

South Kesteven District Council

DRAFT Economic Development Strategy 2009-2014

Neil Cuttall – Service Manager (Economic Development & Town Centre Management)

Contents: -

- 1. Vision**
- 2. Golden Thread**
- 3. State of the Economy**
 - i. Global
 - ii. Europe
 - iii. National
 - iv. Regional
 - v. Local Economy
- 4. A Profile for South Kesteven**
 - i. Employment Profile
 - ii. Occupational Type
 - iii. Employment by Industry
 - iv. Indices of Deprivation
- 5. Why a Strategy for Economic Development?**
 - i. What about Regeneration
- 6. How we fit in?**
 - i. Sub National Review – Local Economic Assessment
 - ii. East Midlands Development Agency
 - iii. Lincolnshire Enterprise
 - iv. Lincolnshire Development
 - v. Lincolnshire Local Area Agreement
 - vi. Welland SSP
 - vii. Grantham Growth Point
 - viii. Local Strategic Partnership – Community Strategy
 - ix. Local Development Framework
- 7. The Challenges/Priorities**
 - i. The productivity challenge
 - ii. The entrepreneurship challenge
 - iii. The knowledge and technology challenge
 - iv. The skills challenge
 - v. The inward investment challenge
- 8. Where are we now?**
 - i. What we did well
 - ii. What we did not do well
- 9. Local Consultation**
 - i. Employers Survey
- 10. Measuring the impact**
 - i. Performance Indicators
 - ii. Outcomes
 - iii. Definitions
 - iv. Acronyms
- 11. The Economic Development Action Plan**

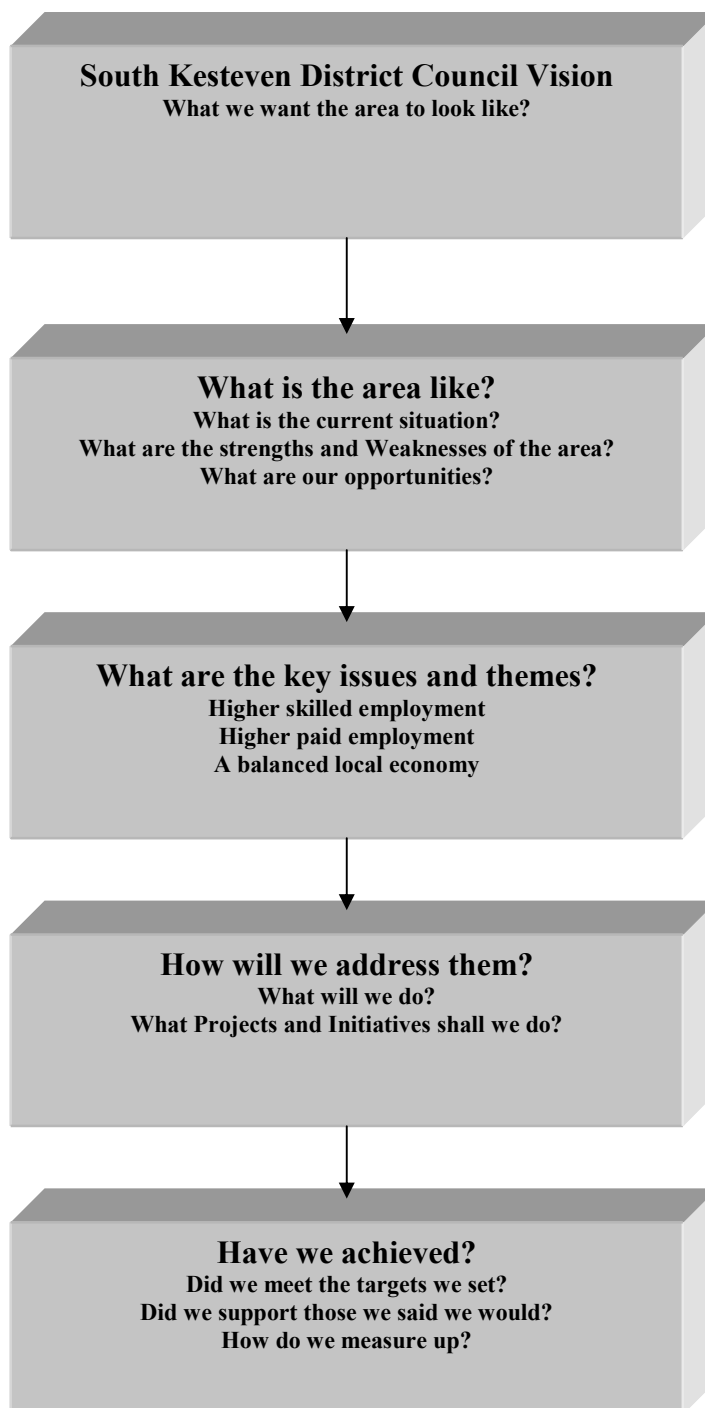
The Vision

"Our vision is to develop South Kesteven as economically prosperous places that attracts and supports business and enables local enterprise to flourish. We will be a prime business location and will manage our continuing economic success to ensure that we also enhance the quality of life and extend opportunities to local people of all backgrounds, including the socially disadvantaged."

The vision builds on the distinctiveness and advantage of being a rural district, where quality of life and well being are wedded to increased productivity and competitiveness. The vision is also aligned with the priorities of the Council these being 'Good for Business, Customer First, Quality Living and Quality Organisation.' The long term ambition is that by 2020 South Kesteven will be an exciting place to live and work, offering its residents and business communities unrivalled education, health and business opportunities. By 2020 South Kesteven will feature/have:

- Incomes that are higher than the regional average across the District
- New life in the market towns through successful strengthening of business infrastructure along with targeted provision of affordable housing
- Town Centre improvements; including the development of Bourne Core Area, Grantham Station Point, Grantham Greyfriars, Grantham Canal Basin and Stamford Welland Quarter, and the enhancement of the public realm, together with better use of heritage assets, which make South Kesteven a genuinely attractive destination
- Business support organisations will have an unrivalled track record in sustainable practises that have created a distinctive business location brand for the District
- A business support infrastructure attracting high quality employers and high quality jobs that are well paid and knowledge driven
- The District will be a regional exemplar of best practise in sustainable development and a model for sustainable land use
- A balanced, steady stream of companies from the knowledge, technology and creative sectors located in the District creating a diverse economy and increased opportunities for the workforce
- Quality Schools and accessible lifelong learning that allows for a diversity of skills and a proactive approach to skills requirements and changes
- A completed south east relief road, and Barrowby relief road in Grantham and associated parking provisions, which will attract more tourists and shoppers to the centre, and more businesses to the industrial estates – Unique cultural and tourism appeal developed to national significance supported by the diversity of quality accommodation
- A high quality of life and an outstanding protected natural environment that will set South Kesteven apart from other Districts in the region

Golden Thread



STATE OF THE ECONOMY

Global

The past few years of very strong growth have generated global tensions in commodity and asset prices (notably oil, metals and housing) and a build up of inflationary pressures. Higher interest rates and capacity constraints are slowing the world economy, which will nevertheless continue to expand though less rapidly. Slower growth should help ease inflationary pressures, contribute to lower commodity prices and a gradual resolution of global imbalances.

Globally the economy is experiencing distinctly mixed fortunes. Growth (expected 6%) and optimism is high in developing countries particularly in China (10.7% growth on 2006) and India (9.2% growth on 2006). China is expected to overtake the US as the worlds leading economy in the next 10 years based at current growth rates. The future of the existing established, dominant markets of the US, Near East and financial markets is uncertain. Despite strong figures across all economies in 2006, growth will slow in 2007 to an expected 2.6% in established high income countries.

As an overview, the "Global Economic Prospects" central scenario predicts a global economy expanding from \$35trillion in 2005 to \$72trillion in 2030 – a small acceleration in growth compared to the previous 25 years but driven predominantly by strong performance in developing countries – (ref. World Bank).

Europe

At a European level, the new European member states are experiencing significant growth. Gross Domestic Product (GDP) in the Europe and Central Asia region is estimated to have increased 6.8 percent in 2006, up from 6.0 percent growth the year before. An acceleration of growth in high-income Europe, still-low real interest rates, and further increases in the incomes of regional oil exporters helped to generate an acceleration in output among many countries in the region (notably in Bulgaria, Estonia, Latvia, Poland, Romania, Russia and other oil exporters, the Slovak Republic, and Ukraine). Growth in Bulgaria and Romania was also bolstered by improved confidence and capital inflows tied to EU accession in January 2007.

Strong capital inflows, including significant levels of Foreign Direct Investment (FDI), into countries that recently joined or expect to join the EU, coupled with extremely rapid domestic credit expansion and in some cases loose fiscal policy (such as Hungary and the Slovak Republic) are at the root of excess demand in several countries (including the Baltic countries, Bulgaria, Hungary, Romania, the Slovak Republic, and Turkey).

Among the region's larger economies, GDP in Russia increased 6.7, boosted by rising oil revenues (oil prices were up 20 percent for the year as a whole) that fed into increased government spending, private consumption, and investment.

In Poland, a welcome expansion in consumption, thanks to rising wages and employment and double-digit increases in investment volumes, helped to propel growth to 6.1 percent after a relatively modest and mainly export-led 3.5 percent expansion in 2005. The European recovery, coupled with rapidly growing demand from large regional oil exporters, notably Russia, bolstered exports among oil importers, whose economies grew 6.3 percent.

Several years of fast growth, a rapid expansion of credit (often fueled by capital inflows), and the rise in fuel prices have exacerbated inflationary pressures in a number of countries. For some EU member countries, achieving inflation rates in line with the Maastricht criteria (2.8 percent in 2006) remains a challenge, especially for those seeking to adopt the euro at an early date.

National

Growth in Britain has dropped from an expected 3% in 2008 to an actual of 0.2%. The recent credit crunch is creating a situation where banks and lenders are not lending money to consumers or investors due to the level of risk being higher than some five years ago. The current situation in autumn 2008 shows that: -

- there is a significant slow down in housing demand
- Investment intentions declined
- Growth in the demand for exports was broadly stable
- Growth in domestically orientated manufacturing output was steady, but there was a further pronounced deceleration in construction and services output
- Labour demand softened
- Annual consumer price inflation continued to rise

Growth is being led by the Wider South East of England especially in Financial & Business Services and Transport & Communications, while output in Construction is expected to be boosted by speculative office space projects, house building, the 2012 Olympic Games and other impacted projects.

Regional

The East Midlands is an area that has most notably seen a significant proportion of migrant labour workforce and will need to take steps in the future to address this. Migrant workers make up 7% of the total UK population or almost 10% of the total working population. Migrant workers raise national economic output by expanding the supply of labour and by filling gaps in the job market. Of that total, 427,095 were people registering to work from the eight former Eastern Block countries which joined the EU in 2004 with a majority coming from Poland. Peak demand for casual and temporary labour in South Lincolnshire might reach up to 15,000 per day. For many producers, the peak seasons are the time when the best prices and the biggest profits can be achieved. The need for migrant workers and the continual supply of migrant workers in many sectors of the economy is evident.

Local Economy

Lincolnshire sector analysis identifies our dynamic sectors (i.e. those growing by number & employee) as wholesale trade, construction, land transport, recreational and business to business services (including lifestyle services). The projected growth sectors by 2020 are business services, construction, retailing, health & other distribution. South Kesteven needs to maximise on its connectivity and growth opportunities to increase its GVA particularly in these areas.

Historical evidence would show that Lincolnshire will continue to lag behind the regional and national averages unless there is significant intervention. This would have to be in the form of a package of measures including a skills uplift, investment in further education, attracting significant major national employers to the area and the creation of science and business parks.

South Kesteven has high employment but predominantly in the lower wage brackets. Skill levels are low presenting employers with labour constraint and the county with a significant challenge in addressing.

South Kesteven has limited employment land availability, extremely low freehold site availability and suffers from land banking. Pro-activity within planning policy and an increased economic influence in policy formation must occur. Investment movement will be forced into play by the creation of new sites and freeing up of existing stagnant sites through usage allocation and de-allocation thereby forcing investment movement.

The South Kesteven Economic Development Strategy 2005-2008 had a particular focus on business development. "A successful economy must have a competitive, well-balanced business environment, offering 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 complimented 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 made accessible and sustainable."

A Profile for South Kesteven

South Kesteven has some very different local areas and micro-economies. The main towns within the District are Grantham, Stamford, Bourne and Market Deeping. There is also a strong rural community in villages and hamlets that feed into the main towns as local centres, these rural areas also require support through economic development activity and offer an opportunity for some development and support. However their localities are very different, Grantham has lower incomes and lower skills from that of the other three towns, whilst Stamford has on average more people with higher qualifications and higher incomes. Grantham has been designated a growth point area and was successful in receiving £6m in 2008 for its growth potential. Grantham also has significant out commuting for London and the South East, this is due to being situated on the east coast rail line and being more affordable for a decent standard of living, this has meant that the area has seen significant increases in young and flourishing families. Stamford was the first conservation town in the country and is more limited on what developments, commercial or otherwise, take place. Stamford has seen some public realm improvements within the town centre, and is highly sought after for office and commercial premises. Stamford does have a high degree of residents who commute out for employment and often earn large salaries in major cities south of the town. Bourne is a rapidly growing market town with significant housing development occurring over the last ten years, this is complimented by some commercial development and the future re-development of Bourne Town Centre. Market Deeping is again different from the other towns, its proximity to Peterborough make it attractive for commuters and potential business relocations. There has been some commercial development in the Deepings, and office space is highly sought

after. All of the areas in South Kesteven District have suffered from lack of employment land for commercial development. Local market conditions during 2003-2008 have favoured residential development, thus reducing previously allocated employment land and reducing the offer to inward investors. This has been identified through the Brownfield Land Action Plan 2008 and needs to be connected with the Local Development Framework 2009 to ensure that there is sufficient employment land within the towns and District.

VOX POP – *"We moved from London to the area as there was a lot more value for money in terms of house prices. The area also has good commuter links which were vital to our decision making process"* (Dinos Patrinos, local resident and daily commuter to London)

- South Kesteven's Population 131,100 (est. 2007) Higher percentage against Lincolnshire in the 0-14, 15-24, 25-49 ages, and lower in 50-64 and 65+
- There have been 4,882 housing completions in the South Kesteven area between 2001-2008, with average household size of 2.4
- There are 58,033 dwellings as at the census of 2001.
- South Kesteven has seen a 4.6% decrease in property values between Jan-March 2008 year on year
- Unemployment stands at 1.9% in South Kesteven against 2.9% in the East Midlands
- The Economic Activity rate stands at 67% employed, 14% retired, 6% looking after family, 5% permanently sick or disabled, 3.2% students (inactive), 2% other economically inactive

Employment Profile

- South Kesteven has 85.8% of workplaces with between 1-10 employees, which is higher than the Lincolnshire, East Midlands or England average, this represents 26.2% of all employees within the area
- South Kesteven does have 0.6% of workplaces with more than 200 employees, representing 24.5% of all employees within the area. This is lower than the East Midlands and England average, and on par with Lincolnshire
- South Kesteven has 19% of employment in Manufacturing against 16.8% in Lincolnshire, 17.4% in East Midlands and 12.1% in England
- South Kesteven has 28% of employment in Distribution, Hotels & Restaurants, and 22% in Public Administration, Education and Health, which is higher than the England average
- Banking, Finance, Insurance and other Business to Business Services are lower than the Lincolnshire, East Midlands and England average.
- Within South Kesteven 15.5% of all employment are Manager and senior officials – however this has not been extrapolated to town basis, subjectively and based on average earnings per town, the majority of these people live in the South of South Kesteven
- Sales and Customer Services jobs are higher in South Kesteven than Lincolnshire, East Midlands or England
- Skilled trades are lower in South Kesteven than in Lincolnshire and the East Midlands at 11.8% but higher than England
- South Kesteven has had just under 900 new business start ups per year since 1994, but has seen over 700 business closures per year in the same time
- In 2004 the start ups per 1,000 population was 7.7 this is significantly higher than any of the other Lincolnshire areas which range from 4.4 in Lincoln to 6.0 in Boston
- The wards with the highest Business Start ups are Earlsfield, Harrowby and St Annes

- Joseph Rowntree Foundation Report July 2008 – basic cost of living is £13,000 income for single person = £250 per week
- National basic cost for two adults and two children is £25,500 = £490.38 per week
- The average gross weekly earnings for South Kesteven by workplace is £379.20, against £386 in Lincolnshire and £420.20 in the East Midlands
- The average gross weekly earnings for South Kesteven by residence is £441.10, against £405.90 in Lincolnshire and £353.60 in the East Midlands
- The percentage of people aged 16-74 in South Kesteven with no qualifications stands at 12.7% - the average for Lincolnshire is 14.5% and the East Midlands is 16.6%.
- The percentage of people aged 16-74 in South Kesteven with NVQ level three (equivalent 2.5 A Levels) is 26.5% - the average for Lincolnshire is 21.0% and the East Midlands is 23.3%, England is 29.1%
- The percentage of people aged 16-74 in South Kesteven with degree level qualifications is 17% - the average for Lincolnshire is 14.2%, the East Midlands is 16.6% and England is 19.8%

Type of Occupation

	South Kesteven	South Holland	Rutland	Melton	North Kesteven
Group 1-3 Managers and senior officials	12.2	16.6	18.7	15.3	18.9
Professional occupations	11.4	#	13.0	13.1	9.7
Associate professional & technical	16.0	9.4	13.7	16.5	16.9
Group 4-5 Administrative & secretarial	13.9	#	8.4	#	14.5
Skilled trades occupations	14.8	11.6	14.8	18.8	9.9
Group 6-7 Personal service occupations	5.4	10.8	9.5	#	6.6
Sales & customer service occs	11.9	9.2	5.1	15.6	6.2
Group 8-9 Process plant & machine operatives	4.9	27.7	3.4	3.6	8.0
Elementary occupations	9.0	13.7	13.2	17.1	9.2

Employment by Industry

Employee jobs by industry – percentage of total employee jobs f/t and p/t in SKDC in 2006 (49,900 total).

	South Kesteven	South Holland	Rutland	Melton	North Kesteven
Manufacturing	18.4%	22.2%	14.1%	19.7%	13.5%
Construction	5.3%	6.2%	4.0%	4.6%	8.9%
Services – Distribution, hotels, restaurants	28.6%	24.8%	24.4%	22.3%	24.6%
Transport & Communications	5.0%	7.5%	2.7%	5.6%	4.0%
Finance, IT other business to business services	13.4%	12.0%	13.1%	15.6%	11.2%
Public admin, education & health	22.3%	15.3%	34.5%	22.9%	28.1%
Other services	4.9%	3.4%	4.9%	6.8%	3.6%
Tourism related	8.3%	4.5%	9.5%	7.1%	7.4%

VAT Registrations

Threshold for registering for VAT is £64,000 as from 1st April 2007 to 31st March 2008

Vox POP -

'Welland Enterprise Agency would like to thank South Kesteven District Council for all the support, help and guidance during the last 4 years. They have been instrumental in supporting and developing the South Lincolnshire Enterprise Advice Centre and various business support programmes for start up and existing enterprises.

This support has helped to inspire and inform emerging and potential entrepreneurs and raise awareness of the opportunities available to existing businesses looking for growth.

Welland Enterprise Agency is looking forward to this continued success and valuable contribution SKDC makes to the economic wellbeing of the District.'

VAT registrations and De-registrations

	Registrations	De-registrations	Increase/Decrease
South Kesteven	415	315	+100
South Holland	230	170	+60
North Kesteven	265	185	+80
Rutland	155	130	+25
Melton	160	130	+30
East Midlands	12,320	9,180	+3140
Great Britain	177,765	139,205	+38,560

Indices of Deprivation

The Indices of Deprivation 2007 shows that only one lower level Super Output Area (Earlsfield) of 1,397 people or 1.1% of the district's population falls into the bottom 10% of the most deprived areas in the Country. By contrast there are 18 lower level Super Output areas in the top 10% least deprived.

Why a Strategy for Economic Development?

The purpose of the strategy is to address the key economic challenges facing South Kesteven and set a course to improve economic performance, specifically in achieving higher incomes and addressing social exclusion. The strategy assesses current trends affecting the economic performance of the District and the challenges that will need to be faced to ensure a vibrant and productive economy for 2020. It also outlines priorities for how the vision can be achieved through a set of strategic themes, with a number of performance measures that will be used to track progress. The strategy also includes a number of case studies and stories that give flavour of progress already achieved that have made a difference to people's lives and the development of business. South Kesteven District Council new corporate priorities for 2009 are: -

- Corporate Priority 1 (CP1) - Good for Business
- Corporate Priority 2 (CP2) - Customer First
- Corporate Priority 3 (CP3) - Quality Organisation
- Corporate Priority 4 (CP4) - Quality Living

What about Regeneration?

Regeneration and Economic Development have always been closely related and are often confused. Not all activity that promotes economic development is regeneration, and evidence from the last thirty years shows that economic inclusion does not necessarily follow from wider economic growth. Targeting deprived areas for regeneration work has been a commonly used model that has had mixed responses to narrowing the gap identified through the Index of Multiple Deprivation. South Kesteven District Council has undertaken a model basing economic development policies around the wider community and growth or opportunity areas to raise the gap through the overall areas, this is articulated and recognised as 'Place shaping'. This is not to say that more deprived areas are ignored, targeted work by public sector agencies in the more deprived areas of South Kesteven have occurred. In recent years, children's centres, employment initiatives, relocation of public facilities have all played a part in the development of the more deprived areas of South Kesteven.

For much of the second half of the 20th Century, Regeneration policy concentrated on addressing concentrated problems in parts of town and cities. Immediately post war emphasis was on housing renewal within cities and through the development of new towns. By the mid 1960s there was growing emphasis on the regeneration of those parts of towns and cities and their communities that were in decline. In the 1960s and 1970s it had a strong public sector partnership focus, for example through the Urban Programme and Inner Area Partnerships. In the 1980s, the role of the private sector was brought out in new partnership arrangements. In the 1990s, a range of local initiatives built on this approach through the Single Regeneration Budget.

Government published the National Strategy for Neighbourhood Renewal in 2001 to focus on deprived neighbourhoods, to ensure that within ten to twenty years no one would be seriously disadvantaged by where they live. It was based on a holistic approach covering physical environment, public services and partnership working.

Within the 2008 'Transforming Places; Changing Lives' a Framework for Regeneration the Government proposes three priority outcomes for regeneration: -

- TP1 - Improving economic performance in deprived areas
- TP2 - Improving rates of work and enterprise in deprived areas
- TP3 - Creating sustainable places where people want to live and can work, and businesses want to invest.

This Economic Development Strategy aims to play a part in assisting the achievement of this objective, but will aim to align investment behind local and regional priorities, making programmes fit places, not places fit programmes.

How we fit in?

Sub National Review – Local Economic Assessment

According to the Sub National Review, the responsibility for a self assessment will be that of the County Council. However the District Authority may wish to have an involvement within the development of this document in 2009 onwards. Lincolnshire County Council have been proactive in trying to involve District Councils throughout Lincolnshire, and initial discussions for the development of a Local Economic Assessment started in Autumn 2008.

East Midlands Development Agency

East Midlands Development Agency (EMDA) is one of nine Regional Development Agencies in England, set up in 1999 to bring a regional focus to economic development. The primary goal that EMDA have is to increase the economic growth of the region while reducing disparities between the East Midlands and other English regions. Their key role is to be the strategic driver of sustainable economic development. EMDA work in partnership with public, private and voluntary organisations to deliver the goals of the Regional Economic Strategy (RES) which they produce on behalf of the region. The shared vision is *"That by 2020 the East Midlands will be a flourishing region. A region made up of growing and innovative businesses. A region where skilled people are employed in good quality jobs. A region where we all feel part of healthy, inclusive communities and live in thriving, attractive places."*

The Regional Economic Strategy has targets that South Kesteven District Council can work towards locally these include: -

- RES 1 - To achieve an employment rate above 76% of the working age population by 2009 and to remain at least 1% above the UK average
- RES 2 - To increase the proportion of economically active adults qualified to level 4 or above to 30%
- RES 3 - Increase the rate of VAT registrations to 40 per 10,000 population head and be at least level with the UK average
- RES 4- To increase the proportion of the East Midlands workforce travelling to work by public transport, walking or cycling to 23%
- RES 5- To maintain an average annual growth rate over a five year period of 1.5% in employment floor space

The Regional Economic Strategy can be viewed at

<http://www.emda.org.uk/res/default.asp?nav=02&snav=0208>

Lincolnshire Enterprise

Lincolnshire Enterprise is a business led partnership between the private sector, local authorities, public bodies and community and voluntary groups. Lincolnshire Enterprise are one of seven Sub Regional Strategic Partnerships (SSPs) in the East Midlands and champion economic development and regeneration. Lincolnshire Enterprise is part funded by the East Midlands Development Agency and part funded by the Local Authorities that are covered by its geographical boundaries. Lincolnshire Enterprise is aligned to the overall objective of the East Midlands becoming one of the top twenty regions in Europe by 2010.

Lincolnshire Enterprise has a significant capital budget of £6.5m per annum to deliver projects and initiative that achieve aims and objectives within the Lincolnshire Economic Strategy, the sub regional strategy for Lincolnshire. The Lincolnshire Economic Strategy can be found at <http://www.lincse.org.uk/documents/Lincolnshire%20Economic%20Strategy.doc>

Lincolnshire Enterprise has also developed a Sub Regional Investment Plan (SRIP) with an objective to raise Lincolnshire GVA to 85% of the UK average by 2015. In 2004 GVA was 77% of the UK average, an improvement from the low point of 75% in 2000. Lincolnshire Enterprises priorities for 2008-2011 SRIP address these issues and build on the opportunities. The investment will be concentrated in six priority areas where intervention will make the greatest contribution to achieving the objective of increased GVA. The demand side, through stimulating innovation, encouraging enterprise and inward investment, and on the supply side the priority is facilitating the provision of land property and development, addressing the skills gap and tackling deprivation and inequalities by removing the barriers which prevent or inhibit individuals and communities from fully participating in the economy. The SRIP can be view at www.lincse.org.uk

Lincolnshire Development – Economic Regeneration

The Economic Regeneration section of Lincolnshire County Council delivers a range of economic, social and health services addressing the needs of Lincolnshire people. Over the last few years, Lincolnshire County Council has led on projects that have created 2000 jobs, assisted 900 businesses, supported 700 community groups and provided 11,500 sq metres of business premises. Through the County Economic Development Strategy the economic regeneration section will engage partners and activities that will consolidate on previous successes and move forward on projects that will develop infrastructure, stimulate business expansions and inward investment, encourage enterprise, facilitate development of commercial properties, support communities and develop people, and attract funding from external sources. The overall aim and objectives of the County Council are to improve the productivity, competitiveness, standard of living and quality of life for the people and businesses of Lincolnshire. The County Council Economic Development Strategy can be found at

http://www.lincolnshire.gov.uk/googleResults.asp?client=LCC&site=Councillors%7CEvents%7CLibraries%7COrganisations%7CPages%7CPlacesOfWorship%7CSchools%7CTherapists%7CVenues%7CParishes&ie=UTF-8&oe=UTF-8&output=xml_no_dtd&filter=0&getfields=description&num=10&q=economic+development+strategy&btnG.x=44&btnG.y=19

Lincolnshire Local Area Agreement Block Four

Lincolnshire's Local Area Agreement addresses ten priorities linked to the County Community Strategy. These priorities are: -

- Children & Young People – raise attainment
- Improve Health
- Improve skills and conditions for economy
- Reduce alcohol harm and improve community safety
- Create better communities through growth and improved housing provision
- Promote social cohesion
- Tackle the causes and effects of climate change
- Improved quality of life for vulnerable people
- Get connected Improved services providing value for money

This strategy is best linked with the priority of 'Improve skills and conditions for economy' – The core objectives and targets within this priority are: -

- LAA4 Objective 1: - Increase participation of 17 year olds in education and training
- LAA4 Objective 2: - Increase the proportion of the working age population qualified to level 3 or higher

- LAA4 Objective 3: - Increase participation of 16-18 year olds in education or training
- LAA4 Objective 4: - Increase the number of successful business trading in Lincolnshire
- LAA4 Objective 5: - To reduce by 1% the number of working age people claiming a working age benefit customers and others on income related benefits
- LAA4 Objective 6: - Encourage employers to take action to identify skills gaps in their workforce and then take steps to address those gaps

Welland SSP

The Welland Sub Regional Strategic Partnership (Welland SSP) is one of seven sub regional strategic partners funded by the East Midlands Development Agency to tackle across the board economic regeneration issues. Welland is the regions only exclusively rural SSP, with an agenda focused on 12 market towns and rural communities across four counties covering 1,000 square miles of Harborough, Melton, East Northamptonshire, Rutland and South Kesteven.

Working through key partnerships, the executive team develops and manages an economic programme covering enterprise and business development, innovation, tourism, community development, employment and skills, rural development and diversification, boosted by high leverage of public and private sector funds and contributing to a significant number of key regional outputs. The Welland have an annual capital budget for project at £2.6m and deliver projects to the sub regional economic development business plan that can be viewed at <http://www.thewellandssp.co.uk/Info%20&%20Docs.htm>

Grantham Growth Point

Grantham received a major boost in late 2006 when it was confirmed as a new Growth Point area with the potential to deliver new homes and many more jobs over the next twenty years. Partners South Kesteven District Council and Lincolnshire County Council set about developing a strong vision for the town which they felt would represent a true step change and transform it into a better place to live, visit and invest. Their aim was to build upon Grantham's principal assets namely its location, excellent transport links, environment and its people. Growth Point status will allow major housing expansion and the chance to enhance the town centre, but will also allow the population to expand from 38,000 in 15,000 households to 50,000 in 21,000 households. This will be delivered together with significant local infrastructure improvements including more shopping facilities, better roads, local transport, new green linkages and public realm projects.

The vision for Grantham Growth is "To promote ambitious but balanced growth within Grantham, making it one of the regions most aspirational locations to live, to work, and to visit." The Grantham Growth Point website can be viewed at www.granthamforgrowth.co.uk.

Local Strategic Partnership – Community Strategy

The Sustainable Community Strategy for South Kesteven is currently being refreshed and will be available from October 2008. Extensive consultation has been collected through the member organisations of the Local Strategic Partnership to establish relevant priorities which address the needs of our partners and the communities we serve. This approach to adopting priorities means that we can make certain we are delivering exactly what our communities want in a 'joined-up' fashion, adding value to existing initiatives and avoiding duplication of effort. These priorities are: **Community Cohesion** – through which we will work to develop community pride, celebrate cultural diversity, improve local neighbourhoods by recognising that its one thing to build housing developments but we must strive to build the communities within them which in turn will help in developing safer communities. **Healthy Living** - working across the district to help reduce obesity, address alcohol misuse, maximise use of Leisure facilities to help prevent ill health and enhancing and maintaining our health services in line with the growing population. **Sustainable Growth** – whilst embracing environmental and heritage issues within our district we will support Grantham Growth and its plans for a new Southern Link Road, new employment and retail development, new homes, the development of the Canal Basin and visitor economy; we will support the work being carried out as part of the Bourne Core Area improving retail offer, business development and new homes and in our other towns villages and rural economies we will again look at opportunities for housing development and employment. Our vision: *to shape the future of South*

Kesteven together with our partners and residents to develop a place where people really matter by maintaining and improving the towns, villages and countryside of the district to create self-supporting, inclusive, sustainable communities which are safe, healthy and desirable places in which to live and work is shared with the Local Development Framework.

Local Development Framework

The Local Development Framework (LDF) will provide the spatial policy framework for the Economic Development Strategy and the objectives of the emerging Core Strategy Development Plan Document (DPD), which is expected to be adopted in late 2009, reflect those of the Economic Development Strategy in seeking to sustain and strengthen the local economy and encourage economic diversification.

Perhaps the most significant contribution the LDF can make to achieving economic prosperity is to ensure that sufficient employment land is available in the right locations in order to support local businesses, encourage expansion and attract inward investment. The allocation of specific sites will be brought forward through the Site Allocations and Policies DPD, which is programmed for adoption in summer 2011.

The South Kesteven District Council Economic Development Priorities

The Economic Development Priorities proposed as part of the South Kesteven District Council Economic Development Strategy are listed below; these have been developed to create synergy with the Regional Economic Strategy, the Local Area Agreement, the Council Corporate Priorities and an interpretation of the key statistics for the area: -

ED Objective 1: - The productivity challenge "Improving our local output"

Productivity is measured through Gross Value added (GVA) as it captures the value added through production, which in turn is raised through high levels of economic activity, high skills levels and a competitive business environment. Lincolnshire GVA is below the regional and national averages and its GVA performance in the business to business sector is particularly weak. The challenge therefore is not only to raise Lincolnshire's overall GVA, but also to strengthen efforts to attract and grow higher value businesses within the local economy. Grantham & Stamford have fantastic infrastructure advantages over Lincolnshire and need to build upon these to attract higher value added businesses.

ED Objective 2: - The Entrepreneurship Challenge "Growing our local businesses"

Entrepreneurship is a key driver of productivity growth in the economy. The challenge is to increase the number of new businesses in the District, but also to encourage the development of small/micro businesses and social enterprises that could play a key role in a 'sustainable business development' approach and diversification of the economy.

ED Objective 3: - The Knowledge and Technology Challenge "Increasing our knowledge economy"

An indicator of the ability of the Lincolnshire economy to adopt new technologies is the share of jobs in high technology sectors. Currently the share is significantly lower than regional and national averages. Knowledge rich locations are more productive, more innovative and can continue to draw in higher levels of investment. The challenge therefore, is to increase the proportion of jobs within the South Kesteven economy in high tech and knowledge based sectors.

ED Objective 4: - The Skills Challenge "Diversifying our skills"

Higher skilled workers are essential to both introducing and operating advanced production techniques. They also adapt more quickly to new innovations, are more flexible generally, play a key role in knowledge creation and are more able and likely to receive additional training at work. Analysis show that, despite a strong performance at GCSE and A Level, South Kesteven has a lower share of people employed in higher level occupations than the regional average, and many high skilled South Kesteven residents work outside the District. The challenge is to create a step change in the current levels of workforce skills and create a labour market that will retain more of the young people that perform well at school and in post 16 further education.

ED Objective 5: - The Inward Investment Challenge "Attracting inward investment"

The East Midlands performance in attracting inward investment has been relatively poor compared to the other regions in the UK. It has attracted 6% of all foreign inward investment projects into the UK compared to London which attracted 25% and the South East which attracted 17%. In terms of jobs the performance is similar with 5% of the new or safeguarded jobs being in the East Midlands compared to the West Midlands with 12% and the North West with 11% which are the leading regions in the number of jobs created and safeguarded.

A sectoral analysis of the foreign direct investments in 2006/7 shows that software and computer services B2B, business services and financial services are the top three sectors. The food and drink sector follows on sixth position and mechanical process and electrics follows on tenth position of 34 sectors. Of the 22 project successes in Lincolnshire between 2002/3 and 2006/7 the majority were in the food and drink sector. The other sectors that FDI projects originated from were agriculture and the electronic sector.

South Kesteven District offers good opportunities for further inward investment and growth. The area has seen investment over the last ten years from a number of employers and its attraction as a growth area has been highlighted through the Growth Point Award in December 2007. South Kesteven is well connected by road and rail connections which only accentuate its location to potential inward investors. The area possesses a number of key assets as a location for business. It has a strong manufacturing sector and a workforce that can support future growth. There is a good supply of labour, however there is a lack of highly skilled labour to fill higher value jobs. The higher skilled labour that South Kesteven does have tends to commute to employment in London, Nottingham, Peterborough, Cambridge, Leicester, Birmingham and Lincoln. The challenge for South Kesteven District Council and Partners is to attract, sustain and grow businesses within the area. The action plan below compliments the 2008 Investment Strategy and Plan commissioned by Lincolnshire Enterprise to attract further inward investment creating new jobs and businesses for a prosperous District.

Where are we now?

The 2005-2008 Economic Development Strategy for South Kesteven highlighted a number of projects and initiatives designed to further the economic prosperity of South Kesteven. The key priorities to this strategy were Town Centre Regeneration, Business Development, and Encouraging Communities to become Sustainable.

What we did well...

- Successfully implemented a series of business start up workshops during 2006, 2007, & 2008
- Successfully implemented a series of business development workshops during 2006, 2007, & 2008
- Successfully extended the Northfields Industrial Estate with the creation of 200 new jobs and more employment land in partnership with Lincolnshire County Council
- Successfully worked with Welland Enterprise Agency in the delivery of a rural enterprise centre in Stoke Rochford supporting the creation of over 20 new businesses per year and creating new jobs
- Started a process for consultation and engagement of local retailers in the Business Improvement District scheme

- Delivered in partnership with Stamford Town Partnership and Lincolnshire County Council the Stamford Gateway project
- Supported and assisted over 300 people in accessing new jobs due to the Fenland Foods Closure
- Created a new car park in Welham Street, Grantham
- Completed the Grantham Masterplan & Grantham Canal Basin Socio-Economic Baseline
- Delivered the Mid Lent Fairs in Stamford & Grantham as the biggest street fairs in England.
- Successfully achieved £6m for Grantham through the Growth Point Bid

VOX POP - *"The Local Authorities were very proactive in working with us to develop our new business premises, resulting in additional jobs and growth for Ampy. We look forward to working in Market Deeping and South Kesteven in the future."* (Peter Bradley: Finance Director of Ampy Metering)

What we are still working on / what we have learnt...

- We have seen a marked fall in number of employment sites readily accessible for commercial development
- We have not developed the Bourne South Road Project original timetable due to ensuring best use of public monies within the development scheme
- We have been delayed in undertaking the Bourne Core Area Project due to ensuring best use of public monies within the development scheme
- We have learnt to consult and communicate more with local stakeholders when undertaking construction projects such as Stamford Gateway Project
- We have not developed an action plan for the most deprived areas in South Kesteven due to capacity and prioritisation

Performance against 2005-2008 Indicators

PI Description / Year	2004/5	2005/6	2006/7	2007/8	2008/9
Number of Businesses assisted and supported	76	299	449*	402	469 to date
New Business registration rate per 10,000 head	+95	+85	+100	TBC	Target +110
Overall employment rate	78.8%	78.4%	75.1%	76%	76.3%
Average earnings within the District per week	£393	£427	£443	£449	£455
Percentage satisfied with the area as a business location	72%	73%	74%	75%	76%

* The economic development team took over responsibility for the markets and the KPIs did not accurately match with the market KPIs. A new system to reflect this took place allocating 1/20th value in 2008 for market traders assisted.

Employers Survey

In summer of 2007, an employer's survey was undertaken by the economic development team with local businesses. This gives an evidence base to policy formation for this business support strategy. Key results include:

- 75% of businesses are satisfied with the District as a business location
- 87% of businesses are expecting similar or improved turnover for the coming year.
- 75% of businesses experience problems in recruiting staff with the appropriate skills.

- There has been an increase in Broadband usage since 2005.
- Take up of support organisations such as Business Link is low (down 7% to 24% since 2005)
- Market size as an obstacle to growth increased by 9%
- There has been a significant reduction in the number of businesses operating in the service sector
- 12 % of businesses are looking to relocate, primarily for expansion purposes – an increase of 4% on 2005.
- Businesses buying or selling online only increase by 1% from 2005.

Measuring the impact

To achieve the vision, meet the challenges and deliver the themes, intervention in the form of projects and activities needs to take place. These are listed in a bi-annual action plan, which will be monitored and updated every second year to react to opportunities and changes. These actions will be changeable and flexible but based on the core purpose of achieving the ambitions listed within this strategy. There are a number of organisations responsible for delivery of this strategy, with a strong partnership approach between agencies and businesses. This reflects the broad nature of the task in many factors effecting economic performance, well being and sustainability. There are already a number of large schemes and projects well underway in their planning and delivery which will go along way to achieve the themes highlighted in the strategy. These are mentioned in the action plan, however the core projects are: -

- Grantham Growth inc. Grantham Canal Basin
- Bourne Core Area
- Targeted Regeneration Plan
- Stamford Welland Quarter
- Deepings Northfields

Performance Indicators

To ensure activity an intervention is making a difference and public money is being invested in the right way, a set of performance indicators has been developed as listed below with baseline data from the most recent information. Targets for the indicators will be included within the Action Plan and reported each year. However indicators are not the only measure of better economic performance and quality of life, with case studies and personal stories giving a picture of improvement for businesses, individuals, communities and the District of South Kesteven. The following performance targets are set for 2014: -

- Employment Rate – Increase of 1%
- Percentage change in number of VAT registered businesses – Increase of 3%
- Employment in technology and knowledge intensive sectors – Increase of 10%
- Number of business satisfied with area as business location – 80% from 75%
- Number of business assisted for start up = 50 pa
- Number of businesses assisted with development = 100pa

Outcomes

This economic development strategy will endeavour to allow South Kesteven District Council to work with partners to deliver intervention and initiatives that will deliver core outputs leading to the delivery of improved outcomes for the South Kesteven and Lincolnshire areas.

- Increased average mean income on a weekly basis by 5%
- Increase in skills at level 3 NVQ or above by 2%
- Increase in business survival and growth by 2%
- Increased visitor spend by 5%
- Increased business confidence by 5%
- GVA per head of local population (Lincolnshire) – Increase above national average of 2%

Vox Pop - 'Total Networking (totalnetworking.co.uk) is an independent business networking group based in Grantham. The forum we provide helps to build working relationships between local businesses. The financial support provided by SKDC assists Total Networking in running the monthly meetings and providing business skills workshops; Ultimately helping local businesses to improve their business skills and bringing greater economic success to the region'

Definitions

What is Inflation?

Inflation is a sustained rise in prices across an economic area, literally the cost of living. In Britain it is calculated by monthly measuring the percentage rise in price of a weighted sample or basket of goods and services that a typical household buys compared to the year before. What cause inflation? In classical terms it is caused by demand exceeding supply, in other words, too much money is chasing too few goods and services, so they begin to command higher prices. What can be done about inflation? No one can get rid of inflation permanently. It will always rise and fall with the economic cycle, but government policies to manage this will also affect inflation. Increasing interest rates, taxes and cutting back on public spending to take the heat out of a boom will also damp down inflation to an extent. However in the long term, sound economic policies may reduce a country's average rate of inflation. Creating the conditions for investment, long term growth and currency stability, so that the economy cannot overheat easily and so confidence in the currency remains high, are the best way to achieve the goal of low average inflation.

What is a recession?

A recession is where an economy that had previously been growing slows down. The level of production declines, unemployment rises and consumer spending dries up. In the worst case scenarios, as happened in the 1930s and the 1980s so few people are spending money that businesses sack staff to cut costs. The current policy by the Bank of England and Government, is that the country is in 'recession' when three continuous months see no growth. As of August 2008 growth is still occurring at 0.2%.

What is GDP?

Gross Domestic Product (GDP) is a measure of the total economic activity occurring in the UK. It can be measured in three ways: Production, which 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, which measures the Gross Domestic Product as the total of incomes earned from the production of goods and services. Expenditure, which 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).

What is GVA?

Gross Value Added (GVA) is the difference between output and immediate 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.

What is 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.

Acronyms

SKDC –	South Kesteven District Council
LCC –	Lincolnshire County Council
GOEM –	Government Office East Midlands
DCLG –	Department for Communities & Local Government
GGP –	Grantham Growth Point
BCA –	Bourne Core Area
LDF –	Local Development Framework
SPG –	Supplementary Planning Guidance
RDA –	Regional Development Agency
EMDA –	East Midlands Development Agency
SSP –	Sub Regional Strategic Partnership
LSP –	Local Strategic Partnership
TCMP –	Town Centre Management Partnership
DMP –	Destination Management Partnership
LE –	Lincolnshire Enterprise
WSSP –	Welland Sub Regional Strategic Partnership
LRO –	Lincolnshire Research Observatory
SSC –	Sector Skills Councils
AMT –	Action for Market Towns
CEDOS –	Chief Economic Development Officers Society
IED –	Institute of Economic Development
EMT –	East Midlands Tourism
LAA –	Local Area Agreement
RES –	Regional Economic Strategy
GDP –	Gross Domestic Product
GVA –	Gross Value Added
BID –	Business Improvement District
SIC –	Standard Industrial Classification

RPI –	Retail Price Index
SFIE –	Selective Finance for Investment & Enterprise
ESF –	European Social Fund
ERDF –	European Regional Development Fund
RTPI –	Royal Town Planning Institute
BURA –	British Urban Regeneration Association
RICS –	Royal Institute of Chartered Surveyors
LABGI -	Local Authority Business Growth Incentive

The Bi-annual Action Plan & PIDS

PROPOSED Economic Development Action Plan

Brief Description	Strategic Alignment	Delivery – Initiative / Programme / Project	Timescale	Resources	SKDC Officers	Partners
1. Bourne Core Area	RES1, RES3, RES4, RES5, CP1, CP4, LAA4 Objective 4, ED Objective 2, ED Objective 5	The delivery of a mixed use development in the heart of Bourne. This major capital project as a Project Implementation Document with detailed milestones and performance targets. This project is a corporate project for South Kesteven District Council as referenced in the 2007/8 key priorities for the District.	Full constructed completion by 2013	SKDC £2m Capital	Corporate Project	Preferred Developer, EMDA, WSSP
2. Grantham Growth Point	RES1, RES2, RES3, RES4, RES5, CP1, CP4, LAA4 Objective 4, ED Objective 1, ED Objective 2, ED Objective 3, ED Objective 4, ED Objective 5, TP1, TP2, TP3,	The delivery of a wide variety of schemes including the:- - Southern Quadrant; an urban extension to the south of Grantham offering mixed use residential and employment development with integrated community and educational facilities. This is likely to provide up to 4,000 new homes alongside a new employment area, the southern link road, new local schools, with open space and community facilities. - North West Quadrant; and extension site to the north of the town (poplar farm) offering the potential to provide approximately 1,500 dwellings plus some additional employment, education and community facilities. The development will be dependant on the construction of the Pennine Way Link and the Southern Link Road. - The Town Centre (Grantham Masterplan); The town centre presents a fragmented offer, punches below its weight, and is in need of improvement. It has been subject of a detailed masterplan which sets out the most appropriate uses. Regeneration is planned to provide mixed use development including retail, leisure, office, public realm, transport, education and destination. Significant improvements to Grantham Train Station are proposed. - Canal Basin; A new high quality residential and business district will be created by the redevelopment of the Canal Basin, supported by a range of retail, leisure and visitor facilities. It will play a key role in creating a new office quarter, diversifying the towns residential offer and establishing a high quality visitor destination. - All of the above projects have Project Implementation Documents with detailed milestones and performance targets.	Please see PID(s) and Growth Point Business Plan	SKDC £1m Capital, £6m DCLG, £8M LCC	Corporate Project	Landowners, LCC, DCLG, British Waterways, EMDA
3. Grantham & Market Deeping Incubation	RES1, RES2, RES3, RES5, CP1, CP4,	To develop a managed office space or incubation centre based at Grantham & Market Deeping to encourage growth in knowledge intensive occupations. This project is phased with a completed	3 years - 2011	SKDC £500,000	Economic Development Team	LCC, EMDA, SKDC, TCMP

Centre	LAA4 Objective 4, ED Objective 1, ED Objective 2, ED Objective 3, ED Objective 4, ED Objective 5	study indicating need and demand agreed by the end of 2008, with construction starting in late 2009 to early 2010				
4. Market Service Review Implementation	RES3, CP1, CP2, CP3 CP4, LAA4 Objective 4, ED Objective 2, ED Objective 4	Implementation of the 15 recommendations provided by the Market Service Review undertaken in 2008. This includes provision of pop up stalls, integration of the market within the Grantham Growth Point Greyfriars Project, and Bourne Core Area, providing training and support to market traders etc	3 years - 2011	£310K	Service Manager & Market Supervisors	SKDC, LCC, MTF, Town Councils, TCMP, Traders, NAMBA
5. Targeting Regeneration Plan	RES1, RES2, RES3, RES4, RES5, CP1, CP2, CP3 CP4, LAA4 Objective 1, LAA4 Objective 2, LAA4 Objective 4, LAA4 Objective 5, LAA4 Objective 6, ED Objective 1, ED Objective 2, ED Objective 4, TP1, TP2, TP3	The Economic Development team will assist in co-ordinating and targeting regeneration work and initiatives through Local Area Agreements and Multi Area Agreements. This will include initiatives and projects aimed at the most deprived wards identified through the Index of Multiple Deprivation (IMD) as well as opportunity areas for Growth of economic development and social stability, such as Grantham Growth, Business relocation, Inward Investment and natural business creation. Initiatives Include: - - Developing with partners an agreed Local Area Agreement on Economic Development, Enterprise and Regeneration (Plan) - Targeting where possible employment initiatives and support services at those areas in greatest need, either through demand or deprivation	To 2014	£25,000	Economic Development Team	SKDC, Job Centre, Business Link, LCC, SSC, Town Councils, EMDA, TCMP, Residents Associations
6. Stamford Welland Quarter	RES1, RES2, RES3, RES5, CP1, CP4, LAA4 Objective 4, ED Objective 1, ED Objective 2	This is potentially a mixed use development within Stamford that is based to the east of the town. The project will aim:- To develop a comprehensive plan analysing the potential uses for this site and getting public support and involvement for its future use. Progress development if an when the plan is adopted by South Kesteven District Council, the Town Council and the Town Centre Management Partnership	2011	£50,000 and Capital grant (unknown)	Partnership & Project Officers	Town Council, TCMP, Land owners, potential developers, LCC
7. Commercial development	RES1, RES3, RES4, RES5, CP1, CP2, CP4, LAA4 Objective 4, ED Objective 1, ED Objective 2, ED Objective 3, ED Objective 4, ED Objective 5, TP1, TP2	To support and assist the creation of further commercial development within the South Kesteven District with Commercial developers, landowners and potential inward investors. Particularly within the Office sector and knowledge economy industries. A need is also identified to create a balanced local economy by assisting in the provision of light industrial units, retail units and large industrial and distribution units. South Kesteven District Council Economic Development team will also aim to support potential commercial development through accessing external support mechanisms such as SFIE and other grants and training programmes.	Ongoing	Officer Time	Economic Development Team	LCC, Commercial agents, land owners and developers
8. Environmental Improvements & Public Realm	RES1, RES3, RES5, CP1, CP2, CP4, LAA4 Objective 4	The Economic Development Team will work with various internal and external partners to assist in delivering environmental and public realm improvements. This may occur through the creation of Business Improvement Districts, Business Clubs, Town Centre	Ongoing to 2014	Various Capital dependant on scheme	Economic Development Team	Town Centre Management Partnerships, Business Forums,

		Management Partnerships or Local Town and Parish Councils, as identified within their actions plans or programmes for implementation.				Town Councils
9. Partnership Support & Development and Planning	CP1, CP2, CP3 CP4, LAA4 Objective 6, ED Objective 4, ED Objective 5	The Economic Development Team will continue to work with and assist in developing the Town Centre Management Partnerships through their action plans and projects involved. This will include basic support, bid writing, capacity building and community development, connecting services with needs and assisting partners to deliver town centre partnership projects	Ongoing to 2014	£82,500	Economic Development Team – Partnership & Project Officers	Town Centre Management Partnerships and Local Town Stakeholders
10. Business Link / Business Simplification	RES1, RES2, RES3, RES5, CP1, CP2, CP3 CP4, LAA4 Objective 3, LAA4 Objective 4, LAA4 Objective 5, LAA4 Objective 6, ED Objective 1, ED Objective 2, ED Objective 3, ED Objective 4, ED Objective 5	South Kesteven District Council Economic Development Team will work with Business Link East Midlands and the East Midlands Development Agency to:- - Promote initiatives and schemes to local businesses - Promote Train to Gain - Implement the Business Support Simplification Programme - Host the Business Link local operative at SKDC - Promote the Business Link brand with local business support products	Ongoing to 2014	£1,000	Economic Development Team – Partnership & Project Officers	LCC, Business Link, EMDA and SSPs
11. Inward Investment	RES1, RES3, RES5, CP1, CP2, CP3, LAA4 Objective 4, ED Objective 1, ED Objective 3, ED Objective 4, ED Objective 5, TP1, TP2	South Kesteven District Council Economic Development Team will work with Lincolnshire Enterprise, Lincolnshire County Council and EMDA to deliver the recommendations within the Investment Strategy and Plan 2008, this includes: - - Investment Promotion – Investor Servicing - Site Database - Image Building - Investment Generation - Research - Aftercare The team will proactively promote to attract business to business services and higher knowledge based companies in efforts to increase local GVA and business per head of population. This will also increase average earnings per week.	Ongoing to 2014	Unknown	Economic Development Team	LCC, EMDA, Lincolnshire Enterprise
12. Develop comprehensive Business Support website	RES3, CP1, CP2, CP3, LAA4 Objective 4, ED Objective 4, ED Objective 5	Development of a stand alone or sub-site, maintained by the Economic Development team. Site should include up to date useful contacts, support and grant information and a programme of upcoming events, conferencing venues. In addition a link to a newly updated local business directory. Up to date news cast. Our strategy and vision.	2009 & Ongoing	£15,000 pa	Eco Dev Officer, IT	Commercial Property Agents, EMDA, Business Link, LCC
13. Create and implement monthly Business Support newsletter/email	CP1, CP2, CP3, LAA4 Objective 4, ED Objective 4	Compile and distribute a newsletter/email to local businesses and organisations taking information collected by the research officer and eco dev officers regarding statistics, funding schemes, support programmes, upcoming events.	2009 & Ongoing	£5,000 pa	Eco Dev Officer, PR	Business Clubs, Chambers of Commerce
14. Provide programme of	RES3, CP1, CP2, CP3 CP4, LAA4	Develop a programme of business start up workshops in conjunction with the business simplification programme and	200 & Ongoing	£20,000	Eco Dev Officer	Business Link, Young Enterprise,

business start up workshops	Objective 4, LAA4 Objective 5, LAA4 Objective 6, ED Objective 1, ED Objective 2, ED Objective 4	including local business colleges and schools, as well as young enterprise				local schools and colleges
15. Provide programme of business development workshops	RES2, CP1, CP2, CP3 CP4, LAA4 Objective 2, LAA4 Objective 3, LAA4 Objective 4, LAA4 Objective 6, ED Objective 1, ED Objective 2, ED Objective 3, ED Objective 4	Develop a programme of business support and development workshops. Focusing on key business issues (marketing, accounting, H&S, diversification & innovation, training, Investment & Expansion, new legislation, international trade, etc)	2009 & Ongoing	£25,000 pa	Eco Dev Officer	Business Clubs, TCMP, Business Link
16. Market research: contact large companies in SKDC	CP1, CP3, ED Objective 2, ED Objective 3, ED Objective 5	Approach key employers and expanding businesses in SKDC and ascertain their individual aspirations and what SKDC's role is in helping them achieve these.	Ongoing	£3,000 pa	Eco Dev Officer, Research Officer, Bus Support team	Business Clubs, Chambers of Commerce
17. Develop better and closer working relationships with local property agents.	RES5, CP1, CP2, CP3, ED Objective 1, ED Objective 2, ED Objective 3, ED Objective 5	Approach local commercial property agents and ascertain there individual aspirations and what SKDC's role is in helping them achieve these. Develop and maintain closer working relationships in order to speed information sharing and partnership working.	Ongoing	£3,000 pa	Eco Dev Officer	Commercial Property Agents
18. Grants: Up to date information	CP1, CP2, CP3, LAA4 Objective 4, ED Objective 1, ED Objective 2, ED Objective 5	Create and make available an up to date monthly report identifying current business support and grant funding schemes (this could be linked with the creation/distribution of the above newsletter). Using current grant searching tools, develop a user friendly report to provide information for the above.	2009 & Ongoing	£5,000 pa	Eco Dev Officer, Research Officer, Bus Support team	Business Support Providers
19. Tractivity: improved reporting and information dissemination	RES5, CP1, CP2, CP3, LAA4 Objective 4, ED Objective 1, ED Objective 3, ED Objective 5	Develop a new reporting system in order to make information regarding available commercial units more widely available and accessible. (this could also be linked to the development of a newsletter)	2009 & Ongoing	£2,000 pa	Eco Dev Officer, Research Officer, Bus Support team	Lincolnshire Development
20. SKDC Business Support Presence at meeting/events	CP1, CP2, CP3, LAA4 Objective 1, LAA4 Objective 4, LAA4 Objective 6, ED Objective 2, ED Objective 5	A greater Eco Dev Officer presence at Business Clubs, Chamber of Commerce meetings, Young Enterprise, LOGIC meetings, etc. (Use of tabletop stand and exhibition boards, relevant leaflets, funding opportunities and newsletter, email subscription, prize draw, etc).	Ongoing	£2,000 pa	Eco Dev Officer	Business Clubs, Chambers of Commerce
21. Programme of events	CP1, CP2, CP3, LAA4 Objective 1, LAA4 Objective 4, ED Objective 2, ED Objective 4	Networking events, trade shows, recruitment drives, funding shows, consultations (a Grantham show)	Ongoing	£4,000 pa	Principle Eco Dev Officer, Eco Dev Officer	Business Support Providers
22. Business	CP1, CP3, LAA4	Create and maintain comprehensive list of business support	Ongoing	Officer Time	Eco Dev	Business Support

Support Contacts list.	Objective 6, ED Objective 2, ED Objective 5	contacts, complete with contact details and web addresses. (make available in email/hard copy/website)			Officer	Providers
23. Develop business mentoring scheme with business clubs.	CP1, CP2, CP3, LAA4 Objective 4, ED Objective 2, ED Objective 4	Work in partnership with Business Clubs and Chambers of Commerce in order to develop a business mentoring scheme for new business within SKDC.	Ongoing	Officer Time	Principle Eco Dev Officer, Eco Dev Officer	Business Clubs, Chambers of Commerce
24. Coordinate statistical data collection and improve its communication with partners and local businesses.	CP2, ED Objective 5	Develop new reporting techniques which make better use of statistical informal available, circulating report findings to businesses. (Post Code Surveys, Footfall data, shopper surveys, new government legislation, etc.)	Ongoing	£5,000	Eco Dev Officer, Research Officer, Bus Support team	NOMIS, Lincs Observatory, LCC
25. Develop standard display package	CP1, CP3, LAA4 Objective 4, ED Objective 5	Newsletter, Grant information update, tractivity report update, email subscription, traffic buster subscription, contact details.	2009	£2,000 pa	Eco Dev Officer	Business Link, LCC, Enterprise Agencies
26. Comprehensive business directory	CP1, CP2, CP3, LAA4 Objective 4, ED Objective 1, ED Objective 2, ED Objective 5	Development and maintenance of a new SKDC business directory, to be made available via the website.	2009	£25,000	Eco Dev Officer Research Officer, Bus Support team	LCC, Business Clubs, Business Link
27. Enquiries database	RES5, CP1, CP2, CP3, LAA4 Objective 4, ED Objective 2, ED Objective 5	A shared database of enquiries between officers will negate the need for individual KPI reporting, whilst developing an up to date contacts list of businesses seeking support. Utilising the Business Support team, enquiries could be taken and added to the database ready for an officer to view. After completing the enquiry the Officer can update the record detailing the actions taken and the service given. The shared database will also keep all officers informed of the enquiries the rest of the team are dealing with and should prevent duplication.	Ongoing	£2,000 pa	Principle Eco Dev Officer, Eco Dev Officer Research Officer, Bus Support team	Commercial Agents, LCC, Business Link
28. Traffic Buster	CP1, CP2, CP3 CP4, ED Objective 1, ED Objective 5	Develop free early traffic warning service, email/sms based report service available to subscribing businesses. Also make a web based version viewable on business support website.	Ongoing	Officer Time	Eco Dev Officer	SKDC CCTV
29. Proactive Inward Investment initiative	RES5, CP1, CP2, CP3, LAA4 Objective 4, ED Objective 1, ED Objective 3, ED Objective 4, ED Objective 5	Ensure website is up to date and contains relevant information. Identify opportunities within the district by working closely economic regeneration project officers, identify and approach relevant businesses early on to develop a working relationship.	Ongoing	Officer Time	Eco Dev Officer Research Officer	LCC, Business Link