward and re-prioritisation of the Bourne Town Centre Action Plan, taking account of changes in circumstances and outcomes to date.	HPPER / TCMP / TC Co-Ordinator	From within agreed TC budgets
26	That future car parking provision and its management be reviewed and considered concurrently with the re-development of the Bourne Core Area proposals	HPPER / BMS	No additional funding required for project evaluation. Potential capital requirement.

27	Creation of an Action Plan for the Deepings TCMP	HPPER / TCMP	From existing budgets
28	That subject to the creation of a robust agreed action plan, and, the emergence of a robust partnership structure, and SSP support, appoint a part-time town-centre manager; funding being drawn from planning gain contributions.	HPPER / TCMP	From banked planning gain contributions
29	Support the principle of Business Improvement Districts, and working with the TCMP and the Grantham Business Club, implement an initial pilot project in Grantham	HPPER / TCMP / Business Club	From existing TC budgets
30	That the District Council promotes BID's to the business community, through a launch-seminar and the use of a 'BID-Champion'.	HPPER	From existing TC budgets

HPPER = Head of Planning Policy & Economic Regeneration

DCS = Corporate Director Community Services

PDG = Planning delivery Grant

OVERVIEW

Town centre development and enhancement has been recognised as one of the five key council priorities over the next five years. The purpose of this report is to provide a broad overview of current town centre activity, to introduce emerging legislation that can potentially provide a measure of sustainable funding for town centre projects, and to make recommendations about the broad strategic direction to be followed in furtherance of the Council's aims.

Council Priorities

The District Council, in May 2004¹ confirmed a set of five 'Category A' priorities that will provide the primary focus of activities over the coming years;

- Anti-social behaviour
- Street scene
- Town centres and the development of Grantham as a sub-regional centre
- Recycling
- Access to services

Additionally, a number of secondary 'category B' priorities were identified. These include business development, planning and conservation and car parks².

This report specifically focuses upon the town centre priority. It does however, also contribute to other Category A priorities (anti-social behaviour and street scene) and Category B priorities (business development, planning & conservation & car parks).

Local Strategic Partnership priorities

The Local Strategic Partnership is in the process of identifying its own priorities, which in due course will frame its review of the Community Strategy. At the time of preparation of this report a number of key themes have emerged from consultations, although these will doubtless require some condensing to a shorter list of priority actions. Emerging themes to date are;

- Crime and disorder
- Public facilities
- Public transport
- Affordable housing
- Protecting the environment
- Developing business
- Support to vulnerable persons
- Health

¹ District Council; 27th May 2004. Report CEX.234. Conclusions of the Consultation Programme and approval of Council's Corporate Planning arrangements

² Added District Council 28/10/2004. Minute No.8

This action plan contributes in whole or part to some of these ambitions; particularly in respect of environmental protection, public facilities, public transport and business development.

Relationship to the Economic & Community Development Strategy

An Economic & Community Development Strategy has been prepared, covering all aspects of Economic and Community Development. This document is currently the subject of consultation. This Town Centre Action Plan arises out of the Action Plan contained within the Strategy.

The current situation

Town Centre Management Partnerships (TCMP's) were established by the District Council in 2000. The terms of reference used to establish the Partnerships are enclosed at **Appendix One**. District Council's are represented on each of the partnerships and provide varying levels of executive support. Financial contributions are made for each specific TCMP as listed below, in addition to which there is a general provision for TCMP activity of £20,000. In recognition of the emergence of Town Centres as one of the key priorities for the Council, budget provisions have increased in the financial year 2005/2006.

The composition of each Partnership varies, reflecting the nature of each settlement, and the manner in which each has evolved since their inception.

Town Centre Management Partnership Composition				
	Total	SKDC	Private	Other
Grantham	23	6	8	9
Stamford	12	2	6	4
Bourne	16	4	5	7
Deepings	17	2	8	7

The District Council supports Town Centre / Partnership Co- Ordinator positions in Grantham, Stamford and Bourne. Contractually, these posts are to SKDC. The posts are generally responsible to the Partnerships that they serve, although, in practice the working relationship between each TCMP, and the District Council, and the Co-Ordinator is close.

Town Centre Co-Ordinators	
Grantham	Recruitment in progress. 50% funding of post from SKDC. Balance of funding provided by Lincolnshire Enterprise for 3 years, and from private sector contributions (financial and in-kind). Full time post.
Stamford	50% funding of post from SKDC. Balance provided (to-date) by a single private sector contributor. Future match-funding anticipated from Welland SSP. 30 hours per week.
Bourne	50% funding of post from SKDC. Balance provide to date by Welland SSP. Welland funding ends during 2005. Private sector funding being sought. Potential future funding from planning gain contributions. ** hours per week
Deepings	No Co-Ordinator post at present. Under investigation. Potential funding from planning gain contributions.

Masterplan or Action Plan documents have been produced in respect of Grantham, Stamford and Bourne, and, a Town Centre Health Check has been produced for Market Deeping, together with a general public survey. These documents adopt varying formats, and range from a broad strategic vision document, in respect of Stamford, to a more detailed project specific Action Plan in relation to Bourne. Town Centre Managers / Co-ordinators are in post in Stamford and Bourne, and recruitment is under way for a similar post in Grantham.

Masterplanning / Action Plans	
Grantham	Grantham Town Centre Masterplan produced in 2002 by DTZ Pida, following production of the Grantham Town Centre Health Check. Proposals to review and roll forward Masterplan during 2005
Stamford	Stamford Vision 2015 strategy document, produced in conjunction with WS Atkins sets out long-term vision for the town. Supplemented by detailed project plans (eg. Welland Quarter)
Bourne	Bourne Town Centre Action Plan produced by Roger Evans Associates in 2002. Supplementary Planning Guidance approved for core area redevelopment site.
Deepings	The Deepings Survey commissioned in 2001. Market Deeping Healthcheck commissioned by Town Council with Countryside Agency in 2003. Arts Centre feasibility report produced with TCMP support in 2003. Consultants presently working with TCMP to develop priorities

The Partnerships have evolved in quite different ways, according to their composition, ambitions and individuals involved, and identified priorities. Some have performed better than others. It is worthwhile at this juncture to review the performance of the Partnerships, and to establish a framework that will enable them to develop further and respond positively to emerging issues.

SECTION TWO

CURRENT TOWN CENTRE ACTIVITY: GENERAL ISSUES

Some review of Partnership structures has recently taken place, particularly arising from the re-forming of the partnership in the Deepings¹. Cabinet has also supported the principle of establishing a Charitable Company Limited by Guarantee², primarily in relation to Stamford, but potentially applicable to other TCMP's as well.

The effectiveness and robustness of the partnerships in place varies. Whilst it would be unwise to make a uniform, one-size prescription for all partnerships, several years on from their inception it is timely to review their success, and to identify how they can best react to future challenges, particularly bearing in mind the identification of town centres as a key priority for this authority.

A broad overview of partnership working, identifies a number of critical success factors that should underpin activity;

- **A clear vision and set of priorities**
- **A geographic focus to activities**
- **An appropriate balance of public and private sector interests**
- **A strong working relationship with the business community**
- **A robust structure including appropriate sub-groups to oversee partnership projects**
- **Support for Partnership priorities and activities**

Vision and priorities

Vision and priorities will vary according to the issues facing each town, although one might reasonably anticipate a measure of commonality. To varying degrees the initial masterplan or action plan documents will have provided some focus to activities. This is certainly the case in relation to the Stamford Vision 2015 document, and recent work within Stamford Vision has established short / medium term priorities for the organisation. In relation to Bourne and Grantham, there is considered to be merit in reviewing and establishing the vision and priorities for each partnership, as a precursor to a review of masterplan / Action Plan documents. Recent activity in the Deepings, in re-forming the partnership with a strong private sector engagement has included the use of consultants to work with Partnership members to identify priorities. This process has shown itself to be working very well and has had the effect of binding the Partnership together with a clear set of ambitions. This is fundamental to the development of a Masterplan. The use of a similar approach in relation to both Bourne and Grantham is proposed as part of this plan.

¹ NKD; Economic portfolio holder; February 2005. Report PLA.480

² Cabinet 9th May 2005; Report DCS22

In re-forming the Deepings Partnership, the following aims and objectives were defined. It is considered that these could be equally relevant to both Bourne and Grantham (with specific additions as may be deemed appropriate). They are equally relevant to Stamford, however, the nature of the partnership there differs somewhat – see later in this report.

TOWN CENTRE MANAGEMENT PARTNERSHIPS

AIMS

To create an active partnership of town centre stakeholders to develop a healthy, vibrant and sustainable town centre environment that involves and benefits all its stakeholders.

OBJECTIVES

- To develop the life of the town centre, for investors as well as users
- To improve the management of the public realm, so that it is accessible to all
- To help the town centre and retailing activity to maintain a competitive edge
- To create a shared vision of the town centre's identity, function, market niche and image that meets the needs of the people it serves, now and into the future
- Organise mutually supportive, practical partnerships between business, service providers, the public sector and the community at large
- Create clear priorities for the Partnership, including medium and long term aspirations, and an effective Action Plan containing achievable year on year outcomes endorsed and funded by all the partners
- Develop projects that focus on environmental improvement, access, car parking, signing, security, inward investment, marketing, customer care and attractions
- Justify public support by listening and communicating decisions openly and objectively
- Promote confidence by publicising achievements

Geographic focus

In developing proposals for town centres there is merit in defining the principal area of activity for the Partnership to provide a proper focus. This is not to suggest that all activity should be confined to this area; in some circumstances a wider area may be appropriate. This may be particularly relevant in relation to Grantham where particular focus is required in relation to the enhancement of the town's role as a sub-regional centre.

Balance of public and private sector interests

The composition of each partnership is quite naturally different, largely because of the nature of each centre, Parish /Town Council representation (or in the case of Grantham the absence of this level of representation), the business / economic profile of the town, and the types of non-public organisations that exist. There is no one-size-fits-all prescription that can be universally applied. Crucially however, there

is a need to ensure that key town-centre stakeholders are properly engaged with partnership activities, participate in them, and contribute to the vision of the body. There is also a need to ensure that there is a strong private sector representation, and that there is an appropriate balance of public and private sector representatives.

As has been described in Section One, the membership and public / private split on each partnership varies considerably. Private sector attendance in many cases is actually quite limited in practice and can result in Partnership meetings that are quite heavily skewed in favour of elected members. In reviewing the performance of the TCMP in the Deepings, the following membership principles were established;

- Private sector chair
- 7 private sector representatives
- 2 SKDC representatives
- 2 LCC representatives
- 2 Parish / Town Council representatives
- 2 community representatives
- 1 Local highway authority representative

This composition was to some extent conditioned by the dual-parished nature of the town centre area. However, as a general principle it is considered important to strive towards a position where there is majority private sector representation. Fundamentally, that representation should involve the key stakeholders in the relevant town centre. In this connection, this plan proposes that, in consultation with the relevant Portfolio holder and TCMP chairs, the structure and composition / membership of the Grantham and Bourne partnerships be reviewed. This should also include a review of any sub-groups within each partnership, to ensure that they have appropriate remits, and are, again, suitably composed.

As Partnerships mature, it must be recognised that their organisational structures will need to respond to changing circumstances and evolving priorities (A case in point relates to Stamford Vision, who have secured considerable funding for the delivery (inter alia) of the Stamford Gateway project in Sheepmarket / Red Lion Square). The establishment of Charitable Companies Limited by Guarantee (or Community Interest Companies (CIC's)) behind established TCMP structures creates an appropriate framework to deliver projects, secure and manage funding from external organisations, invest (and carry over from one year to the next) funds, and own assets. Cabinet have supported steps to establish such a company in relation to Stamford³, and subject to the Partnerships in other towns achieving the same level of robustness, similar companies could be established in relation to each town centre.

A strong working relationship with the business community

The involvement of the town centre business community is fundamental to the success of partnerships. Whilst it is clearly desirable for key private sector stakeholders to be involved in their own right, it is also important for all business interests to have an input into partnership activity and ambitions. In these

³ Cabinet:9th May 2005; Report DCS22; Town Centre Management Partnership structures

circumstances, it is important to the success of partnerships that there is an active business organisation that can represent the views of businesses on the partnership.

In some circumstances, such as Stamford, there is an active Chamber of Trade and Commerce, and they are directly, and very positively, involved through representation upon Stamford Vision and its sub-groups. In Grantham, the TCMP has supported the establishment of the Grantham Business Club. This Club, has a membership exceeding 65, holds regular monthly meetings and is represented upon the TCMP. The Club has also established an Events Sub-Group which organises the a Christmas Fun Day in the town centre. The Business Club is a representative voice of the business and retail community on the partnership

Whilst there is Chamber of Trade / Business Group organisations within Bourne and The Deepings, these appear to be less well developed than in the other two towns. In these circumstances, it is desirable to develop and grow these organisations, or, if appropriate to seek to establish new Business Clubs that can be represented on the TCMP's. This is considered to be worthy of financial support, and it is anticipated that some SSP funding could be attracted for this purpose too.

Robust structures

This has largely been discussed in the foregoing. There is however a need to ensure that there are robust partnership structures in place to oversee and deliver identified priorities. This applies not simply at partnership level (in terms of size, membership and public/private split), but at sub-partnership level too, in terms of working groups (either standing topic groups, or task-specific groups).

Support for partnership priorities and activities

One general criticism of Town Centre Management Partnerships, by no means unique to this district, is that they are non-elected bodies with little accountability. There is consequently some negativity surrounding partnerships, especially from partner organisations comprised of democratically elected representatives. Partnerships have demonstrated that they are effective, representative organisations, and any future re-structuring of Partnerships should ensure full and appropriate constituent support.

Business Improvement Districts: Structures

Business Improvement Districts are discussed in more detail later in this report. In the event that BID's are progressed, the preferred delivery mechanism is through a company limited by guarantee. It is conceivable that TCMP or Business Club structures may be an ideal starting point for the establishment of such companies, and this will need to be explored as the BID process develops.

Monitoring town centre activity

There is a considerable amount of national and regional comparative benchmarking tools available at the present time; for example; Experian retail rankings and Experian Most Profitable Towns Survey. The ODPM also compiles comparative town centre data relating principally to employment, floorspace and rateable values.

Locally, the Welland Market Towns Group (comprising the Town Centre Managers / Co-Ordinators in the Welland area) has developed a more readily collectible (and sustainable) comparative benchmarking tool for town centres. Collection of data in relation to Stamford and Bourne is likely to commence soon, and it will be desirable to extend this data collection exercise to both Grantham and The Deepings too. Comparative benchmarking and time-series analysis will provide useful information about the rate of development of our towns, and as such data collection must be assigned a high priority.

The Evening Economy

Evening activities are an increasingly significant component of the economy of town centres. This encompasses shopping, leisure and the arts, eating, drinking, dancing and other entertainments. Town centres are the ideal focus for such activities and any masterplanning should not overlook the valuable contribution that can be made to the health of a town by a healthy evening economy.

However, whilst the evening economy injects money into the local economy, public perception generally associates the evening economy with negative images of youth culture, drunkenness and anti-social behaviour (violence, vandalism and crime) and littering problems. These perceptions may actually deter many people from visiting town centres in the evening.

A large number of agencies would appear to recognise that the evening economies of our town centres raise issues that need to be addressed. In some cases these issues are real, in others they may well be myths, and the challenge in those circumstances is to dispel perceptions. A vision for the town centre evening economy might reasonably be:-

“ To create safe and attractive town centre areas with a diverse night time economy, accessible to all, whilst protecting the quality of life for residents”

In tandem with other agencies; TCMP's, the LSP, the Crime and Disorder Partnership and the Police, there would appear to be merit in developing an Evening Economy Strategy to address the issues raised (such strategies are encouraged within Planning Policy Statement 6⁴). From this District's perspective; such a strategy would be cross-cutting, contributing directly to three identified priorities; town centres, anti-social behaviour and street-scene. BID's (Business Improvement Districts) and the new licensing regime potentially offer funding opportunities to address issues arising out of any strategy.

The role of tourism in the development and enhancement of town centres

In November 2004, consultants produced a Tourism Intervention Appraisal⁵ for the District Council. A copy of the Executive summary is attached as Appendix 2, and a full copy of the report has been deposited in the Member's Lounge. In recognition of the identification of tourism as a service for disinvestment, and the identification of town centres as a key priority, the appraisal focussed upon the role that tourism

⁴ ODPM:Planning Policy Statement 6:Planning for Town Centres.March 2005

⁵ ACK Tourism: South Kesteven Tourism Intervention Appraisal. November 2004

could play in achieving town centre regeneration and the development of Grantham as a sub-regional centre, as well as in relation to the business development secondary priority.

The report identifies a number of key priorities, most specifically in relation to Stamford and Grantham. No specific actions were proposed in relation to Bourne and The Deepings, although it is recognised that the planned regeneration of Bourne town centre is likely to make the town more attractive as a place for passing visitors to stop off.

The sections upon Grantham and Stamford which follow, identify the relevant visitor economy actions arising from this report. An Economic and Community Development Strategy is also in preparation. That Strategy sets out the specific business development actions arising from the appraisal.

ACTIONS:

- 1. That the broad aims and objectives for TCMP's, as set out within this report be act as the basis for establishing specific aims and objectives for each partnership**
- 2. That working with TCMP's a clear vision and priorities be established for each town centre area**
- 3. That for each TCMP, a clearly defined geographical area of activity be established as the principal focus of activity**
- 4. That, in consultation with the relevant portfolio holder and TCMP chairs, the partnership structure, sub-group structure , composition and representation upon each TCMP be reviewed.**
- 5. Where partnership aims, objectives and structures are demonstrably robust, steps be taken to establish appropriate company structures to support activity**
- 6. In undertaking reviews of TCMP's the support of partner organisations be secured**
- 7. That where suitable business organisations do not exist, TCMP's be encouraged, and supported to create or develop appropriate organisations.**
- 8. In conjunction with TCMP's undertake appropriate monitoring and benchmarking of town centre activity**
- 9. That in conjunction with other agencies, steps be taken to prepare an Evening Economy Strategy for the district's town centre areas.**

SECTION THREE

GRANTHAM

Both regional (East Midlands) and sub-regional (Lincolnshire) planning and economic development strategies recognise Grantham as functioning as a sub-regional centre. Similarly, these strategies recognise that Grantham is under-performing in that role and is capable of a much enhanced role. There is no specific set of national or regional indicators that identify the attributes of a vibrant sub-regional centre. However, steps have been undertaken locally to provide some qualitative criteria.

The Grantham Town Centre Management Partnership comprises 23 members. This includes 6 SKDC representatives. The Partnership is chaired by Nick Woodhead, Editor of the Grantham Journal. Other private sector representatives include Jackie Smith (Springfield Park), John Painter (George Centre), Martin Isaacs (Downtown), Phil Taylor (FSB), Gill Reid (Grantham College), Patrick Hunt (Grantham & District Tourism Action Group, together with representatives of the Grantham Business Club.

Recruitment is presently underway for a Grantham Town Centre Manager, funded jointly by SKDC, Lincolnshire Enterprise and the private sector.

The Grantham Business Club is an organisation representing retail and business interests in the town centre, and is Chaired by Robert Nuttall of Woolworths. It has been established with financial support from the TCMP. The Club has some 65 members, and organises regular monthly meetings. It is very much representative of the retail community in the town centre and their participation in the TCMP is to be welcomed. Indeed, it is a commendable model that is worthy of replication in some of the other towns in the district where there is no organised trader representation.

The TCMP has two established sub-groups; Environment and Tourism, who report back and make recommendations to the main TCMP. The TCMP meets roughly every 2 months.

At its inception, the TCMP commissioned a Grantham Town Centre Healthcheck¹ (a recognised tool to establish the strengths and weaknesses of a town centre), which then led to the preparation of the Grantham Town Centre Masterplan².

Whilst the Masterplan is to be commended for presenting a series of aspirational projects (Retail Core development opportunity, Market Place pedestrianisation, St Peter's Hill Green, St Wulframs Gateway), what is lacking in the document is any coherent delivery plans. Moreover, key assumptions (such as the implementation of the Inner Relief Road extension past the railway station) have not materialised, and additional key issues have come to the fore (eg. car parking, Canal basin). The ODPM have defined masterplans as plans '*which set out proposals for buildings, spaces, movement strategy and land use in three dimensions and match these proposals to a delivery strategy*'. The Commission for Architecture and the Built

¹ DTZ Peda: Grantham Town Centre Health Check 2001

² DTZ Peda: Grantham Town Centre Masterplan 2002

Environment (CABE; formerly the Royal Fine Art Commission) state that for a Masterplan to be complete it must be supported by financial, economic and social policy documents and delivery mechanisms. Without these the spatial plan has little meaning or likelihood of effective implementation.

In view of the foregoing, there is merit in reviewing and rolling forward the Masterplan. This review should follow a robust methodology, which includes appropriate public engagement, and consultation with key stakeholders. Masterplans, by their nature are aspirational documents. Nevertheless, they must be based upon realistic assumptions and ultimately be deliverable. In the context of Grantham, where there are significant strategic land-holdings (eg. SKDC, Morrisons, Buckminster Trust and local investors). The full engagement with major stakeholders appears fundamental to the success of any future plan. Key stakeholder involvement in the TCMP would be beneficial in this regard.

As has been described in the preceding section, it is important that any masterplan review is preceded by the definition of clear priorities for the town centre by the partnership.

Lincolnshire County Council is shortly to commission a major transportation study of Grantham. That study will inevitably feed into, and draw from the parallel activity relating to any review of the masterplan. It is important therefore that these two exercises are progressed in tandem to draw mutual benefit from each other.

Following completion of a review of the Masterplan, it is to be hoped that the vision and ambitions contained within the plan can be incorporated within an Action Area Plan for the Town Centre; a Local Development Document that the District Council is committed to preparing as part of its Local Development Framework. Whilst ideally the two activities could occur concurrently, the urgency of the Masterplan review will necessarily dictate that one exercise will follow the other.

With the emergence of the town centre priority and the ambition to enhance Grantham's sub-regional role, it is beneficial to extend the Masterplan to embrace activities outside of the recognised town centre area that could contribute to an enhanced sub-regional role. This would include for example the Grantham Canal basin site, and the possibility of some form of park and ride / railhead facility at Gonerby Moor. However, these are significant projects in themselves, which demand detailed separate investigation (see below). Discussions have taken place with Lincolnshire Enterprise and it is anticipated that some funding may be forthcoming to support a masterplan review and roll forward, as well as funding for more specific project evaluations.

Cabinet at their meeting of 11th October 2004 approved a Checklist of Grantham as a Sub-Regional Centre (See Appendix 3). This checklist should be utilised to inform the masterplan review. Initial comments upon the un-met criteria, are set out in the Appendix. The District Council has established a Local Performance Indicator targeted towards the satisfaction of the un-met criteria on this checklist. Appendix 3 outlines, in broad terms when it is considered each of the unmet criteria will be satisfied.

Other local performance indicators relate to new retail units and to vacant retail units. Performance against these indicators is not so easily targetable by specific individual measures, but would generally be expected as a response to overall improvements in the town centre environment.

It also seems likely, from emerging ODPM research³ that the Government's State of the Cities Report, to be published later this year, through the use of a Town and Cities Indicators Database, will provide a comprehensive assessment of urban conditions, and analyse urban trends and drivers of change (see anticipated indicators at Appendix 4). This database, which seems likely to include towns the size of Grantham, will provide a useful tool for monitoring and evaluating urban change in the town. The preliminary research findings, utilising a shift-share⁴ categorisation of recent employment change, identifies Grantham in the lowest shift-share category as a "Challenged Urban Area" (see Appendix 4).

Grantham Canal Basin

The land encompassing the former Grantham Canal basin has been recognised as a substantial tract of under-utilised, largely brownfield land offering significant redevelopment and regeneration opportunities.

The site which is approximately 22 hectares (54.3 acres) in area is identified in plan form at Appendix Five attached to this report. It is broadly defined by Dysart Road to the north, Earlesfield Lane to the south, Alexandra Road, Harlaxton Road, and the East Cost Main Line to the east, and Hodder Close and Derwent Road to the west. The Grantham Canal as a water body, presently stops at Earlesfield Lane. North of Earlesfield Lane, the canal formerly continued for a further 500m, terminating at a canal basin adjacent to Old Wharf Road. This section of the canal was filled in approximately 40 years ago. Access to the navigable sections of the Grantham Canal west of the A1 is prevented by a 350m length of culvert running between Swingbridge Road (adjacent the Marriott Hotel) and the A1.

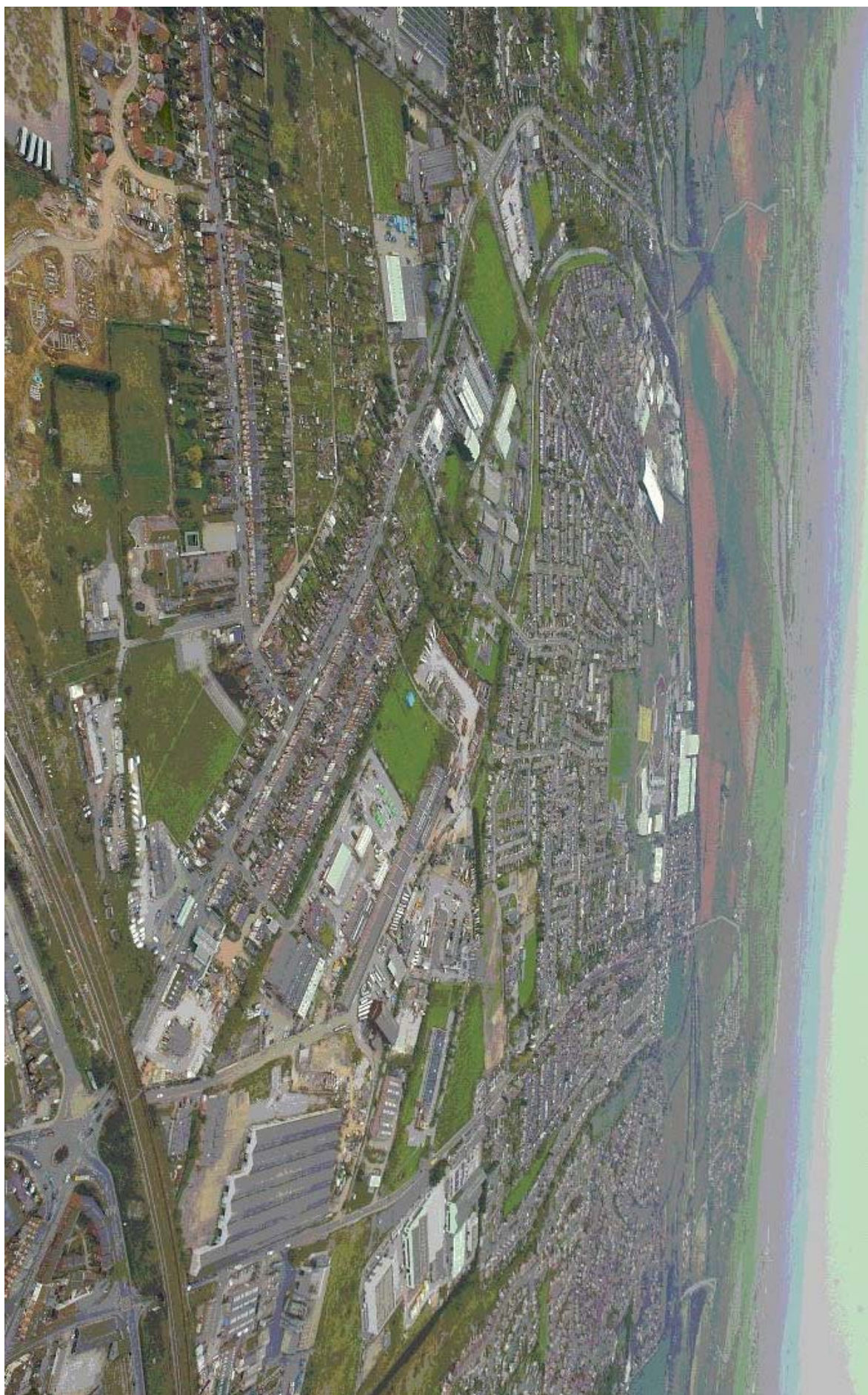
The site contains a mixture of employment-based uses, together with the District Council depot and CCTV control room, the County Council civic amenity site, and commercial uses on Harlaxton Road (builders merchants and petrol filling station), and Dysart Road (bowling alley and childrens' indoor play area). Large parts of the site are either vacant, derelict or relatively underused.

The site represents a significant regeneration opportunity. Not only does the site represent an opportunity to contribute to the Town Centre development priority, and other planning and economic development aims (including the regeneration of brownfield sites), but it also sits squarely with the economic regeneration aims of other bodies such as the sub-regional strategic partnership (Lincolnshire Enterprise) and the Regional Development Agency (emda). British Waterways, in their vision document for the future shape of the waterway network, 'Waterways 2025', have

³ ODPM Research Summary No.17 (2004): Developing a Town and City Indicators Database

⁴ Shift share analysis is essentially a means of breaking down an area's total employment change into components representing a set of influences; the national employment trend, employment trends by industry and the relative mix of industries in an area, and a 'residual' representing the effect of other location-specific factors upon employment change.

Figure 3.1 Aerial view of Grantham Canal Basin site looking west towards A1



identified 18 major canal restoration projects that they would wish to support and which they see as realisable by 2025. Grantham Canal is one of nine Priority B projects. Re-creation of the former canal basin within the site as part of any broader mixed use regeneration could potentially dovetail in with broader aspirations to restore the whole canal. The project is ideally one that would benefit from a multi-agency, public/private partnership approach, and one, which must be seen as being able to potentially draw significant funding from external sources.



Figure 3.2 Grantham Canal Basin circa 1900

The site, would appear to be suitable for a mixed use development, focussed around a restored canal basin. This would include residential and employment uses, and possibly other leisure and speciality retail type uses. The potential also exists to explore the potential for the location of a Science Discovery Centre as a development centre-piece and attraction⁵.

Whilst, the redevelopment of the site with a focal water-feature based upon a restored canal basin is likely to be feasible as a free-standing development, the greater potential exists to view the project as an initial phase of the broader canal restoration. There are recognised physical barriers to restoration that would need to be overcome; Earlesfield Lane, Trent Road, and the A1. It is considered expedient to consider these matters as part of any preliminary review of the viability of developing the basin site, possibly in connection with a previously mooted concept of a marina-focused employment allocation on Harlaxton Road west of the A1.

The first step, in promoting the regeneration of the area is to carry out a preliminary assessment of the viability of the redevelopment of the area, and the establishment of broad development parameters; accessibility, development mix, contamination, and engineering, as well as external funding opportunities. This initial work could thereafter inform the development of a masterplan for the site and a site development brief for planning purposes. It is considered that a feasibility project of this nature could attract funding from Lincolnshire Enterprise, and possibly emda, as well as

⁵ See report of ABL Consulting; Science Discovery Centre for Grantham: Outline Feasibility Study and Cabinet resolution 7th March 2005 (Report: DCS17;Minute No: CO.111)

from other potential partners. This first stage of the project would require full engagement with all potential partner organisations, and full consultation with landowners.

Adopting a format similar to that employed at Bourne (in relation to the Core Area site), there would thereafter follow a marketing exercise whereby prospective developers tendered proposals for the site, which, through a selection process would ultimately yield a single preferred developer. A partnership agreement would thereafter follow, with the potential for the use of CPO powers being incorporated into any such agreement. Discussions are also taking place with emda and Lincolnshire Enterprise about alternative delivery vehicles.

The District Council endorse the principle of promoting the regeneration of this area; and to commit appropriate resources (supplemented by contributions from external bodies) to an initial feasibility study of the re-development of the site, as described above, incorporating an overall masterplan and site development brief.

Rather than concentrating specifically upon the canal basin area, it is considered that there may be merit in broadening the study to explore the development and economic development potential of the canal more generally. Clear development opportunities exist at other points along the canal (eg. to the west of the A1 on Harlaxton Road), that could potentially serve both economic development and leisure / tourism interests.

Given the broad range of interested parties with canal related interests, joint funding opportunities should be explored for any feasibility study. Year 2005/2006 budgetary provision has been made for an SKDC contribution to the project. Discussions are taking place with the various canal related interests, including the Grantham Canal Partnership who may be in a position to support a study.

In summary, the study aims should be to;

- (a) To develop feasible, viable options for land usage of the Grantham Canal Basin site, taking account of economic regeneration and planning issues.
- (b) To carry out a detailed site assessment to identify any potential site specific issues and their impact upon the feasibility of any identified land use options
- (c) To identify the technical issues relating to the re-opening of the Canal Basin to navigable standards between the A1 and the canal, together with broad cost estimates
- (d) To consider accessibility issues, by all transport modes and explore means by which the Canal Basin site can be more fully integrated with Grantham Town Centre
- (e) To identify broader development and leisure / commercial opportunities relating to the Grantham Canal, including the potential for a commercial / employment development adjacent to the A1
- (f) To investigate the potential to accommodate within the canal basin site a Science Discovery Centre, the subject of an earlier feasibility study in relation to Conduit Lane, Grantham, and the extent to which this may be deliverable as part of any overall development package

- (g) To identify preferred mechanisms / strategy for the delivery of the canal basin site.

The desired outputs from any studies are;

- (i) demonstration of the viability of the re-development of the site, and an optimal mix of uses
- (ii) a masterplan for the development of the site, identifying a broad distribution of uses, infrastructure and public realm
- (iii) a site development brief for the site suitable for adoption as a Supplementary Planning Document

Other major projects

Other major projects that were contained within the Grantham Town Centre Masterplan, and which are the subject of ongoing investigation / evaluation are sites at **St Catherine's Road, Conduit Lane, East Street, Watergate and Greenwoods Row**. Steps are presently being taken to bring forward the pedestrianisation of the **Market Place**, a key element of the Town Centre Masterplan. Longer term public realm projects that will be investigated during the Plan period will be the so called **St Wulfram's Gateway** area; a key location in the heart of the conservation area, and the **railway station approaches**; both pedestrian and vehicular, which have significant potential for environmental enhancement as a key Gateway to the town centre.



Figure 3.3 Artists impression; Grantham Market Place pedestrianisation (from Grantham Town Centre Masterplan)

St Catherine's Road

The St Catherine's Road area, running from adjacent to the Tollemache Inn eastwards to the junction of Welham Street was identified in the First Deposit Draft Local Plan (January 2002) as an Opportunity Area with redevelopment potential for leisure and related commercial uses. The area has similarly been identified in the

Grantham Town Centre Masterplan. The Draft Local Plan described the site (which included Welham Street car park) as follows:-

“This is an area of about 1 hectare located on the eastern side of the town centre behind the District Council offices on St Peter’s Hill and extending eastward up to the River Witham.

The site is flanked by St Catherine’s Road, to which it has a 140 metre frontage, and mixed commercial and residential properties on Avenue Road. Both of these roads provide important routes into the town centre from the east, and are connected by Welham Street which runs parallel to the river.

The area contains one of the town’s largest public parks, a small two-screen cinema and an OAP meeting hall. Apart from a very narrow strip of land between Welham Street and the river, which contains a disused commercial building formerly occupied by a tyre fitting business, all of the site is owned by the District Council.

The site has the potential for a high quality re-development aimed at consolidating and enhancing civic, cultural and leisure uses in this part of the town centre. These could include a new multi-screen cinema, bowling alley, fitness pool, hotel, exhibition space, restaurants and other leisure / community facilities.

Any scheme should make provision for the retention and improvement of public car parking. The loss of such facilities, would not only result in a possible shortfall of town centre spaces overall but would tend to increase penetration of the central area by car-borne visitors approaching from this side of the urban area. Advantage could be taken of the sloping nature of the site to secure multi-level provision.

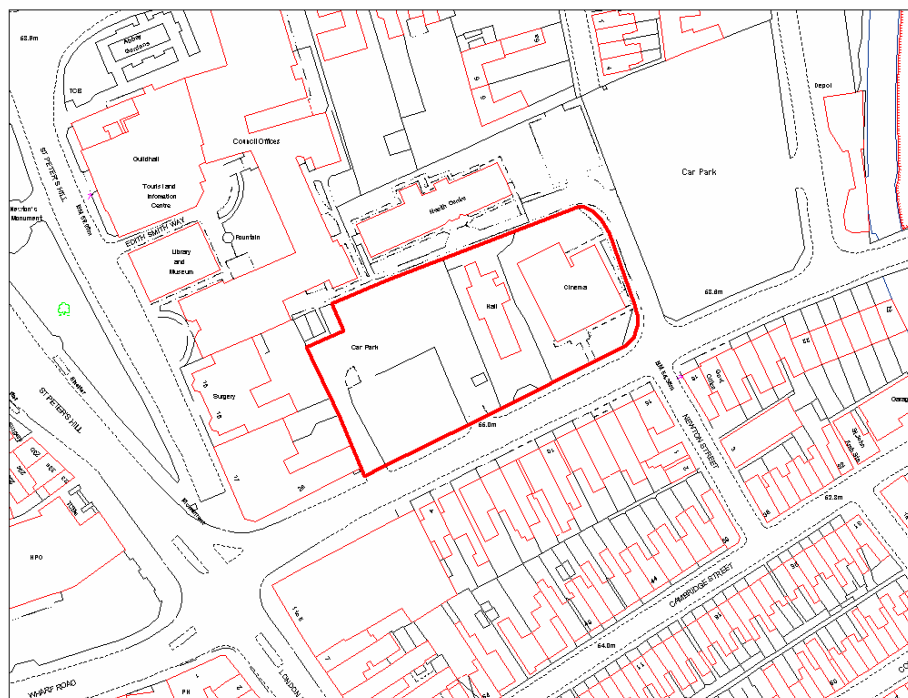


Figure 4.4 St Catherine’s Road opportunity area

The development potential of this area has long been recognised, both by the District Council, and by the private sector. The land adjoining the river, is now the subject of a detailed planning consent for residential development. The feasibility of redeveloping Welham Street car park as a multi-storey facility is presently being evaluated in conjunction with the redevelopment of the East Street site for housing

purposes⁶. It is proposed that subject to the assembly of the site, a planning brief be prepared, with a view to the subsequent marketing of the site for leisure related development purposes.

Conduit Lane

The Conduit Lane Car Park has been identified both in the Town Centre Masterplan and the First Deposit Draft Local Plan as an opportunity area for redevelopment. The Opportunity Area included not only the Conduit Lane car park, the adjoining toilets and market store, but also substantial tracts of land to the west of Westgate, including the Cattle Market. The feasibility of developing Conduit Lane car park as a Science Discovery Centre has been the subject of detailed evaluation⁷, which concluded that such a development was not a feasible proposition on this particular site.

The re-development potential of the site nevertheless remains. The site is strategically located between the Asda superstore and the retail core, and with the opening of the Cattle Market retail development, there will be increased footfall along Greyfriars to access that development. The site as such offers the potential to provide a continuity of retail frontage between these three areas, and also to provide additional residential accommodation in the town centre area. The potential also exists to create a new public convenience facility by the inclusion of the existing building and the adjoining Market Store.

The development potential of the site will be evaluated during the Plan period, including the development of an appropriate planning brief, with a view to the subsequent marketing of the site for a mixed-use redevelopment.

East Street / Watergate

The future of these two town centre sites is presently the subject of a detailed evaluation of car parking in the town centre, which also includes technical evaluation of the decking potential of Welham Street. That each of these two sites has redevelopment potential is widely recognised. However, it is also recognised that their future is subject to more detailed deliberation in relation to the town centre parking situation. At this juncture this Action Plan is unable to be specific about the outcome of that separate car parking review, suffice to say that the preferred car parking solution that emerges will give rise to development opportunities on one of both of these sites. It is proposed that, arising from the outcome of the car parking review, appropriate measures be taken to develop a suitable planning framework for the delivery of any identified surplus site, prior to disposal.

⁶ Cabinet 11th April 2005. Report DCS14: Grantham Town Centre – Watergate East Street Car Parks

⁷ See report of ABL Consulting; Science Discovery Centre for Grantham: Outline Feasibility Study and Cabinet resolution 7th March 2005 (Report: DCS17;Minute No: CO.111)

Greenwoods Row

A central feature of the Town Centre Masterplan was the recognition of the retail development potential of a core area of the town, focussed upon Greenwood's Row. This was similarly recognised in the First Deposit Local Plan. The Local Plan stated;

"This is an area of about 1.6 hectares in the heart of the main town centre shopping area. Existing uses on the site comprise the Greenwood's Row car park and rear service yards to retail and commercial properties on High Street, Guildhall Street and Welby Street.

This key town centre location has the potential to offer, by the way of redevelopment and refurbished premises, to include a major anchor store and other units to accommodate national and independent retailers.

The site represents a significant redevelopment opportunity incorporating properties on High Street and linked to the Isaac Newton Centre and George Centre."

It is important that this key element of the Masterplan is retained and investigated as part of any Masterplan review. Whilst the site as defined in the Local Plan is in multiple ownership, a key land-owner is Wm Morrisons, and their participation in determining the future of the site is fundamental. Whilst the site as defined in the Local Plan is quite specific, it must be recognised that there is potential to enlarge the scope of the investigations to include a broader area of land. During the Plan period it is proposed to investigate the feasibility of this core area redevelopment in conjunction with principal landowners. The future strategy to be pursued will be very much contingent upon the outcome of these initial studies. Should the viability and need for the development be proven, the District Council ultimately has recourse to compulsory purchase powers to secure the availability of the site.

Rail halt at Gonerby Moor

The Economic & Cultural DSP is currently giving consideration to the potential for a rail halt at Gonerby Moor, on the Grantham-Skegness rail line, occasioned by the construction of the Allington Chord. Whilst conceptually such a halt could serve as a park and ride facility for the town centre, the initial reaction of the Strategic Rail Authority is that the frequency of the service on the Grantham-Skegness line is not conducive to park and ride. Nevertheless, it is considered that there is merit in evaluating the potential for a halt. Potentially, the rail halt could serve not only as a park and ride facility (and as such contribute to the overall supply of car parking in the town), but as a 'parkway' type station providing connectivity with main line services at Grantham. One might also anticipate that a rail halt at Gonerby Moor would serve as a destination station for the retail facilities there, from Grantham and beyond.

The recently established Community Rail Partnership for the Grantham-Skegness railway line⁸ would seem to be the ideal forum to advance this project. Lincolnshire County Council, have also been asked to carry out some demand forecasting for the rail halt (the first stage in the evaluation of new station proposals), as part of the overall Grantham Transportation Study described earlier in this chapter.

⁸ NKD: May 2005: Community Rail Partnership. Report PLA.496

Tourism as an economic regeneration tool in Grantham

Whilst tourism overall has been recognised as a low-priority (Z) service, it is similarly recognised that tourism activity can play a significant role in the economic regeneration of town centres, a point identified in the recent tourism strategy report⁹, described more fully in Section 2. Grantham's present tourism offer is limited; confined mainly to a business tourism destination, and a centre for day visitors, mainly for shopping. However, it is recognised that the development and enhancement of the town centre retail offer will support the further development of the town as a tourism destination.

Within the Tourism Intervention Appraisal, the following key priorities and opportunities were identified for developing Grantham's visitor economy. The table below also illustrates how these priorities can be addressed. As this table illustrates, the issues / priorities are largely based around improving the overall town centre offer. The issues are to a very large extent being addressed, or are capable of being addressed through current initiatives, the Masterplan review, and closer working with the business community. It is considered that these priorities can be addressed through existing agreed budgets.

Developing Grantham's visitor economy		
	Priority / Opportunity	Action
1	Improving the town's retail and catering offer, particularly in terms of the independent sector	Issues that are able to be addressed as part of any Masterplan review
2	The development of flagship attractions / destinations in the town, such as the proposed Isaac Newton attraction and the development of the Grantham Canal Basin	Issues that are able to be addressed as part of any Masterplan review and through the Canal Basin feasibility study.
3	Improved public toilet provision	Public convenience provision approved by Cabinet ¹⁰
4	Improved pedestrian links	To be addressed through Masterplan review
5	Improving the public realm and street scene	Projects in progress. Market Place pedestrianisation proposals in hand ¹¹ . Cabinet have approved a Street Scene Action Plan ¹²
6	Addressing anti-social behaviour in the town centre	Cabinet have approved an Anti social Behaviour and Enforcement Policy ¹³ and this is in the course of implementation
7	Coach parking	To be considered as part of the Masterplan review

⁹ ACK Tourism: South Kesteven Tourism Intervention Appraisal. November 2004

¹⁰ Cabinet 7th March 2005. Provision of public conveniences: Grantham. Report DCS.15

¹¹ NKD.10th May 2005. Report PLA.495: Grantham Market Place pedestrianisation

¹² Cabinet 10th January 2005: Street Scene Action Plan. Report DCS.20

¹³ Cabinet 4th April 2005: South Kesteven District Council Anti Social Behaviour and Enforcement Policy. Report DCS.20

8	The development of events in the town centre	To be developed in conjunction with the TCMP, and the Grantham Business Club
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ACTIONS:

10. That subject to TCMP approval, implement a comprehensive review and roll-forward of the Grantham Town Centre Masterplan, that will inform and underpin the subsequent preparation of a Grantham Town Centre Action Area Plan
11. Subject to TCMP approval, appointment of consultants to carry out, in consultation with partner organisations, a feasibility study of the Grantham Canal Basin site, leading to the preparation of a masterplan for the site and the development of appropriate supplementary planning guidance.
12. Subject to land assembly, a planning brief be prepared for the St Catherine's Road area, with a view to bringing the land forward for a leisure focussed redevelopment
13. Develop a planning brief for the Conduit Lane site with a view to bringing the land forward for a mixed use (Retail / residential) redevelopment#
14. Subject to the conclusions and outcomes of the car parking review in Grantham, prepare planning brief(s) for surplus site(s) arising from review, with a view to subsequent disposal.
15. In conjunction with principal landowners, review the feasibility and viability of a Grantham core area retail development, based around Greenwoods Row. In the event of proven viability, need & demand, develop appropriate planning guidelines and development strategy for the site
16. In conjunction with the local highway authority, initiate design process for Grantham Market Place pedestrianisation, with a view to implementation at the earliest opportunity
17. Initiate design studies in relation to public realm areas at St Wulfram's Gateway and Railway Station approaches
18. Investigate the potential of a rail halt at Gonerby Moor
19. Implement outstanding actions from the Sub-Regional Checklist for Grantham
20. Implement action points to develop the visitor economy of Grantham

SECTION FOUR

STAMFORD

Stamford Vision is the established Town Centre Management Partnership for Stamford. The inaugural TCMP meetings were held in January 2000. At a very early stage in its inception, the TCMP established a Vision sub-group to identify a long term strategy for the town as a whole (rather than the town centre specifically), and the results of this group's endeavours was the Stamford Vision 2015¹ strategy document, produced by WS Atkins, and approved by the TCMP in March 2001.

Due, in no large part, to the visionary leadership of the then Chairman, Steve Zeller chairman of Newage, steps were taken at this time to establish a Development Trust associated with the Vision Group, to establish a Patrons Group of major stakeholders and to recruit a Partnership Co-Ordinator. The Co-ordinator was appointed in late-2001. Likewise the Development Trust was established in December 2001. Initially, the Co-ordinator post-holder was an employee of Newage, with funding contributions from SKDC, although this has subsequently changed, with SKDC being the direct employee, with private sector contributions to salary and on-costs. Discussions are presently taking place with Welland SSP about their future part-funding of this post.

The Partnership was re-structured into its present format in January 2003. This comprises the Partnership itself (termed the Strategy Group) and three Sub-Groups;

- **Urban;** focussing upon the environmental improvement of the town
- **Marketing;** focussing on the promotion of Stamford as a destination for day visitors and tourists
- **Business;** focussing on the creation of a balanced and vibrant economy in the town

The Partnership is co-chaired by John Plumb (Stamford Civic Society) and Shrikanth Padmanabhan (MD of Newage AVK SEG). There are two SKDC representatives on the Strategy Group.

Stamford Vision's achievements are admirable and the partnership as a whole is an exemplar of good practice. The level of private-sector commitment and engagement is strong and is a key strength of the partnership.

Key recent achievements include;

- Substantial funding from the Welland SSP for public realm works in Sheepmarket / Red-Lion Square
- Adaptive re-use project with funding from Welland SSP
- Feasibility studies (with SKDC) in relation to the Welland Quarter Opportunity Area

¹ Stamford TCMP: Stamford Vision 2015

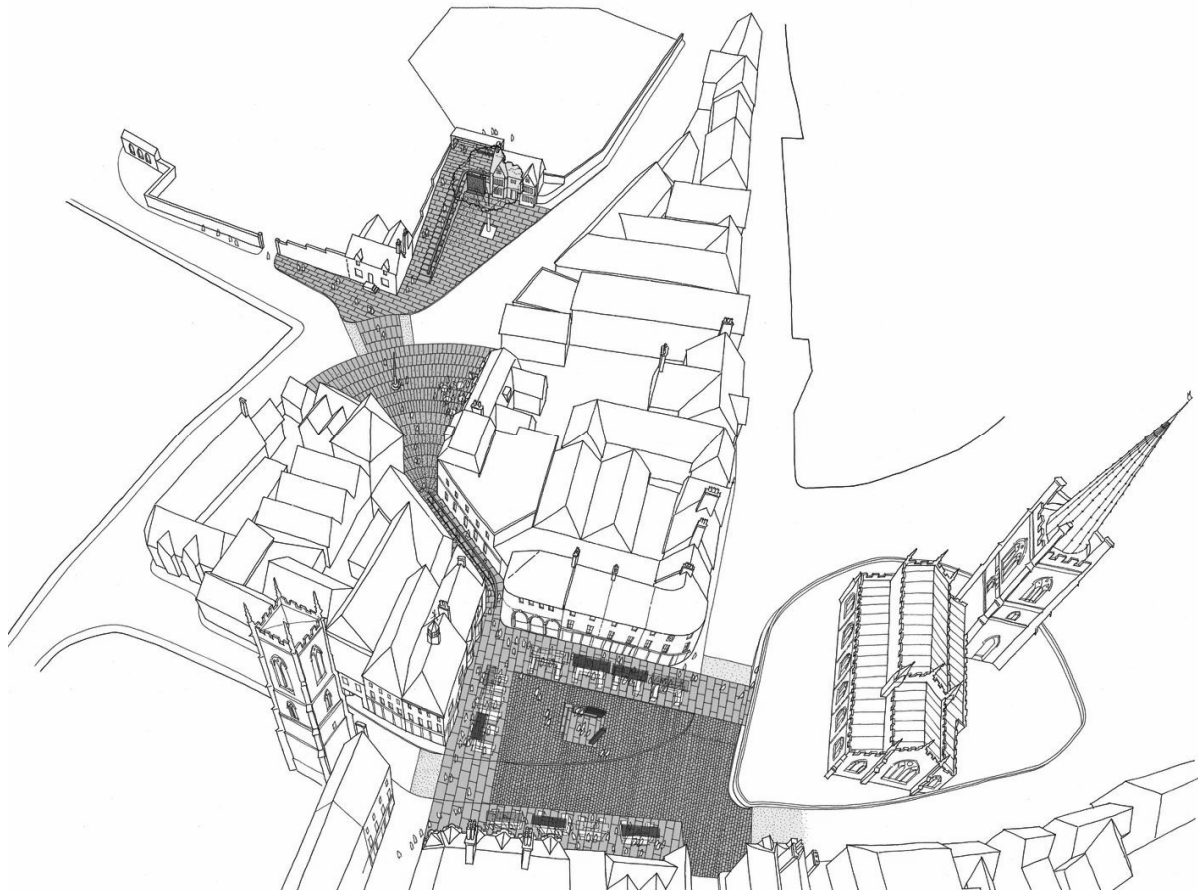


Figure 4.1 Artists impression of Stamford Gateway scheme; Red Lion Square is in the foreground

- Comprehensive programme of events during the annual Market Towns week
- Inward investment packs and business / footfall surveys
- Spring tourism launch and Showcasing Stamford event
- Tourism publications
- Street furniture installation and refurbishment

Stamford Vision has recently identified 5 priorities;

- The Stamford Gateway Project (Sheepmarket / Red Lion Square)
- Traffic relief
- Local Development Framework
- Welland Quarter
- Car Parking

Stamford Gateway Project

The Stamford Gateway is a comprehensive public realm improvement scheme for Sheepmarket and Red Lion square, key spaces within the heart of the town centre, connected by Horseshoe Lane. Working in partnership with national and local agencies, and through extensive public and retailer consultation, a scheme of public realm improvements has been developed. Stamford Vision has been successful in securing significant funding from the Welland SSP for the delivery of the project.

Financial contributions are also anticipated from Lincolnshire County Council (highways). Provision has also been made in this Council's Capital Programme for 2005/2006 and 2006/2007 to support the delivery of the project.

Having secured funding to deliver the project, Stamford Vision have concluded that the establishment of a Charitable Company Limited by Guarantee will be the preferred delivery vehicle that enables them to properly oversee the project. The District Council has supported this initiative², and would anticipate that the model developed in relation to Stamford could have wider applicability across all TCMP's in coming years. (NB. Subject to further advice, it is anticipated that the preferred company model will be a 'Community Interest Company'; the relevant legislation coming into force on 1st July 2005).

Traffic Relief

Stamford Vision has adopted traffic relief as one of its priority areas for action. The traffic debate in Stamford is a lively one, with different groups favouring particular by-pass or relief road solutions. Arguments for a development-led northern relief road have to a large extent been hampered by the absence of any strategic planning support for the quantum of development that would be required to deliver a project of that scale. Southern based solutions inevitably confront issues around impact upon Burghley Park.

Stamford Chamber of Trade and Commerce have recently commissioned a major traffic study of the town, and advanced detailed proposals for an Eastern Relief Road³ (see Appendix 6) involving Links between Kettering Road and High St St Martin's, High St St Martins and Barnack Road, Barnack Road and Uffington Road, and Uffington Road and Ryhall Road.

This scheme (the estimated capital cost of which, with an appropriate 'optimism bias' is £23.9m) is presently being evaluated by Lincolnshire County Council. The prospects of the project being entirely funded through the Local Transport Plan 2 process appear limited. The scheme does however, by integrating a number of existing and potential development locations offer the prospect of at least partial funding through development (see Appendix 7).

Subject to the scheme delivering tangible highways benefits, there is merit in evaluating the proposals from a land-use planning perspective as part of the emerging LDF process. That assessment would need to establish the viability and deliverability of the project, particularly having regard to strategic planning objectives.

As is discussed below, it is proposed to prepare an Action Area Plan for Stamford. Whilst initially this was to be confined to the town centre, there would appear to be some merit in broadening the scope of the document to embrace the whole town. This would enable the document to address this specific issue in a broader context.

² Cabinet 9th May 2005. Report DCS22.TCMP Structures

³ SCOTC / JMP Consulting: Stamford Traffic and Highway Study. February 2005

Action Area Plans may be prepared jointly by adjoining local planning authorities. Insofar as these particular proposals extend into both Peterborough and East Northamptonshire, the possibility of a jointly prepared AAP may need to be explored.

Local Development Framework

Stamford Vision have identified the LDF-preparation process as one their key priority areas. The District Council wishes to work closely with Stamford Vision (and the other TCMP's) in the delivery of the LDF and its component documents. The District Council is working closely with Stamford Vision on a number of projects that will feed into the LDF process, and the wish is that this joint working will continue.

Stamford Action Area Plan

The approved Local Development Scheme⁴ anticipates the preparation of an Action Area Plan for Stamford.

Action Area Plans (AAP's) are intended to be used to provide the planning framework for areas where significant change or conservation is needed. A key feature of an Action area Plan will be a focus upon implementation. PPS12⁵ advises that AAP's should;

- Deliver planned growth areas
- Stimulate regeneration
- Protect areas particularly sensitive to change
- Resolve conflicting objectives in areas subject to development pressures
- Focus the delivery of area based regeneration initiatives

Whilst initially contemplated as a town-centre specific document, it is considered that there is now merit in taking a broader approach, including the whole town. Current evaluation work such as the car parking strategy review, the Welland Quarter appraisal (see below), together with the evaluation of the Eastern Relief Road proposals are all potentially interlinked. As such, it would seem to be appropriate to draw these issues together into one holistic document; a town-wide Action Area Plan. Budgetary provision has been made to advance this document during the current financial year, although it is not anticipated that the work would be completed during the present budget year.

Welland Quarter

The Welland Quarter is a significant tract of land bounded by Albert Road to the west, Wharf Road, Adelaide Street and Priory Road to the north, the River Welland to the south, and extending eastwards as far as St Leonard's Priory and the Morrison's roundabout to the east. It has a site area of approximately 12ha, and comprises a mix of largely brownfield uses, together with open meadowland.

⁴ Cabinet 9th May 2005 Report PLA498.Local development Scheme

⁵ Planning Policy Statement 12: Local Development Frameworks. ODPM.2004

The site was identified within the Deposit Draft South Kesteven Local Plan, published in January 2002, as an 'Opportunity Area'. Opportunity Areas were described in the plan as follows;

".....potential locations within and on the edge of town centres where single or mixed use development could provide important facilities and activities to raise the offers of these centres to both local residents and visitors.

The redevelopment of these areas must not take place in isolation but be seen as an element in the strategy which contributes towards the success of the centre as a whole. It is important that they do not operate as locations separate from the rest of the town centre, but have high quality links to other parts of the centre.

The Opportunity Areas all have substantial potential, but in many instances are complex and likely to involve a number of different property owners. Delivering development will not be easy and is likely to occur over the medium to long term. The District Council will work closely in partnership with developers and landowners and will consider using its land assembly powers to achieve the successful regeneration of these areas in accordance with Plan policies."

More specifically in connection with the Welland Quarter proposed allocation, the plan stated;

"This is a very large area of about 12 hectares situated between Wharf Road and the River Welland, extending eastward from The Bridge almost as far as the Priory.

The area currently contains a large number of uses including a public car park and various commercial businesses, utility services, allotments, pasture land and housing, some of which is of recent construction. Clearly, some of these will need to be retained, but the relocation of others will be necessary in order to achieve a comprehensive development in place of the somewhat uncoordinated piecemeal approach that is currently taking place and failing to deliver the necessary integration with the rest of the site, or a unified scheme.

The area's close proximity to the main town centre shopping area offers an excellent opportunity for a high quality mixed use development containing quality new retail floorspace, leisure facilities, housing and enhanced public car parking.

Despite its prominent location, little advantage is taken of the area's riverside setting. Although recent housing development has taken place right up to the river's edge, the creation of a route for pedestrians and cyclists along the length of the new river frontage will be required as part of any scheme to create an attractive recreational feature. This should be achieved in a way which protects and enhances the riverside and provide links between the centre, The Bridge and The Priory, through to Morrison's superstore."

Although the Deposit Draft Local Plan has now had to be withdrawn because of the implementation of the LDF system, the commitment to evaluate and support the development of this area remains.

Working in partnership with Stamford Vision (and with funding support from the Welland SSP), two projects have been undertaken to establish the feasibility and viability of developing the site;

- **A traffic and highways feasibility report (May 2004)**⁶. This study evaluated the traffic and transportation impacts of three potential mixed-development options. The broad conclusion emerging from this study was that it was feasible to access the site for development purposes.
- A broader **development appraisal**⁷, to identify viable, and feasible development options having regard to overall development viability and identified needs. The broad conclusions emerging from this study (which has yet to be finalised) are that the site is capable of supporting a viable mixed use development.

The logical next step in the process is to progress to a Masterplanning stage, which could then form the basis of an appropriate planning policy document. There are a number of options in this regard; incorporation into a Town Centre Action Area Plan, or adoption as supplementary planning guidance in its own right. Fundamentally however, there is a need to create a planning policy framework for the site at the earliest opportunity, in order that the advancement of the scheme is not compromised by further piecemeal development.

Having established a robust policy framework for the site, a range of delivery options are likely to present themselves. This could for example involve some form of collaborative venture between landowners, or, an approach similar to that being followed in relation to the core-area in Bourne, involving developer selection, underpinned by local authority land-assembly powers.

The District Council owns land within the Welland Quarter area; namely Wharf Road car park. At this stage there is no indication as to whether the existing car park use would be affected in the future (this is more likely to emerge at the masterplanning stage). In this respect, the parallel activity in relation to a strategic parking review is highly relevant.

The District Council endorse the strategy being followed in relation to the site and the subsequent preparation of masterplan and supplementary planning documents (either free standing or as part of a wider action area plan). Appropriate budgetary provision has been made for these exercises and funding can reasonably be anticipated from other sources.

Car parking

Car parking has emerged as a key future priority for the town. The issue has many dimensions; location, quantum and pricing structure, together with the issue of de-criminalised on-street parking and residents parking schemes. This issue is clearly of equal interest to the District Council. The contamination issues at the Wharf Road car park are well documented⁸, and the existing cattle market car park is allocated for housing development in the adopted Local Plan. The current Cattle Market lease will expire in the next few years. A further dimension is the underground car parking

⁶ Turvey Consultancy Ltd for Stamford Vision: Welland Quarter, Stamford, Development Feasibility Traffic and Highways Issues: Feasibility Report. May 2004.

⁷ SQW on behalf of Stamford Vision / SKDC (Work in progress)

⁸ Cabinet 6th September 2004 ; Report LEG.167

proposals being advanced by the Stamford Chamber of Trade and Commerce at North Street / Recreation Ground.

All these factors point towards the need for a comprehensive review of car parking in the town. This has been authorised by the relevant portfolio holder⁹. The District Council proposes to work with Stamford Vision and other partners to come forward with recommendations to cabinet about future car parking strategy. The outcome of this review will inform future parking policy, the preparation of the LDF, and the Stamford Town Centre Action Area Plan, and asset management issues.

A working group of relevant stakeholders has been convened under the chairmanship of the relevant portfolio holder and it is hoped to conclude the study within the next few months.

Tourism as an economic regeneration tool in Stamford

Whilst tourism overall has been recognised as a low-priority (Z) service, it is similarly recognised that tourism activity can play a significant role in the economic regeneration of town centres, a point identified in the recent tourism strategy report¹⁰, described more fully in Section 2. This is especially so in the case of Stamford where the tourism offer is regionally and even nationally significant.

Within the Tourism Intervention Appraisal, the following key priorities and opportunities were identified for developing Stamford's visitor economy. The table below also illustrates how these priorities can be addressed. As this table illustrates, the issues / priorities are largely based around improving the overall town centre offer. The issues are to a very large extent being addressed, or are capable of being addressed through close co-operative working with the TCMP, Stamford Vision. It is considered that these priorities can be addressed through existing agreed budgets.

“ Tourism is a vital part of Stamford's economy and offers good growth potential for the town. Effective marketing of the town to visitors and the continued operation of the Stamford TIC have a key role to play in capitalising on this potential. The improvement and further development of the town's visitor offer is also needed. The development of a bigger and better located TIC / visitor centre is seen as a key priority. Effective visitor management will be needed as visitor numbers increase.”

Developing Stamford's visitor economy		
	Priority / Opportunity	Action
1	Improving the street scene and cleaning up the town	Cabinet have approved a Street Scene Action Plan ¹¹ , and this is in the process of implementation
2	Addressing anti-social behaviour in the town	Cabinet have approved an Anti-Social Behaviour and Enforcement Policy ¹² and this is in the course of implementation. Cabinet are being invited within this report

⁹ NKD: 3rd May 2005; Report PLA.493

¹⁰ ACK Tourism: South Kesteven Tourism Intervention Appraisal. November 2004

¹¹ Cabinet 10th January 2005: Street Scene Action Plan. Report WCS.5

¹² Cabinet 4th April 2005: South Kesteven District Council Anti Social Behaviour and Enforcement Policy. Report DCS.20

		to support the preparation of an Evening Economy Strategy
3	Effective marketing of the town to visitors	It is proposed to work in close co-operation with the Marketing Group of Stamford Vision to develop an appropriate marketing strategy for the town (see further below).
4	Continued operation of the TIC, and ideally the development of a bigger and better located visitor centre / TIC operation in the town	The TIC remains in operation. Discussions proposed with Lincolnshire Tourism and emda about the potential for enhanced facilities in the town.
5	Further development of the town's retail and catering offer	To be addressed through the Welland quarter project, and through the Action Area Plan / LDF process
6	The provision of more public toilets	New toilet facilities have been provided at Red Lion Square.
7	Increased town centre car parking	To be assessed as part of the Strategic Car Parking Review
8	Improved coach parking	To be assessed as part of the Strategic Car Parking Review
9	New hotel development	To be addressed through the Welland Quarter project, and through the Action Area Plan / LDF process
10	Improved signing, information and interpretation	Significant and continuing progress in partnership with Stamford Vision
11	More town centre events	To be evaluated, and if appropriate, developed in partnership with Stamford Vision

In relation to marketing, the Tourism Intervention Appraisal, makes the following comments;

“ Effective marketing of Stamford is needed to attract increased numbers of day visitors and coach tours (primarily to generate additional business for the independent retail and catering sectors), and mid-week leisure break business and overseas visits (to boost off peak business for accommodation establishments in the town and surrounding area). Businesses attending the industry workshop in Stamford identified this as one of the key things that they expect for paying their business rates. The Stamford Vision Marketing Group has been established to bring together business interests in the town to market Stamford more effectively. The Group requires support, however, in terms of funding, marketing expertise and manpower to implement marketing campaigns.”

It is considered that these marketing ambitions are best achieved through close collaboration with the TIC, Lincolnshire Tourism and Stamford Vision. In view of the diminishing resources available for tourism activity, such collaboration needs to explore longer-term sustainability issues.

Future plans to develop the visitor economy of the town should also draw upon the findings of a 2003 Stamford Destination Benchmarking exercise conducted by Regional Tourist Boards¹³.

Cabinet are invited to endorse the specific actions outlined above in to developing the visitor economy.

ACTIONS:

- 21. In conjunction with Stamford Vision prepare a Stamford Action Area Plan, having specific regard to the outcomes of the;**
 - **Strategic review of car parking in Stamford**
 - **The outcomes of the Welland Quarter development appraisal**
 - **Technical and land-use appraisal of the Stamford Eastern Relief Road traffic proposals**
- 22. Welcome the Stamford Chamber of Trade & Commerce's Eastern Relief Road proposals as a contribution to the traffic debate and support its appraisal from a land-use planning perspective as part of the LDF / Action Area Plan process, subject to technical support for the scheme from the relevant highways authorities.**
- 23. Develop appropriate supplementary planning guidance in relation to the Welland Quarter, promoting a comprehensive redevelopment, and resisting piecemeal development activity.**
- 24. Implement the action points outlined in this section to develop the visitor economy of Stamford, and address issues arising from the Heart of England Stamford Destination benchmarking Survey 2003**

¹³ Heart of England Tourist Board: Stamford Destination Benchmarking Survey 2003

SECTION FIVE

BOURNE

Bourne Town Centre Management Partnership was established in February 2000. The group has been chaired, since its inception, by Norman Stroud, the Managing Director of Bourne Services. As well as District and Town Council representatives, attending partnership members include Bourne Civic Society, Robert Manning School and a Chamber of Trade representative.

As is the case with a number of the other partnerships other private sector interests are members of the partnership, but do not attend or participate on a regular basis.

As constituted, the TCMP established the following mission and objectives;

“Bourne Town Centre Management Partnership will work in partnership with the people of Bourne and surrounding areas to help make Bourne town centre a thriving, attractive, safe and accessible centre for shoppers, visitors, residents and local businesses”

Objectives

- To assess needs and opportunities by consulting widely with the people of Bourne
- Develop a list of prioritised projects
- Obtain funding and other resources
- Secure champions for each project
- Manage within budgets and timescales
- Ensure effective consultation and communication
- Develop new projects on a rolling basis

Initially the TCMP established two – sub groups to help deliver these objectives; and Attractions Group and an Access & Amenities Group, although these groups no longer meet.

In September 2001 the Bourne Town Centre Action Plan was published. Commissioned jointly by the TCMP and the District Council, the report, produced by Roger Evans Associates, contained a 43-point action plan. A copy of the Action Points, and progress to date is enclosed at Appendix 8).

Ivan Fuller, the Bourne Town Centre Co-Ordinator, was appointed in May 2002. This post is part –funded by SKDC and the Welland SSP.

Whilst the Partnership appears to be working well, particularly in relation to the Core Area redevelopment project, and whilst the Action area Plan appears to enjoy continuing support, there appears to be a need to re-focus and prioritise work activities, and a need to foster greater private sector involvement in the Partnership.

Bourne Town Centre Action Plan

In terms of the Action Plan, a significant number of projects outlined in the Plan have been completed, or, are in progress. A number of the Action Points are also quite aspirational and further analysis has cast doubt upon the desirability or practicality of their implementation.

The time appears ripe to effectively review the Action Plan, take stock of the changes that have arisen since its preparation, and revise, amend and prioritise the action plan, as the basis for future work activity. Fundamentally, the document is robust, and is not in need of complete revision.

Bourne Core Area Redevelopment

A key element of the Bourne Town Centre Action Plan is the proposed redevelopment of an underused area of land situated between North Street, Burghley Street and the Burghley Street public car park. This area of land is situated in the heart of the town centre, but is largely underused. The site was identified in the First Deposit South Kesteven Local Plan as an 'Opportunity Area', in the same manner as both the Grantham Canal Basin site, and the Welland Quarter in Stamford. The Draft Local Plan described the site as follows;

"This is an area of about 1.5 hectares at the rear of North Street and with a 'split frontage' onto Burghley Street. This road provides access to North Street businesses, the British Legion Club, local residences and the public car park at the back of the Baptist Church.

The area currently contains a mix of both public and private car parking, small commercial premises, service yards and storage buildings. Although it appears to be in multiple ownership the area represents an outstanding opportunity to rationalise and use and carry out a comprehensive mixed-use development including retail, commercial and residential uses in modern buildings together with enhanced public car parking. Consideration could be given to the possible relocation of the bus station from its present site at the junction of St Gilbert's Road with North Street to a new one in this location, placing it much closer to, and linked with, the main town centre shopping area for the greater convenience of town centre public transport users.

Any scheme of redevelopment will need to include enhanced public car parking and make provision for pedestrian routes through the development connecting it to North Street and west Street shops and strengthening the links with Sainsbury's to the west."

In June 2003, with funding support from the Welland SSP, consultants Barker Storey Matthews were commissioned to test the overall viability of a redevelopment scheme on the site¹. This report concluded that a retail-focused mixed use development was likely to be viable. Arising from this, working with BSM, supplementary planning guidance has been prepared which supports the comprehensive redevelopment of the site, and which seeks to resist piecemeal development which may compromise such redevelopment².

In March 2004, again with Welland SSP support, steps were taken to market the site nationally and locally as a redevelopment opportunity³. This marketing led to a two

¹ Barker Storey Matthews for SKDC/Bourne TCMP: Bourne Core Area Proposal; June 2003

² Cabinet (Private) 27th January 2004: Report PLA.425

³ Cabinet (Private) 22nd March 2004: Report CED.8



Figure 5.1 Aerial view; Bourne Core Area

stage selection process, involving outline, and then detailed submissions. Following public consultation and recommendations from a selection panel, the TCMP, at their meeting of 5th January 2005 identified Henry Davidson Developments as the preferred developer for the scheme. An outline of the scheme is appended at Appendix 9).

The mechanisms by which the development of the site could be taken forward were endorsed by Cabinet at their meeting on 7th June 2004⁴. In summary, that process can be described as follows;

- ✓ Promotion of the site as a development opportunity
- ✓ Expressions of interest submitted
- ✓ Short list of developers identified to make formal submissions
- ✓ Selection of a preferred developer
- Negotiation and completion of a Partnership Agreement with the preferred developer
- Developer secures planning permission

⁴ Cabinet 7th June 2004: Report PLA.442; Proposed development of Bourne Town Centre Core Area

Developer uses best endeavours to assemble site
(If site assembly cannot be assembled by voluntary means, and terms of Partnership Agreement are satisfied, Council resolves to CPO)
(CPO process)
(If Order confirmed, land transactions completed)
Development commences

✓ = stages completed to date () = optional stages, if required

At the time of drafting this report, the developer has carried out a valuation exercise for the whole site, and has engaged with each of the affected landowners. Assuming the CPO process does not need to be utilised, the hope is that a start on site could be made during 2006.



Figure 5.2 Artists impression of central square Bourne Core Area redevelopment

A feature of the favoured development scheme, although not necessarily a pre-requisite of it, was the proposal for a decked car park upon the Burghley Centre car park (this is a private car park servicing the Burghley Centre east of North Street, and not to be confused with the Council-owned Burghley Street car park which is within the redevelopment area). The extent to which this decking would be required as part of the re-development scheme is being appraised as part of the Transport Assessment that will need to support any future planning application.

In tandem with the re-development of the core area, it is an opportune time to review the question of car-parking within the town. The decking solution on the Burghley Centre is worthy of consideration as part of an overall assessment of car parking provision. By necessity, the future of the Burghley Street car park, and its

management will need to be considered as part of the redevelopment scheme, and it is expedient to review other provision concurrently.

RECOMMENDATIONS:

- 25. That Cabinet support a review, roll-forward and re-prioritisation of the Bourne Town Centre Action Plan, taking account of changes in circumstances and outcomes to date.**
- 26. That future car parking provision and its management be reviewed and considered concurrently with the re-development of the Bourne Core Area proposals**

SECTION SIX

THE DEEPINGS

The Deepings TCMP was established in February 2000. At its inception the Partnership formed two sub-groups, responsible for Access & Amenities and Attractions. In September 2001 the Partnership commissioned The Deepings Survey, a comprehensive survey of residents in the town, that was seen as a basis for future action planning¹.

Whilst initially very focussed, and whilst a number of significant projects were implemented, little material progress was made in developing an action plan arising from the survey findings. It was also becoming clear that the Partnership, re-named the Deepings Management Partnership was assuming a broader community focus rather than the town-centre specific remit that had been intended.

Following the resignation of the Chairman in April 2002, the Partnership appeared to lose its impetus. Whilst continuing under the Acting Chairmanship of a Council Officer, little material progress was made, although steps are now being taken to reform the Partnership. However, during this period, two significant projects were completed;

- A town-centre health check² was commissioned by the Town Council, supported by the Countryside Agency.
- An Arts Centre Feasibility Study³ was commissioned as an addendum to the Health Check, funded by the TCMP

The **health check**, produced to a standardised template, included 36 project recommendations. These appear to adopt a broader community focus, rather than being town-centre specific. A number of the projects do specifically relate to town centre issues.

The **arts centre feasibility study** concluded that the project was unlikely to be feasible, and prohibitive in both capital and revenue terms. The report made recommendations about the evaluation a revised project based upon a refurbishment and development upon the Deepings School / Leisure Centre site.

Review of the Partnership

In February 2005, the Economic Portfolio holder authorised a review of the partnership structure, terms of reference, membership and geographic area⁴. The partnership has now reverted to a town-centre specific focus, and measures have been taken to increase the private sector representation on the partnership.

¹ The Deepings Survey 2001; SKDC/Deepings TCMP.September 2001

² Graham Vallis Associates:Market Deeping Health Check;Spring 2004

³ Graham Vallis Associates:Market Deeping Arts Centre :A feasibility study.April 2004

⁴ NKD; February 2005; Report PLA.480. Review of terms of reference and composition of the Deepings Town Centre Management Partnership

An initial partnership meeting has been held, and there appears to be an encouraging level of private sector support for involvement in the partnership. With the assistance of a professional facilitator experienced in planning matters, efforts are presently being made to create a clear set of priorities for the partnership, that can form the basis for an action plan for the future.

The town centre has benefited from planning gain contributions arising from the Tesco development at Godsey's Lane, and further contributions may be forthcoming as a consequence of s store extension proposal.

One initial action that has been initiated was a proposal by the partnership to acquire land situated between High Street, Market Deeping and the River Welland, with the objective of creating a public amenity. This acquisition was the subject of a Non-key decision in April 2005⁵. This was an issue identified in the 2004 Market Deeping Health Check.

It is anticipated that in the coming weeks a clear set of short and long term priorities will emerge from the Partnership that will form the basis of an action plan. Steps are also being taken to strengthen the private sector involvement in the Partnership through the creation of a business club.

The emergence of an agreed action, and evidence of a robust, functioning Partnership structure would, in my view, represent a reasonable foundation to support the appointment of a part-time town-centre manager / co-ordinator. This could be funded in part from the planning gain contributions from the Tesco development, and there is a realistic prospect of funding support from the Welland SSP.

ACTIONS:

27. Create an Action Plan for the Deepings TCMF

- 28. That subject to the creation of a robust agreed action plan, and, the emergence of a robust partnership structure, and SSP support, appoint a part-time town-centre manager; funding being drawn from planning gain contributions.**

⁵ NKD.April 2005. Report PLA.492.Land at High street, Market Deeping

SECTION SEVEN

BUSINESS IMPROVEMENT DISTRICTS (BIDS)

The **Business Improvement Districts (England) Regulations 2004** came into effect of 17th September 2004.

A Business Improvement District (BID) is a partnership arrangement through which local authorities and the local business community can take forward schemes which will benefit the local community, subject to the agreement of non-domestic rate payers. Under a BID proposal, ratepayers will agree to pay an additional levy on their rate bill. Those ratepayers will decide in advance what the amount of the additional levy should be, and what it should be spent on. The BID will only come into operation if a majority of ratepayers (by number, and by overall rateable value) in the defined BID area agree to it. Lincoln was identified as one of a number of national pilots to trial the concept. The necessary ballot took place in April 2005, and resulted in 79% of the businesses (83% by Rateable Value) in support of the scheme.

A BID can be established in any place where additional services to those which the local authority provides are desired by the local business community. BIDs, most logically would be located in town centres (or parts thereof), although some early BID pilots have looked at the whole of a small town.

A number of pilot projects have been running prior to the introduction of the regulations, and a number of ballots are shortly to take place, the first being in Kingston-upon-Thames. From those BID pilots being advanced, the emerging priorities identified by the business communities in those areas, follow a number of recurring themes;

Examples of improvements BIDs can achieve;

- **Clean and Safe;** Enhances street cleansing above and beyond defined standards of the local authority. Enhanced services in terms of additional security measures (wardens etc) and CCTV enhancements.
- **Marketing and Events;** Incentivised events and activities to draw visitors to an area
- **Transport & Accessibility;** Enhanced accessibility through improved public transportation measures, or incentivised parking arrangements
- **Inward Investment and Development;** Attracting new businesses and raising the profile of an area.
- **Tourism;** Promoting increased footfall through tourism and marketing campaigns.

Under the provisions of the Regulations, there is no specific limit to the amount of the levy that may be imposed, although experience from the pilot BID's would suggest a 1% levy (of rateable value) to be the norm. BIDs would normally run for a five year period, following which they would need to be renewed by a fresh ballot.

By way of example, the BID for Lincoln city centre (broadly defined as the retail extent) is expected to raise in the order of £300,000pa from the business levy.

An essential element of the BIDs process is that the scheme is intended to be developed by the business community, for the business community. It is the business community that identifies what projects and services are delivered with the levy raised, and they who administer scheme. Whilst the local authority would have a key support and enabling role in this process (not least in terms of collecting the levy), it should be business led.

A fundamental feature of the services and projects that a BID delivers are that those services should be additional to what the local authorities in an area are committed to delivering as a matter of course. This said, there can be no absolute certainty that the level of funding presently being targeted towards town centres is guaranteed in the long term, and BID schemes, in tandem with a committed level of local authority funding may represent a sustainable long term funding mechanism for town centre projects. Some of the pilot BID projects have actually pegged local authority contributions to town centre development / management directly to the levy raised through the BID.

Established (and emerging) TCMP structures, with any associated business club organisation would seem to be an ideal vehicle through which to develop the BID concept. In the next few months, we are proposing to hold a number of seminars with TCMP's and local businesses to raise awareness of Business Improvement Districts, and to identify a way forward.

Given the robustness of the Business Club, and the scale of the town centre, Grantham would seem to be the ideal location to trial the BID's concept. Some budgetary provision has been made this year for the development of BIDs. It is considered that this funding could be used to appoint, on a temporary basis, either a dedicated Project Manager, or a 'BID Champion' who would be responsible for championing the BID concept to target businesses and assisting in formulating the business plan for the BID. This post, or assignee, could report either directly to the TCMP or to the Business Club.

Cabinet are asked to endorse the BID concept, to support the trialling of a BID in Grantham, and for the application of funds to support the progression of a BID.

ACTIONS:

- 29. Support the principle of Business Improvement Districts, and working with the TCMP and the Grantham Business Club, implement an initial pilot project in Grantham**
- 30. That the District Council promotes BID's to the business community, through a launch-seminar and the use of a 'BID-Champion'.**

SECTION EIGHT

CAPITAL PROJECT IMPLEMENTATION

In order to deliver step-changes in town centres, provision has been made in the Council's Capital Programme. This provision is as follows;

2005 / 2006	£1,000,000
2006 / 2007	£1,000,000
2007 / 2008	£1,000,000

This section sets out the broad proposals for the delivery of a town centre capital programme. As the programme below identifies some projects will generate a capital receipt and the programme has been developed upon the premise that where capital budget is used which thereafter generates a capital receipt, the original capital outlay (as opposed to any uplift that may be secured) will be re-invested into the town centre capital programme, so ensuring the sustainability of the fund over the term of this action plan.

At this stage, the assessment of individual project costs is necessarily estimated. However, the plan maps out a broad indicative profile of expenditure and receipts over the term of the plan, that will enable for appropriate project and budgetary planning.

Projects

St Catherine's Road

Project Cost £350,000 2005/2006

Anticipated receipt 2007/2008

The St Catherine's Road / Welham Street area has been identified in the Grantham Town Centre Masterplan as a redevelopment opportunity, with a particular focus upon leisure based activities. For example, the site could lend itself towards the creation of a multiplex cinema facility. This capital project provides for the acquisition of the former Co-Op car park, presently rented by the District Council and used for car parking, that with contiguous holdings would create a freehold parcel of 0.42ha. Acquisition anticipated during 2005/2006, with disposal of overall freehold interest during 2007/2008.

Car parks

Net costs £492,000 2005/2006, £50,000 2006/2007, £558,000 2007/2008

As part of the identified parking strategy for Grantham, it is proposed to dispose of the East Street site, following the opening of a multi-storey car park at Welham Street. Demolition of the existing buildings in anticipation of Welham Street works will create temporary additional capacity. Demolition costs for East Street (approx £400,000) recoverable on disposal, and will correspondingly enhance overall receipt for site. Set up costs £92,000. Project cost for Welham Street £2,750,000. Anticipated East Street Receipt £2,700,000, post-demolition. Revenue savings and risk minimisation will arise from demolition. Demolition costs re-invested into town centre projects. Provisional sum for 2007/2008 for projects in Bourne and Stamford. Potential funding demands post 2007/2008.

Stamford Gateway

Project contribution £250,000 2005/2006; £100,000 2006/2007

Major capital project to enhance the public realm in Sheepmarket and Red Lion Square, Stamford. Project led by Stamford Vision, with contributions from Welland SSP and Lincolnshire County Council. Total project cost approx £1.2m. SKDC contribution to cover cost of works to SKDC owned land in and around Stamford Bus Station. Originally estimated at £150,000. Revised detailed costings now approx £350,000.

Grantham Market Place**Project contribution £2,000,000 over 2006/2007 and 2007/2008**

Pedestrianisation proposals proposed within Grantham Town Centre Masterplan, to be implemented following implementation of town centre traffic management proposals. Funding anticipated from Lincolnshire County Council and potential contribution from Lincolnshire Enterprise.

Conduit Lane**Project receipt Est £500,000 2006/2007**

Development of this site is contemplated in the Grantham Town Centre Masterplan. The site, originally evaluated as a site for a Science Discovery Centre is considered suitable for a mixed use redevelopment.

Expenditure profile 2005 - 2008

Town Centre Capital Projects						
Project	2005/2006		2006/2007		2007/2008	
	Expenditure	Income	Expenditure	Income	Expenditure	Income
St Catherine's Rd	£350,000					£350,000 ¹
Car Parks					£558,000 ²	
Welham St / East St	£492,000 ³		£2,750,000 ⁴	£2,700,000 ⁵		
Stamford Gateway	£250,000 ⁶		£100,000			
Grantham M.Place			£1,000,000		£1,000,000	
Conduit Lane				£500,000		
Total	£1,092,000	£0	£3,850,000	£3,200,000	£1,550,000	£350,000
Net Total p.a.	£1,092,000		£650,000		£1,208,000	
Net Total	£3,000,000					

¹ Receipt (re-investment) following disposal of larger site incorporating adjoining land

² Balance of capital funding to be applied to town centre car parking (Bourne or Stamford). Anticipated capital demand post-2007/2008.

³ Demolition costs (East Street)£400,000, plus set up costs (East Street)£55,000, plus Welham Street Fees (£37,000)

⁴ Capital cost of construction of Welham Street MSCP

⁵ Anticipated receipt, East Street disposal

⁶ Original anticipated contribution to project £150,000 over 2 years. Revised detailed costings have increased cost of whole project. Anticipated cost of SKDC element £350,000 over 2 years.

Agenda Item 7

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Agenda Item 8

By virtue of paragraph(s) 7, 8, 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 7, 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 7, 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

REPORT TO CABINET

REPORT OF: CORPORATE DIRECTOR OF COMMUNITY SERVICES

REPORT NO: DCS25

DATE: 11th July 2005

TITLE:	LINCOLNSHIRE ASSEMBLY
FORWARD PLAN ITEM:	YES
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	Not applicable
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Not applicable (for information)

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Mrs Linda Neal Leader of the Council
CORPORATE PRIORITY:	Not applicable
CRIME AND DISORDER IMPLICATIONS:	Not applicable
FREEDOM OF INFORMATION ACT IMPLICATIONS:	Not applicable
BACKGROUND PAPERS:	Lincolnshire Assembly Terms of Reference – 4 th May 2005

1.0 BACKGROUND

- 1.1 In September 2001 partners of Lincolnshire Local Government Association agreed the development of a county-wide local strategic partnership.
- 1.2 Since this time further discussions have taken place informed by the requirements of Comprehensive Performance Assessment (CPA), consequently it has been agreed that there is a pressing need for a strategic partnership body to promote and co-ordinate joint working across the county. A paper prepared by the

Lincolnshire County Council and considered by Lincolnshire Local Government Association is attached as Appendix A.

2.0 RECOMMENDATIONS

2.1 Members are requested to note the contents of this report.

3.0 FUTURE ACTIONS

3.1 Following consultation with partnership agencies and local strategic partnerships across the county a Lincolnshire Assembly has been established.

3.2 The terms of reference for the Lincolnshire Assembly are attached as Appendix B.

3.3 The Agenda for the first Lincolnshire Assembly included the following subject areas:-

- The Lincolnshire Rural Strategy
- Regional Spatial Strategy – to provide a Lincolnshire response to the Government Office of the East Midlands (GOEM)
- Community Strategy for Lincolnshire
- County Council's Engaged Strategy and review of Corporate Objectives.
- Sub-Regional Economic Strategy.

3.4 The first meeting took place on 1st July 2005. The Chief Executive will report back to Cabinet at the meeting on the 11th July.

3.5 Subjects discussed at the Lincolnshire Assembly will be communicated to South Kesteven's Local Strategic Partnership through the regular programme of meetings.

4.0 CONTACT OFFICER

John Pell
Corporate Director of Community Services
Tel: 01476 406510
Email: j.pell@southkesteven.gov.uk

LINCOLNSHIRE COUNTY COUNCIL

LINCOLNSHIRE LOCAL GOVERNMENT ASSOCIATION

3 June 2005

SUBJECT: LINCOLNSHIRE ASSEMBLY

REPORT BY: CORPORATE LSP OFFICER

David Hickman, Telephone: (01522) 552333

1 Introduction

- 1.1 In September 2001 the Lincolnshire LGA agreed a number of recommendations in respect of Community Strategies in the county. It was agreed by all partners at that time that priority should be given to the establishment of district area LSPs, and that a countywide 'LSP' should not be established unless it became necessary to do so.
- 1.2 Since that time circumstances have changed significantly, particularly with the development of new CPA requirements for demonstrable commitment to community leadership and engagement on the part of local authorities. In addition, there has been a renewed enthusiasm among partner agencies for the creation of a strategic body to co-ordinate and promote effective partnership working across Lincolnshire, within the framework of a shared vision for the future of the county.
- 1.3 This paper provides an update on progress in establishing the Lincolnshire Assembly in response to these circumstances.

2 Background

- 2.1 Partner agencies in Lincolnshire have reached an overarching consensus that there is a pressing need for a strategic partnership body to promote and co-ordinate joint working across the county.
- 2.2 Some of the more significant contributory factors that have led to this consensus include
 - Common themes emerging across all seven district level Community Strategies
 - The need for a mechanism to enable agencies organised on a wider geographical basis to engage more effectively with LSPs, and for individual LSPs to influence the corporate priorities of these agencies
 - Declining relative economic prosperity compared to the rest of the UK
 - The lack of a powerful lobbying voice for Lincolnshire at regional and national level
 - Increased emphasis on effective community leadership and engagement in forthcoming CPA, and in other government proposals relating to statutory bodies
 - Commitment by the County Council to undertake improvements in response to the CGI report

- The need to avoid duplication, and to promote achievement of added value through improved co-ordination of existing resources
- The need for a focal point to negotiate a Local Area Agreement for Lincolnshire

3 Current Position

- 3.1 Following consultation with partners, including Local Strategic partnerships, a series of independently facilitated workshops and other meetings were held during February and April involving senior officers and Members of a wide range of agencies working in Lincolnshire.
- 3.2 These meetings facilitated discussions on the potential for a single partnership body to co-ordinate and promote joint working across the County to support and enhance delivery of the district Community Strategies, and to respond to the key challenges facing the county as a whole.
- 3.3 As a result, partners agreed to proceed with developing the Lincolnshire Assembly, and delegated a small working group to produce draft terms of reference and membership for the Assembly. It was also agreed that the Bishop of Lincoln should be invited to chair the Assembly.
- 3.4 At present the agreed terms of reference are being circulated to all partners for individual agreement (see Annexes A and B). It is intended that the agenda for the first meeting of the Assembly will be drafted on 26th May, with the meeting itself to be held on 1st July.

RECOMMENDATION

That the Lincolnshire LGA

Support the establishment of the Lincolnshire Assembly by endorsing the terms of reference as agreed by participating agencies, and attached to this report as Annex A.

Lincolnshire Forum/Assembly Group

Lincolnshire Assembly – Secretariat

Purpose

- To support the work of the Assembly.
- To ensure that any work required to take forward the decisions or conclusions of the Assembly is commissioned.
- To support the outcomes of the Assembly.
- To facilitate the ability of minority groups to engage constructively with the Assembly.
- To ensure any discussions of the Assembly are actioned.
- To develop and propose a constitution for the Assembly.

Lincolnshire Assembly

Purpose

To provide a means of securing a common voice for and action in support of the collective communities of Lincolnshire embracing all sectors of our community.

Terms of Reference

- 1) To endorse the Community Strategy for Lincolnshire and hence develop an agreed vision for Lincolnshire and the quality of life of its communities.
- 2) To provide a mechanism to address common pan-Lincolnshire issues and influence member organisations strategic plans towards a common vision for Lincolnshire.
- 3) To provide a focal point for LSPs to raise issues common to more than one area; to share learning and experiences; and to pool resources to address common issues where appropriate.
- 4) To adopt and endorse any Local Area Agreement.
- 5) To endorse an influencing strategy to secure funding and support for Lincolnshire at Regional, National and International levels to address priorities in the Community Strategy and sub-regional Economic Strategy.
- 6) To agree a sub regional Economic Strategy for Lincolnshire and keep it under review.

- 7) To seek to influence actively the Regional Economic Strategy; to secure resources for Lincolnshire to be able to play positive roles in achieving the Regions Vision.
- 8) To consider and agree means of creating synergy from the resources of partner organisations towards the achievement of the Community Strategy for Lincolnshire and the sub-regional economic strategy.
- 9) To support cross organisational and sector working for the benefit of Lincolnshire.
- 10) To provide a vehicle for discussing issues of mutual strategic concern with organisations within historic Lincolnshire.
- 11) To enable its members to act collectively and individually as ambassadors for Lincolnshire.

Membership

The membership aspires to be all embracing and includes: -

Right Reverend John Saxbee	Bishop of Lincoln	Churches Together in All Lincolnshire
Tony Lake	Chief Constable	Lincolnshire Police
Professor David Chiddick	Vice Chancellor	University of Lincoln
Paul Williamson	Executive Director	Learning and Skills Council
Rob Mayall	Chief Executive	Connexions
John Kearsey	Regional Director	Job Centre Plus
Jane Froggatt	Chief Executive	East Lincolnshire Primary Care Trust
Simon Bland	Chief Executive	The Community Council of Lincolnshire
Helen Kearsley-Cree	Chairman	VOCAL
Bob Walder	Chairman	Regional Housing Forum
Nev Jackson	Chairman	Regional TUC
Tina McEwen	Chief Executive	Business Link
Penny Baker	Chief Executive	Lincolnshire Tourism
John Allen	Chief Executive	Lincoln College
PRIVATE SECTOR		
Bryan Carr		
John Jenkinson		
Ian Extance		
David Chambers		
Vacancy		
LOCAL AUTHORITY MEMBERS		
8 Local Authorities	Leaders and Chief Executives	
OTHER		
Lincolnshire Race Equality Council	Representative	
GOEM	Representative	

<i>Emda</i>	Representative	
7 LSPS	Chairs	
Parish Councils	Local Associations of Local Councils Representative	

Protocols

The partners in the Lincolnshire Assembly agree to conduct meetings of the Assembly and its associated groups, and relationships with the partners in the Assembly in a manner that:

- Respects each other's rights and responsibilities.
- Recognises that partners share many complementary functions and values.
- Works towards greater equality, recognition and respect between organisations and people when working in partnership.
- Improves understanding, communication and information flow between partners.
- Recognises the contribution each partner can make to Lincolnshire.
- Acknowledges the importance of accountability.
- Recognises that partnership working adds value and helps to create shared aims and objectives.
- Takes forward the ethos of equality through all levels.
- Recognise the breadth of knowledge and ideas that all partners bring to the table.
- Allows people to be heard and listened to.
- Does not place undue weight on proposals or comments from larger organisations or marginalise the views of smaller organisations.
- Encourages consultation on proposals the Lincolnshire Assembly may make, following the Lincolnshire Compact Code of Conduct on Consultation and Policy Appraisal.

These protocols will be reviewed annually to ensure they are meeting their purpose.