

Cabinet



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Tuesday, 16 April 2024 at 2.00 pm
Council Chamber - South Kesteven House, St. Peter's
Hill, Grantham. NG31 6PZ

Cabinet Councillor Ashley Baxter, Leader of the Council (Chairman)
Members: Councillor Richard Cleaver, Deputy Leader of the Council (Vice-Chairman)

Councillor Rhys Baker, Cabinet Member for Environment and Waste (jobshare)
Councillor Phil Dilks, Cabinet Member for Housing and Planning
Councillor Patsy Ellis, Cabinet Member for Environment and Waste (jobshare)
Councillor Philip Knowles, Cabinet Member for Corporate Governance and Licensing
Councillor Rhea Rayside, Cabinet Member for People and Communities
Councillor Paul Stokes, Cabinet Member for Leisure and Culture

Agenda

This meeting can be watched as a live stream, or at a later date, [via the SKDC Public-I Channel](#)

- 1. Apologies for absence**
- 2. Minutes of the previous meeting** (Pages 3 - 10)
Minutes of the meeting held on 12 March 2024.
- 3. Disclosure of Interests**

Items for Cabinet Decision: Key

- 4. Electricity Fixed Price Contract** (Pages 11 - 16)
The purpose of the report is to seek approval to enter into a contract for the supply of electricity for Council operated assets.

5. Award of Contract for the Construction of the Waste Depot, Turnpike Close Grantham (Pages 17 - 25)

This report sets out the procurement that has been undertaken in order to award the contract to the successful contractor for the construction of the new Waste Depot, Turnpike Close Grantham.

Items for Cabinet Decision: Non-Key

6. Draft Economic Development Strategy Consultation (Pages 27 - 94)

To seek approval for stakeholder consultation in respect to the draft Economic Development Strategy 2024 – 2028 and accompanying action plan.

Items for information

7. Key and Non-Key Decisions taken under Delegated Powers (Pages 95 - 98)

This report provides an overview of decisions taken by individual Cabinet Members since the last meeting of the Cabinet on 12 March 2024.

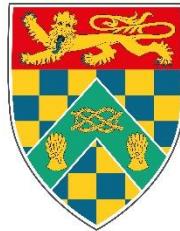
8. Cabinet's Forward Plan (Pages 99 - 104)

This report highlights matters on the Cabinet's Forward Plan.

Minutes

Cabinet

Tuesday, 12 March 2024



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Date of publication – 18 March 2024

**Call in expiry – 25 March 2024 –
decisions can be implemented
(provided no call-in) 26 March 2024**

The Leader: Councillor Ashley Baxter, Leader of the Council (Chairman)

The Deputy Leader: Councillor Richard Cleaver, Deputy Leader of the Council (Vice-Chairman)

Cabinet Members present

Councillor Rhys Baker, Cabinet Member for Environment and Waste (jobshare)

Councillor Phil Dilks, Cabinet Member for Housing and Planning

Councillor Patsy Ellis, Cabinet Member for Environment and Waste (jobshare)

Councillor Philip Knowles, Cabinet Member for Corporate Governance and Licensing

Councillor Rhea Raysia, Cabinet Member for People and Communities

Councillor Paul Stokes, Cabinet Member for Leisure and Culture

Non-Cabinet Members present

Councillor Gareth Knight

Councillor Penny Milnes

Councillor Max Sawyer

Councillor Ian Selby

Councillor Elvis Stooke

Officers

Richard Wyles, Deputy Chief Executive and Section 151 Officer

Nicola McCoy-Brown, Director of Growth and Culture

Alison Hall-Wright, Deputy Director (Finance and ICT) and Deputy Section 151 Officer

Graham Watts, Assistant Director (Governance and Public Protection) and Monitoring Officer

Ayeisha Kirkham, Head of Public Protection

Nick Thacker, Interim Head of Housing (Technical Service)

James Welbourn, Democratic Services Manager (Deputy Monitoring Officer)

Tom Amblin-Lightowler, Environmental Health Manager – Environmental Protection & Private Sector Housing

92. Apologies for absence

There were no apologies for absence.

93. Minutes of the previous meeting

The minutes of the meeting held on 6 February 2024 were agreed as a correct record.

94. Disclosure of Interests

There were no disclosures of interests.

95. Contract Award Earlesfield Refurbishment Project

Purpose of report

To enter into a contract with United Living for the completion of the refurbishment works in the properties identified on the Earlesfield Estate. The contract would be a direct award through the Fusion 21 Framework and for a period of 12 months.

Decision

That Cabinet approves the award of a contract to United Living to complete the works associated with the Earlesfield Project for a period of 12 months with a contract value of £2.4m.

Alternative options considered and rejected

The Council could go out to formal tender for the contract, but this would have delayed the completion of the works on the properties.

Reasons for decision

The direct award to the contractor through the Fusion 21 Framework was a compliant procurement route and was the most expedient way to continue with the asbestos removal and refurbishment works that the contractor had already commenced with. This would minimise disruption to the tenants and ensure that the project is completed. The contractor had an existing network of contractors in the area, and they were familiar with the removal and refurbishment process.

Asbestos was originally identified within the build of a particular style of houses that were built a number of years ago. The previous administration had started a project of removal and identified 119 houses that required this work. By the end of March 2024 45 of those houses would have had the asbestos removed but will also have been refurbished and modernised.

By the end of March 2024 the existing contract with United Living would have expired; this contract would now be renewed with a target of completing the overall project by the end of the 2024/2025 financial year.

96. Contract award for the upgrade of the CCTV network and to enable Connected Towns

Purpose of report

To approve the use of the Crown Commercial Framework RM6116 Network Services 3 Framework to award the contract to upgrade the Council's CCTV network and support the UKSPF 'Connected Towns' project.

Decision

That Cabinet approves the award of the contract to British Telecom PLC for the upgrade of the Council's CCTV Camera Network, provision of wireless hubs and the annual repairs and maintenance of the network for a period of 5 years.

Alternative options considered and rejected

The Council could have gone directly out to market, however, the existing network was currently provided by British Telecom PLC and switching supplier was not expected to deliver any benefit. It was not anticipated that going out directly to market would provide any preferential arrangement due to the economies of scale offered by the framework.

Reasons for decision

To ensure that the Council's CCTV network was upgraded, the quality of the CCTV imagery would be improved, the new control room location would improve the partnership working with the police who may benefit from a reduced timeline to review CCTV footage and to enable the installation of free-to-access public Wi-Fi.

The 2023/2024 capital programme included a budget of £597,000 for the upgrade of the CCTV network and Connected Towns project.

The CCTV control room was to be relocated to Grantham Police Headquarters; this relocation would bring a number of benefits, as documented in a report to Cabinet earlier in 2023/2024.

BT would upgrade the analogue network and replace with high-definition cameras. The upgrade included free to access public wifi points which would connect to the BT network. There was a capital budget shortfall of £15,000 which would be refunded through the Property Maintenance Reserve. BT would provide the annual repairs and maintenance service for £122,000 per year for a 5 year period. The revenue budget included £70,000 for the repair and maintenance of the CCTV network; savings would be identified in the 2024/2025 General Fund Budget to meet the shortfall of £52,000.

Members expressed an interest in a visit to the new Police Headquarters in Grantham at some point in the future.

97. Lincolnshire Discretionary Housing Financial Assistance Policy

Purpose of report

The Council currently provided discretionary disabled facility grants (DFG) for adaptations to private residential dwellings within the district, in addition to its mandatory DFGs requirement. The Council was required to publish a policy if it provided discretionary DFGs and the existing Private Sector Housing Assistance Policy was out of date and due for review. The report provided the updated policy for consideration.

Decision

That Cabinet approves the Lincolnshire Discretionary Housing Financial Assistance Policy be adopted and published.

Alternative options considered and rejected

The other option considered was to not update the policy and continue within the existing Private Sector Housing Assistance Policy 2019.

Reasons for decision

The current policy was out of date and required a review. The proposed policy met the local requirements whilst ensuring consistent delivery across the county. The county-wide policy was considered and recommended to Cabinet by Rural and Communities Overview and Scrutiny Committee on 1 February 2024. A county-wide policy was favoured over having a standalone South Kesteven District Council (SKDC) policy.

SKDC provided DFGs for those who wanted to remain in their own homes but were less physically able. There were two main grant categories, mandatory and discretionary.

Funding for this was achieved through the Better Care Fund and could only be used for the delivery of disabled adaptions. This financial year the amount provided to SKDC was £1,060,000.

SKDC performed its own disabled adaptions to its own housing stock.

Whilst the policy would be adopted by Lincolnshire districts, there were some local discretionary differences for SKDC; SKDC did not currently means test for stair lifts and modular ramps, which was different to other neighbouring authorities. This was set to continue.

98. Private Sector Housing Houses of Multiple Occupation Licensing Policy

Purpose of report

The Council was required to licence specified Houses of Multiple Occupation (HMO) under the Housing Act 2004. This had been a requirement since 2006 and was currently undertaken by the Private Sector Housing Team. There was no requirement to have a policy on the licensing of these HMO's.

The purpose of the report was to present a HMO Licensing Policy that was considered good practice and demonstrated how the Council performed a statutory requirement in a transparent and consistent manner.

Decision

That Cabinet approves the Private Sector Housing Houses of Multiple Occupation Licensing Policy for adoption, and publishing.

Alternative options considered and rejected

The other option considered was to not produce and publish the HMO licensing policy and strengthen the section within the Private Sector Housing Enforcement Policy.

Reason for decision

HMO licensing was a key function that had a complex and detailed licensing process, currently the Private Sector Housing Enforcement Policy had a light touch consideration and leaves the council decisions open to being overturned during the appeal process if the applicant is dissatisfied with the decision as to whether to grant, refuse, vary or revoke a Licence.

The proposed Houses of Multiple Occupation licensing policy provided a document that was clear and demonstrated consistent decision making that would greatly reduce the likelihood of successful appeals to decisions made by the Council.

There was no requirement to have a policy; it was discretionary but considered good practice. There were 56 properties across the district that were licensed and met the prescribed descriptions as HMOs. The licensing aspect of HMOs applied to those properties with 5 or more occupants. SKDC was required to maintain a public register of those licensed properties, which also contained other details such as a description of the dwelling.

99. Public Spaces Protection Order- Pottergate Road

Purpose of report

To consider the implantation of an additional Public Spaces Protection Order on a specific area in order to prevent and reduce the impact of fly tipping.

Decision

That Cabinet:

1. Notes the results of the public consultation on the proposed new Public Spaces Protection Order.
2. Approves the implementation of a new Public Spaces Protection Order (contained within Appendix 2) for the Prevention of Vehicle Access (except for authorised vehicles) to prevent fly tipping with the installation of a gate at the north entrance to the Old A17 Pottergate Road, Fulbeck.

Alternative options considered and rejected

If the proposed PSPO had not been approved, South Kesteven District Council would have a reduced ability in which to prevent incidences of fly tipping in this area.

Reasons for decision

To ensure an effective mechanism was available to prevent fly tipping as detailed in the Order.

The area in question was a known vulnerable area for fly tipping on public and private land. This provided a nuisance for the local land owner who was required to clear the land and dispose of the fly tipping in a responsible way, in conjunction with SKDC.

Warning signage had been posted in the area, however incidents of fly tipping had continued to be reported. In June 2020 land in SKDC and North Kesteven District Council (NKDC) became a victim to large scale fly tipping, consisting of part-processed waste of around 40 tonnes. This incident was still being investigated.

As part of the proposal Lincolnshire County Council would install a gate to the north entrance onto the old A17 at Pottergate Road. The South entrance to this road close to the present day A17 had already been made inaccessible to road users.

A consultation was conducted from 11 December 2023 to 8 January 2024, and this demonstrated broad support for implementation of the Order. The Order would be recommended for three years.

Members made the following comments on the report:

- Environmental Protection were to be praised.

- The lane was only of use to the local farmers, and there was no need for vehicular access. There would still be access for walkers, cyclists and horse riders.
- CCTV on the lane may be required in the future if the fly tipping continued.
- The costs for clearing the waste on the site had been borne by NKDC, SKDC and the local landowner.
- Residents were encouraged to report fly tipping and littering through the SKDC, and Lincolnshire County Council websites.

100. Key and Non-Key Decisions taken under Delegated Powers

Decisions taken since the previous meeting of Cabinet on 6 February 2024 were noted.

101. Cabinet's Forward Plan

The Cabinet Forward Plan was noted.

102. Cabinet Member Question Time

Question 1 – Councillor Max Sawyer to the Leader of the Council

Councillor Max Sawyer asked the Leader of the Council for documented proof of what had happened to the £2.7 million of surplus parking funding from the past 4 years, as well as requesting reassurance that if any funding had been spent, that it had been in accordance with the 1984 and 2004 Road Traffic Act concerning the expenditure of money obtained from parking.

The Leader of the Council promised to provide a written response, to be appended to the minutes of the meeting.

Question 2 – Councillor Gareth Knight to the Leader of the Council.

Councillor Gareth Knight asked the Leader of the Council whether the current administration had rejected the SLC report's findings into the LeisureSK Limited business plan, and whether there were further cuts planned to the Leisure SK Limited budget.

In response, the Leader of the Council confirmed that the administration had not rejected the SLC report and were currently in negotiations with Leisure SK Limited regarding a Recovery Mitigation Plan for this year. This week the Leader had written to the Chairman of Leisure SK Limited to express the dissatisfaction of Cabinet towards plans shared to date.

It was a difficult time for the leisure industry, in part due to the lower funding that Council's received to provide this service. The Portfolio Holder for Leisure and Culture had attended a Leisure SK Board meeting recently and reported some positive early signs, as increased marketing of the service had increased the income potential. Whilst the SLC report had raised some legitimate queries, there were

meetings going forward between the administration, officers and LeisureSK Limited to discuss these.

Question 3 – Councillor Elvis Stooke to the Portfolio Holder for Corporate Governance and Licensing

Councillor Elvis Stooke asked the Portfolio Holder for Corporate Governance and Licensing when the public consultation regarding the age of taxis at first licensing would commence.

The Portfolio Holder for Corporate Governance and Licensing confirmed that Licensing Committee had met on 16 February 2024 and had considered 27 different policy options related to the Hackney Carriage and Private Hire Licensing Policy, before deciding to go out to public consultation. The consultation was due to commence on 19 March 2024 for a 4 week period to 16 April 2024. This would include the topic of vehicle age.

Question 4 – Councillor Gareth Knight to the Leader of the Council

Councillor Knight asked the Leader of the Council why none of the Overview and Scrutiny Committees had conducted any Member-led reviews since May 2023.

In response, the Leader of the Council explained that he had requested Officers convene a meeting of all Committee Chairs to discuss potential improvements to practical arrangements of meetings and effectiveness of scrutiny across the Council. The Leader was explicit that the conduct and content of each Overview and Scrutiny committee should be governed by its members and not imposed by the Leader or his Cabinet.

Potential innovations to committees could include: outside speakers, further workshops (in lieu of 'deep-dive' reviews); more research into the current policy framework of the Council; alternative seating plans; more suggestions for committee workplans; and more cross-party collaboration.

103. Close of meeting

The meeting closed at 3:07pm.



SOUTH
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Cabinet

16th April 2024

Report of Councillor Richard Cleaver,
Deputy Leader of the Council and
Cabinet Member for Property and
Public Engagement

Electricity Fixed Price Contract

Report Author

Gyles Teasdale, Property Services Manager

Gyles.teasdale@southkesteven.gov.uk

Purpose of Report

The purpose of the report is to seek approval to enter into a contract for the supply of electricity for Council operated assets.

Recommendations

That Cabinet approves up to a four-year contract to Total Energies Gas and Power Ltd incorporating a fixed 12 month tariff utilising the ESPO Framework for the supply of electricity commencing on 30th September 2024.

Decision Information	
Is this a Key Decision?	Key
Does the report contain any exempt or confidential information not for publication?	N/a
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	All Wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance

1.1 The four-year contract will enable the Council to procure its electricity supply on a rolling 12-month period based on a fixed price. At each 12-month interval, the following 12-month period will be established on a fixed price thereby given a level of financial certainty for that period.

Completed by: Richard Wyles, Deputy Chief Executive and s151 Officer

Procurement

1.2 This has been compliantly procured and has been supported by Juan Lui (Procurement assistant)

Completed by: Helen Baldwin (Procurement Lead)

Legal and Governance

1.3 As detailed in paragraph 1.2 above, the Council has run a compliant procurement exercise and there are no other legal implications identified.

Completed by: Mandy Braithwaite, Legal Executive

2. Background to the Report

- 2.1 The Council currently takes its supply for mains gas through ESPO Framework Contract 192_23 - Mains Gas, which is a compliant procurement route. The Council also takes its electricity supply through an ESPO Framework which operates on a similar basis. This report is focussed on the opportunity to secure a recurring 12-month fixed unit price electricity supply over a four-year contract. At the anniversary of the 12-month period, the fixed unit price will be revised to reflect new rates.
- 2.2 The current contract for the supply of electricity is due to terminate on the 30th September 2024 and therefore needs to be renewed. The current ESPO Framework 192_24 - Electricity runs for a period from the 1st April 2024 to the 30th September 2028. The existing energy provider under the Framework is Total Energies Gas and Power Ltd, who are instructed via direct award.
- 2.3 This therefore presents the Council with an opportunity to gain a higher degree of financial certainty for the price it pays for the electricity supply over a period of up to four-years at the most advantageous rates available to the authority. The Framework operates on a 12 or 24-month fixed price rolling period which enables the Council to secure the price for the following period. A market comparison has been undertaken of current rates available within the market at this time, however actual tariff rates will not be known until September 2024 when the contract commences.
- 2.4 A procurement strategy has been compiled and this compared the proposed Framework and that of other available Frameworks and the strong conclusion was that the ESPO Framework provided the most financially advantageous position for the Council.
- 2.5 Failure to enter into an agreement for the supply of electricity for Council operated buildings would result in increased variable tariff prices once the current contract expires and the risk of disconnection.
- 2.6 The ESPO Framework provides the Council with the following benefits: -
 - a) That local authorities can benefit from the economies of scale that can be obtained by combining multiple accounts.
 - b) Fixing prices for a sustained period will give the Council protection from any sudden adverse changes in the electricity market.
 - c) The use of a Framework for purchasing utilities is in line with the advice from the Cabinet Office on best practice of how to procure energy within the public sector.
 - d) ESPO regularly benchmark our purchasing performance against the average prices available in the wholesale market.

Bidder	Estimated Annual Usage (kWh)	Estimated Annual Price based on average consumption	Contract type
ESPO	2717275.9	£673,823.43	12-month fixed
Bidder 2	2717275.9	£1,198,857.64	12-month fixed

2.7 The Framework also ensures the Council is taking advantage of sustainability and social values as set out in the Framework itself.

2.8 A comparison has been undertaken which identified that purchasing for the 12-month period is financially advantageous when compared to a 24-month period. Therefore, the recommendation is to approve a 12 month fixed price period.

3. Key Considerations

3.1 The key considerations are set out in the report. The report sets out the proposals for the procurement of the Council's electricity supply for up to the next 4 years, entering into a fixed price contract on a 12 month rolling basis. SKDC are able to leave the framework at the end of a 12 month fixed price contract period should they wish to do so.

4. Other Options Considered

4.1 The report confirms that alternative frameworks have been considered but none offered the Council the most economically advantageous solution that meets the Council's requirements. Council could choose not to enter into a 12 month contract but this would leave the Council financially exposed to price uncertainty during the period.

5. Reasons for the Recommendations

5.1 The Framework consists of a single supplier (Total Energies) with proven and successful track record of delivering electricity, for various public sector organisations including SKDC.

5.2 As well as the supply of electricity, this framework provides a number of key features including:

- Automated Meter Reading (AMR);
- New meter connection, changes to existing connections/disconnections and upgrades; and
- A dedicated account manager for ESPO Customers.

5.3 Additionally, ESPO also provides comprehensive support encompassing:

- Account management;
- Supply point administration;
- Portfolio management
- Price validation
- General queries and advice related to the contract and supply and market intelligence.

5.4 The framework is based on fully transparent pricing, with the supplier margin fixed for the full duration of the framework. Individual customer rates will however change based on changes to 'Regulated Charges' and the 'Wholesale commodity price', typically on an annual basis from the 1st October. Customers are notified in advance of any price changes.

5.5 As the price of energy is extremely volatile, ESPO have adopted a flexible, aggregated risk management approach to energy procurement. The two 'Price Risk Strategies' currently used by ESPO under the flexible procurement option are:

5.6 Pricing in Advance (PIA) – in which 100% of the total forecast volume requirement is purchased before commencement of the supply period for electricity (October to the following September).

5.7 Pricing within Period (PWP) – in which an agreed portion of the total forecast volume requirement for the supply period (April to March) is purchased before the commencement of the supply period, with the balance purchased closer to the point of consumption, but before it is required.

5.8 These strategies allow the price risk to be spread over an extended period of time, rather than purchasing 100% of the volume on a single day.

5.9 The principle behind the two options is that with PIA the price is known before the supply period commences, whilst the PWP price is only partially fixed before supply period and is not completely known until supply period ends.

5.10 The PWP option therefore represents a higher risk as a proportion of the cost is subject to fluctuation, depending on market price movement during the supply period, with reward partly based on the premise that the risk premium inherent in market prices reduces as the point of purchase and consumption becomes closer.

5.11 Flexible contracts of this kind require large volumes to access the pricing mechanism used for an effective Risk Strategy. By combining all ESPO customer volumes into a single supply with Total Energies, an economy of scale is achieved which reduces the suppliers margin. Additional benefits are also seen

via the elimination of risk premiums applied by suppliers to fixed price contracts, where prices are held on the day, compared to real time wholesale market purchasing.

- 5.12 The emphasis on flexible energy purchasing is to manage risk and spread risk over a period of time, which evens out annual cost avoiding price fluctuations and causing budgeting uncertainty. Purchasing via this strategy provides increased budgetary certainty and provides earlier information on future costs.
- 5.13 ESPO will liaise closely with and fully support SKDC through the process of deciding on the appropriate risk option, both on joining the framework for the first time and for periodic intervals thereafter.
- 5.14 Total Energies understand that being one of the world's largest energy suppliers brings with it enormous environmental, social and cultural responsibilities. They take their obligations very seriously, and invest considerable time, energy and resources implementing action plans and assessing our performance so that we continuously improve. Industrial safety, supporting local development, securing the future of energy, environmental stewardship, and combatting climate change are all critical challenges that Total Energies is committed to meeting.



Cabinet

16 April 2024

Report of Councillor Richard Cleaver,
Deputy Leader of the Council (Cabinet
Member for Property and Public
Engagement)

Award of Contract for the Construction of the Waste Depot, Turnpike Close Grantham

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

 Richard.wyles@southkesteven.gov.uk

Purpose of Report

This report sets out the procurement that has been undertaken in order to award the contract to the successful contractor for the construction of the new Waste Depot, Turnpike Close Grantham.

Recommendations

That Cabinet:

1. Approves the outcome of the tender process and appoints Lindum Group Ltd as the preferred contractor for the construction of the Turnpike Close construction contract.
2. Delegates to the Deputy Chief Executive in consultation with the Cabinet Member for Property and Public Engagement to enter into a NEC4 Professional Services Contract with Lindum Group Ltd in order to develop the submitted design to Stage 4 supported by a Value Engineering process in order to align the overall contract price with the approved budget.

3. Following the conclusion of the Value Engineering, delegation be granted to the Deputy Chief Executive in consultation with the Cabinet Member for Property and Public Engagement to enter into the construction contract to enable the commencement of the works.

Decision Information	
Is this a Key Decision?	Key Decision
Does the report contain any exempt or confidential information not for publication?	N/a
What are the relevant corporate priorities?	Effective Council
Which wards are impacted?	Earlesfield Ward

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance

1.1 Council has approved the necessary funding allocation in order to provide the resources to fund the construction works and the necessary project management support to deliver the contract. To ensure best price for the project and to bring the construction costs in line with the approved budget, it is recommended that value engineering is undertaken with the successful bidder. The current financial strategy is to fund the costs of the project from internal borrowing for the short term and there will be a requirement for the Council to provide an annual Minimum Revenue Provision (MRP) whilst the borrowing is undertaken (estimated over the asset life of 50 years). The MRP will be a requirement for each financial year following the asset becoming operational.

Completed by: Richard Wyles, Deputy Chief Executive and s151 Officer

Procurement

1.2 This requirement has been compliantly tendered via further competition under the Pagabo framework. The tender opened on the 19th December 2023 and closed on 26th February 2024.

1.3 Two bids were received and the details of which are contained within this report. This procurement process has been managed by Gleeds Property Consultants and SKDC Procurement Lead has been kept informed throughout.

Completed by: Helen Baldwin, Procurement Lead

Legal and Governance

1.4 There are no significant legal and governance implications associated with this proposal, which represents the award of a contract through a compliant procurement process, that are not already referenced elsewhere in the report.

Completed by: Graham Watts, Monitoring Officer

2. Background to the Report

2.1 At its meeting on 11 September 2023, Cabinet considered the business case for the transfer of the depot from the current location at Mowbeck Way Grantham to a new location at Turnpike Close Grantham. In summary the key elements of the business case are:

- It is a key strategic location adjacent to the A1 and the A52 thereby giving easy access to all part of the District.
- The site is fully serviced and benefits from all the main utilities.
- The site is large enough for the Council's new depot.
- The site offers flexibility for future expansion.
- It will bring back into productive use a site that has been vacant for a significant period.

The matter was considered by Council on 28th September 2023 and the following decision was taken:

- *Approves an allocation of £8m to be included in the General Fund Capital Programme to provide funding to construct a new depot at Turnpike Close, Grantham.*
- *Delegates authority to Cabinet, in consultation with the Section 151 Officer and Chairman of the Finance and Economic Overview & Scrutiny Committee, to allocate any additional funding if necessary as a result of unforeseen costs during the project, with any such decision being reported to the Finance and Economic Overview & Scrutiny Committee at the earliest opportunity.*
- *Requests that the Finance and Economic Overview & Scrutiny Committee adds the replacement depot to its work programme and establishes a working group to receive regular updates and monitor the project.*

2.2 Since the decision was taken to proceed was taken, officers have progressed both the development of the specification, the Procurement Strategy and have also developed and submitted the planning application. All these key activities have been completed with planning permission being approved on 19th January 2024 and the project continues to progress in accordance with the target timeline.

Procurement Methodology

2.3 Working alongside procurement specialists, the following routes to market were considered:

- Direct Award under a framework
- Open Tender
- Mini Competition under a framework

The preferred route for this requirement is to run a Mini Competition under a framework. The route of procurement was established and the Council has utilised the Pagabo Framework.

This route was selected due to the following benefits:

- There is a strong regional presence of the listed suppliers, most suppliers are based either within the East Midlands area or UK wide.
- Pagabo will provide technical support on this tender.
- There are a wider number of suppliers on this framework which will ensure a good level of competition and, of which the Council has previous experience working with.
- The percentage commission for using the Framework is cost effective and comparable with other similar sized frameworks.
- The Pagabo Framework provides increased supplier numbers to promote increased competition within a mini comp in comparison to that of the Scape framework.

2.4 An Expression of Interest (EOI) was run for the suppliers on the Pagabo National Framework for Medium Works 2023 (Lot 4 – Lincolnshire) on the 4th September 2023 with a deadline set of 11th September 2023.

The Contractors on the Medium Works 2023 Framework for Lot: 4, Region: Lincolnshire are:

Core

- Morgan Sindall Construction & Infrastructure Ltd
- R.G. Carter Cambridge Limited
- Kier Construction Limited
- Tilbury Douglas Construction Limited
- McLaren Construction Limited
- G.F. Tomlinson Building Limited
- Wates Construction Limited
- Lindum Group Limited

Reserve

- Vinci Construction UK Limited
- Britcon (UK) Limited
- Henry Brother Limited

2.5 Pagabo were commissioned to facilitate an EOI exercise to ascertain interest from the framework contractors, with the objective of gaining feedback on the developed procurement strategy, asses contractors appetite for this project and to establish their intention to respond to a Further Competition exercise.

As a result of the EOI, the returns were evaluated on the 25th September 2023 and this resulted in a total of 5 suppliers who were selected to progress.

The table below shows the results of the EOI.

	Contractor	Intention to Participate	Rationale for non-participation
Core	Morgan Sindall Construction & Infrastructure Ltd	Ilo	We do not pursue projects procured under a single stage process.
	R.G. Carter Cambridge Limited	Yes	
	Kier Construction Limited	Yes	
	Tilbury Douglas Construction Limited	Ilo	Single stage
	McLaren Construction Limited	Yes	
	G.F. Tomlinson Building Limited	Yes	
	Wates Construction Limited	Ilo	The nature of works does not suit our capabilities.
	Lindum Group Limited	Yes	
Reserve	Vinci Construction UK Limited	Ilo	We do not have the resources available to meet the timescales outlined
	Britcon (UK) Limited	Yes	
	Henry Brothers Limited	Yes	

The core contractor list meets the minimum number of bidders required therefore this enabled the progression of the tender to core contractors in line with the EOI.

2.6 Following the EOI, a Mini Competition via the Pagabo Framework was run on 19th December 2023 to the 26th February 2024. The timetable that was set was as follows:

	Time period Summary
Invitation to Tender	19 th December 2023
Tender Closing Date	26 th February 2024
Clarification Deadline	4 th March 2024
Tender Evaluation	> Initial Tender Report - 04/03/2024 > Score Quality Questions - 11/03/2024 > Post Tender Interviews - 18/03/2024 > Final Tender Report - 25/03/2024
Tender Moderation	13 th March 2024
Post Tender Interviews	19 th March 2024
Intention to Award subject to Cabinet	28 th March 2024
Cabinet Approval	16 th April 2024
5 Day call-in following Cabinet decision	25 th April 2024
NEC4 Professional Services Contract	TBC
Conclusion of Value Engineering	TBC
Construction Contract Award	TBC
Contract Start	TBC

2.7 During the tender period, a potential bidder withdrew confirming capacity issues (having just secured a major contract). Two further bidders also withdrew confirming that they could not meet the timescale that was set out. This reduced the number of bidders that could put forward prices to two and consequently two quality bids were received by the deadline date of 26th February 2024.

2.8 To evaluate the tender, the evaluation criteria established was:

Evaluation Criteria	Weighting
Qualitative (non-price, technical professional ability assessment)	35%
Social Value	5%
Commercial (Price)	60%

2.9 This weighting was selected due to the importance of ensuring the cost and quality aspect of this important project are recognised. Evaluations are to be undertaken in accordance with the most economically advantageous tender (MEAT) criterion, which enables the contracting authority to take account of criteria that reflect qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision. This tender exercise was based on a weighting ratio of 60% on Commercial (Price) and 35% on Quality (Technical) with additional Social Value Weighting of 5%.

Description	Weighting
Contract Sum	60%
Capacity	12.5%
<i>Programme & Sequencing</i>	10%
<i>Resource Schedule</i>	2.5%
Health & Safety	5%
<i>Approach to managing H&S</i>	5%
Capability	17.5%
<i>Project Team</i>	5%
<i>Method Statement</i>	5%
<i>Site Supervision and Management</i>	2.5%
<i>Subcontractor Management – Including BIM</i>	5%
Social Value	5%
<i>Approach to Social Value</i>	5%

2.10 The above table details the full breakdown of the evaluation criteria and provides outline of how the qualitative, and social value aspects were apportioned along with the area of the subject matter questioning was based upon.

2.11 An Evaluation Panel was assembled to ensure that individuals assigned to evaluate the questions were the most suitable and appropriate to the criteria being examined, based upon qualifications and experience. The Evaluation Panel consisted of the following professionals:

- Project Manager (Gleeds)
- Design Lead (Norder)
- Project Consultant (SKDC)
- Executive Client Information Manager (Gleeds)
- Consultant Quantity Surveyor (Gleeds)

Each question was evaluated individually by each evaluator and their scores and comments recorded.

2.12 A process of moderation for each individual evaluator's scores was undertaken by the Council's Procurement Lead Officer. The responses were discussed at a moderation meeting held on 13th March 2024, attended by all evaluators and chaired by the moderator.

The moderation meeting enabled the Panel to review the scores awarded by each evaluator and agree a score for each question. The meeting also ensured that scoring had been consistent and key points in each question had been accounted for.

2.13 The evaluation scoring process was devised based upon a maximum score of 100% being available to each bidder as stated within the tender documentation.

2.14 A further meeting was held on 19th March 2024 in which the two bidders were invited to present their submission and outline their bid including the social value, utilising of the local supplier market and ongoing communications on progression of the construction phases. The meeting allowed Council officers and the supporting project team to seek further details of each bid proposal in order to seek confidence that each bid is robust and an accurate portrayal of the Council's requirements.

2.15 Following the completion of the evaluation and moderation process the scores awarded to the bid were:

Rank	Bidder	Quality (35%)	Social Value (5%)	Price (60%)	Overall Score (100%)
1	Lindum Group Ltd	26.5%	5%	60%	91.5%
2	Bidder 2	29.5%	4%	52.7%	86.2%

The prices submitted for the schemes were:

Lindum Group Ltd £8,281,449.17 (exc. VAT)
Bidder 2 £9,545,037.47(exc. VAT)

These bids do not include specific elements of the fit-out as the overall submitted bids relating to the construction are higher than originally anticipated. Therefore following the period value engineering (which will be the activity by which the submitted bids will be reduced by agreeing changes to the specification) it is expected that there will be some financial headroom but it may be necessary for a further funding allocation during 2025/26. Specifically the additional costs are in relation to workshop and office fit out costs, ICT costs and mobilisation costs. The costs in relation to these specific areas will be priced in the coming months as the project moves closer to completion.

In terms of quality and social value which equated 40% of the overall score, both bids scored over 75% of the total available qualitative score. However, in scoring

the submitted price bids, bidder 2 price was significantly higher than the recommended preferred bidder.

Therefore it is recommended that Lindum Group Ltd be appointed as the preferred contractor as their bid achieved the highest overall score when taking in the cost, quality and social value scoring. It is recognised that both bids exceed the allocated budget and therefore following the notification to the preferred contractor, a further period of negotiation will need to take place in order to reduce the overall contract price. This period will have an impact on the commencement of the construction with a new targeted date of summer 2024.

3. Key Considerations

- 3.1 This report sets out the procurement process that has been undertaken since the decision was taken by Council to allocate funding for this project. The awarding of the contract will enable the project to continue in accordance with the timeline with a target completion date of April 2025.

4. Other Options Considered

- 4.1 No other options are available as the decision to award the contract is essential to enable the project to continue to the construction stage.

5. Reasons for the Recommendations

- 5.1 These are set out in the report.

6. Background Papers

- 6.1 The Cabinet and Council reports can be accessed here:

[Agenda for Cabinet on Monday, 11th September, 2023, 2.00 pm | South Kesteven District Council](#)

[Agenda for Council on Thursday, 28th September, 2023, 2.00 pm | South Kesteven District Council](#)

[Budget Report 2425.pdf \(southkesteven.gov.uk\)](#)

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Cabinet

Tuesday, 16th April 2024

Report of Councillor Ashley Baxter,
Leader of the Council and Cabinet
Member for Finance and Economic
Development

Draft Economic Development Strategy Consultation

Report Author

Nick Hibberd, Head of Economic Development & Inward Investment

✉ nick.hibberd@southkesteven.gov.uk

Purpose of Report

To seek approval for stakeholder consultation in respect to the draft Economic Development Strategy 2024 – 2028 and accompanying action plan.

Recommendations

It is recommended that Cabinet approves a four week public consultation exercise on the draft Economic Development Strategy and accompanying action plan set out in Appendix A.

Decision Information	
Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	<ul style="list-style-type: none"> • Priority 1 - Connecting Communities • Priority 2 - Sustainable South Kesteven Healthy and strong communities • Priority 3 - Enabling Economic Opportunity • Priority 4 - Housing • Priority 5 - Effective Council
Which wards are impacted?	All wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

1.1 There are no specific financial comments arising from this report. There may be financial implications depending upon the final adopted Strategy and supporting action plan but these will be considered at that time.

Completed by: Richard Wyles, Deputy Chief Executive and s151 Officer

Legal and Governance

1.2 The Economic Development Strategy is not a statutory document, instead it sets a vision for future growth in the District. The statutory Local Plan remains the overriding document for determining volume and location of growth in South Kesteven. However, this document will help to set out how the Council aims to respond positively to that growth.

Completed by: Graham Watts, Monitoring Officer

Diversity and Inclusion

- 1.3 It is important that consultation relating to this strategy is carried out in a fair and equitable manner. Any reasonable adjustments to our consultation process will be made to meet the needs of relevant protected characteristics.

Consulted with: Carol Drury, Community Engagement Manager

2. Background to the Report

- 2.1. Enabling Economic Opportunity is a priority identified in the Council's recently adopted Corporate Plan (2024-27). Delivering an Economic Development Strategy is a key objective which will support the creation of a vibrant economy in the District; economic development is a golden thread running through both the Corporate Plan and the Local Plan. A thriving economy is essential to ensure sustainable development can be delivered to meet the needs of our existing and future population.
- 2.2. The previously Economic Development Strategy was adopted in 2016 and covered the period to 2021. Since then, much has changed across the District and this should be reflected in an up-to-date strategy.
- 2.3. At its meeting on 22 November 2022, (the then) Finance, Economic Development and Corporate Services Overview and Scrutiny Committee (FEDCO) considered and provided feedback on the first draft framework of the South Kesteven Economic Development Strategy (2023-2028). Since that meeting, the draft strategy has significantly evolved taking into account the feedback from a FEOSC Working Group in March 2024 and the newly adopted Corporate Plan.
- 2.4. Accordingly, members of the Economic Development Team have produced an updated draft Economic Development Strategy and accompanying Action Plan (**Appendix A**)
- 2.5. The Economic Development Strategy looks ahead to 2028 and how the Council should manage the impact of growth. It sets both a vision for the future of the District and a series of proposals for the Council. Working together with partner agencies and organisations will lead the growth agenda for the benefit of residents, community groups, businesses and the environment.
- 2.6. The Economic Development Strategy sets a clear direction for the Council to lay the foundations for longer-term objectives. The Economic Development Strategy does not form part of the statutory Development Plan which sets the Council's planning policies and proposals for the use and development of land. The Local Plan includes economic policies including allocating sites for future economic development and safeguarding existing employment sites. The Local Plan is currently being reviewed and a consultation is taking place on the draft Regulation 18 Local Plan. Whilst the preparation of the Local Plan is a separate process with its own timetable (agreed

through the Local Development Scheme), the Planning Policy and Economic Development teams work closely together. The Local Plan and Economic Development Strategy will complement each other.

2.7. The Economic Development Strategy is focused on five areas of focus where the Council is most likely to influence the key challenges to economic prosperity and set a path to achieving the vision for South Kesteven in 2028, as follows:

- Business, job creation and employment safeguarding
- Skills development
- Inclusive growth and regeneration
- Inward investment
- Enhancing South Kesteven's tourism and visitor economy offer

2.8. The Economic Development Strategy can be used as a basis to promote the District as a prime location for investment and to assist in securing new infrastructure. Crucially, the strategy can communicate messages to Government, investors and interested parties, that South Kesteven has a positive approach towards managing and delivering growth in the long term.

2.9. Should the draft Economic Development Strategy be approved for consultation, the next steps are:

- A four-week consultation process ending on 4 June.
- A progress update to FEOSC on 8 May and a further report on the consultation exercise on 27 June.
- Recommendation to Cabinet on 9 July to approve the final economic development strategy and action plan.

3. Key Considerations

- 3.1 The Economic Development Strategy will need to be considered as a live document to take account of emerging policy and the legislative picture, as well as delivery of the new Corporate Plan and Local Plan.
- 3.2 Consultation is an important part of the development of the strategy. Feedback from stakeholders including employers and businesses, local representatives and community groups will be invaluable in shaping the Economic Development Strategy and helping us understand the needs and aspirations of local communities and businesses.
- 3.3 Consultation will take place over a four-week period and in addition to being published online; utilising software to capture and analyse comments, it will be

marketed through social media, established business networks and via Officers' attendance at a number of business networking groups across the District.

4. Other Options Considered

- 4.1 An option is not to provide an Economic Development Strategy. However, this may risk loss of focus on achieving the aims of the Council within the quickest practicable timescales.
- 4.2 An alternative is not to consult on the Economic Development Strategy. However, this may risk the loss of critical engagement with the public, partners and delivery agencies who will be vital in achieving the aims of the draft strategy.

5. Reasons for the Recommendations

- 5.1 The public consultation will enable stakeholders to consider and recommend changes and additions to the draft Economic Development Strategy.

6. Consultation

- 6.1 The original draft Economic Development Strategy had been an ongoing process led by the Council's Economic Development Team. Following the previous report to (the then) Finance, Economic Development and Corporate Services Overview and Scrutiny Committee (FEDCO) Committee in November 2022, there had been dialogue with several Council internal departments and external stakeholders, all of whom helped to set a proposed vision for the District over the strategy's five-year period.
- 6.2 Additionally, there has been invaluable help from organisations providing funding for town centre initiatives, as well as existing landowners, prospective inward investors and developers.
- 6.3 On 21 March 2024, a 'Members Workshop' was hosted by the Leader of the Council at which Members of the Council were invited to receive a presentation on the strategy and were given an opportunity to provide feedback on the structure and content of the draft strategy.
- 6.4 The next stage is to have a period of consultation with key partners including: government agencies, local businesses, community groups, members of the public and delivery bodies. These stakeholders will be given an opportunity to comment on the proposed strategy prior to consideration by Finance and Economic Overview and Scrutiny Committee and Cabinet later in the year.

7. Background Papers

7.1 *Progress update on the new South Kesteven Economic Development Strategy 2023-2028* – Report for Finance, Economic Development and Corporate Services Overview and Scrutiny Committee, published 22 November 2022, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s36141/Progress%20Update%20on%20new%20South%20Kesteven%20Economic%20Development%20Strategy%202023%20-%202028.pdf>

7.2 *Local Development Scheme for the Local Plan – Revised Timetable (May 2023)* – Report to Cabinet, published 30 May 2023, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s37841/LDS%20Cabinet%20Report%202023-26.pdf>

8. Appendices

8.1 Appendix A: Consultation draft of the new Economic Development Strategy and accompanying action plan.

A blueprint for South Kesteven's economy

Economic Development Strategy & Action Plan

2024 - 2028



Foreword

South Kesteven needs to decide which path it takes regarding economic sustainability, to impact not only the present generation, also those that follow. This requires a strategic approach, in which present policy and economic activity are made more resilient to future uncertainty.

Residents, businesses, community groups, Government, Town and Parish Councils, and education and skills providers have a vital role to play in shaping tomorrow's world, creating the platform for a sustainable future.

Growing public concern has resulted in a tightening of regulations in areas such as CO₂ emissions, closed-loop recycling and gender inequality. Whilst no one can predict the future, it is possible to picture what South Kesteven will look like in the next four years.

For South Kesteven District Council, sustainability is gaining a place high on the Corporate Plan agenda. It is all about thinking about the future. Anticipating change and preparing for it well in advance, to ensure South Kesteven keeps its well-preserved architecture, heritage, accessibility of open spaces and sense of community. Shaping a future that is liveable, equitable and environmentally secure.

The next four years will bring new opportunities, yet there will be challenges. In navigating the uncertain terrain that lies ahead, it is essential the ambitions for the South Kesteven economy are followed through.

The Corporate Plan (2024 to 2028) details the core focus of the work of the Council, setting out what the authority wants to achieve. In recognising the importance of 'enabling economic opportunity', the Council will work to enable and support a dynamic, resilient, and growing local economy, which benefits all our communities.

This means supporting towns to be places of pride, ensuring residents have the skills needed to secure quality job opportunities in businesses of all sizes and sectors, and helping young people to access career pathways across a diverse range of industries. In practice, this will see the Council collaborating with a variety of organisations to provide a structured approach to investment, supporting business growth and unlocking development opportunities.

The Council takes its role as a key enabler seriously. However, the Council cannot shape the future of South Kesteven alone. Listening better, sharing and harnessing the knowledge, expertise and passion of individuals, communities and academia will be at the heart of a new transparent and open relationship between the Council, residents and businesses.

This means, taking time to engage the local voluntary and community sector, coupled with extensive community, business, industry and academia engagement to learn from and engage in everything - from policy development to service delivery.

External resources will be harnessed to ensure the Council is making use of national programmes, research, grant funding and sharing learning with neighbouring areas.

This strategy sets out a series of commitments being made by the Council about how it will work differently in the future. The best is yet to come. Please read on to find out how the Council is going to help South Kesteven build, renew and reinvent our great District.



Councillor Ashley Baxter, Leader of the Council and Cabinet Member for Finance and Economic Development

Executive Summary

This Economic Development Strategy sets out the Council's vision and ambition for the future growth and development of South Kesteven economy.

Embracing a strategic approach to enabling local growth represents the golden thread running through the Council's Corporate Plan, Local Plan and relevant service areas.

A great deal has changed since the Council adopted its previous Economic Development Strategy in 2016. The Council now needs to reposition its approach to growth to take advantage of changing economic circumstances. This will ensure the District is in the best possible position to capture and realise economic growth, prosperity and productivity improvements over the course of the coming months and years to 2028.

Whilst things used to evolve more slowly, how people live, work and access places is changing at speed. Communities (people and business) must constantly look forward and evolve or run the risk of getting left behind. All the indicators are the pace of change is only going to increase.

The economy of South Kesteven will be dynamic, providing economic growth, wealth creation and employment opportunities for a growing population from 2024 to 2028. This growing population will have the opportunity to up-skill to meet the changing economic circumstance throughout this period and experience a quality of life in excess of that which is available in most of the UK.

South Kesteven will have the reputation of an area which embraces development and investment and is seen as a destination of choice for businesses across many sectors.

As a strategic leader, influencer and procurer of goods, South Kesteven District Council must set the tone for employees, residents and businesses to embrace change, instead of fearing it. This is why this strategy has been created to articulate the future and how the ambitions are going to be delivered.

This Strategy focuses on five areas where it is believed the Council is likely to have greatest influence to overcome key challenges to economic prosperity and set a path to achieving the vision for South Kesteven in 2028, as follows:

- 1) Business, job creation and employment safeguarding
- 2) Skills development
- 3) Inclusive growth and regeneration
- 4) Inward investment
- 5) Enhancing South Kesteven's tourism and visitor economy offer

This strategy is best seen as a living, dynamic document which requires the Council to build a comprehensive system which ensures everyone in the organisation is making good decisions which support it.

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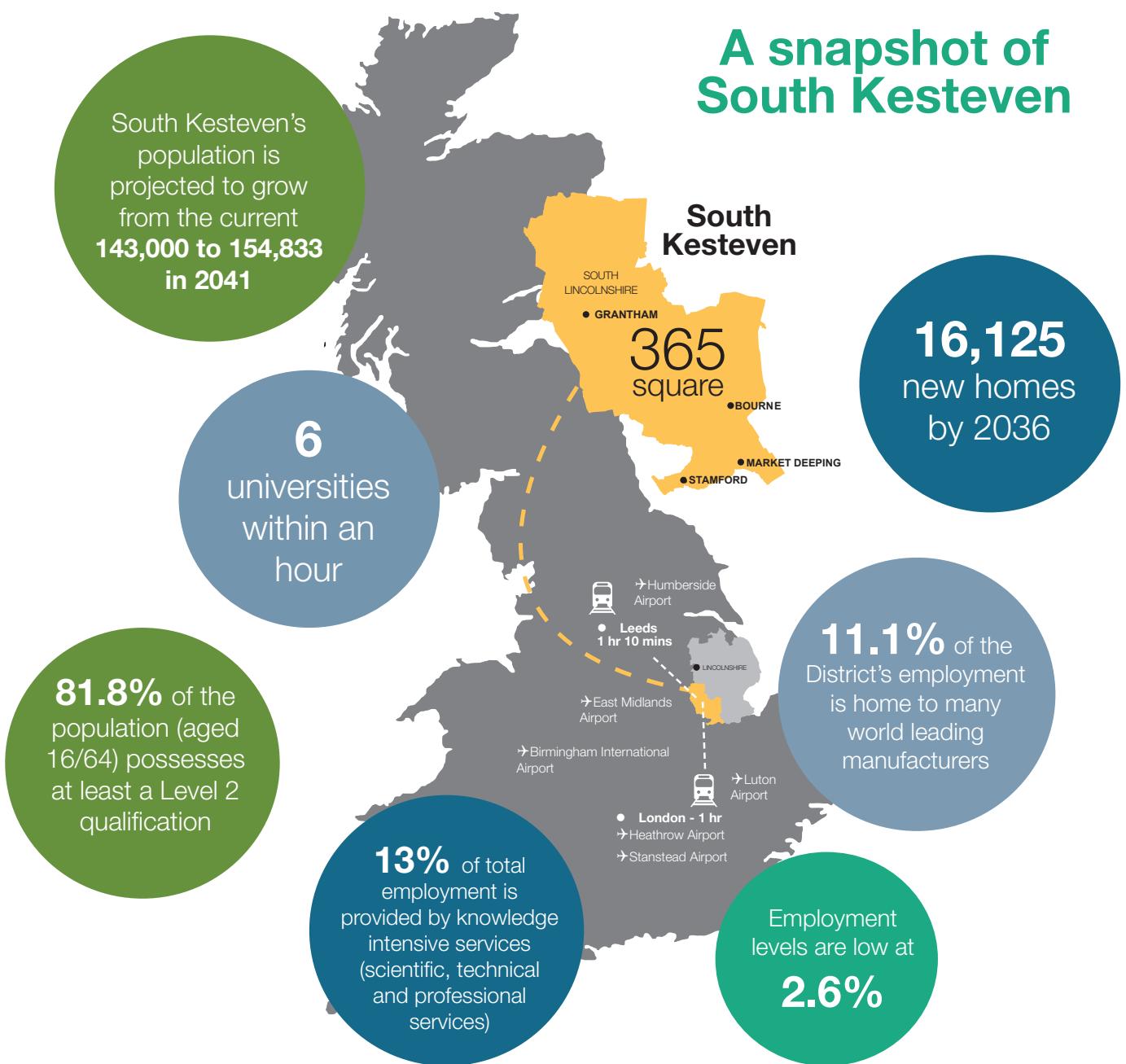
01 South Kesteven Economic Profile
02 Strategy and policy context
03 State of the District

01 Location

South Kesteven is strategically well-placed between London and York on the Great North Road (now better known as the A1), with excellent links to other arterial routes. The multimillion-pound investment in the Grantham Southern Relief Road is due for completion in 2025.

South Kesteven rivals many areas, with a comfortable commuting time of just over a one-hour train ride to London, giving commuters access to a well-managed and efficient East Coast train line.

A snapshot of South Kesteven



02 The local economy

South Kesteven benefits from some inherent economic strengths, whilst also facing some key constraints to growth.

Summary SWOT analysis

The analysis of recent economic trends within South Kesteven identifies a patchwork of varied economic characteristics and performance, with significant scope to boost the District's contribution to Lincolnshire's wider growth over the coming years.

The population is projected to reach 152,458 by 2036. This growth is driven by newcomers moving into the District from other parts of the country.

The value of South Kesteven's economy in 2021 was £2.835 billion, Gross Value Added (GVA), this is the highest in Lincolnshire. Despite this, In 2020, South Kesteven's productivity was £43,825.77 per job. This is £14,228 less output per role than the national figures.

South Kesteven's productivity was 22.9% lower than the UK average in 2020. All seven Lincolnshire authorities have below average productivity with South Kesteven ranking fifth.

There is a need to upskill the local resident base to more effectively capture high value growth opportunities and job growth in the future.

This Economic Development Strategy has been informed by a refreshed evidence base which establishes the economic baseline for South Kesteven in terms of current economic performance and recent trends.

Key findings from this are summarised in the 'South Kesteven District Council State of the District report 2023' (See Appendices).

Strengths

- High living standards
- Skills profile
- Local economy
- Resilient visitor economy
- Connectivity

Weaknesses

- Productivity
- Digital infrastructure
- Economic inactivity
- Resident vs workplace Earnings disparity

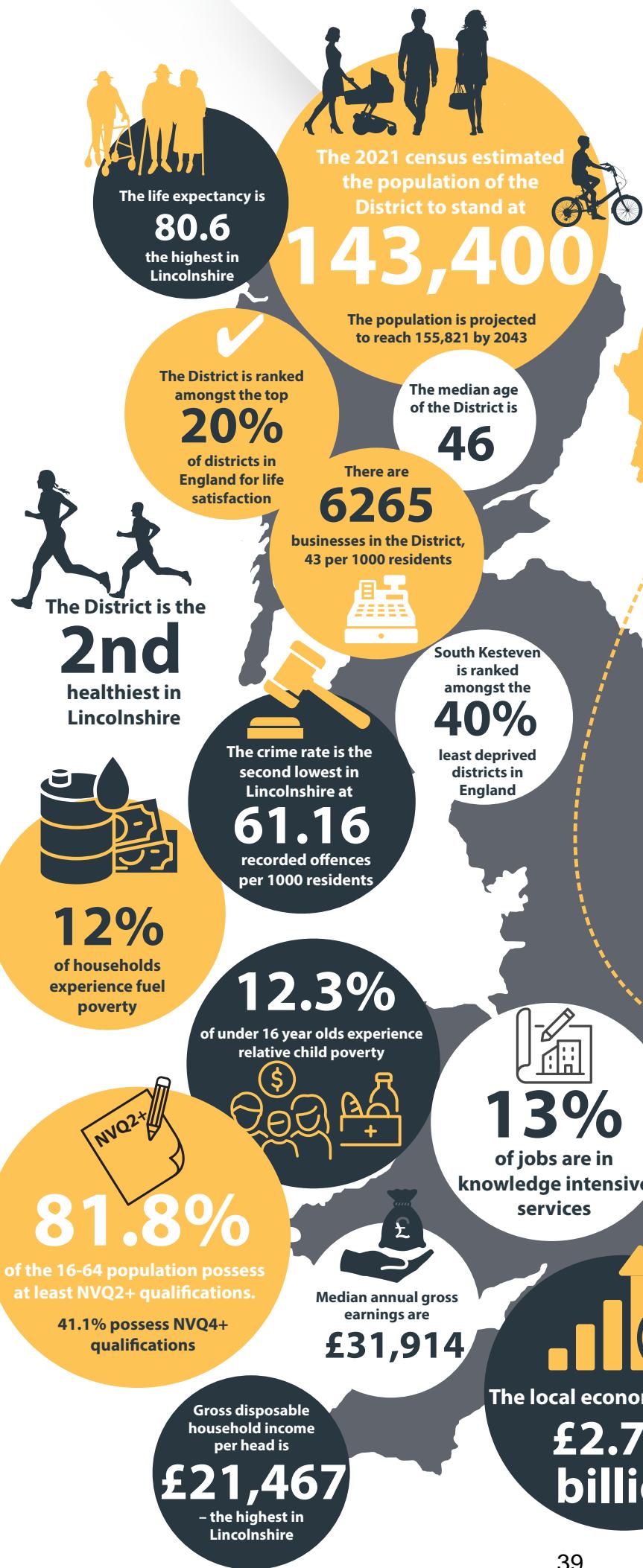
Opportunities

- The green transition – economic opportunities
- Business base
- Regeneration opportunities
- Pace of population growth

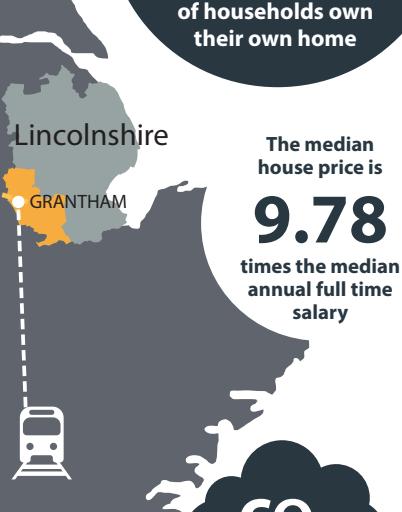
Threats

- Challenging economic outlook
- Economic underperformance and deepening inequality
- National energy security and supply resilience
- Outmigration of young people

02 the local economy



South Kesteven



CO₂
The District's total territorial CO₂e emissions in 2020 were 948kt CO₂e
This equates to 6.6 tonnes per capita

03 South Kesteven An economic vision

This Economic Development Strategy is guided by an overarching vision for South Kesteven's economy in 2028 to articulate its economic potential and growth opportunities.

South Kesteven has a thriving, innovative and diverse economy and is recognised as a great place to live, visit, invest and do business.

The District's economy is growing strongly, increasingly based upon knowledge-intensive services, generating high quality jobs, with productivity levels well above the regional median and wages above the national average.

This new economic vision responds to identified weaknesses and challenges to growth such as relatively low workforce productivity, pockets of economic inactivity and earning disparity amongst some communities in South Kesteven.

The vision builds upon existing strengths and unique assets where the District already has competitive advantage and where there is significant scope to use these assets to drive prosperity amongst South Kesteven's residents and businesses in the future.

The ambition is to optimise on the area's economic credentials to lead the way within a competitive environment, secure the infrastructure investment needed to realise South Kesteven's potential and deliver a step change in economic performance and prosperity. The aim is to reach and benefit all parts of the community in a genuinely inclusive and sustainable way, so that no one is left behind.

Reflecting the enabling economic growth golden thread running through all aspects of Council activity and service delivery, the overall economic ambition complements the five priorities set out in the South Kesteven District Council Corporate Plan which are for the authority to:

- Continue to engage with all communities to support a thriving society that all our residents are proud to be a part of.
- Meet the challenge of climate change with a renewed energy, championing our district to be a clean, green and healthy environment for future generations.
- Support business and work with partners across all sectors to create the right conditions to support a dynamic, resilient and growing local economy, which fulfils the potential of the district and benefits all our communities.
- Ensure all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.
- Deliver the trusted, high quality and value-for-money services our residents expect and deserve.

The Economic Development Strategy focuses on five areas where it is believed the Council is likely to have greatest influence to overcome key challenges to economic prosperity and set a path to achieving the vision for South Kesteven in 2028, as follows:

- Business, job creation and employment safeguarding
- Skills development
- Inclusive growth and regeneration
- Inward investment
- Enhancing South Kesteven's tourism and visitor economy offer

Area of strategic focus 1

Business and Job Creation and Employment Safeguarding

With the out commuting of higher qualified residents and challenges in retaining graduates in South Kesteven. Retaining this current and future wealth of knowledge within the District is key to driving the economy forward.

A key challenge is supporting small businesses who want to grow their skills base and productivity. There appears to be market failure in which small and medium sized enterprises (SMEs) either lack the understanding and resources of how to recruit and retain graduates, coupled with generally low graduate awareness of the opportunities within local SMEs.

Supporting more people to enjoy better work and employment, and enabling more residents and communities to reach their potential is vital.

Employment is a key component of economic growth. When people have jobs, they have money to spend on goods and services, which helps businesses grow and create more jobs.

Good jobs help people to build themselves up with stronger skills, higher and more stable incomes and a sense of accomplishment and promise.

Every job a business creates in the community means a local resident, potentially gets to work nearer their home. This helps the area develop and thrive.

Small businesses provide character and individuality to a community. Volunteer work, charitable donations or participating in community festivals and events are all common for small business owners.

Local business spending creates what's known as a 'multiplier effect'. In its simplest form, this is how many times money spent by an individual, circulates through the districts economy.

Major company headquarters are based throughout the District; Moy Park, Totemic, Indra Park Air Systems, Alltech UK, Magnavale, Treasure Transport and Sophie Allport, to name but a few.

Area of strategic focus 1

Business and Job Creation and Employment Safeguarding

What we have achieved

Created the Local Economic Forum

In July 2023, the Council brought together local stakeholders from across the District to provide advice and guidance on the strategic fit and deliverability of the South Kesteven UKSPF and REPF Investment Plan and to help guide decision-making and act as a key consultative body on future strategies, initiatives and funding programmes delivered by the Council.

Engaged with the Greater Lincolnshire Defense and Security Network (GLDSN)

The GLDSN brings together national and international defence organisations, manufacturing, research, development and innovation expertise. The Council joined the network which was designed to provide a single forum to overcome sector challenges and identify business opportunities in Greater Lincolnshire and Rutland.

Entrepreneurial, Start Up and Business support, advice and guidance

Drawing upon UKSPF funding, Business Lincolnshire Growth Hub was commissioned to provide a range of digitised self-help tools and support delivered online, an engaging workshop and events programme and a specialist start up support programme. Advisers provide impartial information, diagnostic and brokerage service

to businesses of all sizes and sectors, linking to other relevant local and national support options, including specialist services for developing detailed actions plans for growth.

Exhibited at conferences and trade shows

Throughout the year, exhibiting at events across the District and Lincolnshire was a good way of raising the Council's profile and to generate awareness of the support available to businesses and gain real-time feedback.



Business and Job Creation and Employment Safeguarding

What we will do

Introduce a business newsletter, webinars and podcasts

- Produce a business e-newsletter to provide access to information and updates tailored specifically for entrepreneurs and businesspeople. The news will include industry trends, upcoming networking events, marketing strategies and important announcements directly impacting business success.
- Procure a customer relationship management (CRM) system
- Partner with experts and specialists to create a collection of business support webinars and podcasts. Aimed at giving advice and tips to business owners on how to expand the reach of their businesses, build personal resilience and provide insights into funding and procurement opportunities.

Continue to distribute the UK Shared Prosperity Fund

- Open further rounds of funding inviting community groups, businesses, voluntary and public sector organisations from anywhere in the District to apply for support covering a broad range of initiatives, for example:
 - Creating and improving local green spaces
 - Supporting local arts, cultural heritage and creative activities
 - Boosting local sports facilities, tournaments, teams and leagues
 - Supporting businesses to grow
 - Diversification of farm businesses

Use the Local Economic Forum effectively

- Encourage attendees to actively engage with the Local Economic Forum, share information, build community and allow easy sharing of resources and ideas. Draw upon expertise to shape the work of the Council's approach to economic development.
- Establish the 'Local Business' sub-group of the Local Economic Forum to optimise UKSPF and other funds, to provide interventions which support local businesses to thrive, innovate and grow. This includes collaborating (where appropriate) with other places and may involve segmenting the South Kesteven business population to focus on specific interventions to best meet local business need.
- Supplement the engagement with the Local Economic Forum and subgroup by working closely with Town Councils and Business Clubs across the District to ensure a strong and consultative voice on all economic development issues.

Help to access to financial support

- In collaboration with the Business Lincolnshire Growth Hub and other business support practitioners, assist organisations to find and apply for growth programmes to help businesses start, succeed and grow.

Sector support

- Present new programmes of sector support, coordinated and delivered by partners to promote fair access to careers across specific industries and to help identify partners and suppliers for programmes and projects.
- This includes introducing businesses and innovators to networking opportunities, such as (but not limited to) the Greater Lincolnshire Defence and Security Network, with a view to accessing defence-related supply chains, and to draw on Government funding to develop ideas, innovations and new products.

Invest in clean growth

- Tackle the challenge of protecting South Kesteven's economic and natural assets from climate change. Working in partnership with stakeholders to deliver projects meeting this challenge to mitigate the constraints imposed on the economy by climate change and reduce costs and maximise opportunities of the transition to net zero.

Social Value in procurement

- Capitalise upon local development projects as opportunities for skills development and training and making sure what the Council buys, creates additional benefits for society.

Develop a small business concordat

- Develop a statement of principles to encourage effective trade between the District Council and small and medium sized businesses. Publish on our website guidance for suppliers on how to do business with council and details of forthcoming bidding opportunities.

Host and support Meet the Buyer events

- Provide the opportunity for suppliers to introduce themselves to public sector buyers and private sector primary contractors to learn about new projects, contracts framework and supply chain opportunities.

Support start-up and step-up businesses

- Identify suitable sites and premises to enable people to start and grow their businesses. Provide good-quality advice and access to finance and learning when appropriate. Support the education and skills system in ensuring people recognise starting their own business as a viable career option and equipping them with the skills needed to start and grow a business.

Profile business innovation

- Support increased levels of innovation activity, through innovation institutions in key sectors such as advanced manufacturing, logistics and energy, and within businesses themselves.

Inspire, transform and sustain cultural change

- Support independent companies to realise the true potential of digital transformation, embrace new business models or implement new ways of working for those that have not yet embarked on transformation journeys.



Area of strategic focus 2

Skills Development

Training is a crucial factor for small businesses, many have historically held back from offering development opportunities due to a lack of resources and information.

Skills development is essential for entrepreneurs to navigate challenges, innovate, control costs and position their business for sustainable growth often in dynamic and competitive markets.

Employee training is necessary for small businesses to facilitate growth over time and keep up with the increasing demand of their customer base, as well as keeping employees satisfied with their career and personal development.

Properly investing time and money into the training of staff gives businesses a competitive edge over similar small businesses in their sector. However, the range, availability and level of key workforce skills and work readiness has been a significant challenge and frustration of many employers across the District for many years.

Whilst it is established pre and post 16 education and training needs to be closely aligned with the skills needs of local employers and the emerging local economy, fully understanding the barriers and opportunities to transform the skills provision for the workforce of tomorrow requires a combined effort. In practice this means placing future employers needs at the very heart of the process.

As recognised in the Local Skills Report (January 2022) graduate and young people retention locally is known to be a challenge, with the perception of more opportunities in larger cities within easy reach of the local area such as London, Peterborough, Nottingham, Sheffield and Hull. Migration through commuting plays a significant role in local skills supply.

Apprenticeships play a vital role in the local economy. The Council and supporting skills partners have the responsibility of raising the profile of apprenticeships amongst South Kesteven employers, young people and workforce.

It is worthy of note, there are many activities to recruit and retain graduates with South Kesteven. Many of the major private sector employers have their own graduate recruitment programmes, as does the public sector (including the National Health

Service (NHS), Local Authorities and Education). Local universities and colleagues offer a range of opportunities for the undergraduate to gain work experience locally.

Further and technical education have a pivotal role in helping people get skills for good jobs now and in the future. South Kesteven has two colleges and an active community and voluntary service whose core purpose is helping people, particularly at transition points in their lives, to improve both their health, education and wellbeing.

It is well-reported the United Kingdom's population is undergoing a massive age shift. Between the last two censuses, the average (median) age of South Kesteven increased by three years, from 43 to 46 years of age. The District had a higher average (median) age than the East Midlands as a whole in 2021 (41 years) and a higher average (median) age than England (40 years). Changes are needed to respond to the shifting age demographic and the intersection of new technologies. This requires new approaches across society and for everyone to think, feel and act differently about ageing. The gift of longer life expectancy creates an opportunity for longer economic contribution and sustained economic growth. Older workers are crucial for the success of a multigenerational workforce.

8,700 veterans live in South Kesteven which equates to just over 7% of the population. Since 2012, South Kesteven District Council has signed the Armed Force Covenant and appointed an elected councilor Armed Forces Champion and an Armed Forces Officer to ensure the armed forces community does not face disadvantage compared to any other citizen when accessing public services. The Council aims to encourage a defense-friendly environment across the District.

The Council operates a guaranteed interview scheme for all volunteer reservists, service leavers and veterans whose qualifications meet the criteria of the role, thereby ensuring they suffer no disadvantage through service.

Skills Development

What we have achieved

Supported apprenticeships

The Council has a lengthy tradition of nurturing talent through apprenticeship programmes and is a keen supporter of the 'earn while you learn scheme'. The combination of workplace training and college study provides apprenticeships with the opportunity to gain valuable skills and knowledge, as well as a nationally-recognised qualification.

Since 2020, the Council has taken on 41 apprenticeships, up to degree-level apprenticeships and was awarded Apprenticeship Employer of the Year at the Grantham College 2023 Awards evening.

Created a grow your own culture of caring

The Council's commitment to investing in the growth and development of its staff has cemented its reputation of having a supportive and engaging workforce culture. However, the Council, in keeping with many authorities, are facing capacity and capability challenges.

To ensure the Council is well equipped and supported to deliver development now, and in readiness for the changes set out in the Government's Levelling Up and Regeneration Act, a programme of support is being progressed.

The Council's 'grow your own' ethos allows employees to progress their careers. This programme aims to provide the direct support needed, delivery of upskilling opportunities for existing employees and further development for the future pipeline into the profession. For example, staff who have recently graduated with an MSc in Town Planning are now working towards chartered membership of the Royal Town Planning Institute.

Received the Armed Forces Covenant Gold Award

In 2022, the Council received its Employer Recognition Scheme Gold Award for outstanding support to the Armed Forces community – one of only 18 organisations across the east Midlands to hold the status.

Civic Leaders reception

Supported the networking event involving military, community, health, heritage and business leaders. The event was hosted at Prince William of Gloucester Barracks.

Moved to brand new offices, with flexible and agile working

Following a prolonged period of remote working, the Council made a significant investment in new offices to create a collaborative and productive atmosphere. The brand new open-plan office stimulates cooperation between diverse teams and improves outcomes for the people, communities and businesses the Council serves.



Skills Development

What we will do

Reduce barriers some people face to employment

- Establish a 'People and Skills' sub group of the Local Economic Forum to complement, not duplicate, mainstream provision. To use UKSPF and other funding to help reduce the barriers some people face to employment and support them to move towards employment and education. This includes targeting funding into skills for local areas to support employment and local growth.

Develop skills by working in partnership with local educational facilities

- To feed the existing and future pipeline of planned developments throughout the District, it is necessary to have a robust and fit for purpose further and higher education offering. Targeting learning opportunities in areas where future job creation is most prevalent is going to be key to the skills delivery landscape. It will be necessary for key partners to work together on this endeavour.

Support a higher skilled and higher paid workforce across South Kesteven

- Support opportunities for greater levels of lifelong learning to include upskilling and reskilling people through their working lives, especially in green skills.

Foster an understanding of skills and training needs for the existing and future workforce

- Establish a vocational skills forum involving education and training providers, employers, awarding bodies, Lincolnshire County Council the greater Lincolnshire Local Enterprise Partnership and the Careers & Enterprise Company.
- Hold a skills summit aimed at exploring how to improve work experience offerings, support businesses in improving their links with educators and promote apprenticeships at all levels.

Support the delivery of Armed Forces Covenant pledges

- Continue to build upon the good progress made on delivering the Covenant, especially in raising awareness to the local business community of the advantages of taping into the veterans' labour pool.
- Disseminate information to business members groups to increase knowledge and lead to a more inclusive relationship with the military community.
- Provide opportunities to retain the districts young talent and to attract young professionals into the local economy .
- Link up with existing national and regional networks which support veterans.
- Promote the many skills gained by veterans which can be put to use in the business environment – from leadership to logistics, mechanics to engineering, digital technology to mapping.

Plan for jobs

- Continue to build upon the good progress made on delivering the Covenant, especially in raising awareness to the local business community of the advantages of taping into the veterans' labour pool.
- Disseminate information to business members groups to increase knowledge and lead to a more inclusive relationship with the military community.
- Link up with existing national and regional networks which support veterans.
- Promote the many skills gained by veterans which can be put to use in the business environment – from leadership to logistics, mechanics to engineering, digital technology to mapping.

Develop diverse digital talent

- Focus and invest in ensuring residents have the digital skills and confidence to thrive. Create the conditions for digital businesses and entrepreneurs to see the District as an exciting choice to start, locate and scale their business.
- Work with Colleges, University Centres and partners to connect employers and learners through nationwide Skills Boots camps that give people the digital skills needed to take the first step into upskilling or changing their career path.
- From the perspective of the digital divide that hinders inclusiveness, consideration will be made to improving not only workers, also all members of society

Support emerging growth sectors and new employers

- Work with South Kesteven's two Further Education Colleges in Grantham and Stamford, universities and other local institutions to ensure skills are developed to support emerging growth sectors and new employers entering the District.

Later life learning and re-entry of older adults into the marketplace

- Work together with workers, companies, non-governmental organisations and policy makers to raise awareness among businesses of the strategic and social benefits of an older workforce and prioritise the training of 50+ workers for the new world of work.
- Support businesses to redefine and expand roles to accommodate and meet the targeted needs of older workers to include nonlinear educational paths, returnships, internships, apprenticeships and job sharing.

Future skills for rural businesses

- Scope, plan and prioritise the future rural skills, training and business support needs to strategically tackle the conundrum of shortage in high and low skills in careers pipelines. This comprehensive skills evaluation will look to formulate recommendations for targeting future skills delivery across the South Kesteven rural geography setting out priorities for the main rural sectors – agriculture, food & drink and horticulture production.



Area of strategic focus 3

Inclusive Growth and Regeneration

South Kesteven is a popular and attractive location for growth and investment. Hospital services are available in the District, with hospitals in Grantham and Stamford. The District is home to over 143,000 people and is strategically well-placed between London and York on the Great North Road (now better known as the A1), with excellent links to other arterial routes.

The multimillion-pound investment in the Grantham Southern Relief Road is due for completion in 2025. South Kesteven rivals many areas, with a comfortable commuting time of just over a one-hour train ride to London, giving commuters access to a well-managed and efficient East Coast train line.

It is widely acknowledged infrastructure exists to support social wellbeing, underpinned by a sound economy and a sustainable environment. Poorly performing infrastructure can result in faltering economic performance, environmental stress and a weaker, less inclusive society. Much of the existing infrastructure systems - shelter, water, energy, transportation, protection from flooding, waste disposal and much more is many decades old in South Kesteven and some has been used for centuries.

Grantham's conservation area is currently considered 'at risk' by Historic England. The deterioration of the town centre heritage is of particular concern.

Undeniably, town centres across the country have struggled as people's habits change. Be that how they shop, where they go to meet and since the COVID-19 pandemic, where they go to work. The challenges faced by the high streets of today are complex.

The town centres of Bourne, Grantham, Stamford and The Deepings have been a focal point for local business and community engagement for many generations, playing a key part in the social, cultural and economic life of the District. However, the threat of decline is present as different ways of shopping, meeting and communicating with each other, become ever more apparent.

To support and reinvigorate the town centres, the recognised challenges need to be converted into opportunities, where strong civic leadership is front and centre. Where the Council influences and leads the setting of a long-term place-based vision, achieved through thorough and extensive consultation with the community.

The focus on sustainability has slowly been increasing for at least a decade. Charity shops have become a big part of people's efforts to shop more sustainably. People are making more environmentally friendly and ethical purchases. The Charity Retail Association, which represents 470 charity members from across the UK, in November 2023 reported sales from charity shops have increased by 10% in the previous few months. Crediting sustainability as one of the biggest reasons for the rise.

There is a need to recognise and celebrate the history and heritage of the towns, reinstating the look and feel of more prosperous times and where more people reside in them. This can be achieved through the conversion of upper floor retail units, to generate a natural footfall to increase the spending power on the high streets.

High levels of inequality weaken economic performance. By addressing inequality through the process of growth can create expand and deliver stronger economies that more people have a stake in.

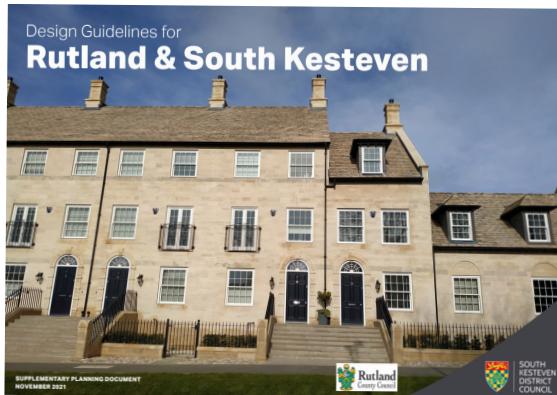
Whilst there is no identified Green Belt in South Kesteven, the challenge is to protect the Districts' uniqueness and tranquility as the area continues to grow and develop.

Planning obligations (also known as Section 106 agreements) are legal agreements between a developer and the Local Planning Authority (i.e. the Council), and any others that have an interest in the land. Developers can enter into a voluntary legal agreement to carry out works and these are known as a unilateral undertaking.

The purpose of planning obligations is to ensure any new development does not put a strain on existing services and facilities, such as roads, schools, open space or other community facilities and services. They are used to reduce the impacts of the development, mitigate and address any specific needs of the local community that may be negatively affected by any proposed development.

The Council's Planning Team negotiate Section 106 agreements on a case-by-case basis, where the contribution meets the statutory legal tests.

Not all developments will require obligations. However, those that do, present an opportunity for the Council to ensure wherever possible a development makes a positive contribution to the local area and community.

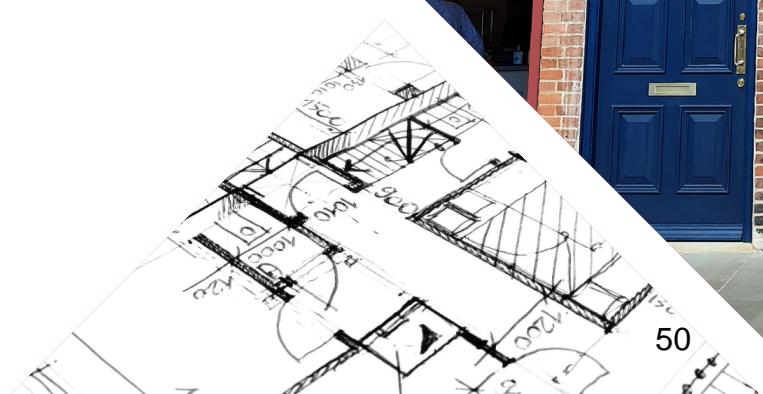


The obligations within a Section 106 agreement can include:

- Accessibility, transport and movement
- Biodiversity
- Community services
- Children and young people
- Flood risk management, water services and pollution control
- Heritage and archaeology
- Landscape
- Open space, sports and recreation facilities
- Town centres, community safety and public realm
- Waste reduction and recycling
- Local employment and training strategies
- Securing the long-term affordable space

organisations need to continue to work locally

A key role in this process is to identify and prioritise 'needs' within the District and consider these alongside present and proposed developer contributions.



Inclusive Growth and Regeneration

What we have achieved

Planned for Growth

The adopted Local Plan provides the vision and framework for how long-term housing, commercial and infrastructure growth will be delivered in South Kesteven.

The policies within the Local Plan cover a range of topics including housing, sustainability heritage transport the visitor economy and employment. These policies are used to determine whether new developments including new housing and commercial floor space are suitable to go ahead.

The Local Plan sets out a requirement for 16,125 homes to be built over the period 2011-2036, at an average of 650 homes per year. The housing requirement for the next 13 years is 9,317 dwellings.

Introduced a plan aimed at securing investment funding

The Council endorsed a plan to identify and secure millions of pounds of infrastructure and improvement needed across South Kesteven. The Infrastructure Delivery Plan (IDP) sets out what is needed, where and when. It includes projects relevant to transport, education, utilities, health, community and leisure facilities and open spaces as developments and the emergency services.

Infrastructure Funding Statement

Since 2020, the Council has annually published an updated Infrastructure Funding Statement (IFS) summarising the Council's position in relation to Section 106 funds the Council holds, what funds have been spent in the reporting period and what has been secured for the future.

The IFS provides information on the monetary (and non-monetary) contributions sought and received from developers for the provision of infrastructure to support development in South Kesteven. The total funds held on 31 March 2023 was £3,575,719.46. Monies agreed in Section 106 Agreements (S106) which were signed in 2022/2023 for the future and were not yet due to be received, totalled £7,225,090.80.

Advanced Grantham's High Street

The Council was successful in securing £5.56m from Government to deliver the Grantham Future High Streets Fund programme aimed at improving access to and the appearance in and around the Grantham Station Approach area, enhancements to and widen participation opportunities in Grantham's marketplace and increasing the amount of town centre residential units by converting empty upper floor retail space.

Supported, regenerated and improved the economic, social and cultural vitality of Grantham

The Grantham Town Team was established to act as the champions, promoting the town internally and externally, provide new ideas and concepts of how Grantham can develop in the future and to support the development of a continuous programme of events and promotional activities.

The aim of the Town Team is to provide a sounding board for new policy and strategy to develop and regenerate Grantham and assist with generating funding and sponsorship for events and promotional activities.

Invested and maintained heritage areas

The Council was successful in securing £1.2m to deliver the Grantham High Street Heritage Zone (HSHAZ) programme. This has seen extensive improvements to shop fronts and buildings of historical significance, with many of the original shop fronts reinstated to their original design.

Consulted with the community

In 2022, funded by the HSHAZ specialists were commissioned to undertake a Community Charette (consultation) which provided local residents and stakeholders to participate in the development of a vision for Grantham to 2045.

Introduced an exciting range of heritage interpretation activity

With funding supplemented from the HSHAZ to support public consultation into how Grantham residents and visitors would like to see Grantham Museum explore, highlight and present the town's history, the Trustees were supported with their application to the Arts Fund 'Reimagine' grants programme. £18,600 was secured to support building the Museum's operational capacity, volunteer development and training, and curatorial support.

In 2023, a colouring book highlighting and celebrating the Trigge-Chainer Library, in Grantham was produced thanks to funding from the HSHAZ. This was in addition to a community print and ceramics projects delivered from Grantham Museum, a dedicated lamppost banner campaign highlighting historic imagery of Grantham and a cultural programme which included costumed and audio tours.

Secured external funding

Other initiatives where external funding has successfully been secured are:

- £90k for cultural activities arising from the Heritage Action Zone programme
- £68k of funding secured from National Lottery Heritage Fund and Lincolnshire Community Foundation for Wake House in Bourne and Deeping St James Signal box project.
- £250k Government Welcome Back Fund
- £3.9m of UK Shared Prosperity Fund
- £540k of Rural England Prosperity Fund
- Secured £170k through the Safer Street Fund to tackle violence against women and girls and make streets safer

Distributed funding to businesses, community groups, sporting organisations and cultural bodies

Having welcomed just shy of £4 million funding from the Government's United Kingdom Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF).

In February 2023, the Council established the UK Shared Prosperity Fund and Rural England Prosperity Fund (REPF) Programme Board with a specific remit to set the direction for the programme, support the Lead Officer in overseeing the overall progress of the programme and make recommendations to decision-takers in accordance with the District Council's scheme of delegation for executive functions.

Launched the rural business capital grant scheme

As a top up fund allocated to the Council as an addition to the UK Shared Prosperity Fund, the grant fund was launched to support businesses in South Kesteven (excluding Grantham). The discretionary capital investment only scheme supports specific categories and seeks to prioritise investments which support green growth in renewables, green power and energy efficient measures which lessen rural reliance on fossil fuels and make a positive contribution to Net Zero. This includes investments aimed at reducing fuel costs.

Secured funding to tackle violence against women and girls

Awarded funding, from the Safer Streets Fund for a Grantham-based project dedicated to making a difference to the safety of women and girls at a community level. The funding expands work to change attitudes and behaviours and prevent crimes happening in the first place.

Began exploring how to bring green space into town centre regeneration

The Council worked alongside the Woodland Trust and with University of Sheffield Masters Students to identify ways to add greening elements, such as trees and shrubs, to Westgate and Marketplace in Grantham.

The project aims to help to increase visitor dwell time in the town centre, promote Grantham as the home of the Woodland Trust, and reduce the urban-heat island effect in Westgate and the Market Place.

Supported businesses in times of need

The Council administered and allocated over £53m of Government COVID support grants to close to 3,000 South Kesteven businesses.

Named finalists for national awards

The Council was shortlisted for the East Midlands 'Best Covid Response Award' for its exceptional work on COVID support and recovery for the business community at the 2022 Federation of Small Business Local Government Awards.

Grantham was a 2022 finalist for the Academy of Urbanism 'Great Town Award'.

Inclusive Growth and Regeneration

What we will do

Provide effective delivery of strategic sites

- Deploy planning powers to achieve high-quality regeneration in South Kesteven's four main towns (Bourne, Grantham, Stamford and The Deepings) and building on the masterplans already in place for strategic sites such as, St Martins Park Stamford and Turnpike Close, Grantham

Plan-making

- Develop appropriate spatial development strategies and planning policies to ensure new high quality housing developments and employment sites meet present and expected future needs.

Create pride of place

- Work with developers to influence the way they approach new buildings and homes to create places where it is easy for people to lead healthier lifestyles, access good quality local employment and support wellbeing.
- This includes building upon the excellent relations with Rutland County Council and collaborating with other neighbouring authorities to identify where cross-boundary growth can help communities. By adopting such an approach, it is envisaged funding will be secured for the infrastructure needed to accommodate new housing, employment creation and connectivity.

Unlock land and stalled development sites

- Create robust policy, a strategic position and auditable backgrounds to implement attractive schemes.
- Work alongside democratically elected bodies, key landowners, Homes England, property, investment and development companies to explore available funding routes and develop master plans.
- In cases where electricity networks are near capacity, upgrades stalled and where there is demonstratable demand, engagement will take place with the energy regulator Ofgem to seek the required approvals.

- As part of the planning obligations process, support the Planning Team in maintaining a community and business ideas database containing 'needs' and 'wishes' formally identified by Councillors, Parish and Town Council, residents' association, business groups and other interested parties.
- There may be the need to explore whether some Section 106 planning agreements negotiated in more buoyant times, remain viable. The objective being to renegotiate agreements where developments have stalled.

Filling empty high street shops

- Explore schemes for putting empty shops to community or charity use to keep high streets vibrant until a permanent store can open, including pop-up dining events.

Support the path to net zero

- Develop a package of sustainable infrastructure and low carbon capital projects to encourage a District-wide shift to a net zero carbon economy.

Advance shovel-worthy projects, supporting better social outcomes

- Develop a portfolio of 'shovel ready' infrastructure projects to kick start investment, unlock and stimulate economic activity within the District.

Connected towns

- Install free public Wi-Fi service hubs across the District, providing a foundation for smart town technology and digital services, whilst providing high-quality broadband connectivity for businesses.

Create age-friendly communities

- Make age-friendly environments enabling all people to: age well in a place that is right for them, continue to develop personally, be included and contribute to their communities while enabling their independence and health.
- Work with partners to apply the Age UK principles of creating age-friendly communities.

Regenerate and improve town centres and manage parking demand

- Through a series of targeted interventions, underpinned by a combination of inclusive local consultation and successful bids for Government funding, regenerate town centres to be a place people want to live, trade, gather and be entertained.
- Reimagine the role of town centres helping them to ensure diversity among retailers with a healthy mix of independents and chains, help to facilitate social interaction and provide meeting places, sustain the hospitality and leisure economy and deliver high quality housing.
- This includes developing a parking strategy to manage the future needs of the District.

Increase urban tree canopy cover

- Build upon the work undertaken by students from the University of Sheffield, the Council and the Woodland Trust will explore how to significantly increase tree cover in Grantham's built environment. Looking to take learnings across the District as appropriate.

Refocus the Grantham Town Team

- Appoint a Grantham Engagement Manager, refresh the Terms of Reference to include a key qualifying criteria that members of the Town Team must be willing for their involvement to be in the public domain and relaunch the Town Team.

Safety and accessibility audits

- To complement the Safer Street Fund award, and by drawing upon the UKSPF, to promote inclusive and sustainable design, safety and access audits of the districts four town centres will be undertaken to benchmark accessibility for disabled people and women and girls' safety in public spaces.

Create bustling markets

- Bring forward a step change in the way Council-run Street markets are presented, operated, marketed and promoted. Aim to make them self-sustaining and complimentary to and supportive of the existing retail offering.

Preserve and enhance the heritage assets of the District

- Produce a Conservation and Heritage Strategy.



Area of strategic focus 4

Inward Investment

Inward investment offers the opportunity to make further transformational changes in the local economy. For the purposes of this Strategy, an inward investor is defined as a company or institution headquartered outside of South Kesteven that establishes a base of operations within the District creating jobs and associated capital investment. The term 'inward investment' is used to cover both foreign direct investment (FDI) and similar investment from the rest of the UK into South Kesteven.

Inward Investment can be in the form of starting a new venture or through mergers and acquisitions i.e. when a foreign firm, or firm based in the rest of the United Kingdom merges with or acquires an existing South Kesteven firm.

Lincolnshire Broadband Programme

South Kesteven is powered by strong internet connectivity. Some studies suggest connectivity is now viewed by residents and business as even more important than good transport links.

The Onlincolnshire project aimed to provide every home and business in Lincolnshire with superfast broadband.

To date, over 97% of homes and businesses in South Kesteven have access to superfast internet speeds greater than 30 megabits per second and over 76% of premises have access to gigabit speeds.

However, there are gaps in provision, especially in rural and remote villages. As a local planning authority, the Council has a crucial role in the deployment of fibre and mobile infrastructure. This includes providing advice to help deal with queries from the public to counter misinformation and explain the facts about 5G.

Enabling inward investment

Officers will work with the planning team to facilitate inward investment into the District by ensuring the Local Plan identifies appropriate sites for development. This will ensure land is available for the right development in the best location to meet the needs of residents and the business community. Local Plan Policies will enable the regeneration of the town centres and the delivery of key development sites.

Inward Investment

What we have achieved

Major Growth locations

Major Growth locations in South Kesteven were put before and approved the Council's Planning Team as follows:

Bourne

- Riverside Business Park, Bourne
 - Located on the east side of Bourne, the site is made up of a three-phase development which was approved in 2016 and 2019.
 - The site has outline consent of 18 small light industrial units and 15 larger varied industrial units which is hoped to encourage the growth and expansion of local business.

Grantham

- Spitalgate Garden Village, Grantham
 - Located on the southern fringe of Grantham, covering an area of approximately 224 hectares. A 3,700-home garden village which will include shops, schools and a health centre.
 - The site is set to include around 45 ha of B2, B8 and E(g) employment generating uses.
- Spittlegate Level
 - Located in southern Grantham as part of the wider "Grantham Strategic Gateway" employment allocation.
 - Recent outline approval for Carta Real Estate Limited and comprises 43,200 sqm of B2-class floorspace and 43,200 sqm of B8-class floorspace.

- Prince William of Gloucester Barracks, Grantham
 - Due for decommissioning as a British Army installation in 2028. After which the site is expected to commence with 1,245 dwellings anticipated to be delivered between 2026/2027 and 2035/2036, with a further 2,755 beyond 2036.
 - The site is set to include around 8 ha of employment land for E(g) employment generating uses.
- Rioja designer outlet village
 - With the construction of the new junction south of Grantham on the A1, the Grantham Designer Outlet Village is expected to be one of the few outlets in the UK to have both visibility and direct access from a major highway.
 - The aim is to create a state-of-the-art retail destination, which upon completion is expected to realise a total of 137 units.
- Grantham Downtown designer outlet centre
 - Sitting alongside the existing Downtown store, the plans for the outlet centre off Old Great North Road, Great Gonerby.
 - The site is set to feature more than 100 individual designer outlet stores, 1,979 parking spaces, offices, leisure provision, a training academy, a multi-story car park, a tourist information and visitor centre.
- Roseland Business Park
 - There has been a recent approval on the disused airfield section of Roseland Business Park for 82,700 sqm of B8-class storage uses.

Stamford

- St Martins Park
 - Outline approval granted in 2020
 - This high-quality mixed use development will comprise 10,000m² (GIA) of B1 (offices and workshops), c190 dwellings, a retirement village including ancillary facilities, residential (30% affordable housing), local foodstore and café, public open space including strategic landscaping at the eastern end of the site, and all associated infrastructure.
- Stamford North
 - A development led by Burghley Huse Preservation Trust with GummerLeathes, a master developer. The aspiration is to establish a beautiful, thriving and sustainable new community.
 - Located in a small valley directly to the north of Stamford, it will become home to up to 1,350 households, and will be the largest part of the Stamford Urban Extension.
 - The site is currently only at application stage yet is allocated within the Local Plan.

The Deepings

- Whilst two strategic development sites, the expansion of an industrial estate and employment generating land have been allocated in the current Local Plan period, none have planning permission.

Commenced the partial review of the Local Plan

The current Local Plan was adopted in January 2020. The Council is now focusing our ambitions to build more affordable homes and planning for major growth. To address these priorities, a partial review of the adopted Local Plan has begun.

The new and revised policies will together contribute to the vision for making South Kesteven a fairer and more inclusive district where residents benefit from the opportunities new developments bring, and workers and visitors from all backgrounds feel welcome and safe.



Inward Investment

What we will do

Support for foreign owned businesses

- Work with the Department of International Trade (DiT) to help all foreign-owned businesses in South Kesteven to grow.

Produce a pitch book with accompanying aerial filming with motion graphics

- Develop an investment prospectus to promote the District regionally and nationally as an excellent location for inward investment, business expansion and quality of life. As the investment in serviced land and premises comes to fruition, use the Council's key strategic investment sites as a pitch book to attract both indigenous companies to grow and diversify, and inward investment be brought to fruition.
- These pitch book projects will be a focal point for the Council's pursuit of Government, and other agencies funding, as the District looks to pilot schemes where the potential economic impact is justified, yet may not be fully evidenced.
- This approach will include collaborating with Lincolnshire County Council to capitalise on the benefits of the Team Lincolnshire brand

Develop investment ready projects

- In supporting the delivery of the Local Plan, develop a pipeline of future District Council projects to ensure the substantial level of growth planned within South Kesteven can be accommodated without being detrimental to levels of accessibility, connectivity and services.

Enhance digital connectivity

- Support and unlock investment in the rollout of gigabit capable internet across the District.
- Work in partnership with housing, planning and the highways authority to develop digital-friendly local planning and street works policies. Implement good practice from other areas to help breakdown barriers and speed up roll-out of digital infrastructure in South Kesteven.

Champion a stronger local economy

- Work with key public sector partners such as Greater Lincolnshire LEP and Team Lincolnshire to promote South Kesteven as a prime location for inward investment, including foreign direct investment, new projects, expansions, mergers and acquisitions.

- This includes showcasing investment opportunities and access to talent at appropriate trade shows and national forums such as the UKREiiF (the UK's Real Estate Investment and Infrastructure Forum).

Support business expansion and talent attraction

- Create the right conditions and supportive environment to help businesses locate, relocate, rebuild and develop new ventures, especially in emerging sectors. Develop strong relationships between the community, industry and education partners.

Supply sites for industry

- Ensure a healthy supply of land for businesses and employers across South Kesteven through the Local Plan. This includes, where appropriate, bringing forward Council-owned land that becomes available as public sector services are deployed to alternative sites in the District.

Increase partnership working with developers and investors

- Work in partnership with developers that meet the needs of investors and provide high-quality employment opportunities, especially but not limited to target growth sectors such as manufacturing and engineering, construction, professional, technical and scientific services, the health sector and the recreation and arts sectors.
- With the support of the Planning Team, design and implement a model for more effective use of planning obligations to support economic development activity.

Support innovation and enterprise activities

- Support and deliver sites and premises in locations across South Kesteven that will secure further public and private investment in innovation and enterprise activities.

Optimise local benefits of nationally significant infrastructure projects

- Support and work to maximise the local economic benefits of nationally significant infrastructure projects that are planned for delivery in South Kesteven over the coming years.

Area of strategic focus 5

Enhancing South Kesteven's tourism & visitor economy offer

South Kesteven has a rich and natural heritage which includes extraordinary buildings, sites and landscapes, diverse collections and archives. As well as important physical remains of the past, South Kesteven has a power intangible culture 5 in legends and stories. Heritage is important as a source of identify and pride and a powerful driver of jobs through its role in tourism and construction, as a source of social engagement and opportunities for all and as a key part of the wider environment.

However, in an age of austerity it is important to find new ways to sustain cultural heritage and new sources of income to care for places that matter.

Against a backdrop of a world which is constantly evolving and where technology facilitates and influences consumer behaviour in a profound way, South Kesteven (supported by the local Destination Management Organisation) needs to constantly evolve and adapt to the travellers of today. This means developing a visitor-centric approach, connecting visitors to the area through personalised, authentic stories based on strong brand values.

Destination Lincolnshire is a not-for-profit Community Interest Company and works with partners to grow Lincolnshire's visitor economy. 2023 saw a new era of tourism and destination management begin following the Destination Management Organisation Review announcement detailing a new Local Visitor Economy Partnerships structure (LVEPs). Destination Lincolnshire is looking to become an accredited LVEP with Visit England, working more closely with the Department for Culture, Media and Sport. Accredited LVEPs benefit from additional support including advice on and priorities to bid for Government funding.

The tourism and visitor economy sector is a key driver of the South Kesteven economy. In 2022, 3.15 million people visited South Kesteven. The visitor economy sector's total contribution was £218.18 million, for which 2,754 jobs were supported.

The tourism sector has more women working in it than men, yet there is a huge gender pay gap and many women still suffer from a lack of gender equality in the workplace. The Council wants to see a tourism industry that supports women and has a positive impact on all those involved.

One in four people in the UK have a disability or an impairment. The spending power of disabled people in the UK economy is £274 billion. Recent reports confirm 86% of senior travellers will make a return visit if their needs are met. In South Kesteven, all tourism businesses should aim to be universally accessible and create barrier-free tourism. This means ensuring tourist destinations, products and services are accessible to all people, regardless of their physical limitations, disabilities or age. Accessible tourism aims to allow tourism destinations to be enjoyed equally by everyone.

The Council needs to continue developing a coordinated offer to ensure the many wonderful attractions are promoted to a national and international audience and that this promotion is done through the latest technologies. The commitment remains to supporting the tourism and visitor economy sector as the Council continues to work with all attractions, towns and high streets to present as coherent package to visitors.

Enhancing South Kesteven's tourism and visitor economy offer

What we have achieved

Hosted a free folk festival

- In 2022, organised a one-off festival special, thanks to funding secured from the Government's Welcome Back Fund which featured national and local acts and an extensive variety of entertainment.

Held the inaugural Tourism Networking Event

- In 2023, the Council hosted an inaugural networking event where tourism and hospitality businesses heard from guest speakers on the latest industry news and insights.

Supported Destination Lincolnshire

- In 2023, to demonstrate the Council's commitment to ensuring links to the Destination Management Plan, a letter of support was provided towards Destination Lincolnshire becoming an accredited Local Visitor Economy Partnership for Greater Lincolnshire.

Promoted the Destination Lincolnshire Tourism Excellence Awards

- Visitor economy businesses across South Kesteven were alerted to the awards and offered help with the application process. Three District businesses were selected as finalists, one of which being the Stamford Arts Centre for nominated themselves for the Arts and Culture Award.

Joined the Tourism Management Institute

- In 2023, the Council signed up to the tourism professionals membership of the Tourism Management Institute to sit alongside professionals from across the industry and access a wide range of experience and expertise.

Shone a spotlight on women who have shaped South Kesteven

- In 2023, coinciding with International Women's Day, the Council officially launched a film celebrating ten inspirational women from South Kesteven who made their mark in history in

sectors such as military, theatre, politics, nursing, philosophy, and policing.

Introduced a range of place promotion initiatives

- Discover South Kesteven is the tourism and visitor economy brand for South Kesteven District Council. The brand is well-recognised and supported by a bespoke website, publications, social media presence (TikTok, Facebook, Instagram and Twitter) and through many in-person meetings, networking events, trade shows and business events.
- A newly updated Discover South Kesteven website has been created with the visitor in mind. The website shares sufficient information to give a taste of the unrivalled attractions the district has to offer. The updated website is clean, streamlined, runs smoothly and most importantly is mobile friendly.
- The new blog page enables content to be added to the website without creating more tabs and overloading the site with information.

Introduced the Hidden History app

- Developed through the High Street Heritage Action Zone, funded by Historic England and the Council, an app to guide visitors through Grantham's landmarks and history was launched. The TrailTale app is a guided walk where users can choose what to explore by following a set route or selecting a series of highlights.

Established a cross council events team

- Developed and implemented a cross council events team to oversee the design and delivery of events promoting the District and its rich offering.

Peer networking

- Commenced work with Visitor Economy Officers from bordering local authorities to build a greater relationship and understanding of the various existing and developing cross border visitor economy offers.

Enhancing South Kesteven's tourism and visitor economy offer

What we will do

Active partner of Destination Lincolnshire

- Develop and support a programme of delivery in conjunction with Destination Lincolnshire and its partner organisations, to unlock the full potential of the sector.
- In collaboration with Destination Lincolnshire, identify, develop and assist tourism businesses and local attractions which have the capacity to combine package deals for visitors across South Kesteven.

Support accessible tourism

- Building upon Visit England's 'Accessible and Inclusive Toolkit for Tourism Businesses', promote practical guidance on providing an inclusive welcome, designing accessible buildings, employing disabled people, creating quality accessibility information and accessible tourism training.

Review heritage plaque and information trails

- Engage in an audit of existing heritage plaques. In collaboration with the local Civic Societies, Town Councils and other stakeholders, identify notable figures with connections to buildings across South Kesteven in readiness for an extended national scheme, a Council Blue Plaque Scheme or both.
- Raise the profile of the Grantham TrailTail app and explore appropriateness of future additions to the TrailTale app from the Districts' other towns

Support South Kesteven's rich aviation history

- Explore supportive actions the Council can take to promote and upgrade local heritage sites to strengthen the local economy and build civic identity.

Support and celebrate women

- Promote diversity and inclusion across the tourism sector. Investigate sponsorship, networking opportunities and a marketplace to promote local women-owned businesses.

Support sustainable tourism

- Develop a coordinated offer to ensure as many of South Kesteven's attractions are promoted to a national and international audience using latest technologies and platforms.

Helping businesses to find the best ways visitors can experience South Kesteven sustainably, providing year-round, well-paid jobs while minimising the impact on the environment.

Capitalise on South Kesteven's cultural and heritage strength

- Develop a new integrated visitor economy strategy for the District to grow and maximise South Kesteven's visitor economy in a sustainable way which respects our unique environment.

Continue professional development

- Through membership of the Tourism Management Institute increase learning and adoption of the latest in digital innovation, marketing and tourism trends and data, along with initiatives to promote sustainable tourism strategies and opportunities.

Networking events

- Following on from the pilot networking event in 2023, plan a larger and more comprehensive event to bring together a wider cohort of South Kesteven visitor economy businesses. The event to include high profile speakers from the sector to provide insight and expertise in delivery of the visitor economy offer and will provide the opportunity to launch consultation on the new visitor economy strategy.

Support a film-friendly South Kesteven

- Take learnings from Creative England's Filming Partnership Toolkit. Explore the benefit of signing up to the Film-Friendly Charter which aims to ensure friendly procedures are in place for productions. Work with Filming in England Partnership to create a film-friendly environment and unlock the District's full potential as a world-class destination for film and TV production.

Create baseline data from which to measure the health of the visitor economy sector

- Continue to invest in footfall and STEAM data (Scarborough Tourism Economic Activity Monitor) evaluation model data.

04 Action Plan

The South Kesteven Economic Development Strategy sets a clear vision how the economy of the District could and in some cases should develop. The areas of focus set out clearly how all partners can work together to achieve a common objective.

The Action Plan attempts to order all activity into short, medium and long term actions. These are given timescales of ongoing, one and three years. Like the Strategy, the Action Plan is dynamic and is expected to be reviewed and if needs be changed on an annual basis. This enables the Action Plan to fully react to changing economic circumstance and to capitalise on new opportunities such as new investments to changes in Government policy.



Area of focus 1

Business and Job Creation and Employment Safeguarding

ACTION TO TAKE PLACE		BY WHOM? PARTNER ORGANISATION	BY WHOM		
			ONGOING	1	3
1.1	Increase Business Engagement	Produce a quarterly business e-newsletter	• Business & Skills Officer to lead supported by portfolio holder, comms and other teams as required	✓	
1.2		Procure a new customer relationship management system (CRM)	• Business & Skills Officer to lead with IT Support Lead, supported by Procurement Lead		✓
1.3		Create a collection of business support webinars and podcasts	• Business & Skills Officer to investigate options, High Street Heritage Action Zone Project Manager to support		✓
1.4	Continue to distribute the UK Shared Prosperity Fund	Explore opportunities to develop a legacy beyond the funding period	• UKSPF Programme Manager to explore sustainability. Case studies and feedback • Investigate what was missed by the fund and lessons learned workshop for team • Legacy of LEF beyond SPF - how it will function what it will deliver		✓
1.5	Use the Local Economic Forum effectively	Draw upon the expertise of Local Economic Forum members to shape the work of the Council's Economic Development Strategy	• UKSPF Programme Manager and Business & Skills Officer to identify future plans for the Local Economic Forum beyond UK Shared Prosperity Fund	✓	
1.6		Maintain the 'Local Business' subgroup of the Local Economic Forum	• UKSPF Programme Manager to Lead supported by relevant members of the Economic Development Team	✓	
1.7		Work closely with Town Councils and Business Clubs across the District	• Business & Skills Officer to lead	✓	
1.8	Help to access financial support	Assist organisations to find and apply for growth programmes to help businesses start, succeed and grow.	• UKSPF Programme Manager and Business & Skills Officer to collaborate with Community Grants & Funding Officer	✓	
1.9	Support emerging growth sectors and new employers	Work with FE, Higher Education and training providers to ensure skills are developed to support emerging growth sectors and new employers entering the District	• Business & Skills Officer to lead - following SK business sector audit to forecast needs of the District in the medium to long term and work towards a skills development strategy.	✓	
1.10	Sector support	Identify partners and suppliers for sector specific programmes and projects	• Economic Development Team - Audit of key and developing sectors.	✓	
1.11		Introduce businesses and innovators to networking opportunities	• To follow on from 1.10.	✓	
1.12	Invest in clean growth	Deliver climate change expo's which maximise opportunities of the transition to net zero Evaluate effectiveness going forward, develop ongoing programmes. Need for incentives Inclusion with carparking strategy (EV Charging)	• UKSPF Programme Manager and Business & Skills Officer, supported by relevant LEF sub-group • Delivery to include Sustainability & Climate Change Officer		✓

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	BY WHOM		
				ONGOING	1	3
1.13	Social value in procurement	Capitalise upon local development projects as opportunities for skills development and training.	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to lead and engage with other Council teams as necessary 	✓		
1.14	Develop a small business concordat	Develop a statement of principles and publish guidance for suppliers on how to do business with Council and details of forthcoming bidding opportunities.	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment – working with procurement 		✓	
1.15	Host and support Meet the Buyer events	Provide the opportunity for contracts framework and supply chain opportunities.	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to lead, Business & Skills Officer to support working with Procurement. Potential for consultant commission to explore local value spend multipliers etc. Explore social value calculator to evaluate grant applications and procurement – and support businesses in understanding how procurement works 	✓		
1.16	Support start-up and step-up businesses	Explore and implement ways which identify sites and premises to enable people to start and grow their businesses.	<ul style="list-style-type: none"> Economic Development Team to highlight relevant support available through partner organisations including NBV, FSB and Growth Hub Business & Skills Officer to work with partners to refer relevant businesses and develop support 	✓		
1.17	Profile business innovation	Support increased levels of innovation activity, through innovation institutions in key sectors.	<ul style="list-style-type: none"> UKSPF funding to be deployed for business innovation Longer term Head of Economic Development & Inward Investment to lead on strategic development of innovation support beyond 2025 		✓	
1.18	Inspire, transform and sustain cultural change	Support independent companies to realise the potential of digital transformation, embrace new business models or implement new ways of working	<ul style="list-style-type: none"> Business & Skills Officer to promote the availability of UKSPF funding for digital innovation to businesses 			

Area of focus 2

Skills Development

		ACTION TO TAKE PLACE	BY WHOM? PARTNER ORGANISATION	BY WHOM		
				ONGOING	1	3
2.1	Reduce barriers some people face to employment	Maintain and enhance the 'People and Skills' subgroup of the Local Economic Forum	<ul style="list-style-type: none"> UKSPF Programme Manager to highlight the opportunities through UKSPF and work with LEF subgroups, to develop ongoing strategies Business & Skills Officer to support 	✓		
2.2	Develop skills by working in partnership with local educational facilities	For existing and future pipeline of planned developments target learning opportunities in areas where future job creation is most prevalent.	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to lead, supported by Business & Skills Officer. To include working with planning colleagues to identify likely developments and coordinate with local schools, HE and FE providers, DWP 	✓		
2.3	Support a higher skilled and higher paid workforce across South Kesteven	Support businesses in upskilling and reskilling, especially in green skills.	<ul style="list-style-type: none"> UKSPF funding available for green initiatives. UKSPF Programme Manager to lead in promoting these, supported by Sustainability & Climate Change Officer Build on lessons learnt from UKSPF projects in greening Economic Development Team to identify other areas of skills gaps in the District 			✓
2.4	Foster an understanding of skills and training needs for the existing and	Establish a vocational skills forum.	<ul style="list-style-type: none"> Business & Skills Officer to lead 			✓
2.5		Hold a skills summit	<ul style="list-style-type: none"> Business & Skills Officer to lead 			✓
2.6	Support the delivery of Armed Forces Covenant pledges	Raise awareness of the advantages of tapping into the veterans' labour pool	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment and Business & Skills Officer supported by the Armed Forces and Communications Officer and the Lincolnshire-Wide Armed Forces Support 			✓
2.7		Disseminate information to business members groups	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment and Business & Skills Officer supported by the Armed Forces and Communications Officer and other external partners 			✓
2.8		Link up with existing national and regional networks which support veterans	<ul style="list-style-type: none"> Business & Skills Officer to promote to businesses, UKSPF funding available to assist digital skills development. 			✓
2.9	Develop diverse digital talent	Promote nationwide Digital Skills Boots camps	<ul style="list-style-type: none"> Business & Skills Officer to promote to businesses, UKSPF funding available to assist digital skills development. 			✓
2.10	Future skills for rural businesses	Undertake a comprehensive skills evaluation aimed at formulating recommendations and setting out priorities for the main rural sectors – agriculture, food & drink and horticulture production	<ul style="list-style-type: none"> Business & Skills Officer to commission work to identify particular difficulties and specific needs of rural businesses. 			✓

Area of focus 3

Inclusive Growth and Regeneration

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	BY WHOM		
ONGOING	1	3				
3.1	Provide effective delivery of strategic sites	Deploy planning powers to achieve high-quality regeneration across the District	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to lead work with and Planning colleagues to identify sites and regeneration opportunities. Supported by High Street Heritage Action Zone Project Manager and other team members as relevant 			✓
3.2	Plan-making	Develop appropriate spatial development strategies and planning policies to meet present and expected future needs	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to support Planning Policy Team in developing future strategies and plans through the local planning process. Consultation with stakeholders, town councils, and communities 			✓
3.3	Create pride of place	Work with developers to influence the creation of places which are easy for people to lead healthier lifestyles, access good quality local employment and support wellbeing	<ul style="list-style-type: none"> Council wide initiatives – Head of Economic Development & Inward Investment to lead strategies, in collaboration and consultation with: Planning, Corporate Projects Officers Assistant Director – Leisure, Culture and Place, Communities Team and Housing team 			✓
3.4		Identify new and maintain existing relationships with neighbouring councils and organisations to identify and support cross-boundary initiatives and growth to help development of the South Kesteven community	<ul style="list-style-type: none"> Rutland County Council and collaborating with other neighbouring authorities Head of Economic Development & Inward Investment to lead. 	✓		
3.5	Unlock land and stalled development sites	Create robust policy, a strategic position and auditable backgrounds to implement attractive schemes	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to lead, working with planning policy, through Local Plan development, and consult with relevant stakeholders to understand issues preventing development 			✓
3.6		Explore available funding routes and develop master plans	<ul style="list-style-type: none"> Work alongside democratically elected bodies, key landowners, Homes England, property, investment and development companies Head of Economic Development & Inward Investment to lead, supported by Lincolnshire County Council 			✓
3.7		Evidence demand for electricity network upgrades	<ul style="list-style-type: none"> Engage with the energy regulator Ofgem to seek the required approvals Head of Economic Development & Inward Investment to lead, supported by Lincolnshire County Council 			✓
3.8		As part of the planning obligations process, maintain a community and business ideas database containing 'needs' and 'wishes' formally identified by Councillors, Parish and Town Council, residents' association, business groups and other interested parties.	<ul style="list-style-type: none"> Support the Planning Team 			✓

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	BY WHOM		
		ONGOING	1	3		
3.9	Unlock land and stalled development	Explore whether some Section 106 planning agreements negotiated in more buoyant times, remain viable	• Economic Development Team to support the Planning Team		✓	
3.10	Fill empty high street shops	Explore possibilities and liaise with local stakeholders to support putting empty shops to community or charity use, including pop-up events e.g. Dining, art events, pop up shops etc. To include exploring the potential to develop a South Kesteven pop up scheme in vacant units by taking short-term lease on vacant spaces	• Head of Economic Development & Inward Investment to lead, supported by Lincolnshire County Council • Supported by Business & Skills Officer, Heritage Acton Zone Programme Manager and other team members and colleagues as relevant		✓	
3.11	Support the path to net zero	Develop a package of sustainable infrastructure and low carbon capital projects to encourage a District-wide shift to a net zero carbon economy. To include exploring options within carpark review to support the installation of EV charging points in all South Kesteven Council car parks	• Head of Economic Development & Inward Investment and planning policy supported by Sustainability & Climate Change Officer. Working with county to identify opportunities to improve infrastructure etc.		✓	
3.12	Advance shovel-worthy projects, supporting better social outcomes	Develop a portfolio of 'shovel ready' infrastructure projects to kick start investment, unlock and stimulate economic activity within the District. Noting the potential links to UKSPF programme	• Head of Economic Development & Inward Investment to lead, supported by planning and based on community consultation and buy in		✓	
3.13	Connected towns	Install free public Wi-Fi service hubs across the District, providing a foundation for smart town technology and digital services, whilst providing high-quality broadband connectivity for businesses	• Project led by Deputy Director (Finance and ICT) and Deputy Section 151 Officer		✓	
3.14	Create accessible and age-friendly communities	Make environments accessible for all - supporting age friendly and accessible spaces and facilities as a first principle, through the creation of a District-wide policy. To include accessibility audits of existing spaces through an externally commissioned consultancy.	• Head of Economic Development & Inward Investment, Planning and Communities Team		✓	
3.15		Apply the Age UK principles of creating age-friendly communities. To include exploring other accessibility guidance and principles			✓	
3.16	Later life learning and re-entry of older adults into the marketplace	Raise awareness among businesses of the strategic and social benefits of an older workforce and prioritise the training of 50+ workers for the new world of work.	• Business & Skills Officer to work with companies, non-governmental organisations and policy makers		✓	
3.17		Support businesses to redefine and expand roles to accommodate and meet the targeted needs of older workers to include nonlinear educational paths, returnships, internships, apprenticeships and job sharing.	• Business & Skills Officer to lead		✓	

ACTION TO TAKE PLACE		BY WHOM? PARTNER ORGANISATION	BY WHOM		
			ONGOING	1	3
3.18		Consult and apply for funding to regenerate town centres. To include developing and implementing a community consultation (i.e. akin to Grantham Charrette) to identify long-term vision and needs of communities and obtain buy-in to project plans in all towns and larger rural communities.	• Head of Economic Development, Heritage Acton Zone Programme Manager and Consultation and Engagement Officer to lead. Including the appointment of external consultants as necessary		✓
3.19	Regenerate and improve town centres and manage parking demand	Reimagine the role of town centres. Review of best practice and successful case studies nationally	• Head of Economic Development & Inward Investment to lead with council-wide involvement, Town Councils, County Council, and neighbouring councils • Inclusion of input from national organisations, universities and government research and reports • Input to and from charrette type events (3.18). • Engagement with LEF		✓
3.20		Develop a parking strategy to manage the future needs of the District	• Head of Economic Development & Inward Investment to lead		✓
3.21		Appoint a Grantham Engagement Manager	• Head of Economic Development & Inward Investment to lead		✓
3.22	Refocus the Grantham Town Team	Refresh the Terms of Reference	• Head of Economic Development & Inward Investment and Grantham Engagement Manager to review with member engagement		
3.23	Increase urban greening (including tree canopy cover where feasible)	Explore how to significantly increase green cover in Grantham's built environment by taking account of the University of Sheffield and the Woodland Trust feasibility study. Look to take learnings across the District as appropriate	• Grantham Engagement Manager to lead, coordinating with Sustainability & Climate Change Officer		✓
3.24	Safety and accessibility audits	Undertake safety and access audits of the districts four town centres to benchmark accessibility for disabled people and women and girls' safety in public spaces.	• Head of Economic Development & Inward Investment and Business & Skills Officer to lead, with external consultant support as necessary		✓
3.25	Create bustling markets	Bring forward a step change in the way Council-run Street markets are presented, operated, marketed and promoted.	• Head of Economic Development & Inward Investment, Markets Manager, Business & Skills Officer and Communications Team • Consultation with members and current market traders		✓
3.26	Preserve and enhance the heritage assets of the District	Produce a Conservation and Heritage Strategy	• Planning and conservation to lead with support from Head of Economic Development & Inward Investment • Consultation with community groups, Heritage Lincolnshire, town councils and civic societies		✓

Area of focus 4

Inward Investment

		ACTION TO TAKE PLACE	BY WHOM? PARTNER ORGANISATION	BY WHOM		
				ONGOING	1	3
4.1	Support for foreign owned businesses	Help all foreign-owned businesses in South Kesteven to grow.	<ul style="list-style-type: none"> Work with the Department of International Trade (DiT) Head of Economic Development & Inward Investment supported by Business & Skills Officer in collaboration with Lincolnshire County Council Economic Growth Officers 			✓
4.2		Develop an investment prospectus to promote the District regionally and nationally as an excellent location for inward investment	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment working with planning policy/ Local Plan and land allocation. Work with local land owners/stakeholders 			
4.3	Produce a pitch book with accompanying ariel filming with motion graphics to promote South Kesteven	Commission ariel filming with motion graphics of South Kesteven	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to determine brief for commission and procure 			
4.4	at events for developers	Pursue Government and other agencies funding to pilot schemes where the potential economic impact is justified, yet may not be fully evidenced	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to collaborate with Lincolnshire County Council to capitalise on the benefits of the Team Lincolnshire brand 			
4.5	Developing investment ready projects	Develop a pipeline of future District Council projects to ensure the substantial level of growth planned within South Kesteven can be accommodated without being detrimental to levels of accessibility, connectivity and services	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to collaborate with Lincolnshire County Council, stakeholders, Government agencies and funders as relevant 			
4.6	Enhance digital connectivity	Support and unlock investment in the rollout of gigabit capable internet across the District.	<ul style="list-style-type: none"> Economic Development Team to support businesses in accessing benefits of Internet roll out as appropriate 			✓
4.7		Develop digital-friendly local planning and street works policies and implement good practice from other areas	<ul style="list-style-type: none"> Economic Development Team to work in partnership with housing, planning and the highways authority 			✓
4.8	Champion a stronger local economy	Promote South Kesteven as a prime location for inward investment, including foreign direct investment, new projects, expansions, mergers and acquisitions	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to work with key public sector partners such as Greater Lincolnshire LEP and Team Lincolnshire 			✓
4.9		Showcase investment opportunities and access talent at appropriate trade shows and national forums such as the UKREiiF (the UK's Real Estate Investment and Infrastructure Forum)	<ul style="list-style-type: none"> Head of Economic Development & Inward Investment to lead 		✓	

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	BY WHOM		
		ONGOING	1	3		
4.10	Support business expansion and talent attraction	Help businesses locate, relocate, rebuild and develop new ventures, especially in emerging sectors	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead • Engage with community, industry and education partners 			✓
4.11	Supply sites for industry	Ensure a healthy supply of land for businesses and employers across South Kesteven. To include, where appropriate, bringing forward Council-owned land that becomes available as public sector services are deployed to alternative sites in the District	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead on collaborating with stakeholders and working with planning policy team to identify business land 			✓
4.12	Increase partnership working with developers and investors	Support those developers and investors which provide high-quality employment opportunities, especially but not limited to target growth sectors such as manufacturing and engineering, construction, professional, technical and scientific services, the health sector and the recreation and arts sectors	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead, working with County Council and all relevant colleagues to highlight, support and promote development opportunities to relevant sectors 			✓
4.13		Design and implement a model for more effective use of S106 (new Infrastructure Levy) and planning fees to support economic development activity	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to support Assistant Director of Planning & Growth 			✓
4.14	Support innovation and enterprise activities	Support and deliver sites and premises in locations across South Kesteven that will secure further public and private investment in innovation and enterprise activities	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead to lead in collaboration with planning and corporate projects (OD and Change) to identify development sites and liaise with stakeholder delivered sites, and leverage the social and commercial benefits of council-led developments 			✓
4.15	Optimise local benefits of nationally significant infrastructure projects	Support and work to maximise the local economic benefits of nationally significant infrastructure projects that are planned for delivery in South Kesteven over the coming years	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead a review of projects 			✓

Area of focus 5

Enhancing South Kesteven's tourism and visitor economy offer

ACTION TO TAKE PLACE	BY WHOM? PARTNER ORGANISATION	BY WHOM		
		ONGOING	1	3
5.1 Active partner of Destination Lincolnshire	Develop and support a programme of delivery in conjunction with Destination Lincolnshire and its partner organisations, to unlock the full potential of the sector.	• Tourism and Visitor Economy Officer to lead coordination with Destination Lincolnshire as appropriate	✓	
5.2	Identify, develop, promote, and assist tourism businesses and local attractions which have the capacity to combine package deals for visitors across South Kesteven	• Tourism and Visitor Economy Officer in collaboration with Destination Lincolnshire	✓	
5.3 Support accessible tourism	Building upon Visit England's 'Accessible and Inclusive Toolkit for Tourism Businesses', promote practical guidance on providing an inclusive welcome, designing accessible buildings, employing disabled people, creating quality accessibility information and accessible tourism training	• Tourism and Visitor Economy Officer supported by Communications and Communities Teams. Note: the potential requirement for external consultant support for team training and the production of resources for businesses		✓
5.4 Review heritage plaque and information trails	Audit existing heritage plaques and identify notable figures with connections to buildings across South Kesteven in readiness for an extended national scheme, a Council Blue Plaque Scheme or both.	• Heritage Action Zone Programme Manager and Tourism and Visitor Economy Officer to lead in collaboration with the local Civic Societies, Town Councils and other stakeholders		✓
5.5	Raise the profile of the Grantham TrailTale app and explore appropriateness of future additions to the TrailTale app from the District's other towns	• Heritage Action Zone Programme Manager and Tourism and Visitor Economy Officer to lead on developing a TrailTale trails for Bourne, Deepings and Stamford (x2) commissioned with a view to launch for Easter 2024	✓	
5.6 Support South Kesteven's rich aviation history	Explore supportive actions the Council can take to promote and upgrade local heritage sites to strengthen the local economy and build civic identity.	• Tourism and Visitor Economy Officer supporting the Armed Forces and Communications Officer and Aviation Heritage Lincolnshire, including supporting the Arnhem anniversary project and other celebratory and commemorative events	✓	
5.7 Support and celebrate women	Promote diversity and inclusion across the tourism sector. Investigate sponsorship, networking opportunities and a marketplace to promote local women-owned businesses	• Tourism and Visitor Economy Officer and Business & Skills Officer to lead		✓
5.8 Support sustainable tourism	Develop a coordinated offer to ensure as many of South Kesteven's attractions are promoted to a national and international audience using latest technologies and platforms	• Tourism and Visitor Economy Officer to lead, working with local tourism stakeholders to identify existing and potential international markets support the development attractive offer		✓

		ACTION TO TAKE PLACE	BY WHOM? PARTNER ORGANISATION	BY WHOM		
				ONGOING	1	3
5.9	Capitalise on South Kesteven's cultural and heritage strength	Develop a new integrated visitor economy strategy for the district to grow and maximise South Kesteven's visitor economy in a sustainable way which respects our unique environment	<ul style="list-style-type: none"> Tourism and Visitor Economy Officer and Heritage Acton Zone Programme Manager to lead in collaboration with Assistant Director – Leisure, Culture and Place <p>Note: Potential requirement for external consultant support in developing strategy</p>			✓
5.10	Continue professional development	Through membership of the Tourism Management Institute, increase learning and adoption of the latest in digital innovation, marketing and tourism trends and data, along with initiatives to promote sustainable tourism strategies and opportunities	<ul style="list-style-type: none"> Tourism and Visitor Economy Officer to explore and take up most relevant options and opportunities 	✓		
5.11	Networking events	Following on from the pilot networking event in 2023, plan a larger and more comprehensive event to bring together a wider cohort of South Kesteven visitor economy businesses	<ul style="list-style-type: none"> Tourism and Visitor Economy Officer to lead on a tourism networking event for 2024. 	✓		
5.12	Support a film-friendly South Kesteven	Take learnings from Creative England's Filming Partnership Toolkit. Explore the benefit of signing up to the Film-Friendly Charter which aims to ensure friendly procedures are in place for productions	<ul style="list-style-type: none"> Tourism and Visitor Economy Officer to lead supported by Economic Development Team, Communications Team and other Council colleagues as required 	✓		
5.13		Create a film-friendly environment and unlock the District's full potential as a world-class destination for film and TV production	<ul style="list-style-type: none"> Tourism and Visitor Economy Officer to lead on working with Filming in England Partnership 	✓		
5.14	Create baseline data from which to measure the health of the visitor economy sector	Continue to invest in footfall and STEAM data	<ul style="list-style-type: none"> Tourism and Visitor Economy Officer to lead, supported by the Policy Officer 	✓		

Contact

Alternative formats are available on request:
audio, large print and Braille

South Kesteven District Council

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A blueprint for South Kesteven's economy

Economic Development Strategy & Action Plan

2024 - 2028

Appendices



Appendices

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- National policy
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03 State of the District:

Available online at:

[www.southkesteven.gov.uk/your-council-and-democracy/decision-making/
state-district-2023](http://www.southkesteven.gov.uk/your-council-and-democracy/decision-making/state-district-2023)

01 South Kesteven Economic Profile

South Kesteven is a popular and attractive location for growth and investment, with below average recorded crime levels. Hospital services are available in Grantham and Stamford.

Home to over 143,400 people, a high quality of life offer is South Kesteven's key strategic asset.

Powered by strong internet connectivity, over 97.33% of homes and businesses have access to superfast internet speeds greater than 30 megabits per second (Mbps) and 72.30% of premises have access to gigabit speeds. However, there are gaps in provision, especially in rural and isolated villages. 0.71% of South Kesteven receives speeds below 2 Mbps.

There is extensive green space and community facilities in South Kesteven. All three of the Council's public parks in Grantham have been rated as being among the best in the country.

The four market towns of Bourne, Grantham, Stamford and The Deepings are vibrant and offer a strong tourism and visitor economy offer. Over half a century ago, Stamford became the UK's first Conservation Area and in 2021, the Sunday Times placed the market town number one for the Midlands region on its 'best places to live' list.

South Kesteven boasts outstanding schools at primary and secondary education (both private and public), with excellent further education provision. Indeed, the District has been a magnet for ambitious individuals. So successful in fact, that it cannot be overstated the influence the area has had in many areas of national and global life. Mathematicians, physicists, astronomers, alchemists, theologians, authors and a Prime Minister were educated in the District.

There is clearly a lot of work to do to make sure young people have the opportunities they deserve. The challenges faced from global competition and emerging economies demand action. For South Kesteven to meet the skills of tomorrow, bridging the link between education and work needs to happen today to support people to fulfil their potential.

The economy is diverse with 6,265 registered enterprises, making South Kesteven the largest business base in Lincolnshire. In 2021, 27.77% of all new business formations in Lincolnshire were in South Kesteven. The local economy was worth £2.835 billion in 2021, the highest in Lincolnshire.

South Kesteven is home to 324 creative businesses. The Council recognises engagement with arts can help challenge inequalities, provide economic opportunities and boosts mental health. Following consultation and stakeholder engagement, South Kesteven District Council recently approved the adoption of a Cultural Strategy. The Council funds extensive programmes of events and activities at the Guildhall Arts Centre in Grantham, Stamford Arts Centre, Bourne Corn Exchange and across the District through outreach work and projects.

The Council, through its wholly owned company, LeisureSK Limited, operates three leisure centres. This includes the provision of activities in rural communities through outreach programmes run by the Centres and Council Officers.

The Council declared a Climate Emergency, pledging to reduce the organisation's carbon footprint by at least 30% by 2030 and endeavour to become net-zero as soon as viable before 2050. More recently, the climate change reserve was increased to £300,000 to pump-prime and fund one-off climate initiatives.

Climate change is the defining crisis of the time and is happening quickly. Whilst a huge challenge, now is the time for bold collective action in developing employment and business activities.

The Council has a direct role in house building, housing adaptation and enforcement powers to improve the condition of private rented housing. It is widely reported, homes are more affordable for renters and homeowners alike, providing more are built. This means the evidence is pointing towards accelerating delivery of new housing.

The current Local Housing Need, as calculated by the Government Standard Method, results in the need for a minimum of 701 additional homes per annum. South Kesteven offers excellent opportunities to buy more for your budget, when compared with neighbouring areas further south.

All the indications from the current Local Plan Review, are there will be considerable investment in South Kesteven over the coming decades. The refresh of the Local Plan will allocate key employment sites.

Whilst keeping an eye on the challenges South Kesteven faces today, the Council wants to ensure the services and opportunities provided to residents and businesses continues to be of high quality. More homes will be built and there will be development in jobs, transport and other infrastructure. However, the Council recognises it must act to shape and protect communities and guide how they look and feel.

The Council has a long-standing commitment to build on and celebrate the rich heritage and culture of South Kesteven. The contribution historic areas make to quality of life and the economy is widely recognised. There are currently 48 conservation areas in South Kesteven.

Conservation areas are a link to the past that can provide a sense of continuity and stability and have the reassurance of the familiar which can provide a point of reference in a rapidly changing world. The way building traditions and settlement patterns provide local distinctiveness, can deliver a catalyst for regeneration and inspire well-designed new development which brings much-valued economic and social benefits.

The District has an abundance of stunning film-friendly locations, offering a range of diversity unrivalled anywhere else in the world. South Kesteven has hosted productions of all scales, from feature period epics such as The Crown, Bridgerton and family favourites such as Dr Who. For those people preferring books over films, St Wulfram's Church in Grantham is home to the UK's oldest public library outside of an institution such as a college.

As a visitor destination South Kesteven continues to rise in profile, 2022 was the District's most successful year ever for visitors choosing to stay in South Kesteven overnight. In 2022, 3.15 million people visited South Kesteven. The visitor economy sector's total contribution was £218.18 million, for which 2,754 jobs were supported. In a world that is constantly evolving and where technology facilitates and influences consumer behaviour in a profound way, South Kesteven (supported by the local Destination Management Organisation) will need to constantly evolve and adapt to the travellers of today. This means developing a visitor-centric approach, connecting visitors to the area through personalised, authentic stories based on strong brand values.

South Kesteven District Council cannot shape the future of the District's economy alone. Collaboration, partnership working, joint ventures and above all, investment from the public and private sector, will be key to the success.

Responding, planning and managing change and opportunities requires the Council to take a new approach, which places working with residents, businesses, Government and partner organisations front and centre to lead to better outcomes.

There are four main town centres in the District: Grantham, Stamford, Bourne and The Deepings. Combined these market towns are home to 65% of the population. The remainder live in the network of villages, hamlets and farmhouses that dot the countryside. Key village centres include Ancaster, Billingborough, Caythorpe, Corby Glen, Colsterworth and Long Bennington.

Bourne

The delightful market town of Bourne sits on the eastern side of the South Kesteven district, bordering the Fens. The town dates from Anglo Saxon times and was built around a series of natural springs in what is now the Wellhead Gardens.

In the centre of the town in the beautiful setting of green open space stands the Wellhead and Bourne Memorial Gardens, on the site of Bourne Castle. The gardens are open daily for visitors to enjoy. Bourne hosts a market every Thursday just behind the Bourne Corn Exchange which is a great place to catch a show or attend an event.

Bourne has a unique motor racing heritage having been home to no fewer than two of Britain's greatest racing car builders - English Racing Automobiles and British Racing Motors - who are celebrated in the town's heritage centre, Baldock's Mill. Sir Jackie Stewart and Graham Hill both drove for British Racing Motors in the 1960s. One of the town's other famous sons, also celebrated in Baldock's Mill, was Charles Fredrick Worth. Born in the town in 1825, Charles revolutionised fashion across Europe. Bourne is home to Bourne Woods A quiet, atmospheric ancient woodland, home to an abundance of broad leaf and coniferous trees. In the spring the woods are a wonderful spot to enjoy native wildflowers, and its particularly known for Bluebells. Catch a glimpse of herons and kingfishers by the ponds. Discover walking trails, cycling, plus horse riding routes and designated picnic areas.

The train commute to London from nearby Peterborough takes 50 minutes. The A15 major north/south artery and A1 motorway close-by, provide great transport links.

Bourne has a great reputation for offering high quality education across its many schools. Alongside nearby Spalding Academy, Bourne Academy is ranked as the top non-selected school in Lincolnshire which means students are achieving over half a grade higher in each qualification on average, compared to similar students across the country.

In 2022, Ofsted judged the overall effectiveness of Bourne Grammar School as good. Nearby Witham Hall School, features in the Tatler Schools Guide 2023.

The Willoughby Academy is an all-age Special School for pupils with moderate, severe, profound and complex learning needs. The school caters for 100 students and is extremely well supported in the local community. In November 2023 the school was inspected by Ofsted and continues to be a good school.

Bourne has an impressive 71 listed buildings, with the town centre being dominated by small, independent retailers and some high street retailers also having a presence.

Food manufacturing is the biggest economic industry in Bourne, followed by engineering, retail and printing.



Grantham

Grantham is located in the district of South Kesteven in Lincolnshire, approximately 25 miles east of Nottingham, 38 miles north-west of Peterborough and 112 miles north of London.

The town occupies a strategic position adjacent to the intersection of the A1 and A52 dual carriageways, which provide Grantham with immediate access to excellent north-south and east-west communication routes. The A1 provides direct access to London to the south and the A52 provides direct access to Nottingham and the M1, linking the town to the national motorway network, 25 miles east.

Grantham benefits from excellent rail communications, lying on the East Coast Mainline and has a fastest journey time of just over one hour to both London and Leeds.

The closest airport to Grantham is East Midlands, approximately 35 miles west of the town. East Midlands Airport serves approximately 90 destinations worldwide and 4.2 million passengers annually. The airport is also one of the UK's principal freight hubs, being the second largest cargo airport in the UK after Heathrow. The deep-water Humber Ports of Hull, Immingham and Grimsby are also easily accessible to the north east via the A1 and A46.

There are 24 schools in Grantham (excluding independent schools), including 12 primary schools, six secondary schools and one serving sixth form education.

In December 2023, two Grantham schools occupied first and second place in the Parent Power guide, produced by The Sunday Times. King's School took the crown for best state school for Lincolnshire and Kesteven and Grantham Girls' School (KGGS) was named as the second best in the region. Walton Academy was named the third best comprehensive school in the East Midlands.

Grantham College & University Centre offers a more vocational experience for students, with opportunities to experience the world of work while students are learning and getting the skills needed for their next step, whether that is employment, an apprenticeship, or a degree.

The First World War changed women's lives in profound ways as they entered occupations previously reserved for men. Edith Smith was one such pioneer. She was the first woman to be she was the first woman in the UK to be given powers of arrest when she was sworn in as a police constable in Grantham in December 1915.

Famous former residents of Grantham include renowned physicist and mathematician Sir Isaac Newton and the UK's first female Prime Minister, Margaret Thatcher. Celebrities born in Grantham include, Holly Humberstone (singer-songwriter), Patrick Bamford (professional footballer), Ross Edgley (athlete, ultra-marathon sea swimmer and author), Leo Taylor (Drummer), John Dixon (cricketer), Nicholas Parsons (actor and radio and television presenter) and Antonio Berardi (fashion designer).

Grantham is home to St Wulframs Church, which has the second largest spire in Lincolnshire. St Wulframs host incredible events, such as the beer festival and an ice skating rink at Christmas.

Grantham hosts a market every Saturday in the town centre, although not at the market place.

Grantham has three parks that have been accredited with the green flag status. Queen Elizabeth park, Dysart Park and Wyndham Park. There is a reason why Wyndham Park has held green flag status for twelve years: it is an incredible space to spend time with family and friends. A café, ice cream parlour, restrooms, children's playgrounds, tennis courts, and a model boating lake are just some of the park's facilities and with plenty more to do and explore, you could happily spend all day there.

Other attractions in Grantham include the brilliant Guildhall Arts Centre, who hosts shows, groups, art collections and half term events, plus many more! Next door is Grantham Museum, which is free to visit, you can learn all about Grantham and its incredible history!

Nearby visitor attractions include Belton House, Harlaxton Manor, Easton Walled Gardens, Woolsthorpe Manor and Belvoir Castle!



The Deepings

The Deepings is the collective name given to the historic town of Market Deeping and the surrounding villages of Deeping St James, West Deeping and Deeping St Nicholas.

With a history dating back beyond the Bronze Age, the charming town of Market Deeping stands proudly on the River Welland, to the east of Stamford.

Today the town is thriving with a varied and busy high street in an attractive historic setting and is home to the ever-growing biennial Deepings Literary Festival which attracts many of the greats from the literary world. There is currently a Wednesday Market held in the shopping centre car park.

There is also the Deepings Raft Race which is held annually. The Deepings has a real community spirit!

The Deepings owes its architecture and character to the merchant wealth flowing from the ancient River Welland and the former Deepings to Stamford canal, with its towpath perfect for walking and cycling.

A walk down the glorious Georgian Church Street is a must, stopping off at the ancient St Guthlac's Church which dates from the 13th century. 15th century improvements were funded by Margaret Beaufort – the mother of Henry VII – whose family crest can be seen on the tower. St Guthlac's retains many features from an earlier Anglo-Saxon church, and has two sundials on the tower.

Among the other gems to be found in the Deepings is the magnificent Priory Church in Deeping St James, originally a Benedictine priory which dates back to 1139. Just around the corner is the tiny market cross, converted to the village lock up in 1819, capable of housing three criminals.

The Deeping is surrounded by natural beauty, wildlife lovers should not miss Deepings lakes. A wetland nature reserve with lakes and pools, noted for its wildfowl and waterbird communities making it ideal for birdwatching. Explore the bird hide that looks over the lake or follow the path and discover the wildflower meadow.

Industry is predominantly sited in two areas, Northfield Industrial Estate and Hard's Lane, Frogmire. Both locations have a mix of small and medium-sized enterprises and small and micro businesses. The Northfield site being the largest where the Eventus Business Centre houses a wide variety of service sector businesses.

Market Deeping is home to some fantastic small local businesses such as the Iron Horse Ranch house who host amazing community events. The Market Deeping antiques and craft centre is a must visit when you are in town, plus they are home to not one but two award winning chip shops! The local library is a hub of support for the town.

Nearby attractions include John Clare Cottage and Tallington Lakes.



Stamford

Stamford is praised for several different qualities, from its unique blend of history and Georgian architecture to its unique and quality shopping. Stamford won the supreme compliment from the Sunday Times newspaper as 'Britain's top place to live' in 2021, and was proclaimed by Sir Walter Scott as 'the finest sight on the road between London and Edinburgh'

John Betjeman said that Stamford was 'England's most attractive town'

Stamford was the first designated conservation area in England in 1967. The whole of the old town and St Martins has become an area of outstanding architectural and historic interest of national importance. Stamford has over 600 listed buildings of mellow limestone including five medieval churches. Stamford is unanimously considered a charming, character-filled and picturesque destination. Which has made Stamford an extremely popular filming location. Although due to the regulations, it can be difficult to amend the infrastructure of the town.

There is a thriving high street with coffee shops, restaurants and a vast range of retailers to tempt you. The local business community is thriving thanks to a group called 'Shop Stamford' who created the Little Book of Stamford and host shop Stamford Saturdays, with exclusive events and deals! Stamford was named as having one of the best high streets on the country in 2023, ranking fourth out of 15 destinations in the list, which was comprised by The Telegraph's UK destination experts.

There is a main street market each Friday with a smaller Saturday market. Once a fortnight there is a Farmers' Market.

The popular Stamford Town Trail takes you through the market town exploring quaint passageways, main thoroughfares and market squares. Guided walks are available with official guides. There are tranquil river walks, fine Georgian buildings and an interesting cultural heritage which attracts visitors from far and wide including the magnificent Burghley House.

Other attractions include the Stamford Arts Centre, where there is something for everyone, art classes, a gallery, dance groups, shows and a comedy club to name a few. There is also the Browne's Hospital and Museum, Browne's Hospital and Museum is a true hidden gem, in the heart of Stamford. The Hospital was founded by William Browne, a rich wool merchant of Stamford, and built in 1475 in the reign of Edward IV. The building itself is stunning and home to an exceedingly rare stained-glass window.

Stamford is the home of a vibrant poetry scene and has two poet laureates. The current Stamford Poet Laureate is Scott Coe and the inaugural Youth Laureate is Daniel Paice.

There are 12 schools in Stamford (excluding independent schools), including 10 primary schools and two secondary schools.

Stamford College offers education and training to over 2,000 students every year providing a huge range of courses to suit everyone – A Levels, vocational, part-time adult courses, apprenticeships, higher education and professional training for businesses tailored to both individuals and employers.



Employment Land

In addition to the town centres, major employment areas in the district include:

Grantham Southern Gateway - a key strategic allocation to the south of Grantham running along the A1. The site is set to deliver a suite of employment sites totalling around 170ha of B2 (General Industry), B8 (Storage and Distribution) and E(g) use classes, which also includes a designer outlet village.

Stamford St Martins Park - a high-quality mixed-use development comprising of 10,000 square metres (Gross Internal Area - GIA) of offices and workshops, circa 190 dwellings, a retirement village including ancillary facilities, local food store, café and public open space.

The Deepings - Extension to Northfields

industrial Estate - a 14-hectare extension to the current small to medium sized enterprise site located to the North East of Market Deeping which is serviced by good connectivity to the A15.

Bourne land south of Spalding Road – an 8-hectare allocation to the East of Bourne within the surrounding employment context of the area, which is set to deliver B2 (General Industry), B8 (Storage and Distribution) and E(g) employment generating uses.

Roseland Business Park - a 9ha addition to the well-established multi-let Industrial Estate, comprising some 18 buildings currently configured as 27 units ranging from 1,000 to 50,000 square feet (sqft). The site has good connectivity to the A1 and surrounding transport links.

South Kesteven District Council is currently reviewing its Local Plan up until 2041 and has commissioned an Employment Land Study (2023) to assess the balance of supply and demand in the context of changing employment needs, trends, and challenges to ensure that the Local Plan Review maximises future economic growth.

The Employment Land Study (2023) has identified South Kesteven has circa 361 hectares of developed employment land, circa 247 hectares of vacant land that could be used for employment generating uses and circa 46 hectares of land with potential for employment intensification.

The Local Plan review intends to continue protecting key strategic sites across the district, while ensuring that sufficient land is allocated to maximise South Kesteven's broader local economic growth objectives such as high value job generation and increased inward investment.



02 Strategy and policy context

This Economic Development Strategy is complimentary to several policy and strategy documents which have relevance to the South Kesteven economy. For ease of reading, policy and strategy documents are presented under the four categories of: national policies, national funding, regional policy and local policy.

National policies

Central Government sets national economic policies, typically in the form of legislation, ministerial statements, Government guidance and policy frameworks.

Funding relating to economic development is continually evolving, most of which is currently aligned to the Government's levelling-up agenda.

The National Planning Policy Framework

In England, the 'plan-led' approach to the regulation of land and development places local plans at the heart of the town and country planning system.

Under this system, local plans form part of the statutory 'development plan' for an area. This forms the starting point for the determination of planning applications unless material considerations indicate otherwise. Chapter three of the 2023 National Planning Policy Framework (NPPF) sets out requirements for preparing a Local Plan which each local planning authority is expected to prepare, either singly, or jointly with other authorities.

<https://www.gov.uk/government/publications/national-planning-policy-framework--2>

The Government is changing planning law with the Levelling Up and Regeneration Act (LURA) 2023 which will set wide ranging reforms to the planning system. From an economic development perspective the new powers will try and speed up the process, deliver infrastructure and revitalise communities, town centres and high streets whilst ensuring all development is beautiful.

How this policy impacts South Kesteven:

The Council will ensure the planning process is effective, efficient, high quality and timely. Unlocking land and stalled development sites and providing effective delivery of strategic sites features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.

Heritage protection

South Kesteven is one of the most heritage rich local authority district in the East Midlands with 2150 listed buildings, 600 of which are in Stamford. There are 120 Grade I listed buildings in South Kesteven and around 200 Grade II, along with 92 Scheduled Ancient Monuments.

Historic England provides a comprehensive online guide to heritage protection in England.

<https://www.legislation.gov.uk/ukpga/1990/9/contents>

Stamford was the first urban conservation area to be designated in England in 1967. There are currently 48 conservation areas in South Kesteven.

https://www.southkesteven.gov.uk/sites/default/files/2023-07/Conservation_Area_Locations_-_updated_November_2022.pdf

How this policy impacts South Kesteven:

The Council will celebrate and promote the strong heritage and rich culture of South Kesteven. Preserving and enhancing the heritage assets of the District features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.

Levelling Up the United Kingdom

The 2022 levelling up White Paper specified 12 missions to be achieved by 2030 covering aspects of government policy. The twelve missions form the backbone of what it means to 'level up' as follows: living standards, transport infrastructure, digital connectivity, education, skills, health, wellbeing, pride in place, housing, crime, local leadership and research and development (R&D).

https://assets.publishing.service.gov.uk/media/620b780be90e0710bdc09964/Levelling_Up_the_United_Kingdom_accessible_version_.pdf

How this policy impacts South Kesteven:

The Council will work towards reducing inequalities in the District with pockets of severe deprivation eliminated by 2034. This means no part of the District ranking in the bottom decile for relative deprivation. Championing a stronger local economy features as part of the inward investment focus of the economic development strategy's accompanying action plan.

Armed Forces Act

The Armed Forces Act, came into force in November 2022. It conveys a duty requiring those who serve or have served in the Armed Forces, and their families, suffer no disadvantage because of their service.

<https://www.legislation.gov.uk/ukpga/2021/35/contents>

The Council employs a dedicated Armed Forces Officer, supported by an elected member Armed Forces Champion, and has designated officers delivering specialist support within the revenues and benefits, cost of living and housing teams.

An annual update report is presented to the relevant Council Overview and Scrutiny Committee, the last time was in February 2024:

<https://moderngov.southkesteven.gov.uk/documents/s40570/Appendix%201.pdf>

How this policy impacts South Kesteven:

The Council has a duty to help serving personnel, reservists, veterans and their families to have the same equality of access to public services as civilians, recognising the unique obligations of, and sacrifices made by, the Armed Forces. Supporting the delivery of the Armed Forces Covenant pledges features as part of the skills development focus of the economic development strategy's accompanying action plan.

The Skills Act

In April 2022, new laws were passed through the Skills and Post-16 Education Act. To help transform the skills and training landscape and level up opportunities across the country.

The Act includes the introduction of key measures. Of note is creating a workforce for jobs now and in the future. As a result, skills to support the green economy will be prioritised. To enable children to explore a wide range of careers, schools will be required for pupils to meet people who provide technical educational routes for example, apprenticeships, T levels and traineeships.

<https://educationhub.blog.gov.uk/2022/04/28/everything-you-need-to-know-about-the-skills-act/>

How this policy impacts South Kesteven:

The Council will develop links with educational institutions to upskill residents to meet the needs of the current and future economy. A range of interventions feature as part of the skills development focus of the economic development strategy's accompanying action plan.

Net zero

Referred to as the net zero target, the Government is committed to a 100% reduction of greenhouse gas emissions by 2050 compared with 1990 levels.

The Government has a range of policies aimed at reducing greenhouse gas emissions, with the main policy document being the net Zero Strategy (Build Back Greener), published on 19 October 2021 and updated in April 2022.

<https://www.gov.uk/government/publications/net-zero-strategy>

How this policy impacts South Kesteven:

The Council will reduce operational emissions to achieve the target of a 30% reduction on 2019 by 2030 and develop modelling to set a target of achieving Net Zero operations as soon as viable. Supporting the path to net zero features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.

UK Innovation Strategy

The UK Innovation Strategy was launched in July 2022 which sets out the Government's ambitions for an innovation-led economy. Four key pillars of unleashing business, people, institutions and places and missions and technologies are areas designed to foster an environment which maximises support for businesses at the cutting edge of innovation.

<https://www.gov.uk/government/publications/uk-innovation-strategy-leading-the-future-by-creating-it>

How this policy impacts South Kesteven:

The Council will embrace and maximise opportunities for innovation, improvement and securing external funding. Supporting innovation and enterprise activities features as part of the inward investment focus of the economic development strategy's accompanying action plan.

Devolution

The 2022 Levelling Up White Paper (LUWP) sets out how opportunity will be spread more equally across the UK and established the Government's current approach to devolution in England.

<https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>

The devolution proposal will create a Mayoral County Combined Authority (MCCA) as included in the Levelling Up and Regeneration Act 2023. MCCAs are a new model of devolution introduced through this Act to reflect specific governance arrangements of areas with two-tier government.

The devolution deal for Greater Lincolnshire, as provisionally agreed between the Government and the local authorities of Lincolnshire County Council (LCC), North East Lincolnshire Council (NELC) and North Lincolnshire Council (NLC) on 22 November 2023, invited South Kesteven District Council to engage with the consultation exercise and implementation process.

District and Borough Councils do not sign off the MCCA as that is the responsibility of the three Constituent Councils of LCC, NELC and NLC. A level three devolution deal does not change the current structure of local government in Lincolnshire.

Following a motion agreed at an Extraordinary Meeting of the Council, South Kesteven District Council responded to the consultation exercise and implementation process ahead of the survey's conclusion in January 2024.

<https://researchbriefings.files.parliament.uk/documents/CBP-8599/CBP-8599.pdf>

National Funding

Funding is typically accessed by a competitive bidding process, either directly to Government or through the Local Enterprise Partnership. The process generally includes a defined criteria relating to defined outputs, conditions (such as timescale for delivery, private sector leverage) and is often subject to a business case.

Funding availability is generally small and targeted, which emphasises the need for designing projects which can be split according to funding constraints.

UK Shared Prosperity Fund

The UK Shared Prosperity Fund (UKSPF) supports the UK Government's commitment to level up all parts of the UK, as a replacement for EU structural funding. The priorities for the funding are to support communities and place, local businesses and people and skills. South Kesteven has received £3,898,582 from the UKSPF.

Rural England Prosperity Fund

South Kesteven District Council was awarded £540,460 in funding for projects which will be delivered by March 2025. The fund supports capital projects for small businesses and community infrastructure aimed at helping improve productivity and strengthen the rural economy and rural communities.

Having integrated the UKSPF and Rural Fund, the Local Economic Forum (LEF) was established to brings together local stakeholders in South Kesteven to provide advice and guidance on the strategic fit and deliverability of the UKSPF Investment Plan, the Rural Fund and the Economic Development Strategy. The LEF meetings take place quarterly and are supported by three subgroups associated with communities, local business and people & skills. The terms of reference of the LEF are available online at:

<https://moderngov.southkesteven.gov.uk/documents/s37012/Local%20Economic%20Forum%20-%20Terms%20of%20Reference.pdf>

How this policy impacts South Kesteven:

The Council will distribute the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) and explore opportunities to develop a legacy beyond the funding period. Creating pride of place features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.



Regional Policy

Greater Lincolnshire Local Enterprise Partnership (GLLEP)

Local enterprise partnerships (LEPs) are non-statutory bodies responsible for local economic development in England. The Government confirmed in August 2023, direct core funding for LEPs would cease from April 2024. The financial resources will instead be directed to local authorities with upper tiers encouraged to take on the LEP functions. In Lincolnshire, it has been agreed between the LEP Board and local authorities, the Greater Lincolnshire Local Enterprise Partnership (GLLEP) will continue to operate as an independent body for the medium term.

The GLLEP's 2021 Greater Lincolnshire's Economic Plan for Growth drew on the evidence gathered for the Local Industrial Strategy and on fresh analysis considering the impact of COVID. The Plan calls for radical transformation of the economy, recognising that consumer behaviours and market incentives have changed into the long-term. That means a pivot towards more environmentally friendly modes of transport and upgrading digital infrastructure to allow innovation to thrive in Greater Lincolnshire.

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/>

How this policy impacts South Kesteven:

The Council will work in partnership with relevant partners to deliver and support targeted initiatives across the district to help communities to be more self-sufficient. Fostering an understanding of skills and training needs for the existing and future workforce features as part of skills development focus of the economic development strategy's accompanying action plan.

Lincolnshire County Council (LCC)

In July 2022, LCC published A 2050 Vision for Greater Lincolnshire. This sets out an ambition for life in Greater Lincolnshire in 2050. The document involves three spheres of action: Community, Moving & Living Well, and Economy of Innovation Working for All.

<https://lincolnshire.moderngov.co.uk/documents/s54038/Devolution%20appendix%201%20Vision.pdf>

How this policy impacts South Kesteven:

The Council will work will champion community participation and collaborative partnerships with businesses and other public sector organisations. Collaborating with Lincolnshire County Council to capitalise on the benefits of the Team Lincolnshire brand features as part of inward investment focus of the economic development strategy's accompanying action plan.

Local Skills Improvement Plans

The Local Skills Improvement Plan (LSIP) is an initiative funded by the Department for Education. LSIPs are a key part of achieving the aim set out initially in the Skills for Jobs whitepaper, which looked to put employers more firmly at the heart of the skills system. The goal is to ensure businesses and people have the skills they need to thrive and progress. The Federation of Small Businesses (FSB) were chosen to lead the development of the LSIP in Greater Lincolnshire.

<https://www.fsb.org.uk/greater-lincolnshire-rutland-lsip.html>

How this policy impacts South Kesteven:

The Council will embed and strengthen the Local Economic Forum as a key institution for local stakeholders to shape the district's approach to skills, business support and investment reducing barriers some people face to employment features as part of skills development focus of the economic development strategy's accompanying action plan.

Local Policy

South Kesteven Corporate Plan 2024-2027

The Corporate Plan sets out the strategic vision and key priorities of the Council. The Plan underpins the delivery of all the Council's strategic activity and provides the performance framework for managing the delivery of the actions and priorities in the Plan. It is good practice for a public sector organisation seeking to deliver a wide set of aims and objectives to produce a Corporate Plan and regularly review the activity and achievements against it.

Following an all-member consultation and a four-week public consultation, in January 2024 Council approved the new Corporate Plan for adoption from 1 April 2024.

There are five, each representing a key sphere of activity for the Council. Each Priority is accompanied by a Mission, a succinct statement that encapsulates the priority and defines its scope. The five priorities and their accompanying missions are:

- **Priority 1** - Connecting Communities: To enhance the strength, wellbeing, security and capacity of all our communities for a thriving and cohesive society that all our residents are proud to belong to.
- **Priority 2** - Sustainable South Kesteven: To meet the challenge of climate change and ensure a clean, green and healthy natural and built environment for present and future generations.
- **Priority 3** - Enabling Economic Opportunity: To enable and support a dynamic, resilient and growing local economy, which benefits all our communities.
- **Priority 4** - Housing: To ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.
- **Priority 5** - Effective Council: To deliver trusted, high quality and value-for-money services that fulfil the needs and expectations of all our residents.

<https://moderngov.southkesteven.gov.uk/documents/s40516/Appendix%201%20-%20Corporate%20Plan.pdf>

Climate Action Strategy

Following public consultation, a revised Climate Action Strategy was adopted in November 2023, setting out South Kesteven District Council's aspirations to reduce carbon emissions and adapt to the impacts of climate change within the district.

https://www.southkesteven.gov.uk/sites/default/files/2023-10/Climate_Action_Strategy.pdf

How this policy impacts South Kesteven:

The Council will lead and champion the local response to climate change with the ambition of a net zero district by 2041. Investing in clean growth features as part of the business and job creation and employment safeguarding focus of the economic development strategy's accompanying action plan.

The South Kesteven Local Plan

The adopted Local Plan sets out planning policies for South Kesteven up to 2036. It sets out the vision, objectives, spatial strategy and policies for the future development of the District. It identifies land and allocates sites for different types of development, such as housing and employment to deliver the planned growth for South Kesteven to 2036.

<https://www.southkesteven.gov.uk/planning-building-control/planning-policy-local-plans/south-kesteven-local-plan>

A review is now underway of the Local Plan which will roll the Local Plan forward by five years from 2036 to 2041. Housing and employment allocations are proposed in the Draft Local Plan which will be consulted on with Members, the public and stakeholders to meet identified needs of South Kesteven.

<https://www.southkesteven.gov.uk/planning-building-control/planning-policy-local-plans/local-plan-review>

How this policy impacts South Kesteven:

The Council will ensure an adequate supply of suitable land is allocated for commercial use and facilitated through the Local Plan. Developing investment ready projects and supplying sites for industry features as part of the inward investment focus of the economic development strategy's accompanying action plan.

Conservation

The Council are currently producing appraisal and management plans for each conservation area in South Kesteven. The completed appraisals are available to download as separate documents:

<https://www.southkesteven.gov.uk/planning-building-control/planning-development-management/conservation-and-listed-buildings-0>

More recently, the Council has permanently employed two Conservation Officers, their roles are to advise and promote the conservation of historic buildings, structures and areas of special historic or architectural interest so that future generations may enjoy them.

How this policy impacts South Kesteven:

The role of the Council is to work to conserve, promote and enhance this inheritance for the benefit of current and future generations. Preserving and enhancing the heritage assets of the District features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.

Grantham Transport Strategy

In December 2022, Lincolnshire County Council published the Grantham Transport Strategy to provide the framework for improving the travel choices and everyday journeys for people living, working and visiting Grantham in the short, medium, and longer term.

Whilst taking full account of the Lincolnshire County Council (LCC) Corporate Plan, Green Masterplan and Local Transport Plan 5, the strategy has a significant role to play in helping to address a range of strategic challenges that will affect Grantham over the coming years. It identifies schemes and interventions which aim to support a low carbon recovery from the effects of the COVID-19 pandemic and to allow for sustainable growth of the town and its economy.

<https://www.lincolnshire.gov.uk/downloads/file/7215/grantham-transport-strategy-summary>

A Grantham Transport Board has been established by LCC which includes County and District Member representation, with support from senior officers. Topics such as traffic signals, maintenance, major developments and traffic regulation orders features as agenda items.

How this policy impacts South Kesteven:

The Council will develop a long-term approach to regeneration and be prepared for investment and funding opportunities. Providing effective delivery of strategic sites features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.



Emerging Trees and Woodland Strategy

In February 2024, the Council initiated a consultation exercise inviting local people to contribute towards the development of a Trees and Woodlands Strategy. The strategy will set out the Council's position on the protection and care of existing trees and areas of woodland, as well as proposals for partnership working to support tree planting schemes.

How this policy impacts South Kesteven:

The Council will significantly increase tree planting across the District and manage, care and protect existing tree cover. Increasing urban tree canopy cover features as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.

The (emerging) Greater Lincolnshire Destination Management Plan

Following a 12-month visitor economy research project undertaken by an external research and marketing agency, Destination Lincolnshire commenced the writing of a new strategic plan for tourism and the visitor economy. Following any amends, the Destination Management Plan will go through an adoption process with the Greater Lincolnshire LEP, all councils and key stakeholders ending with a new collaboration agreement being signed with Visit England and national Government.

How the Destination Management Plan impacts South Kesteven:

The Council will promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths. Being an active partner of Destination Lincolnshire features as part of the enhancing South Kesteven's tourism and visitor economy offer focus of the economic development strategy's accompanying action plan.

Armed Forces Covenant

In July 2022, South Kesteven District Council was awarded the Employer Recognition Scheme (ERS) Gold Award by the Ministry of Defence (MOD) for support for the armed forces community. This makes the Council one of only 12 Gold Award holders in Lincolnshire, and among 643 Gold Award holders in the country.

The accolade, the highest available in the ERS, recognises the Council's action to support currently serving troops, service families, veterans and cadets.

The Council's Housing Team has been kept up to date on Armed Forces Act requirements and these are reflected in the Housing Allocations Policy.

South Kesteven District Council has engaged with the recently created industry-led forum, the Greater Lincolnshire Defence and Security Network (GLDSN). The GLDSN brings together national and international defence organisations, manufacturing, research, development and innovation expertise. The network is designed to provide a single forum to overcome sector challenges and identify business opportunities in Greater Lincolnshire and Rutland.

An annual update on Armed Forces engagement is considered by the Council's Rural and Communities Overview and Scrutiny Committee. The last update was in February 2024.

<http://moderngovsvr/documents/s40570/Appendix%201.pdf>

How the Covenant impacts South Kesteven:

The Council aims to encourage a defense-friendly environment across the District. Supporting the delivery of Armed Forces Covenant pledges features as part of the skills development focus of the economic development strategy's accompanying action plan.

Lincolnshire Women's Strategy

The Safer Lincolnshire Partnership created a new Lincolnshire Women's Strategy to facilitate the delivery in Lincolnshire of the outcomes sought by the Ministry of Justice's Female Offender Strategy 2018.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/719819/female-offender-strategy.pdf

The Lincolnshire Women's Strategy is hosted on the Lincolnshire Police and Crime Commissioners website and sees the Council committed to working together to improve outcomes for Lincolnshire women and girls at risk of entering or who have already entered the criminal justice sector.

<https://lincolnshire-pcc.gov.uk/media/3027/lincolnshire-womens-strategy.pdf>

As a signatory of the Lincolnshire Concordat, South Kesteven District Council have agreed to work with Lincolnshire agencies to identify and respond to the needs of women

<https://lincolnshire-pcc.gov.uk/transparency/lincolnshire-womens-strategy/lincolnshire-concordat/>

How this strategy impacts South Kesteven:

The Council will work in partnership with the voluntary, private and public sectors to enable the delivery of community projects and responsive support services to meet the needs of all our communities. Safety and accessibility audits feature as part of the inclusive growth and regeneration focus of the economic development strategy's accompanying action plan.



Contact

Alternative formats are available on request:
audio, large print and Braille

South Kesteven District Council

- 📞 01476 40 60 80
- ✉️ economicdevelopment@southkesteven.gov.uk
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Cabinet

16 April 2024

Report of the Chief Executive

Key and Non-Key Decisions taken under delegated powers

Report Author

Lucy Bonshor, Democratic Officer

 l.bonshor@southkesteven.gov.uk

Purpose of Report

This report provides an overview of decisions taken by individual Cabinet Members since the last meeting of the Cabinet on 12 March 2024.

Recommendations

That Cabinet:

1. Notes the content of this report.

Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	High performing Council
Which wards are impacted?	All

1.1 Since the Cabinet last met on 12 March 2024, the following Key and Non-Key decisions have been taken under delegated authority:

1.1.1 **Asylum Dispersal Funding**

Non-Key decision taken by the Leader of the Council and Cabinet Member for Finance and Economic Development on 15 March 2024.

Date decision effective: 23 March 2024.

The Decision Notice is attached at Appendix 1. The accompanying report can be viewed online at:

<https://moderngov.southkesteven.gov.uk/ieDecisionDetails.aspx?Id=1409>

1.1.2 **Beeden Park Play Area Refurbishment - Grantham**

Non-Key decision taken by the Deputy Leader of the Council and Cabinet Member for Property and Public Engagement on 5 April 2024.

Date decision effective: 13 April 2024

The Decision Notice can be viewed online at

<https://moderngov.southkesteven.gov.uk/mgDelegatedDecisions.aspx?bcr=1&DM=0&DS=2&K=0&DR=&V=0> provided that there was no call-in.

1.2 Any decision made after the publication of the agenda will be reported at the next meeting of the Cabinet.

CABINET MEMBER DECISION



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Decision:

That approval is granted to formally accept the allocation of £190,500 Asylum Dispersal Grant from the Home Office for 2023/24 and to allocate the funding to enable the home Office Asylum Dispersal Grant to be spent.

(1) Details of Decision

To seek approval to formally accept the allocation of £190,500 Asylum Dispersal Grant from the Home Office for 2023/24 and to allocate the funding to enable the home Office Asylum Dispersal Grant to be spent.

(2) Considerations/Evidence

The Home Office has made funding available to Local Authorities to be spent on expenditure incurred, or to be incurred by them in delivering its statutory duties in supporting Asylum Seeker Dispersal during the financial year 1 April 2023 to 31 March 2024.

To set out the reason behind the funding being required to support in the ongoing provision of statutory homelessness services.

(3) Reasons for Decision:

On 4 October 2023 the Home Office granted South Kesteven District Council asylum burdens funding totalling £190,500.

It has been agreed with the Home Office that this funding can be utilised not only for the asylum dispersal costs but also to assist the Council in its statutory homelessness duties, in particular the provision of emergency temporary accommodation.

Over the last 2 years there has been a significant increase in the number of households who require temporary accommodation. This together with a reduction in homelessness accommodation within our own stock due to Health & Safety works required, has increased external costs.

As of 24 January 2024, there are 18 households in B&B accommodation and

9 households in nightly paid accommodation in the district at an average cost of £70 per night.

There has also been an increase in complex cases with high support needs, meaning that more single homeless people are considered as priority and fall within the Council's statutory duties to accommodate them. With no other available options, nightly paid accommodation is frequently used

Conflicts of Interest

(Any conflict of interest declared by any other Cabinet Member consulted in relation to the decision to be recorded).

None

Dispensations

(Any dispensation granted by the Monitoring Officer in respect of any declared conflict of interest to be noted).

None

Decision taken by:

Name: Councillor Ashley Baxter
The Leader of the Council, Cabinet Member for Finance and Economic Development

Date of Decision: 15 March 2024

Date of Publication of Record of Decision: 15 March 2024

Date decision effective (i.e. 5 days after the date of publication of record of decision unless subject to call-in by the Chairman of an Overview and Scrutiny Committee or any 5 members of the Council from any political groups):

23 March 2024



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Cabinet

16 April 2024

Report of the Chief Executive

Cabinet Forward Plan

Report Author

Lucy Bonshor, Democratic Officer

 l.bonshor@southkesteven.gov.uk

Purpose of Report

This report highlights matters on the Cabinet's Forward Plan.

Recommendations

That Cabinet:

- 1. Notes the content of this report.**

Decision Information

Is this a Key Decision? No

Does the report contain any
exempt or confidential
information not for
publication?

What are the relevant
corporate priorities? High performing Council

Which wards are impacted? All

1. Cabinet's Forward Plan

- 1.1** The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 set out the minimum requirements for publicity in connection with Key Decisions. The Council meets these legislative requirements through the monthly publication of its Forward Plan.
- 1.2** Cabinet may also receive reports on which it is asked to make recommendations to Council or review the contents and take necessary action. These items are also listed on the Forward Plan.
- 1.3** Non-Key Decisions made by Cabinet are also included within the Forward Plan.

2. Appendices

- 2.1** Appendix 1 – Cabinet's Forward Plan



SOUTH
KESTEVEN
DISTRICT
COUNCIL

CABINET FORWARD PLAN

Notice of decisions to be made by Cabinet

5 April 2024 to 4 April 2025

At its meetings, the Cabinet may make Key Decisions and Non-Key Decisions. It may also make recommendations to Council on matters relating to the Council's budget or its policy framework.

A Key Decision is a Cabinet decision that is likely:

1. To result in the District Council incurring expenditure which is, or the making of savings which are, significant having regard to the District Council's budget for the service or function to which the decision relates (for these purposes, South Kesteven District Council has agreed £200,000 as the threshold at which a decision will be considered significant); or
2. To be significant in terms of its effects on communities that live or work in an area comprising two or more wards.

The Forward Plan

The Cabinet Forward Plan is a rolling, 12-month plan that will be updated on a regular basis. It includes those Key Decisions and Non-Key Decisions that are scheduled to be considered by Cabinet during the plan period.

Notice of future Cabinet decisions and recommendations to Council

Summary	Date	Action	Contact
Replacement Depot - Award of Construction Contract - Key Decision			
To seek approval to enter into a build contract to construct the Turnpike Close site owned by the Council.	16 Apr 2024	To award the contract.	The Leader of the Council, Cabinet Member for Finance and Economic Development (Councillor Ashley Baxter) Gyles Teasdale, Property Services Manager E-mail: g.teasdale@southkesteven.gov.uk
Economic Development Strategy Consultation – Non Key Decision			
To seek Cabinet approval for stakeholder consultation on a draft Economic Development Strategy for how the Council will respond positively to support growth for South Kesteven in the long term.	16 Apr 2024	Approval to commence consultation.	Councillor Ashley Baxter Nick Hibberd, Head of Economic Development and Inward Investment E-mail: nick.hibberd@southkesteven.gov.uk
South Kesteven District Council Electrical Energy Contract - Key Decision			
Provide agreement to enter into contract, via framework, to award SKDC electrical energy contract across the SKDC portfolio.	16 Apr 2024	To enter into the contract.	Deputy Leader of the Council (Councillor Richard Cleaver) Gyles Teasdale, Property Services Manager E-mail: g.teasdale@southkesteven.gov.uk
Trees and Woodland Strategy for South Kesteven – Non Key Decision			
To seek the support of Cabinet for the South Kesteven District Council Trees and Woodlands Strategy 2024 - 2034.	14 May 2024	Recommend to Cabinet to approve the new South Kesteven District Council Trees and Woodlands Strategy 2024 - 2034	Cabinet Member for Environment and Waste (Councillor Rhys Baker) Serena Brown, Sustainability and Climate Change Officer E-mail:

Summary	Date	Action	Contact
Review of Public Space Protection Orders - Key Decision			
To review the existing Public Space Protection Orders in force across the District.	14 May 2024	To agree a course of action for PSPOs in the District.	Cabinet Member for People & Communities (Councillor Rhea Raysia) Ayeisha Kirkham, Head of Public Protection E-mail: ayeisha.kirkham@southkesteven.gov.uk
Contract Award for Stock Condition Surveys - Key Decision			
To award the contract for Stock Condition Surveys	14 May 2024	To agree the contract.	Cabinet Member for Housing & Planning (Councillor Phil Dilks) Andy Winch, Improvements Manager - Technical Services E-mail: andrew.winch@southkesteven.gov.uk
South Kesteven District Council Car Parking Order – Tariff Changes - Key Decision			
The amendment to the existing South Kesteven District Council Car Parking Order Tariffs - amendment to the Car Parking Order needs to be done by way of modification Order – this has the effect to modify/amend the original Order.	14 May 2024	To consider the modification Order.	The Leader of the Council, Cabinet Member for Finance and Economic Development (Councillor Ashley Baxter) James Welbourn, Democratic Services Manager (Deputy Monitoring Officer) E-mail: james.welbourn@southkesteven.gov.uk
Vehicle Procurement - Key Decision			
To approve the Capital spend of over £200,000 for 2024/25 for street cleaning, refuse vehicles and vans, and other assorted vehicles.	Not before 31st May 2024	To approve the spend.	Cabinet Member for Environment and Waste (Councillor Rhys Baker) Kay Boasman, Head of Waste Management and Market Services E-mail: kayleigh.boasman@southkesteven.gov.uk

Summary	Date	Action	Contact
Animal Welfare Policy – Non-Key Decision			
A new Animal Welfare Policy for approval by Cabinet, following the 4-week consultation with the public, local businesses, partner agencies and other organisations.	Not before 31st May 2024	To approve the policy	Cabinet Member for Corporate Governance and Licensing (Councillor Philip Knowles) Heather Green, Licensing Team Leader E-mail: heather.green@southkesteven.gov.uk
Lease to Grantham Town Football Club – Non-Key Decision			
The granting of a lease and delegation of authority to the Deputy Chief Executive in consultation with the Cabinet Member for Culture and Leisure to enter into it	Not before 3rd Jun 2024	To agree to enter into the lease.	Cabinet Member for Leisure and Culture (Councillor Paul Stokes) Karen Whitfield, Assistant Director – Leisure, Culture and Place E-mail: karen.whitfield@southkesteven.gov.uk