

# **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 4<sup>th</sup> 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.

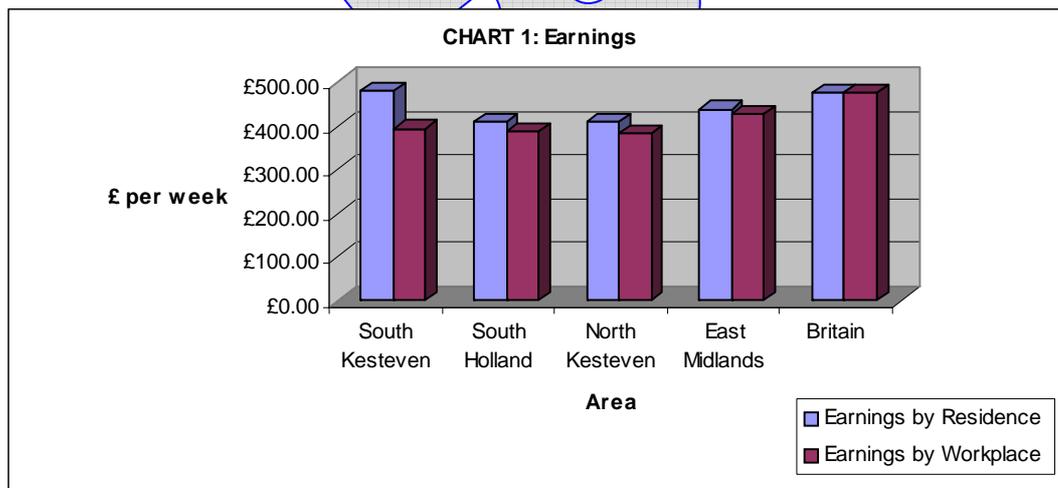
The resident population of South Kesteven, as measured by the mid year estimates of 2003 was 126,600, made up of 61,900 males, and 64,700 females. The current number of households stands at 51,494 (2001 data).

The main urban areas are:

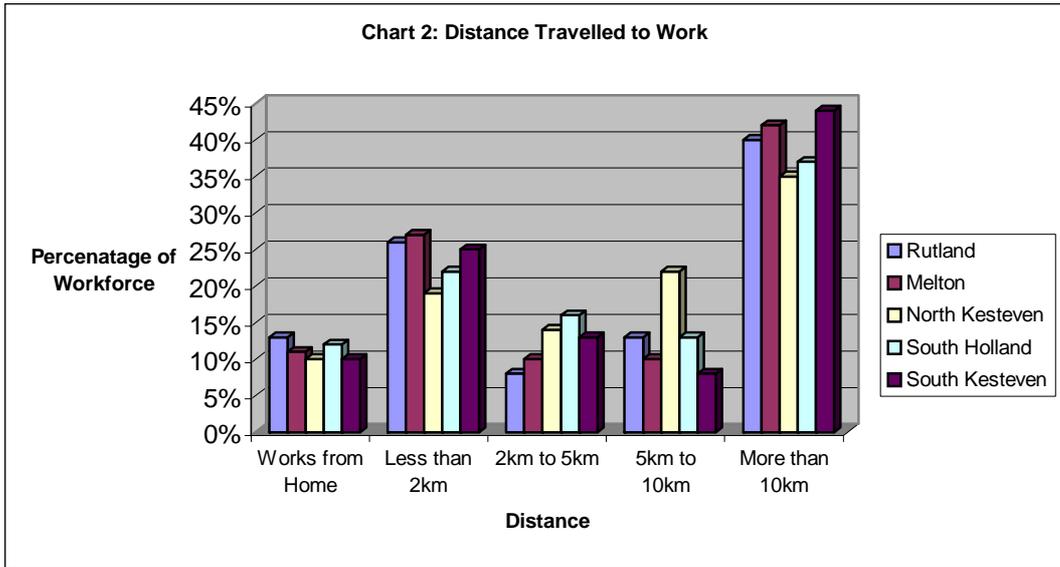
- Grantham; defined as a sub regional centre and small urban area, is the second largest population centre in Lincolnshire (33,918, Census 2001)
- Stamford; (population of 19,525, Census 2001) is one of the most picturesque towns in England with significant tourism potential
- Bourne; (population of 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

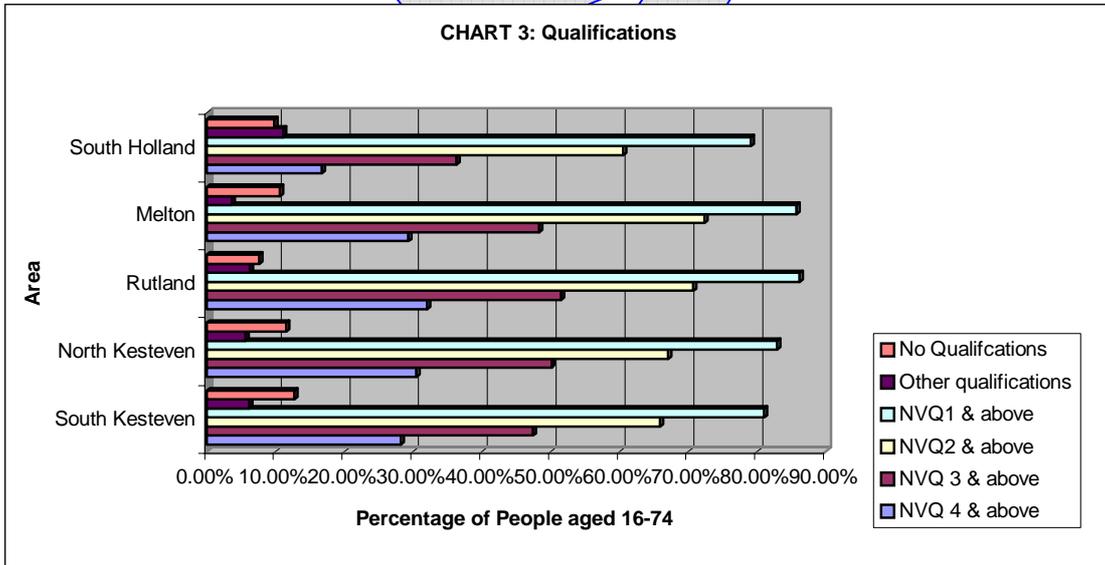
- 60.4% of the population are of working age, compared to the East Midlands 61.2% and Great Britain 61.4%.
- 81.1% of population are economically active, as opposed to the East Midlands average of 79%
- 28.2% of the population are educated to NVQ Level 4 or above, against 22.2% in the East Midlands.
- 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’.

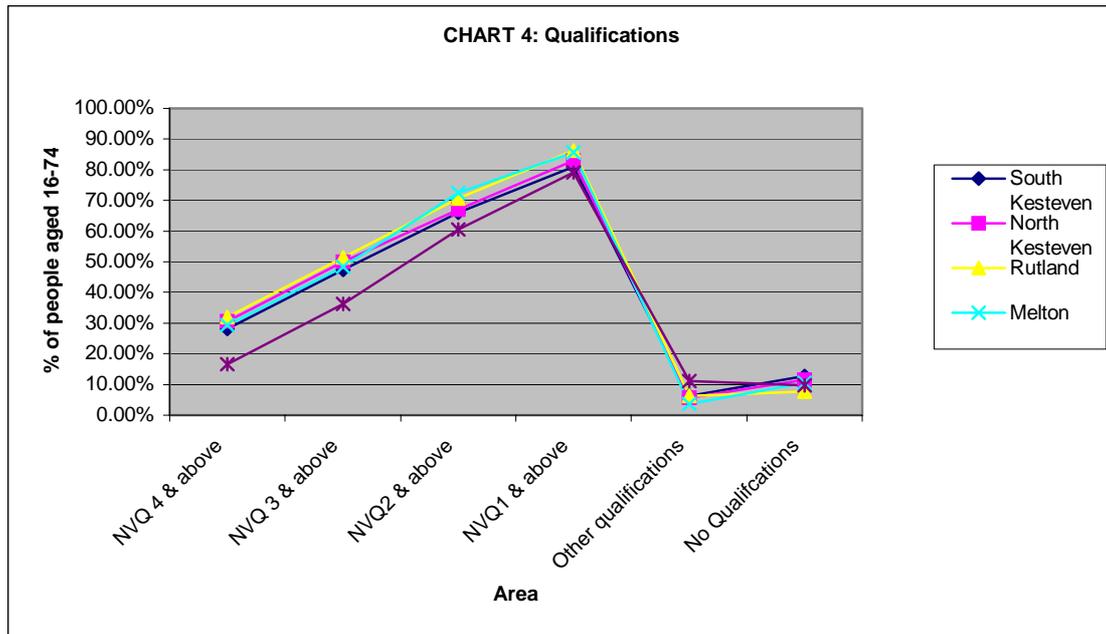


- Chart two (below), shows the travel to work distances undertaken by the South Kesteven workforce. In comparison to other areas South Kesteven has the highest percentage of its workforce travelling more than 10km per day to employment. This is intrinsically linked with the difference between the salaries 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.

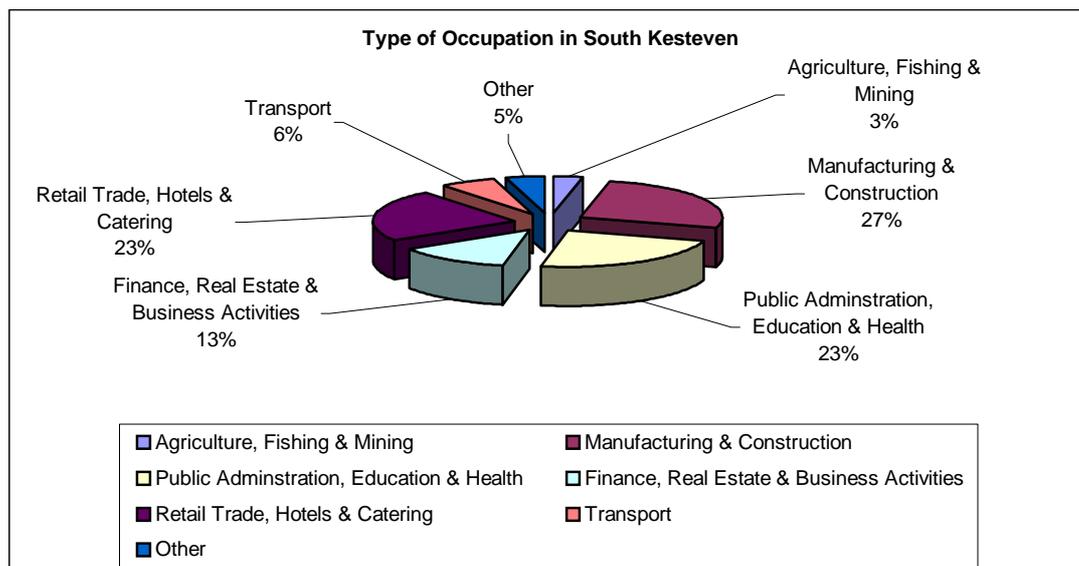


- 42.1% of all persons in employment are in managerial, professional or associate professional occupations, against 37% for the East Midlands, and 40.5% for Great Britain.
- Males in South Kesteven are more economically active (88.7%) compared to the East Midlands average of (83.9%)
- Female full time 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)



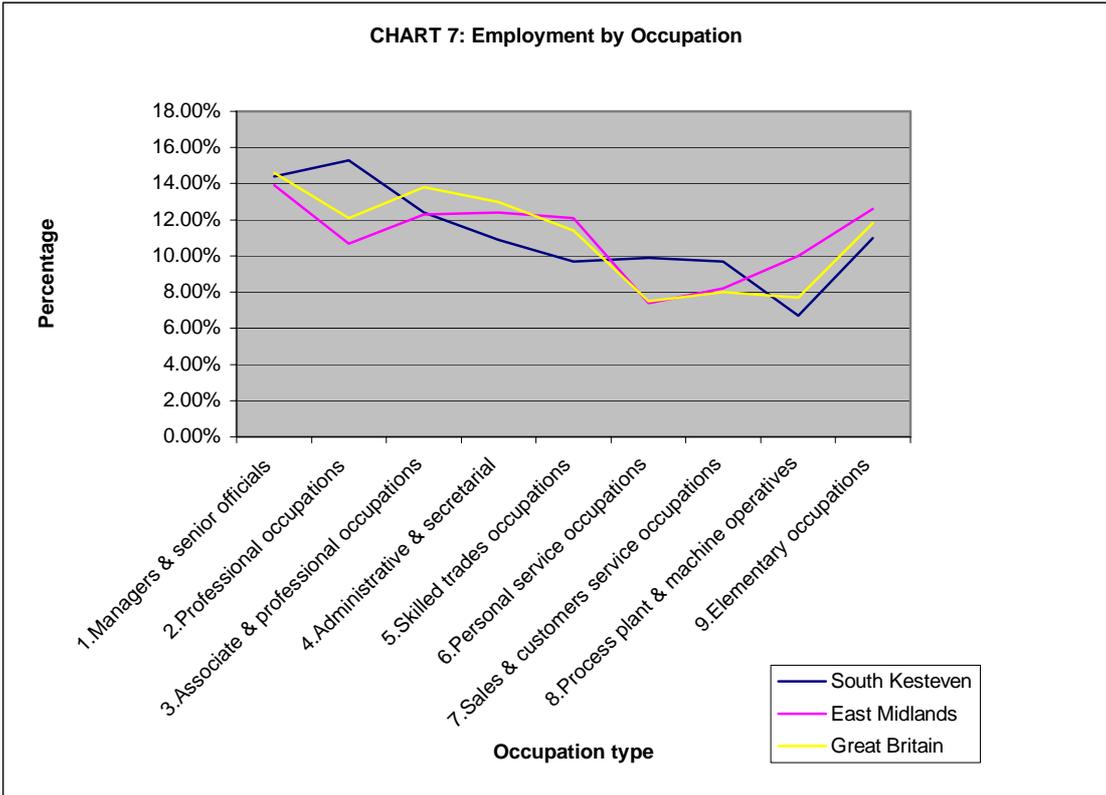
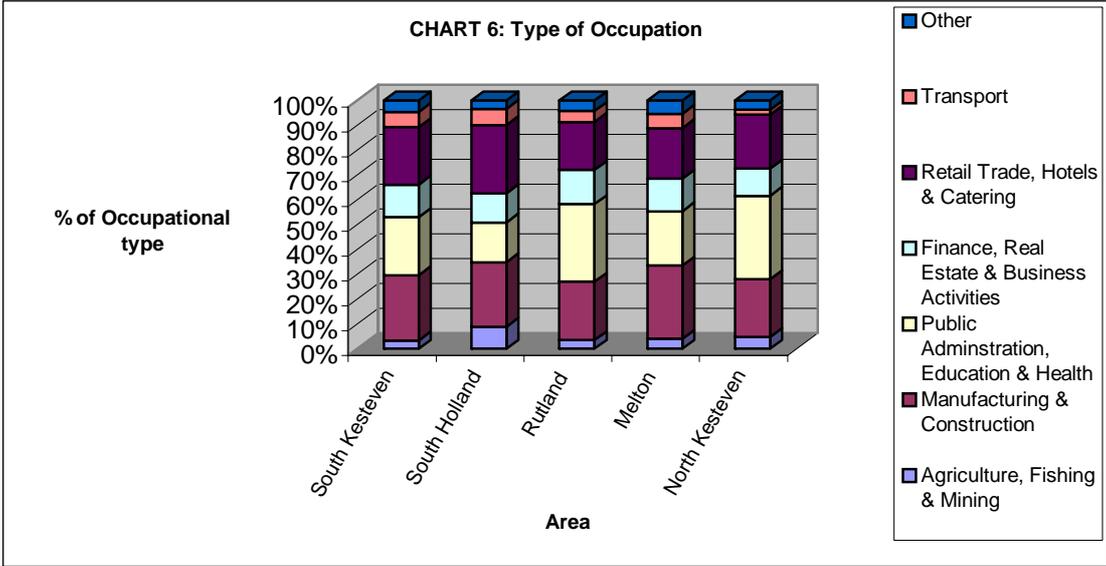


- Chart three & four compares South Kesteven with surrounding areas, through the percentage of people with qualifications at a certain level. Roughly a level one qualification is equivalent to two G.C.S.E's, a level two is five G.C.S.E's, a level three is 2.5 A Levels, a level four would be Higher National 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.

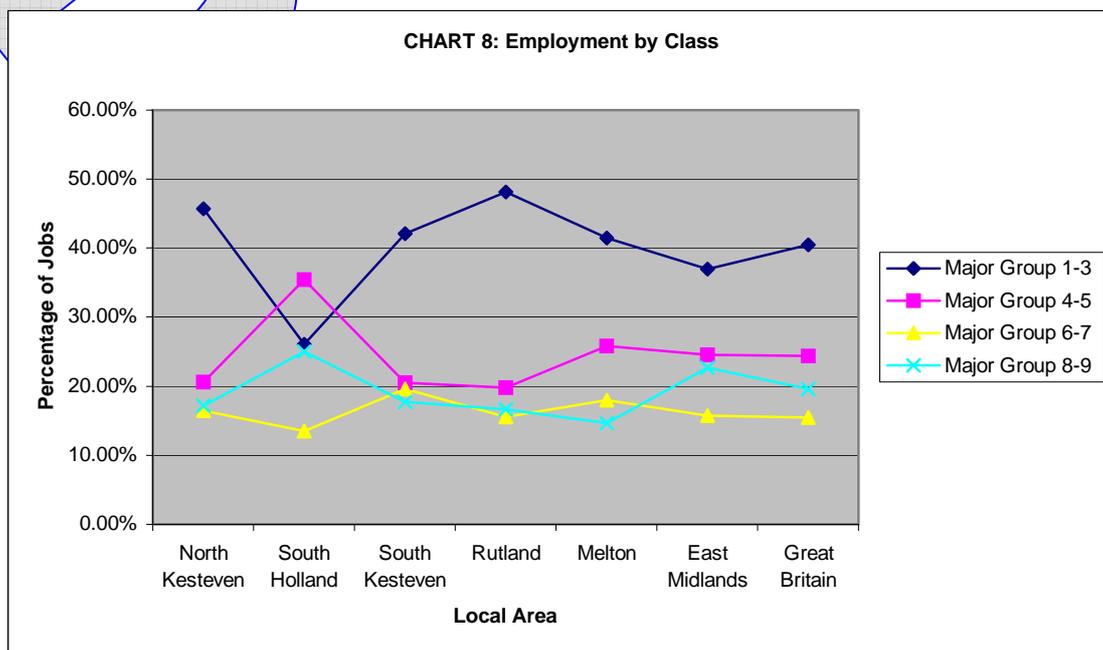
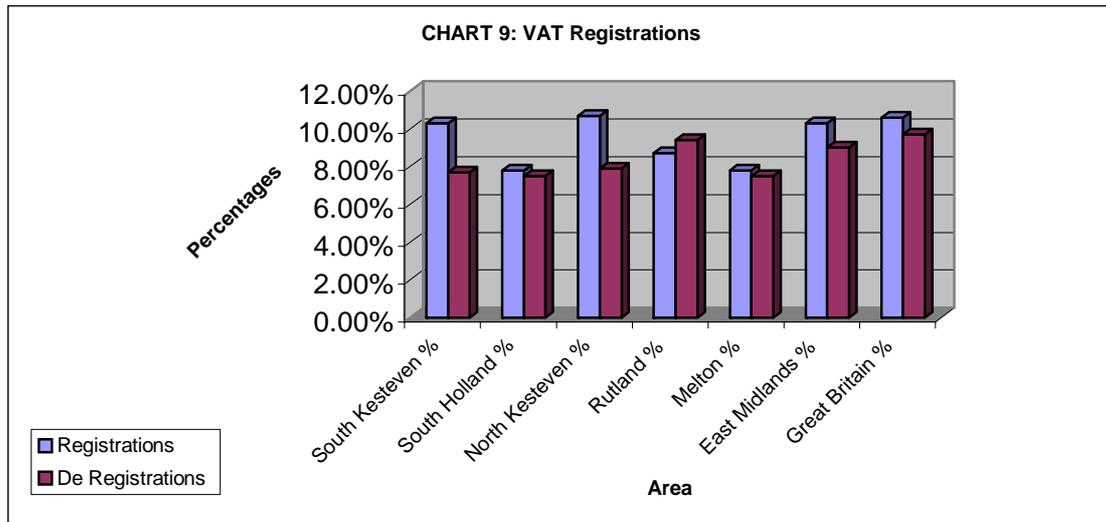


Chart nine (below) shows that there has been a 2.6% increase in the number of VAT registered businesses in South Kesteven during 2003. This compares to a 2.3% increase in the East Midlands and a 0.9% increase in Great Britain. Although South Kesteven has been very good at developing new business creation, 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.



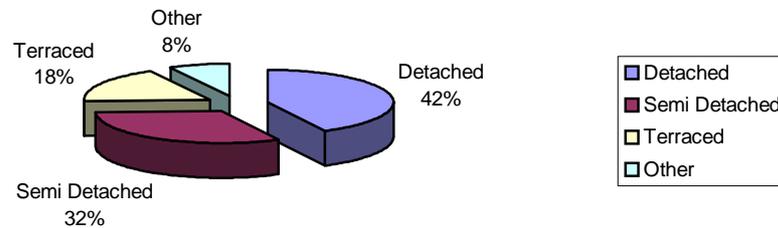
- South Kesteven has super output area (SOA) in the bottom 10% of deprived wards, and four in the bottom 25% deprived SOAs according to the Index of Multiple Deprivation 2004. This constitutes 5% of the South Kesteven population living in the bottom 25% most deprived wards in the Country.

**Housing: -**

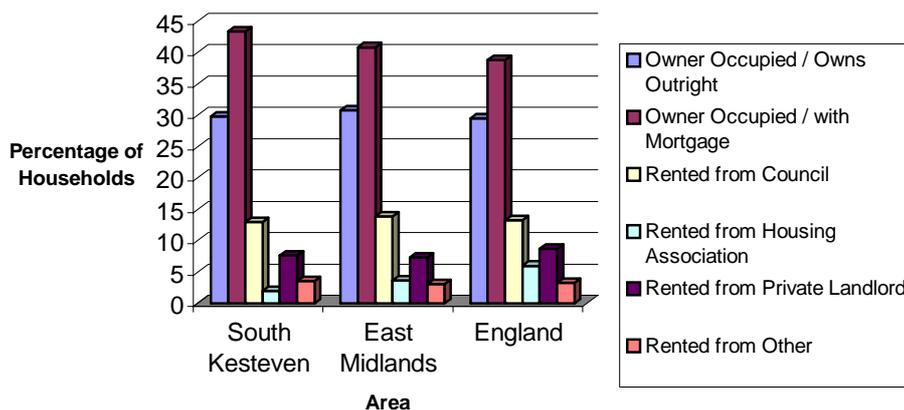
The most up to date and accurate figures available will not account for the new developments that have occurred in South Kesteven, nor for the property boom of 2002-2004. However the following statistics give an understanding of the position South Kesteven property is in.

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

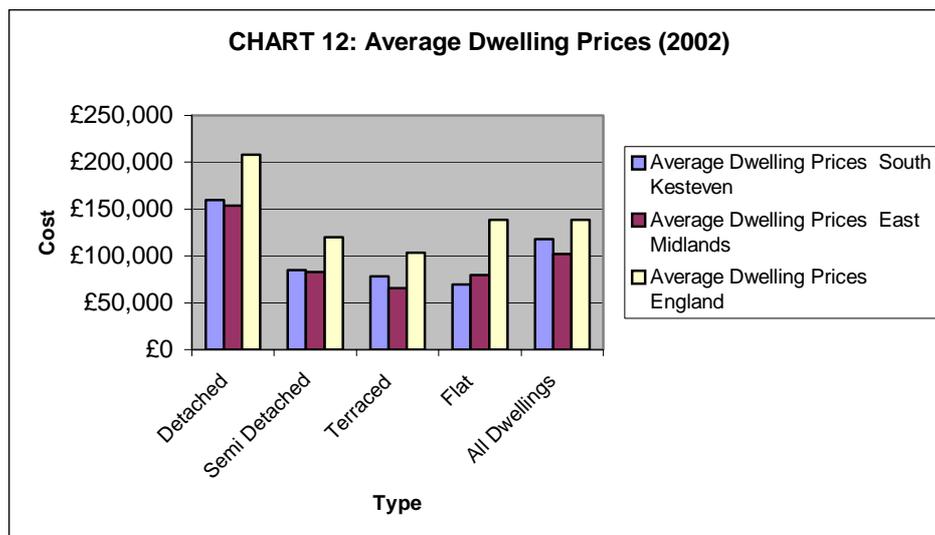
**CHART 10: Type of Household: - South Kesteven (2001)**



**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.

<b>EMDA Programme of 2010 targets for the East Midlands includes:</b>
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.

## 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"> <li>1. Provision of two-business start up workshops per year.</li> <li>2. Provide advice and guidance on services provided directly and indirectly from the Council</li> <li>3. Evaluate &amp; investigate with Partners a business start up grant.</li> <li>4. Provide information on available local grants such as the Welland Business Development Fund</li> <li>5. Provide an up to date on line business directory</li> </ol>	<p>1) Team Leader</p> <p>2-5) Economic Development Manager</p>	Welland Enterprise Agency, EMDA, Welland SSP, Lincolnshire Enterprise, Lincolnshire Development, 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"> <li>1. To develop and roll out the Broadband Channel 5 project in South Kesteven during 2005/6</li> <li>2. To work with TCMP's &amp; business clubs to promote the usage of online trading in the South Kesteven area</li> <li>3. To work with Lincolnshire Development to encourage local businesses to make use of Broadband capabilities.</li> </ol>	<p>1) Team Leader</p> <p>2) Partnerships Manager &amp; Community Regeneration Officer</p>	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"> <li>1. Encourage appropriateness and diversity of local business development.</li> <li>2. To provide a jobs fair annually for local people to gain employment</li> </ol>	<p>1) Team Leader &amp; Economic Development Manager</p> <p>2) Community Regeneration Officer</p>	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"> <li>1. To evaluate the provision of a start-up business grant with partners for local business creation.</li> <li>2. Provision of two start up business workshops per year.</li> <li>3. To work with the Princes Trust to develop one TEAM per year.</li> </ol>	<p>1) Team Leader &amp; Economic Development Manager</p> <p>2) Team Leader</p> <p>3) Community Regeneration Officer</p>	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"> <li>1. Investigate the possibility of a local innovation centre in each of the market towns of South Kesteven</li> <li>2. Provide training and awareness courses for the local businesses in South Kesteven</li> </ol>	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"> <li>1. To provide a Delivering Business Skills Excellence (DBSE) Course within the South Kesteven area.</li> <li>2. Provide a business management training course with partners in 2005/06</li> </ol>	1) Team Leader & Economic Development Manager	EMDA, Welland SSP, Welland Enterprise Agency, Business Link, Business Training Networks
Encourage local businesses to	Business	<ol style="list-style-type: none"> <li>1. Develop the 'get on with graduates' programme in</li> </ol>	1) Team Leader & Economic	EMDA, Welland SSP, Welland

diversify skills within their workforce	Development	<p>South Kesteven.</p> <ol style="list-style-type: none"> <li>Identify and track skills need and match with appropriate provision of courses.</li> <li>Try and make sustainable the Training Across South Kesteven Project (TASK)</li> </ol>	<p>Development Manager</p> <p>2-3) Team Leader</p>	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	<ol style="list-style-type: none"> <li>Facilitate the development of business clubs &amp; forums within the district, and assist in delivering initiatives driven from these groups.</li> <li>Act as a sign posting service for the delivery of business services.</li> <li>To consult with local businesses on the possibility of a business improvement district for Grantham (BID).</li> </ol>	<ol style="list-style-type: none"> <li>Partnerships Manager</li> <li>All Team</li> <li>Team Leader, Partnerships Manager &amp; Economic Development Manager</li> </ol>	Town Centre Management Partnerships, Business Forums, Business Link Lincolnshire & Rutland
Investigate 'gap' provision of skills within workforce and explore solutions	Business Development	<ol style="list-style-type: none"> <li>Identify and track shortage of skills within South Kesteven, and explore possible solutions.</li> <li>Work with education providers to support the development of vocational training programmes to meet the needs of local employers.</li> </ol>	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	<ol style="list-style-type: none"> <li>Undertake a marketing campaign to highlight the key features and attributes of South Kesteven to external businesses</li> <li>Update and develop the SKDC Website to include features of a single business account</li> <li>To provide a commercial pack for all inward investors.</li> <li>To host site visits to the available units and land.</li> <li>To promote the redundant rural building grant.</li> <li>To promote the Welland Tourism grants.</li> <li>To promote all other available grants open in South Kesteven</li> </ol>	<ol style="list-style-type: none"> <li>Economic Development Manager</li> <li>Team Leader &amp; Partnerships Manager</li> <li>3-5) Economic Development Manager</li> <li>Community Regeneration Officer</li> </ol>	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	<ol style="list-style-type: none"> <li>Provide an up to date online commercial property register.</li> <li>Provide an up to date hard copy business directory.</li> <li>Provide information on available sites and units.</li> <li>Work with the Planning Policy Unit to develop a LDF framework for future employment land.</li> </ol>	<ol style="list-style-type: none"> <li>1,3) Economic Development Manager</li> <li>Economic Development Manager &amp; Partnerships Manager</li> <li>Team Leader</li> </ol>	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	<ol style="list-style-type: none"> <li>To instigate a study for the development of the Grantham Canal Basin, including feasibility, viability, design, cost and implementation.</li> <li>To meet with local land owners to ascertain possible future development of the Grantham Canal Basin</li> <li>To work with Stamford Vision to support and assist the development of the Welland Quarter.</li> <li>To update a develop the Grantham Master plan with the Grantham TCMP</li> <li>To work with partners to develop the Northfields site</li> </ol>	<ol style="list-style-type: none"> <li>1-3) Team Leader &amp; Economic Development Manager, Partnerships Manager, Community Regeneration Officer</li> <li>Grantham TCM &amp; Team Leader</li> </ol>	SKDC Planning Teams, GOEM, Town Centre Management Partnerships, English Partnerships, British Waterways, Lincolnshire County Council, RDS

		<p>at Market Deeping for employment purposes.</p> <ol style="list-style-type: none"> <li>To work with Bourne TCMP to develop the Bourne Core Retail area.</li> <li>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</li> </ol>		
Maintain & enhance the viability and vitality of the principle retail areas within the District through principles of good town centre management	Town Centre Regeneration	<ol style="list-style-type: none"> <li>To promote and develop the 'shop around' project in South Kesteven.</li> <li>To identify a timescale for the development of a business improvement district (BID) for Grantham.</li> </ol>	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	<ol style="list-style-type: none"> <li>To work with partners &amp; stakeholders to develop the Canal Basin Project.</li> <li>To develop an action plan that will identify the feasibility, costings and timescale of development of the Canal Basin.</li> <li>To work with partners &amp; stakeholders to develop the Grantham to Skegness Community Rail Project</li> <li>To work with the Grantham TCMP to develop the Grantham Master Plan and the projects and initiatives within it.</li> </ol>	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	<ol style="list-style-type: none"> <li>Create a business advice pack for new businesses.</li> <li>Create a new residents guide</li> <li>Support the TCMPs through developing local events</li> <li>Design and print 2005 District Guide</li> <li>Design and print an accommodation 2005 brochure</li> <li>Provide business advice, support, and help with starting up, to local tourism businesses with the DMP</li> <li>Investigate possibility of tourism business skills training workshops.</li> </ol>	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	<ol style="list-style-type: none"> <li>Promote South Kesteven at the British Travel Trade Fair 2005/6 &amp; other appropriate events</li> <li>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.</li> <li>Represent South Kesteven at overseas travel events in partnership with Lincolnshire Tourism</li> <li>Promote the Pride &amp; Prejudice publication with Stamford Marketing Group and Lincolnshire Tourism.</li> </ol>	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	<ol style="list-style-type: none"> <li>Support the TCMP's with appropriate resources such as officer time and financial grants.</li> </ol>	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"> <li>1. Make best use of section 106 funds to deliver community space, and develop town centres with the TCMP's.</li> <li>2. Ensure that there is a sufficient allocation of affordable housing in any housing development.</li> <li>3. Work with Housing teams to investigate ways of providing affordable housing in South Kesteven.</li> </ol>	<ol style="list-style-type: none"> <li>1) Partnerships Manager &amp; TCM's</li> <li>2) Planning Policy Team Leader</li> <li>3) Economic &amp; Community Regeneration Team Leader</li> </ol>	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"> <li>1. With partners evaluate &amp; develop an action plan for the development the most deprived wards in Grantham.</li> <li>2. Working with local community groups to instigate required and need projects.</li> <li>3. To promote the community catalyst fund to local community groups.</li> </ol>	<ol style="list-style-type: none"> <li>1) Team Leader, Grantham TCM &amp; Partnerships Manager</li> <li>2-3) Partnerships Manager &amp; Community Regeneration Officer &amp; Community &amp; Economic Development Assistant</li> </ol>	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"> <li>1. Work with the employment office, connexions service and other agencies to identify people, and get them to take up employment.</li> <li>2. Host &amp; facilitate one jobs fair per annum.</li> </ol>	<ol style="list-style-type: none"> <li>1) Economic &amp; Community Regeneration Team Leader</li> <li>2) Community Regeneration Officer</li> </ol>	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"> <li>1. To facilitate and host the Town Centre Management Partnerships.</li> <li>2. To facilitate and host the Local Strategic Partnership (LSP)</li> <li>3. To facilitate and host the varying sub groups of the LSP &amp; TCMPs.</li> </ol>	<ol style="list-style-type: none"> <li>1-3) Partnerships Administrator &amp; Partnerships Manager, TCMP's</li> </ol>	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"> <li>1. Provide a small grants programme for voluntary and community groups in South Kesteven</li> <li>2. Promote and help community groups access the Welland Catalyst Fund.</li> <li>3. Develop the Social Capital Small Grants Scheme in South Kesteven</li> <li>4. Develop the Welland Disability Inclusion Project for the South Kesteven area.</li> </ol>	<ol style="list-style-type: none"> <li>1-4) Partnership Administrator &amp; Community Regeneration Officer &amp; Community &amp; Economic Development Assistant</li> </ol>	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"> <li>1. To work with local colleges and schools to provide an appropriate mix of training packages for local people.</li> <li>2. To promote the use of the learn direct scheme</li> </ol>	<ol style="list-style-type: none"> <li>1-2) Team Leader</li> </ol>	Learning & Skills Council, Local Colleges, Local Schools, Lincolnshire County Council, Sector Skills Councils