

Culture and Leisure Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Tuesday, 5 September 2023 at 10.00 am
Council Chamber - South Kesteven House, St. Peter's Hill,
Grantham. NG31 6PZ

Committee Members: Councillor Paul Fellows, Vice-Chairman of the Council (Chairman)
Councillor James Denniston (Vice-Chairman)

Councillor Emma Baker, Councillor Harrish Bisnauthsing, Councillor Gareth Knight,
Councillor Robert Leadenham, Councillor Paul Martin, Councillor Chris Noon and
Councillor Susan Sandall

Agenda

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

- 1. Public Speaking**
The Council welcomes engagement from members of the public. To speak at this meeting please register no later than 24 hours prior to the date of the meeting via democracy@southkesteven.gov.uk
- 2. Apologies for absence**
- 3. Disclosure of Interests**
Members are asked to disclose any interests in matters for consideration at the meeting.
- 4. Minutes from the meeting held on 13 June 2023** (Pages 3 - 12)

Published and dispatched by democracy@southkesteven.gov.uk on Friday, 25 August 2023

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Karen Bradford, Chief Executive
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5. **Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**
6. **Update on Markets** (Pages 13 - 26)

This report informs Members of a recent review of South Kesteven District Council operated street markets. The review includes factual data gathered during visits to the markets in Bourne, Stamford and Grantham. It also proposes a potential way forward for developing street markets.
7. **HelloSK App and Draft Discover South Kesteven website** (Pages 27 - 66)

The purpose of this report is to provide information on the progress and future promotional plans for the HelloSK app, along with early sight of the Discover South Kesteven website proposed to be published (viewable) live on the web.
8. **Outturn 2022/23 position for LeisureSK Ltd** (Pages 67 - 72)

To provide Members with the outturn position for LeisureSK Ltd for financial year 2022/2023.
9. **Sport and Physical Activity Strategy Action Plan six-monthly update** (Pages 73 - 89)

To provide an update on the progress and delivery of the Council's Sport and Physical Activity Strategy (2021 to 2026).
10. **Performance of LeisureSK Ltd** (Pages 91 - 110)

To provide an update to the Culture and Leisure Overview and Scrutiny Committee on the performance of LeisureSK Ltd against the leisure management contract objectives.
11. **Cultural Strategy KPIs** (Pages 111 - 116)

To consider a series of key performance indicators to measure the effectiveness of the Cultural Strategy.
12. **Work Programme 2023-24** (Pages 117 - 122)

To consider the Committee's Work Programme for 2023-24.
13. **Any other business which the Chairman, by reason of special circumstances, decides is urgent**

Minutes

Culture and Leisure Overview and Scrutiny Committee

Tuesday, 13 June 2023, 10.00 am

Council Chamber – South Kesteven
House, St. Peter's Hill, Grantham.
NG31 6PZ



SOUTH
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Committee Members present

Councillor Paul Fellows (Chairman)
Councillor Virginia Moran
Councillor Emma Baker
Councillor Harrish Bisnauthsing
Councillor Gareth Knight
Councillor Robert Leadenham
Councillor Paul Martin
Councillor Susan Sandall

Cabinet Members present

Councillor Ashley Baxter (Deputy Leader of the Council)
Councillor Phil Dilks (Cabinet Member for Culture and Leisure)
Councillor Paul Stokes (Cabinet Member for Planning and Housing)

Other Members present

Councillor Tim Harrison
Councillor Graham Jeal
Councillor Ian Selby

Officers

Richard Wyles (Chief Finance Officer, S151 Officer)
Nicola M^cCoy-Brown (Director of Growth and Culture, Deputy Monitoring Officer)
Graham Watts (Assistant Director of Governance, Monitoring Officer)
Karen Whitfield (Assistant Director of Culture and Leisure)
Jon Hinde (Head of Economic Development)
Debbie Roberts (Head of Policy, Performance and Corporate Projects)
Jade Porter (Arts and Cultural Services Manager)
Amy Pryde (Democratic Services Officer)

1. Public Speaking

There were none.

2. Apologies for absence

An apology for absence had been received from Councillor James Denniston.

Councillor Virginia Moran substituted for Councillor James Denniston.

3. Disclosure of Interests

There were none.

4. Minutes from the meeting of Culture and Visitor Economy Overview and Scrutiny Committee on 28 February 2023

It was proposed, seconded, and **AGREED** that the minutes of the meeting held on 28 February 2023 were a correct and accurate record.

The Chairman queried whether Grantham market and the cost of the running of the market would be brought back to the Committee.

The Director of Growth and Culture confirmed a market operational report would be going to Governance and Audit Committee on 14 June 2023.

5. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service

There were none.

6. End of year KPI's

The Head of Corporate Projects, Policy and Performance presented the report that outlined end of year performance indicators up to 31 March 2023.

Appendix A of the report was a usual template of the KPI ratings, 4 actions were rated green and 2 were rated amber. The new Committee were provided with a general overview of all work carried out towards those indicators throughout the year.

Healthy and strong communities 11 was to improve and invest in locals arts and culture venues. There were approved ongoing capital works within the centers. Roof works had begun on Stamford Arts Centre and works taking place at the Guildhall had been completed.

Healthy and strong communities 13 was a review of the arts services and short- and medium-term action had been completed. This included the agreed restructure of the team, opening hours reviews, information around Lincolnshire One Venues (LOV) working and Leisure SK Ltd.

Healthy and strong communities 4 was the adoption of sport and physical activity strategy, which had been completed.

The new Committee were provided with links to work streams discussed. Appendix one was the relevant end of year KPIs that the Committee were responsible for:

- Capital Programme for the arts center's – rated green
- Arts restructure and Cultural Strategy – rated green
- Working towards adoption of a tourism strategic framework – rated green
- Markets – rated amber

One Member requested an update on the works taken place at Stamford Arts Centre and the timeframe of when the center would be open for full use.

The Assistant Director of Culture and Leisure confirmed that Stamford Arts Centre was fully operational at present, and the programme levels were back to pre-pandemic numbers. The only area that was awaiting completion was the introduction of a café at Stamford Arts Centre, the lease was in its final form with the tenant.

A query was raised on whether the Tennis Club in Grantham were administering the tennis courts at Wyndham Park. It was further queried how time slots could be booked and how the resource could be paid for.

It was noted that the Council were awaiting the final details of the lease paperwork being signed and then a launch would take place. There had been a slight delay due to an agreement being sought from Fields in Trust to enter the lease with Grantham Tennis Club.

It was suggested further physical activities be available at Wyndham Park to initiate an outdoor 'mini leisure center' in the park, which would encourage communities to become more active.

The Chairman highlighted that many groups within the District were also community-led rather than Council-led.

One Member queried who moderated, measured and set the action statuses.

A further query was raised on works undertaken on the actions that were significantly below target.

Clarification was sought on the change of the Council's Corporate Plan and how new KPIs would feed into each Committee.

The Committee were reminded only KPIs 11 and 13 were relevant to this Committee, and the others would be considered by relevant scrutiny Committees and therefore, actions of underperformance would be considered in the reports for those Committees.

The original benchmarking and KPIs were set by the Culture and Visitor Economy Overview and Scrutiny Committee when the Council adopted the Corporate Plan.

The target ratings and commentary was fully endorsed and reviewed by Members, Directors and Senior Management Team prior to Committee approval.

Regarding the setting of new KPI's, each Committee would review and be a part of the KPI and performance setting which will commence in April 2024, with the new Corporate Plan being due for adoption in Autumn 2023.

One Member requested background information, funding information, purpose, target audience and objectives of the Hello SK App. It was felt 1,000 residents seemed a low number of people engaging on the Hello SK App.

The Head of Economic Development informed the Committee that funding for the Hello SK App came from the Welcome Back Fund, which was a Government initiative post-pandemic. The plan was to reach a critical mass of 200 businesses and 1,000 residents. A Member induction to the Hello SK App had been organised. The objective of the App going forward, was to engage more retailers.

It was proposed, seconded and AGREED that the Committee:

1. Review and scrutinise the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan priorities and outcomes.

2. Use this report to inform and support their ongoing work programme

7. Grantham Christmas Lights

The Cabinet Member for Culture and Leisure presented the report that outlined the Council's responsibility for the provision of Christmas lights in Grantham.

This provision had been supported by a modest budget of £17,500 from the Grantham Special Expense Area budget. The current lights were over 10 years old and the number of serviceable lights had reduced significantly.

The Christmas period 2022, had resulted in significant complaints and negative media interest.

Following a compliant procurement, there was now an option for the Council to enter a 3-year hire agreement to provide an improved light display in the town centre for Christmas 2023 and beyond.

In addition, it was proposed that this be complemented by the usual Christmas tree in the marketplace, family friendly activities and a Christmas market on the light switch-on day.

The 3-year hire cost could be met from the Grantham Special Expense Area budget or the supporting reserve and the contract could be novated to Grantham Town Council once established.

The one-off first year infrastructure costs, including the installation of uplighters on St Peter's Hill could be funded from the District allocation of the UK Shared Prosperity Fund.

Appendix one to the report provided a visual representation of the types of lights and interventions which would be provided, should the report be supported by the Committee.

A query was raised on whether Grantham Town Council would be financially impacted by the 3-year lease when the contract is novated over to them.

Concern was raised on whether this would commit South Kesteven District Council to paying £30,000 for an ongoing 3 years meaning a high budget. It was further queried whether the £17,500 currently being paid for Christmas lights would be deducted from the total of £30,000 if the 3-year hire cost be accepted.

Further information of the grant was requested and whether the Council could determine how the fund be utilised.

The Chief Finance Officer reminded the Committee the report was a recommendation on the allocation of the UK Shared Prosperity funding for the Christmas lights. UK Shared Prosperity had its own governance and criteria to be met. Officers had undertaken an initial assessment and deemed the appropriateness to signpost the £30,800 to UK Shared Prosperity Fund.

It was confirmed that when Grantham Town Council comes into fruition, there would still be a requirement of a Grantham Special Expense Area operated by South Kesteven District Council. Once a Town Council was formed, ongoing discussions would take place regarding the services appropriated across in a mutual agreement. If accepted by the Town Council, they would then precept upon residents of Grantham to run services. The £30,800 commitment would become a Town Council responsibility and they would precept accordingly. At that point, the District Council would stop its precept of that money and the money would be transferred from one entity to another. The Grantham residents would either pay through the Special Expense Area charge or through their Grantham Town Council charge.

The £17,500 was an existing commitment through the Grantham Special Expense Area and would need to be topped up by the balance of the new annual contracted payment. This had not been predetermined and therefore there was a gap between the existing £17,500 budget and the required annual charge with the new supplier of the Christmas lights. The gap would be funded from either in-year underspends elsewhere within the Special Expense Area or the Special Expense Area reserve which was set-up to fund one-off events and unforeseen costs.

This year, the cost would be met from the reserve if the funds cannot be found from elsewhere. Going forward, Officers would put forward the full cost of running the

contract through the budget setting process to ensure the funds are available going forward.

The Cabinet Member for Finance and Economic Development informed the Committee the Community Governance Review was in its final furlong and it was hoped Grantham would have a Town Council by June 2024.

It was recognised only two Members who represented Grantham sat on the Committee and non-Grantham Members were being asked to recommend the spending money of Grantham residents.

One Member suggested schools be consulted for Grantham children to have an input into what type of lights they would like.

It was noted that £30,800 of the UK Shared Prosperity Fund, if approved, would be used to pay for Christmas lights in Grantham. It was queried as to whether the other three towns would receive any funding for the purchase of new lights.

A query was raised as to whether the £30,800 included the installation of the wiring and if the lights would support climate change.

The Chief Finance Officer notified the Committee on the significance of the lead-in times on signing-off the funding. The infrastructure and the roll-out were guided by the contractors. If the decision was prolonged, Grantham would not have a Christmas light display in December 2023.

The Cabinet Member for Finance and Economic Development informed the Committee that funding from the UK Shared Prosperity would be shared across the District and grants had already been awarded in Stamford, Deepings and smaller villages.

One Member queried whether the proposed contracted Christmas lights were wildlife friendly.

It was proposed, seconded and AGREED that the Committee:

- 1. Recommends £30,800 of the District's UK Shared Prosperity Fund allocation is utilised to fund the one-off infrastructure costs in 2023/2024 to enhance the festive light offer for Grantham, in accordance with the delegation approved by Council on 26 January 2023.**
- 2. Recommends that a three-year hire agreement with Gala Lights is implemented in order to provide an enhanced festive light display in Grantham Town Centre in readiness for the Christmas 2023 period.**

8. Cultural Strategy

The Cabinet Member for Culture and Leisure presented the draft Cultural Strategy. There was a commitment within the Council's current Corporate Plan to develop a refreshed strategy to support the Council's ambition to be the best place to live, work and visit.

A significant amount of research and consultation had been undertaken prior to developing the draft strategy. The Council had been supported by Red Quadrant, who were appointed following a compliant procurement exercise.

The basis of the work and key areas included, were previously agreed by Members of the Council's former Culture and Visitor Economy Overview and Scrutiny Committee.

Appended to the report were details of the results of the extensive consultation, which had been undertaken across the District. The results of the consultation were being used to inform the final draft of the strategy.

Although the Council's arts and cultural activities were highly regarded by residents and visitors of the District, spend on the area was discretionary. It was important that the service provided value for money and delivered the Council's outcomes.

The strategy focused on engendering a collaborative approach to providing cultural activity across the District.

It was proposed the Committee receive six-monthly updates to monitor progress on the strategy, if adopted.

One Member highlighted the public engagement and that the greater proportion of respondents were aged between 65 and 74. It was noted very few respondents were aged 34 and under. It was queried as to whether the Council had a policy to encourage the younger people of the District to become involved within cultural events. The suggestion was put forward for engagement of ages 34 and under to take place on social media.

The Assistant Director of Culture and Leisure confirmed that activities took place at the venues for children and young people. Recent Arts Council Transitional Funding had been received which would enable activities to take place out in the community. The Council were conscious of encouraging a younger audience and were also engaged with Lincolnshire One Venues which had young audience interest.

It was further suggested that Facebook groups be utilised to provide information to people within the District.

One Member requested lessons learnt, strengths and weaknesses of the previous Cultural Strategy. The journey of the document was also questioned.

It was queried as to what the low, medium and high funding ask was for the strategy and whether a timetable could be provided as to when the funding envelope would be worked on.

The draft strategy was presented to the Committee to receive input from Members, to take comments, suggestions and feedback and a report was due to be presented to Cabinet on 11 July 2023 for adoption. The Assistant Director of Culture and Leisure proposed draft KPI's are brought back to the Committee to form the basis of the six-monthly updates.

The established budget had been received and there was no current ask for any additional funding. The Council were willing to work collaboratively with community groups, both to which were open to funding opportunities.

The Director of Growth and Culture confirmed the previous cultural strategy was a series of desires and aspirations. It was not a strategy which the Council would recognise and the new strategy was more in keeping with the contemporary format of other strategies the Council had.

It was queried as to whether the strategy could be a 'working document' or had to be confirmed and published as a final document.

Concern was raised on the lack of provision for young people within the draft Cultural Strategy.

The proposed Cultural Strategy ran up to 2026. The balanced budget was queried and whether a test would need to be undertaken to ensure the Council were comfortable in funding and working out where the weaknesses were previously.

The Chief Finance Officer highlighted a point around the alignment of the Cultural Strategy to the Corporate Plan and that all strategies would need to compliment and support the visions of the Council's Corporate Plan. There would need to be a realignment or test to ensure the strategy aligned with the new Corporate Plan in 2024.

It was confirmed budget setting would occur in the Autumn 2024. The Committee needed to be mindful of when budgets were being taken to Full Council, that the ambitions in the strategy were tempered accordingly within budget constraints, or proposals put forward to request bids and reallocation of funding to deliver the strategy outcomes.

The Director of Growth and Culture informed the Committee that within the report were various themes under the equality and inclusion item. It stated the focus of a percentage of programming at target audiences, especially young people.

One Member suggested other means of interacting with the community without engaging via leaflets, posters etc which would not have any cost impact to the Council.

The Assistant Director of Culture and Leisure reminded Members the suggestion of the six-monthly updates brought back to the Committee would provide them with the opportunity to have an input on the strategy and to monitor progress.

One Member suggested the idea of an ongoing programme of sending questionnaires or feedback to organisations within the District to provide ongoing feedback of the Cultural Strategy.

The Chairman informed the Committee that any suggestions, additions or amendments of the draft Cultural Strategy be sent to himself, the Cabinet Member or the Assistant Director of Culture and Leisure.

It was proposed, seconded and AGREED that the Culture and Leisure Overview and Scrutiny Committee:

- 1. Considers the draft Cultural Strategy produced, making any suggestions of additions or amendments which should be considered.**
- 2. Following the incorporation of any additions or amendments, recommends to Cabinet that the Cultural Strategy is adopted to underpin the corporate priority of Healthy and Strong Communities.**
- 3. Following adoption of the Cultural Strategy by Cabinet, agrees to receive six monthly updates on the progress and delivery of the Action Plan within the Cultural Strategy.**

9. Work Programme 2023-24

The Committee noted the Work Programme.

The following items were added to the Work Programme for the meeting held on 5 September 2023:

- Sports and Physical Activity Strategy (including health outreach working and clubs)
- Performance of LeisureSK Ltd
- Cultural Strategy KPI's
- Review of Hello SK App and presentation on the DiscoverSK Website
- Update on Markets

One Member suggested a workshop take place to discuss Cultural Strategy KPI's prior to being brought back to Committee. Performance of Arts Centers was also suggested as a future item.

The Head of Policy, Performance and Corporate Projects suggested that a workshop take place once the aspirations and deliverables for the new Corporate

Plan. The new Corporate Plan would be endorsed on 1 April 2024, therefore a workshop would be appropriate for the end of 2023.

One Member suggested the inclusion of a discussion around festivals within the District.

The Director of Growth and Culture informed the Committee that the Council used to primarily run the Georgian Festival and the Gravity Fields Festival in Grantham. A decision had already been taken that the Council would no longer fund festivals.

The following items were added to the Work Programme for the meeting held on 30 November 2023:

- Review of a district-wide Blue Plaque Guide and Information Trails

10. Any other business which the Chairman, by reason of special circumstances, decides is urgent

The Chairman informed the Committee that Bourne Skate Park was now officially open.

11. Close of meeting

The Chairman closed the meeting at 11:40.



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Culture and Leisure Overview and Scrutiny Committee

5 September 2023

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

South Kesteven District Council Street Markets Review

Report Author

Jon Hinde, Head of Economic Development

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Purpose of Report

This report informs Members of a recent review of South Kesteven District Council operated street markets. The review includes factual data gathered during visits to the markets in Bourne, Stamford and Grantham. It also proposes a potential way forward for developing street markets.

Recommendations

It is recommended the Culture and Leisure Overview and Scrutiny Committee is asked to:

- 1. consider and comment on the contents of this report; and**
- 2. create a 'Task and Finish' group to oversee a consultation regarding the future of markets.**

Decision Information

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

No

What are the relevant corporate priorities?

- Growth and our economy
- Healthy and strong communities
- Clean and sustainable environment
- High performing Council

Which wards are impacted?

All (although the Council's markets are within specific wards, the scope of the report is districtwide)

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 clearly financial implications to whichever decision is reached regarding the future of South Kesteven District Council operated markets. As identified in the main body of this report, currently all three markets identify a varying degree of operating deficit to the Council and whilst this has been apparent for some time and the Council have carried this deficit it needs to identify how sustainable any new model of operation is and whether costs can continue to be incurred.

Completed by: Alison Hall-Wright, Assistant Director of Finance

Legal and Governance

- 1.2 There are no significant legal and governance issues relating directly to this report. A fee is currently levied against the District Council for a Market Charter, allowing it to operate a street market in Grantham.

Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer

Health and Safety

- 1.3 The Council holds both a legal and moral duty to ensure the provision of robust health and safety measures, including the maintenance of existing equipment/ provision of new equipment and ancillaries, to control any potential risk to staff,

traders and the public who use the markets. Failure to manage risk could result in fines and prosecution along with reputational damages.

Completed by: Philip Swinton, Health and Safety Manager

2. Background to the Report

- 2.1 As highlighted in the Corporate Plan (2020-2023), delivering growth of the economy is fundamental to the success of the District, its businesses and residents. It is important for the Council to work closely with market traders across South Kesteven in order to maintain their viability and maximise their potential.
- 2.2 Kesteven District Council's markets play a central role in the town centres. The visibility and profile of a good market can attract footfall and aid other businesses in a town to flourish.
- 2.3 On 6 September 2022, Culture and Visitor Overview and Scrutiny Committee received an update on the Council's markets. This provided details on their operation. Since then, the Council's political make up has changed. Street markets remain a vital part of South Kesteven life and continue to contribute to wider social, economic and environmental strategic goals.
- 2.4 On 14 June 2023, a further report was presented to a meeting of the Governance and Audit Committee. This outlined the findings of a review of the operational aspects of the Council's markets service. The Committee approved an action plan (see **Background Papers**), agreed to receive an update on the actions undertaken within three months of the meeting, and recommended the review of the market service be given further consideration by the relevant Overview and Scrutiny Committee.
- 2.5 This report is intended to be a starting point for conversation. It outlines the current situation of the traditional open markets at Bourne, Grantham and Stamford.
- 2.6 The weekly market held in Market Deeping, while equally important to the character and offer of the town, is not operated by South Kesteven District Council and therefore does not form part of this review.
- 2.7 In preparation of this report, members of the Economic Development Team periodically visited the markets in Bourne, Grantham and Stamford to observe stall occupancy levels, product offering, customer footfall, car parking movements and the general ambience of market days.
- 2.8 For ease of reading, the remainder of this report is structured as follows:
 - A. A brief history of South Kesteven markets
 - B. South Kesteven District Council markets in operation
 - C. An analysis of the review undertaken

A: A BRIEF HISTORY OF SOUTH KESTEVEN MARKETS

- 2.9 South Kesteven's markets have been a vital part of the commercial and social life of the District for over 1,000 years. There is evidence of regular markets being held in Stamford and Grantham as early as 972. It is reasonable to assume most large settlements would have held regular markets centuries before they received formal recognition through market charters.
- 2.10 Market charters were issued throughout the medieval period either granting permission for new markets or formalising existing ones. The charters outlined when markets and fairs could be held, who was responsible for collecting taxes and tolls (and who had to pay them) and any rules which traders had to follow. They acted as a form of protectionism, preventing other towns and traders within a specified distance from holding markets or fairs on the same day. To this day, the regulations outlined in many market charters are still enforceable.
- 2.11 The first market charter awarded in (what is now) South Kesteven related to Market Deeping. The charter was awarded by Henry III in 1220 to William Briewer for the fee of one palfrey horse (although this debt was later waived). In 1304, the charter for Market Deeping's markets and fairs passed to Joan Wake, who later married Edward, the 'Black Prince'. Joan Wake later held the rights over the fair at Bourne. Following her death, the market rights reverted to the Crown.
- 2.12 Bourne's Market Charter was granted by Edward I in 1281, along with rights to hold a fair on Holy Trinity Sunday. By the end of 19th Century, Bourne's Charter allowed for four annual fairs to be held. Historically, Bourne's marketplace was in the area which is now the crossroads between West Street and North Street, and continued to be held kerbside until the 1990s when traffic conditions made it necessary to relocate the market.
- 2.13 Stamford's market was formalised by a charter from King Edward IV in 1481, along with permissions for two annual fairs; one to be held on the feast day of St Stephen and St Jude (28 October), and another on the Monday after Corpus Christi (during Lent). The location of the market was not specified but there is evidence of markets being held in Broad Street from 1595. The cattle market was also held there until 1887 when it was moved to the area currently known as 'Cattle Market'.
- 2.14 Similarly, Grantham long-standing market was formalised by a Charter from Richard III in 1484. The charter also allowed for two fairs to be held: one on Passion Sunday (fifth Sunday in Lent); and the second on the feast of St Nicolas (6 December). Grantham's markets were originally held outside the west front of St Wulfram's church, likely moving all or in part to the current Market place from the 1300s when the expansion of the church building restricted the space available for the market.
- 2.15 Markets were not simply opportunities for trade, they were also places for social gathering and entertainment.

B. SOUTH KESTEVEN DISTRICT COUNCIL MARKETS IN OPERATION

- 2.16 South Kesteven's markets have been a focal point of local business for centuries, playing a key part in the social, cultural and economic life of the District. However, the threat of decline has increased in recent years because shoppers have greater choice in how and where to purchase the goods, food and services traditionally associated with a street market. Supermarkets, high street chains, low-cost retailers and online retailing all offer alternatives to the traditional street market.
- 2.17 The financial impact on the Council in providing the market offering in Bourne, Grantham and Stamford is detailed in **Appendix A**. This information shows the net cost of the markets has increased by £16k between 2021/2022 and 2022/2023.
- 2.18 **Appendix A** also details the percentage change in traders at each market between 2019/2020 and 2022/2023. The data shows there has been reduction in the number of traders across all the markets except for the Saturday market in Stamford.

Bourne Market

- 2.19 Bourne Market takes place each Thursday at the car park North of the Corn Exchange building.
- a) Bourne is the smallest of the three Council-operated markets. Unfortunately, on the weeks visited, the inclement weather may have had a negative impact on attendance of stalls and visitors.
- b) Generally, the market consisted of seven stalls made up of:
- | | |
|-----------------------------|---------------------------|
| 1 x fish seller (from van), | 1 x bakery items, |
| 1 x vintage collectables | 1 x pies and cakes. |
| 1 x plants | 1 x fruit, vegetables and |
| 1 x dog food and treats | groceries |
- c) On each occasion visited, there were a further two stalls which were unoccupied.
- d) Around 80% of the footfall visiting the market comes from the Burghley Centre car park, with the remainder mainly from the Abbey Road entrance, which is less welcoming as one effectively enters the market from behind the stalls. Only a small number of customers came through the archway by the Town Hall.
- e) Observing the stalls, most owners were engaging with customers and interaction was good.
- f) At no point could the market have been described as busy, however, there was a steady flow of customers and generally the footfall ranged from 12 – 21 shoppers within the market area and spread around the stalls, at any given time.

The fruit and vegetable stalls were most popular, followed by the bakery. However, all stalls were generating trade.

- g) The Burghley Centre car park provides the first two hours free parking (for which visitors must get a ticket). The time limit this clearly influenced the dwell time of visitors to the market (and wider town) with visitors leaving before it became necessary to pay for parking.
- h) It was observed many customers who parked in the Burghley Centre carpark were storing purchases from the market in their cars, before going on to visit the main retail areas.
- i) It is not immediately obvious to visitors to Bourne that a market was happening. There does not appear to be any signage to indicate when or where the market is in operation. Consequently, the market might be difficult to find from the main retail streets in the town. Some signage would assist in this respect.

Grantham Market

2.20 Grantham Market takes place every Saturday on Narrow Westgate (with Farmers' Market every second Saturday of the month on Butchers Row).

- a) Across the dates observed, it was apparent the second Saturday of the month (when the Farmers' Market is also in operation) was the busiest in terms of numbers of stalls and as well as footfall.
- b) The numbers of occupied stalls observed ranged from 16, rising to 25 on the day of the Farmers' Market. Similarly, footfall increased on those days from circa 35 visitors to the Market at any given time, to over 50 on the day of the Farmers' Market. However, there were several empty stalls which did not enhance the appearance of the market.
- c) On a standard market day, the market was made up of:
 - 2 x flowers / plant stalls
 - 2 x sweets and bakery stalls
 - 3 x fruit and vegetable stalls
 - 1x dairy
 - butcher
 - fishmonger
 - pet supplies
 - craft
 - key cutting
 - records
 - clothing
 - refreshments
 - miscellaneous gifts
- d) On Farmers' Market Day, the offering whilst not varying greatly in structure, did increase the number of sweets and bakery stalls to five; butchers stalls to four, miscellaneous gifts stalls to three and saw the addition of one further fishmonger.

- e) Observing car park usage on market day in Grantham is interesting and very much supports the case around how difficult it is for Council-operated car parks to attract users in the face of such strong competition from other private and Lincolnshire County Council operated spaces in the town.
- f) Across the days, the various parking options were observed. The Lincolnshire County Council operated on-street parking in Westgate was permanently at full occupancy with people visibly circling in the hope of a securing a free space. Other car parks identified at full capacity were the supermarket car parks at Lidl, Asda and Morrisons surface level. All offer free parking typically ranging from up to 90 minutes to a couple of hours (dependent on the supermarket).
- g) Council-operated car parks were noticeably much quieter with all car parks operating at below 50% occupancy. Conduit Lane was the busiest with 47% occupancy and Wharf Road quietest with only 48 of the 260 spaces occupied (i.e. 18%).

Stamford Market

2.21 Stamford Market takes place every Friday on Broad Street and Ironmonger Street (with a smaller Saturday market).

- a) Without doubt, on a Friday the market stalls and the town as a whole, are very busy places indeed.
- b) On the occasions the market was observed there were many stalls operating, with the following offering available:
 - Broad Street - 3 x bakery stalls, 3 x fruit and vegetable stalls, 3 x flower stalls, 2 x butchers stalls, 2 x clothing stalls and further stalls including carpets, wood crafts, fish, shoes, metal crafts, sweets, fabric, pillows, antiques, olives and sundries, hats, wall art, conservatory sales, cups and tea pots, boots, spices, jewellery, watches repair, wooden signs, bags, scarfs, hot food, hats and socks, silver oak coffee, jewellery, paintings, honey and preserves, records, canvas art, and upholstery.
 - Ironmonger Street - dog bowls/wooden crafts, dog treats, records, candles, specialist bakery (gluten free), general gifts, clothes, hot food, fruit and vegetables, jewellery, honey, socks and pillows.
 - High Street - Greek food, vegan and vegetarian foods, Spanish food, Lincolnshire cheese, handmade Caribbean foods, fish, free range eggs.
- c) Footfall in and around all areas of the market was extremely high with queues formed at several stalls, most notably the artisan food and fresh produce offerings.

- d) Through speaking with a small section of stallholders, it is clear many traders travel long distances to secure a pitch on the successful market. Conversely, a few Stamford Friday traders travel a long way south on Saturdays to secure pitches at bustling and affluent town centre markets.
- e) The feeling and perception of Stamford Market is that it has a very local handmade feel with a strong independent offer. There was no evidence of mass-produced goods which it was felt was a major contributor to the overall positive vibe of the market.
- f) Regarding car parking, it is evident occupancy at all Council operated car parks increases on 'market day' especially at Wharf Road and Cattle Market Car Park. A steady increase is evident throughout a Friday morning which peaks around mid-day where it was observed people were occasionally having to wait a short time before a space became available.

C. AN ANALYSIS OF THE REVIEW UNDERTAKEN

- 2.22 The review undertaken by the Economic Development Team has provided an in-depth analysis of: the current market offering across the three towns, how this is supported through footfall and visitor patterns, and how it is underpinned by car parking availability and commuter patterns.
- 2.23 Unsurprisingly, Stamford Market, long considered as the 'jewel in the crown' of the South Kesteven visitor economy, demonstrated a high volume of car park usage and increased footfall on Friday mornings and early afternoon.
- 2.24 Bourne and Grantham markets. have comparatively lower numbers of stalls and visitors.
- 2.25 The financial information presented as part of this review are of obvious concern but there are positive elements to the review,
 - ✓ All the markets generate footfall, not only for the traders but also for the wider town centre. Given the consistency of numbers measured over a period of time, the markets appear to command loyalty from many of their customers. Longevity is a feature of the traders at the markets. This would not be the case if they were not able to generate an acceptable level of income.
 - ✓ All the markets operate in the heart of their town centres where they complement and support other retailers.
 - ✓ A strong transport and car parking infrastructure exists allowing easy access to the markets.
 - ✓ Evidence exists that when and where a more varied offering is made available, there is an increase in footfall and the willingness of traders to take a stall. This

is most evident in the numbers identified for Grantham Farmers' Market and the increase in operators at Stamford Saturday Market.

D. THE FUTURE OF COUNCIL-OPERATED MARKETS

2.26 If the Council wishes to maintain and develop the existing markets, it will need a coherent markets strategy. This would set the direction of the markets across the District and provide a template against which to measure future activity.

2.27 Before commencing work on the strategy, there are several actions proposed to support the scope and direction this could take, including:

- Engage with all market traders to understand their current thoughts and ideas on how the markets could be improved.
- Run a series of consultation and engagement events with traders, retailers, residents, customers, key stakeholders, elected Members and others. This could include a series of focus groups, workshops and public consultation events held at the markets themselves, supported by an on-line customer survey. This would enable a better understanding of how markets and street trading operations can become more robust and resilient. It would also generate suggestions for improvements to the markets and options to boost town centres.
- The consultation process would be used to determine key areas for consideration in the development of the Strategy, perhaps relating to the following twelve items:
 - Location
 - Frequency
 - Product offering
 - Incentivising diversification
 - Promotional activity
 - Customer experience
 - Appearance, landscaping, and public realm
 - Opening and closing times
 - Fees and charges
 - Car parking and other complimentary services
 - Stall designs and overall market layout
 - Accessing additional funding (such as the UK Shared Prosperity Fund (UKSPF))

3. Key Considerations

3.1 Over many years in Bourne and Grantham, retailers and traditional markets have struggled against competition from online shopping.

3.2 The town centres have increasing issues in terms of their ability to cope with the requirements for sizeable retailers, with a lack of footfall identified as the greatest inhibitor to attracting nationally recognised brands.

- 3.3 To enable the proposed consultation process, it is recommended a working group be formed with members drawn from traders, retailers, residents, customers, key stakeholders, elected Members and other consultees and facilitated by the Council.
- 3.4 Consideration should be given to developing the tourist appeal of street markets.
- 3.5 The working group should consider whether to appoint external professionals to lead on the development and production of the South Kesteven Markets Strategy.

4. Other Options Considered

- 4.1 It has been several years since a review took place to assess the role they have and the impact they have on the towns, there is now an opportunity and appetite to bring forward a change in the way the Council's markets are presented and operated, and in the way they are promoted as a key and integral part of the town centre offering. It is for this reason the 'do nothing' option was discounted.

5. Reasons for the Recommendations

- 5.1 Markets play an important role in the vitality and viability of local economies. The Council acknowledges the need to support the District's town centres as they try to deal with extreme competition in the current retail environment.

6. Consultation

- 6.1 This review is intended to be the starting point for conversation and consultation into the future of South Kesteven District Council operated street markets. The consultation process should be broad and inclusive of all key stakeholders in order that markets continue to be a successful and integral part of the life of our market towns.

7. Background Papers

- 7.1 *Update on Council Markets* – Report to Culture & Visitor Overview and Scrutiny Committee, published on 6 September 2022 and available online at:
<https://moderngov.southkesteven.gov.uk/documents/s35411/Update%20on%20Markets.pdf>
- 7.2 *Market Service Operational Review* – Report to Governance and Audit Committee, published on 14 June 2023 and available online at:
https://moderngov.southkesteven.gov.uk/documents/s38055/Markets_Operational_Review.pdf
- 7.3 *Market Service Operational Review Action Plan*, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s38049/Appendix%201.pdf>

8. Appendices

8.1 Appendix A – Markets analysis

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Markets Analysis

2018/2019 - 2022/2023 Markets Outturn

Bourne Market	Outturn 2018/2019	Outturn 2019/2020	Outturn 2020/2021	Outturn 2021/2022	Outturn 2022/2023
Income	(16,462)	(15,558)	(15,513)	(18,771)	(16,118)
Staffing Costs	15,123	15,386	18,151	19,652	20,579
Premises	2,411	2,210	2,246	2,246	2,246
Deficit	1,072	2,038	4,884	3,127	6,706

Grantham Market	Outturn 2018/2019	Outturn 2019/2020	Outturn 2020/2021	Outturn 2021/2022	Outturn 2022/2023
Income	(41,043)	(49,639)	(26,460)	(43,084)	(37,040)
Staffing Costs	92,508	99,992	64,076	67,763	64,387
Premises	29,541	28,298	7,060	21,961	21,995
Transport	3,924	2,061	1,103	846	1,302
Deficit	84,931	80,712	45,779	47,486	50,645

Stamford Market	Outturn 2018/2019	Outturn 2019/2020	Outturn 2020/2021	Outturn 2021/2022	Outturn 2022/2023
Income	(155,106)	(146,551)	(86,141)	(138,498)	(136,754)
Staffing Costs	97,329	102,306	80,318	109,168	115,838
Premises	21,629	22,430	22,441	22,720	23,904
(Surplus)/Deficit	(36,148)	(21,816)	16,618	(6,610)	2,988

Total Deficit	49,855	60,934	67,281	44,003	60,339
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Comparison of the Number of Market Traders and Stalls 2019/2020 and 2022/2023

	Bourne Thursday		Bourne Saturday		Stamford Friday		Stamford Saturday		Grantham Saturday	
	No. of traders	No. of stalls	No. of traders	No. of stalls	No. of traders	No. of stalls	No. of traders	No. of stalls	No. of traders	No. of stalls
2019/2020	450	563	93	139	3,198	4,215	631	725	1,155	1,532
2022/2023	366	588	53	155	2,718	3,386	651	768	949	1,444
% Change	-19%	4%	-43%	12%	-15%	-20%	3%	6%	-18%	-6%



SOUTH
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Culture and Leisure Overview and Scrutiny Committee

5 September 2023

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

Review of the HelloSK app and draft Discover South Kesteven website

Report Author

Jade Newby, Tourism and Visitor Economy Officer

 Jade.Newby@southkesteven.gov.uk

Purpose of Report

The purpose of this report is to provide information on the progress and future promotional plans for the HelloSK app, along with early sight of the Discover South Kesteven website proposed to be published (viewable) live on the web.

Recommendations

It is recommended the Culture and Leisure Overview and Scrutiny Committee:

- 1. Considers the progress of the HelloSK app, making any suggestions of additions or amendments which should be reflected.**
- 2. Endorses the proposal to release a survey over the coming months to encourage feedback from businesses and consumers who use the HelloSK app.**
- 3. Considers the content of the updated Discover South Kesteven website, making any suggestions for amendments to be reflected prior to publication (viewable) live on the web.**
- 4. Agrees to receive six-monthly updates on both the HelloSK app and Discover South Kesteven website.**

Decision Information

Does the report contain any exempt or confidential information not for publication? No

What are the relevant corporate priorities?

- Growth and our economy
- High performing Council

Which wards are impacted? All

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 financial implications relating to this report.

Completed by: Alison Hall-Wright, Assistant Director of Finance

Legal and Governance

1.2 There are no significant legal or governance implications arising from this report. HelloSK funding and delivery was managed in line with the Welcome Back Fund approval process.

Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer

Risk and Mitigation

1.3 HelloSK is managed by a third-party partner, bubltown, who are responsible for its daily operation, maintenance, and upkeep. Therefore, major events involving bubltown could pose a risk to the continued provision of HelloSK services. These risks include the company dissolving, or data breaches. These are low level risks, mitigated by bubltown policies to prevent such eventualities, which were assessed during the procurement exercise.

1.4 As the Discover South Kesteven website is hosted online, threats to internet security must be considered. Concerns regarding internet security are mitigated by the provision of an internet security package, included in the contract with Netl. Inclusion of maintenance enables security processes to be kept up to date.

Completed by: Tracey Elliott, Governance & Risk Officer

Diversity and Inclusion

- 1.5 In 2014 a European law was passed which stated anything which is bought or built by a public sector body needs to meet the European Standards for accessibility known as EN 301 549 - Accessibility requirements for ICT products and services. The deadline for this was 23 September 2020.
- 1.6 In 2018 the United Kingdom (UK) introduced its own accessibility legislation, the Public Sector Bodies Accessibility Regulations 2018. The legislation was designed specifically for website and mobile applications and aligned with the European Standards and applies to any website or mobile app (internal or public facing) which is bought or built by a public sector body in the UK.
- 1.7 In 2022, the Public Sector Bodies Accessibility Regulations were amended to ensure continued operation once the UK had left the European Union. EN 301 549 “Accessibility requirements for ICT products and services” defines the requirements products and services based on information and communication technologies (ICT) should meet to enable their use by persons with disabilities.
- 1.8 Bubltown ensures HelloSK meets EN 301 549 Public Sector Bodies Accessibility Regulations 2018 and conforms to Web Content Accessibility Guidelines (WCAG) 2.1. Accordingly, the contract for the Discover South Kesteven Website includes a clause requiring priority 1 compliance according to the Web Content Accessibility Guidelines (WCAG).

Completed by: Carol Drury, Community Engagement Manager

Safeguarding

- 1.9 The HelloSK app provides a messaging service between consumers and local businesses. Bubltown is fully compliant with the Safeguarding Vulnerable Groups Act 2006. User age restrictions are included in the HelloSK terms and conditions.

Completed by: Nicola M^cCoy-Brown, Director of Growth and Culture

2. Background to the Report

- 2.1 South Kesteven District Council’s Corporate Plan (2020-2023) commits the Council to continuing to support businesses and work with partners in all sectors to create the right conditions for sustainable and dynamic growth.
- 2.2 In September 2022, Members of the (former) Culture and Visitor Economy Overview and Scrutiny Committee received an update on the latest tourism and visitor

economy data and performance information purchased through the STEAM (Scarborough Tourism Economic Activity Monitor) evaluation model which confirm the District has the opportunity to capitalise on a large captive market. Visitor patterns were seeing a growth in short stay visits which was a significant market for South Kesteven to tap into. The annual 2021 STEAM study revealed an upturn in tourist numbers had helped to boost South Kesteven's visitor economy by 3.5% to £168.63 million and 2,232 full-time equivalent people were employed in the sector (see **Background Papers**).

- 2.3 South Kesteven is rich in assets with national and global visitor appeal, is a popular destination for day visiting. 2.72 million people visited in 2021, equating to 3.41 million visitor days. Since, reporting to 6 September 2022 Committee, work has been underway to explore opportunities to capitalise on the growth of visitors making more day visits or overnight stays close to home and rediscovering their local area.
- 2.4 It has been recognised further efforts are needed to attract more day and stay visitors and increase dwell time and therefore spend in the local economy. Accordingly, it is strongly believed internet marketing and the use of mobile apps can help the Council to connect with residents, businesses and visitors to show them the visual appeals of South Kesteven as a destination and possibly more exposure than could be achieved through traditional print advertising.
- 2.5 In response to elected Members' keenness to boost both tourism in the area and footfall and sales in the towns by encouraging consumers to shop local, at its 13 June 2023 meeting, the Culture and Leisure Overview and Scrutiny Committee requested a review of the HelloSK app and the Discover South Kesteven website be added to the work programme for today's meeting.
- 2.6 For ease of reading the remainder of this report is broken into two sections beginning with the HelloSK app, followed by details on the proposed new Discover South Kesteven website, for which Members will receive an early sight of ahead of the meeting.

HelloSK app

- 2.7 The HelloSK app was procured through a formal tender process in March 2022. The app met a desire and need to support local businesses as South Kesteven emerged from the COVID-19 pandemic and offers a new approach to supporting the local economy, reflecting the influence of digital technology on the way consumers shop, communicate and engage with businesses.
- 2.8 In 2022, the Culture and Visitor Economy Overview and Scrutiny Committee received two reports on the Welcome Back Fund, one providing an illustrative proposal of activities under development and the other focussed on lessons learned (see **Background Reports**). South Kesteven District Council had been allocated

£252,909 from the European Regional Development Fund to support the safe return to the high streets and help build back better from the pandemic.

- 2.9 The Welcome Back Fund provided a window of opportunity for procurement of a local app, for which £50,000 was spent on the HelloSK app.
- 2.10 The HelloSK app has been designed to help businesses connect with their local communities, providing opportunities to advertise their business and events, communicate directly with customers and sell products online.
- For businesses the app provides mechanisms to track consumer journey and interest in events and products, communicate with clients, and garner interest in offers.
 - For consumers, including local residents and tourists, HelloSK provides an easily accessible overview of local businesses and services, generating interest in the area and offering. Consumers can access offers on the platform, find events in the calendar, and purchase products for collection or delivery.
- 2.11 HelloSK is free for both businesses and consumers. Small fees of 3% of purchase price are incurred for businesses when goods are purchased through the app. This is a lower fee than many comparable apps.
- 2.12 The app always remains the property of and is developed and managed by a third-party partner, bubltown, who won Global App of the Year in 2021. They are responsible for the development of the app, day to day management and business and customer engagement. In turn, Council Officers support these initiatives, connect in-person with local businesses and develop advertising campaigns and related programmes to promote the app.
- 2.13 Council Officers meet with bubltown fortnightly to share updates on the progress of the app, discuss opportunities for growth and hear about best practice from other organisations using similar platforms.
- 2.14 The HelloSK app was launched in September 2022, alongside a promotion campaign. During December 2022 a Christmas Campaign was undertaken to promote the app, with local businesses encouraged to upload offers for residents and visitors. The campaign was coupled with an increased advertising presence, including banners across the district and engagement at Christmas Markets across the District, as seen in **Appendices A and B**. The campaign period saw an uptake in consumer downloads and offers uploaded by businesses. A similar campaign was replicated for Valentines Day. An uptake in downloads was also seen following the publication of an advertisement in SK Today in September 2022. Further advertising of this nature is planned for the coming months.
- 2.15 On procurement of HelloSK, the primary target was to reach 1,000 consumer downloads and 200 business users. This target has been surpassed, and plans

are being developed for further growth of the app. As of 9 August 2023, the HelloSK app has been downloaded by 1,276 consumers, and contains 205 business profiles from across South Kesteven. Further details of the distribution of these businesses and business types can be found in **Appendix C**.

2.16 Business engagement has been vital to this process and when in post, the newly appointed Business and Skills Officer will play a key role in engaging with businesses about HelloSK and helping to expand its usage. A Visitor Economy Networking Event was attended by the Chief Partnerships Officer at bubltown, who introduced HelloSK and its benefits to attending tourism stakeholders. Continued engagement with businesses in this manner will help them to unlock the full range of benefits and opportunities provided by HelloSK.

2.17 In attempts to increase HelloSK usage, The Council's Economic Development and Communications teams are working closely with the app developers, bubltown, to discuss strategic growth opportunities and monitor progress. Following an initial period of launching the app in September 2022, and subsequent campaigns to raise the profile of the app, the partnership are now turning attention towards supporting and further developing relationships with businesses on the app, while continuing efforts to boost usage and downloads. Plans for further promotion and development of HelloSK include:

- a) The identification of 'Anchor Tenants' – business users already using HelloSK who could partner with HelloSK to facilitate the growth of the app through additional advertising or more permanent offers.
- b) Businesses utilising the range of features on the app have been contacted for comment about HelloSK, and subsequently a frequent business user will be promoted, alongside the app, in the upcoming issue of SKToday.
- c) A questionnaire is due to be issued to both business and consumer users of the app to request feedback on desirable features and suggested improvements.
- d) Following the success of the 2022 Christmas Campaign, the 2023 campaign is currently being developed to ensure preparedness for the Christmas period.
- e) Technological development of the app is ongoing and new opportunities may arise because of this in the coming months. Officers will monitor this situation closely to ensure upgrades (included in the initial fee of £50,000 for the app) are fully utilised.

Discover South Kesteven Website

2.18 Discover South Kesteven is the tourism and visitor economy brand for South Kesteven District Council. The brand is well recognised and is supported by its website, publications, social media presence (TikTok, Facebook, Instagram and

Twitter) and in-person events, such as the successful Visitor Economy Networking Event and trade shows/business events.

- 2.19 The current Discover South Kesteven website can be accessed online at: <https://www.discoversouthkesteven.com/>. The website has needed updating for some time as it is slow, text heavy and contains duplicated and outdated information. The website has not been maintained, making it difficult to add and amend content.
- 2.20 The UK Shared Prosperity Fund presented the opportunity to update the Discover South Kesteven website and support the tourism and visitor economy businesses across the District. Following a formal tender process, Nettle - a Grantham based website design company, have since updated the website. Nettle will retain responsibility for maintenance for the next year and deliver relevant staff training.
- 2.21 The proposed updated Discover South Kesteven website has been created with a visitor to the District in mind. It is felt, the new website shares sufficient information to give a taste of what South Kesteven has to offer to visitors. It is streamlined, runs smoothly and most importantly is mobile-friendly. The colours are neutral and easier to read, particularly on a mobile device. All outdated information has been removed. New imagery has been used which frequently changes. Links to Discover South Kesteven social media platforms are in place and working (all of which are updated daily).
- 2.22 The proposed new website supports the HelloSK app by encouraging visitors to download the app and take advantage of the Global Position System (GPS) maps function, enabling visitors to navigate from their current location and explore the District.
- 2.23 The new blog page, which will be updated regularly by the Tourism and Visitor Economy Officer, will enable content to be added to the website without creating more tabs and overloading the site with information which by its very nature would need to be amended in the future. The blog page allows the website to have a more friendly feel to it as it is more personal.
- 2.24 The proposed new website will not have an events calendar, instead visitors will be directed to the HelloSK app. Such an approach will ensure visitor economy businesses will not need to create two event pages, instead only one for the app. However, the website will advertise a highlighted event which will be manually edited by the Tourism and Visitor Economy Officer.
- 2.25 The website is not intended to have every piece of information about the District. Instead, it is designed to provide visitors with a taste of what South Kesteven has to offer, to make them want to explore the District and increase dwell time (and local spend) whilst discovering South Kesteven.

3. Key Considerations

- 3.1 The HelloSK app is a valuable tool South Kesteven District Council has acquired, at no direct cost, to support all businesses within South Kesteven. It is vital the app continues to receive support from all internal stakeholders (including elected Members) to support its growth and development in the present and future.
- 3.2 The Discover South Kesteven website is a necessary platform needed to boost the profile of South Kesteven and the tourism and visitor economy businesses within it. Not updating the website could mean missing out on new features and faster running programmes. Continued neglect of website updates will result in the system stopping being supported entirely.

4. Other Options Considered

- 4.1 Whilst the Council could continue with its existing approach, this would make it difficult to deliver a contemporary and more impactful approach to the visitor economy. It is for this reason, the 'do nothing' option was discounted.

5. Reasons for the Recommendations

- 5.1 For Members to be informed of the work being undertaken to support the Visitor Economy and development of South Kesteven's cultural and heritage attractions.

6. Consultation

- 6.1 A Member induction, introducing HelloSK and inviting feedback regarding development options, took place on 19 June 2023 and was delivered to six elected Members. A copy of the HelloSK Member Induction PowerPoint can be found at **Appendix D**.
- 6.2 Subject to member endorsement, a survey will be released over the coming months to encourage feedback from businesses and consumers who use the app.
- 6.3 For both HelloSK and Discover South Kesteven, feedback has been continuously sought from local business owners and stakeholders across the District, including yet not limited to, a Business Engagement Workshop on 8 June 2022, Bourne Tourism Networking Event on 28 February 2023 and through regular attendance at Business Club meetings.

7. Background papers

- 7.1 *Progress update on the Welcome Back Fund and its related projects* – Report to Culture and Visitor Economy Overview and Scrutiny Committee, published 1 February 2022, available online at:

<https://moderngov.southkesteven.gov.uk/documents/s32311/Welcome%20Back%20Fund%20Update%20and%20Next%20Steps.pdf>

- 7.2 *Lessons Learned from the Welcome Back Fund* – Report to Culture and Visitor Economy Overview and Scrutiny Committee, published 14 June 2022, available online at:

<https://moderngov.southkesteven.gov.uk/documents/s34708/Welcome%20Back%20Fund%20Report.pdf>

- 7.3 *STEAM – Economic Impact* – Report to Culture and Visitor Economy Overview and Scrutiny Committee, published 6 September 2022, available online at:

<https://moderngov.southkesteven.gov.uk/documents/s35437/STEAM%20-%20Economic%20Impact.pdf>

- 7.4 *Final STEAM report for South Kesteven District to March 2021*, published 6 September 2022 as an appendix to the report detailed at 7.1 (above)

<https://moderngov.southkesteven.gov.uk/documents/s35438/Appendix%201.pdf>

8. Appendices

- 8.1 Appendix A – Photographs of Promotional Activities
- 8.2 Appendix B – Advertising Materials used in the Promotion of HelloSK
- 8.3 Appendix C – Screenshot of the HelloSK Council Administrator Dashboard
- 8.4 Appendix D – HelloSK Member Induction PowerPoint

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Appendix A – Photographs of Promotional Activities

Below: Promotional gift provided at Christmas markets, and market performers using the Hello SK selfie frame.



Below: Photograph taken at local business event, showing Hello SK banner, regularly used at events.



Left: South Kesteven Tourism Board displaying advertisement for the Hello SK app.



Below: Invitation to, and photograph of, the Bourne Tourism Networking Event (28 February 2023)

We hope you can join us at our
Tourism Venues Network Meeting
28th February 2023 | 2pm to 4pm
Bourne Corn Exchange

Special guest talks from Ben Philips from Bubbtown, Global Platform of the Year 2021 and Rachel Cullis Dorsett, Owner of Silver Pear Communications, specialists in PR and media relations for the visitor attractions industry. Refreshments to be provided.

rsvp to jade.newby@investsk.co.uk

Instagram: @discoversouthk
Twitter: @discoversouthk
Facebook: Discover South Kesteven
TikTok: @discoversk

discoversouthkesteven.com


Discover
SOUTH KESTEVEN


Hello SK

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Appendix B – Advertising Materials used in the Promotion of Hello SK



Above: Banner used in the 2022 Christmas Campaign. These banners were displayed in various locations across South Kesteven.



Left: A Hello SK Bookmark, distributed during events and promotional campaigns.

Download the Hello SK App Today

Find local businesses and
exclusive offers, at your fingertips.

UP TO 15% OFF

UP TO 10% OFF

OFFERS ON SELECTED ITEMS

UP TO 10% OFF

2 IN 1 OFFERS

UP TO 15% OFF

UP TO 25% OFF

Hello SK

GET IT ON Google Play

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European Union
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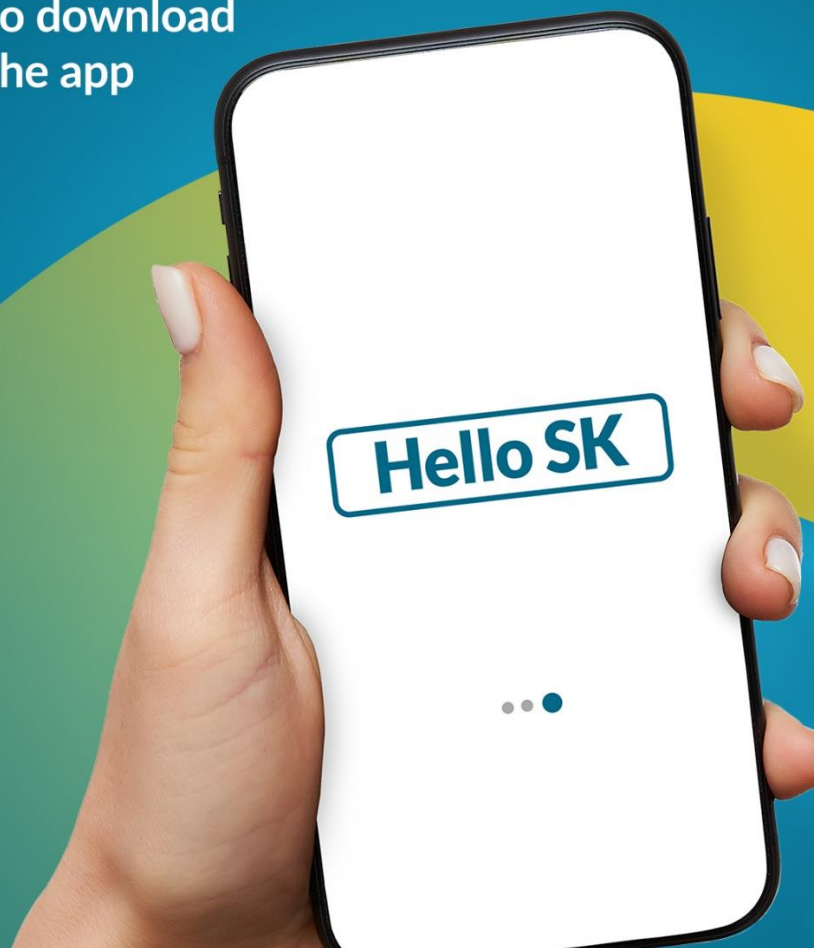
HM Government

In **3** easy steps, you can save money and support your local high street

- 1** Download the Hello SK app
- 2** Shop on your local high street
- 3** Enjoy the discounts and savings



Scan here
to download
the app



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Below: A selection of social media content used to advertise Hello SK.



Powered by **bubltown**

The local way to grow. Coming soon.

Register your business with the Hello SK app and website today to get more local customers, more footfall and more sales. Free.

join.hellosk.co.uk

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SOUTH KESTEVEN DISTRICT COUNCIL | HM Government | European Union European Regional Development Fund

3, Abbey Road

All Delivery Collection

Events Attractions Fashion & Jewellery Eat & Drink Food Groc

Order local deliveries

Katie's Coffee Cup
★ 4.3 Excellent (250+)
Collection · Delivery
0.8 3.8 Miles Away · Closes at 4:30 AM
Pizzas · Drink · Starters · rice · Cafe · Zip Lines

Up to 50% off*

£5.00 (50% off)

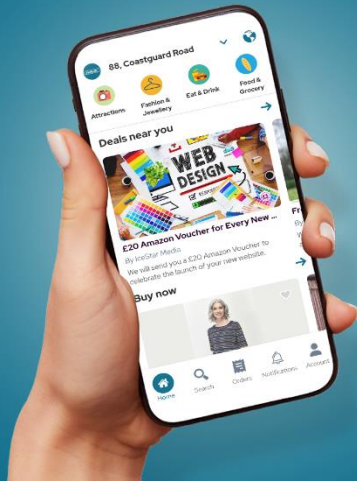
Home Search Orders Notifications More

Hello SK

Discover **SOUTH KESTEVEN** with **HELLO SK!**

Exclusive deals, exciting local businesses, and massive savings await you on Hello SK!

[Download the app](#)



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Hello SK



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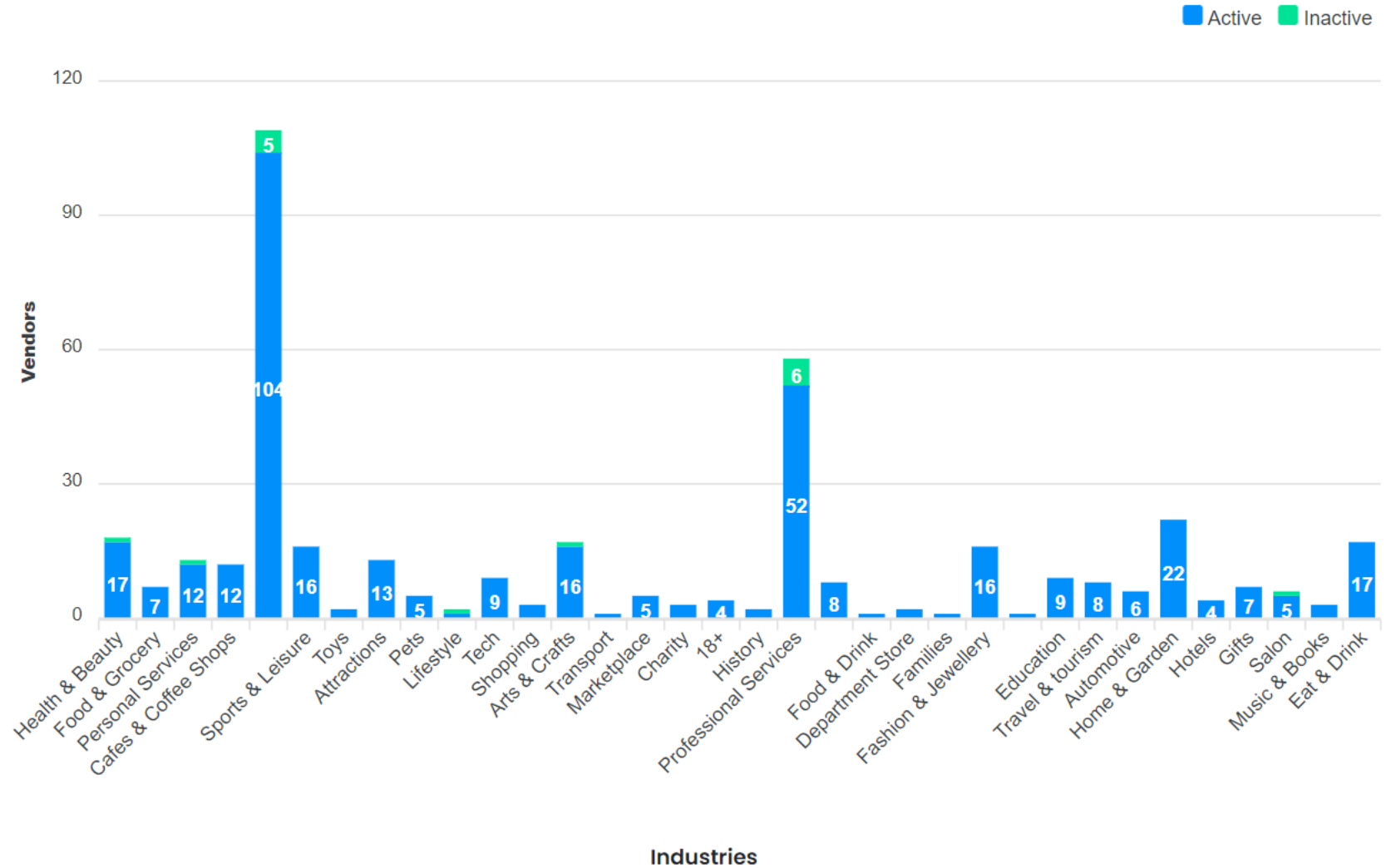
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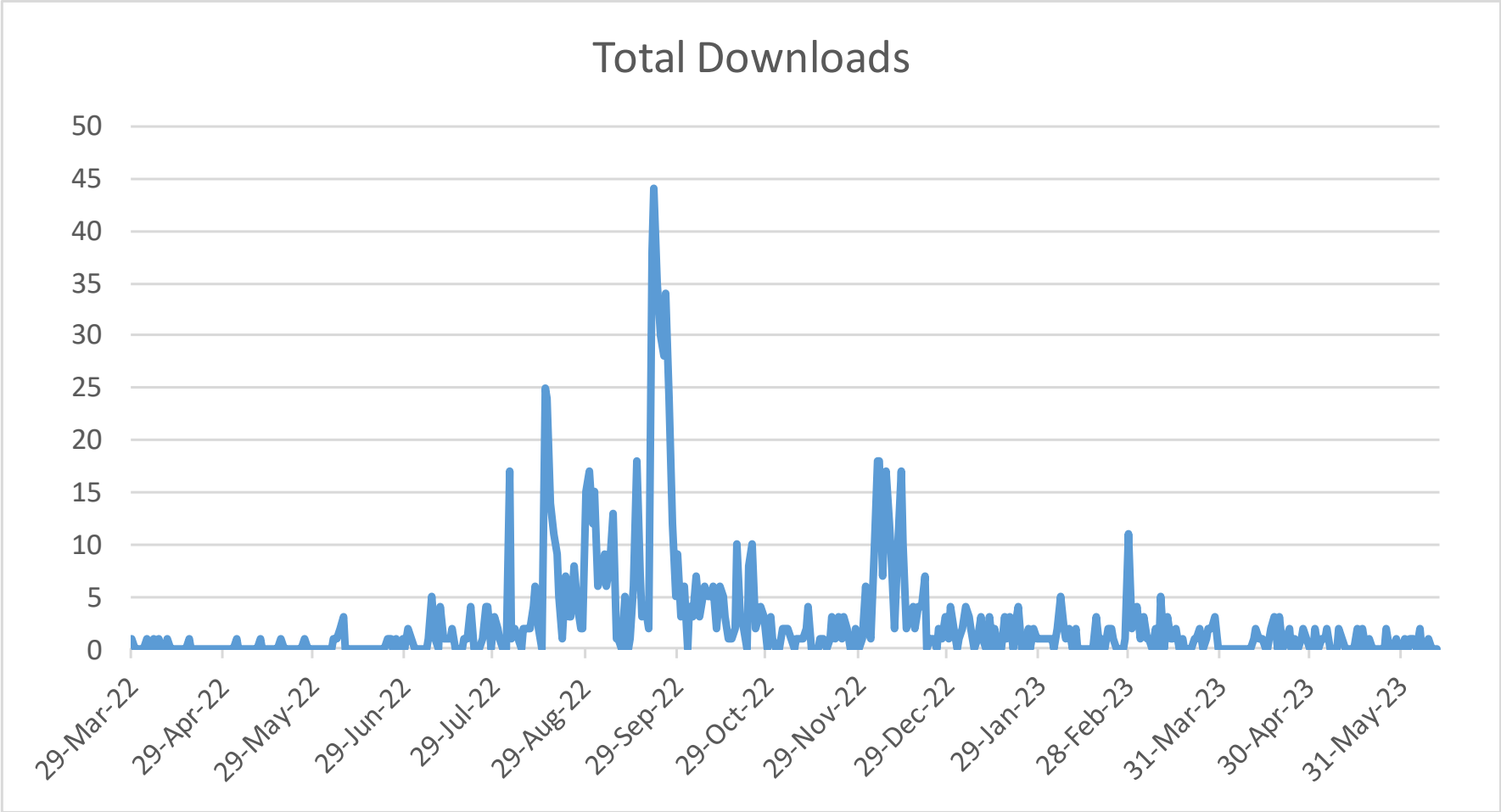


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Hello SK Member Induction

Jon Hinde – Head of Economic Development

Hello SK

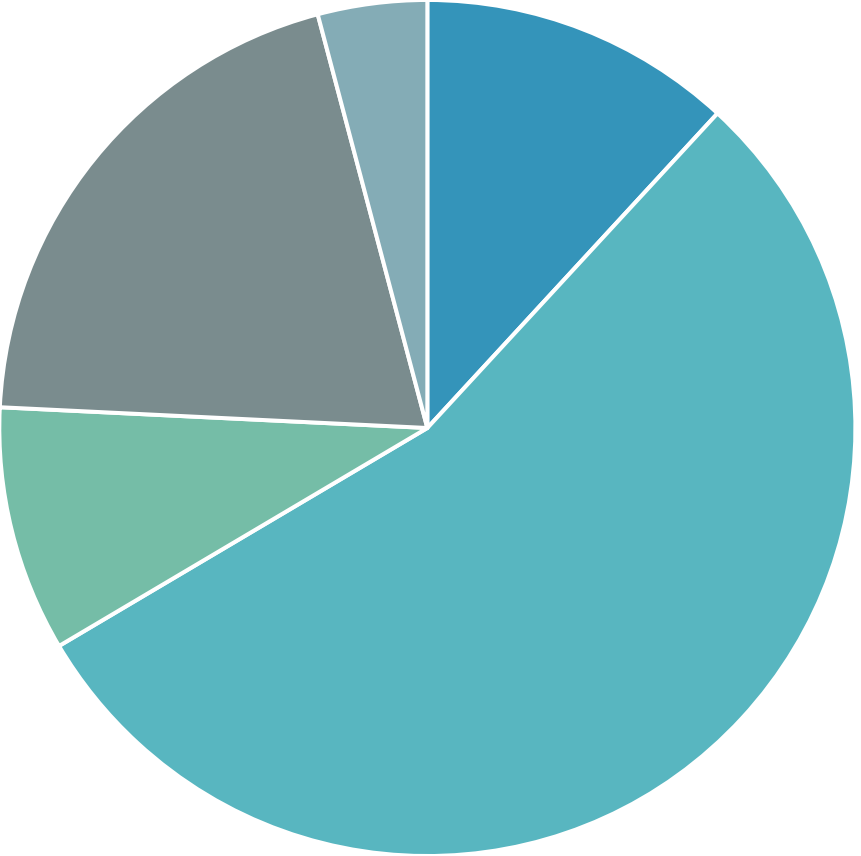


50

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Businesses on HelloSK by Town



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- Grantham
- Market Deeping
- Stamford
- (blank)

Bourne – 23

Stamford – 39

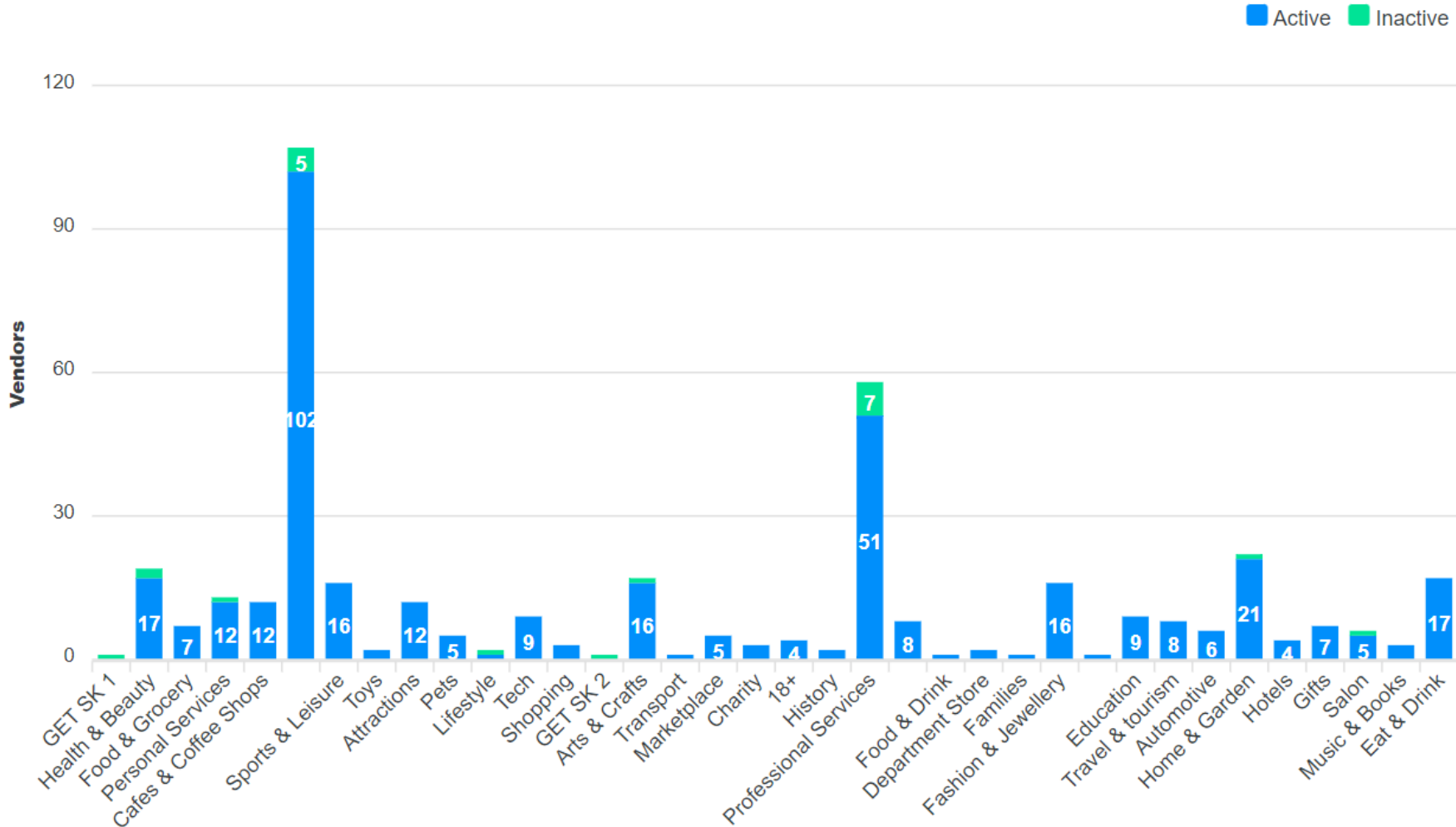
Market Deeping – 18

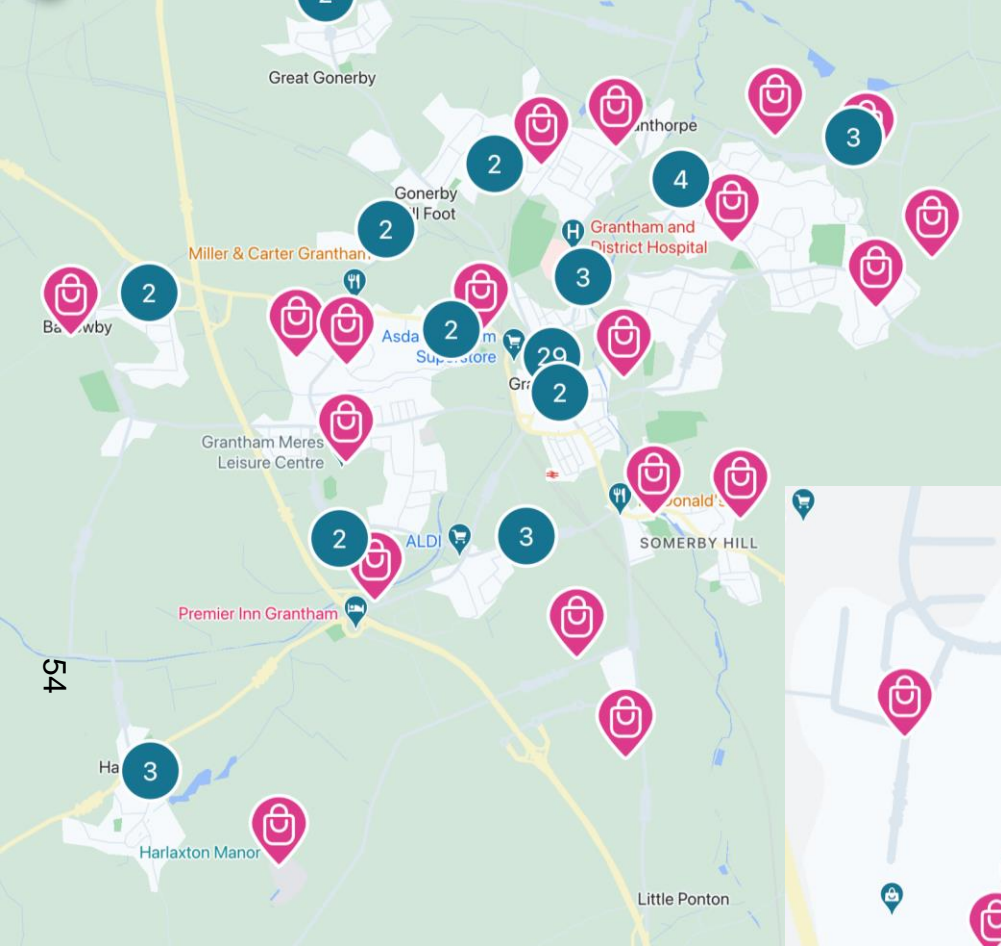
Grantham – 106

Number of Businesses on HelloSK – 205 (including 8 not assigned to towns)

Hello SK

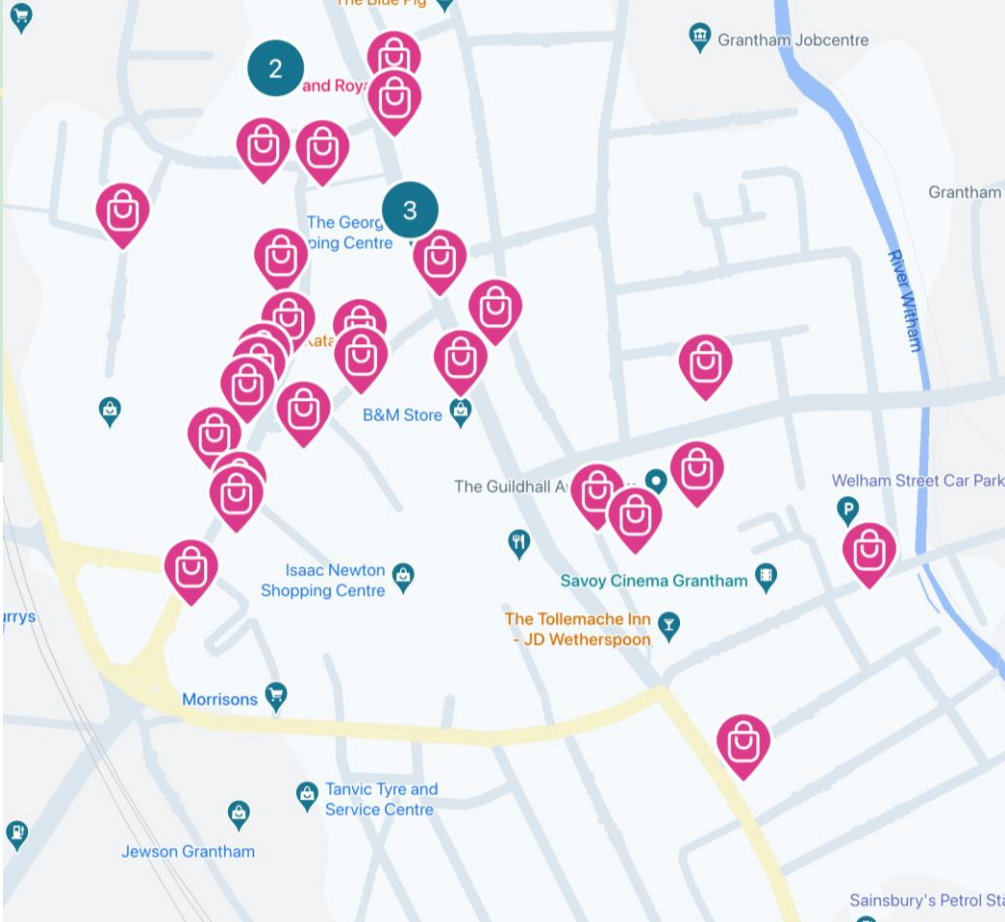
Businesses by industry

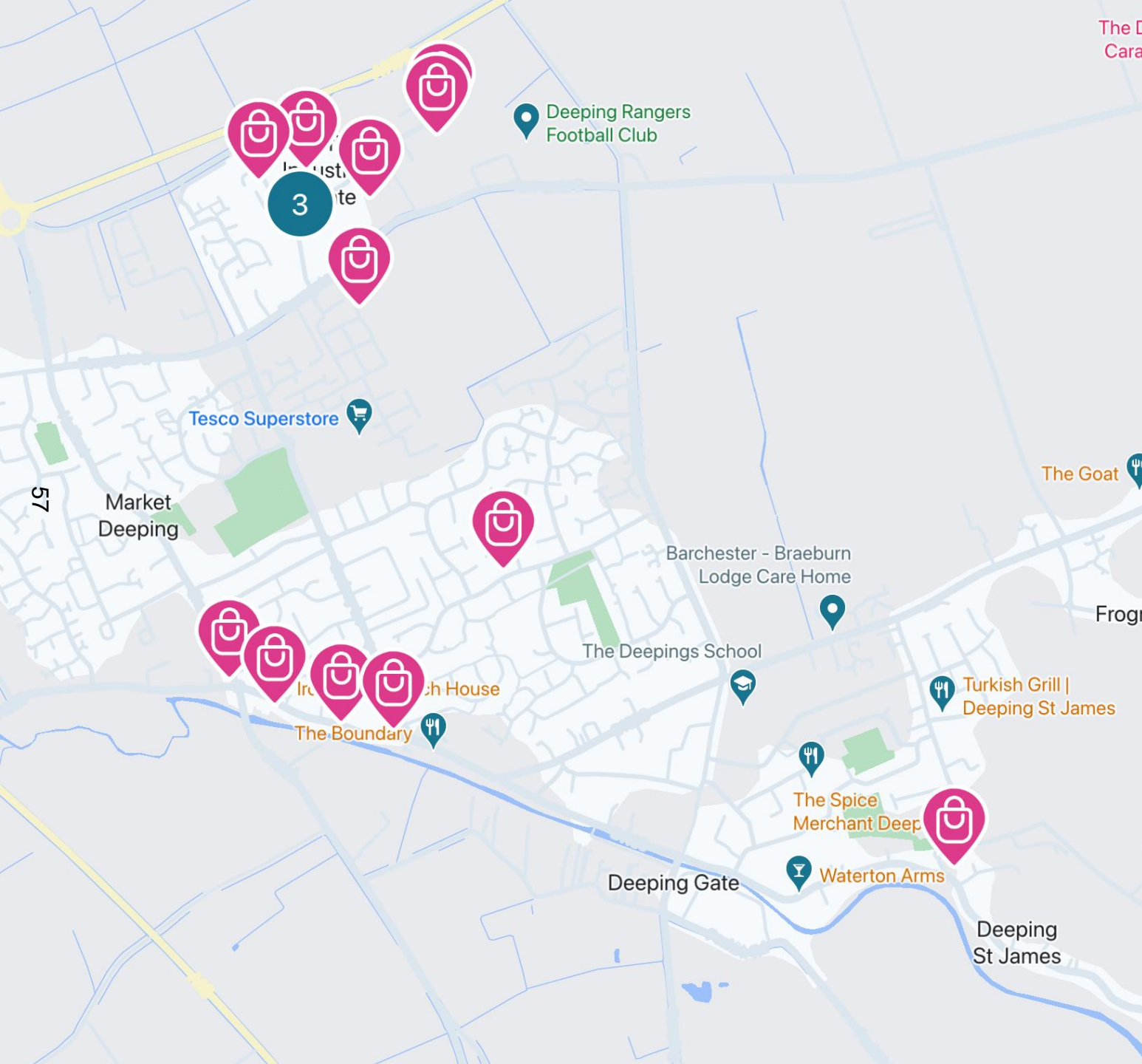




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Grantham and Town Centre





The D
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Market Deeping

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Dresses · Tops · Skirts · Trousers · Boutique · Ladies clothing · Jumpers · Accessories · Footwear · handbags

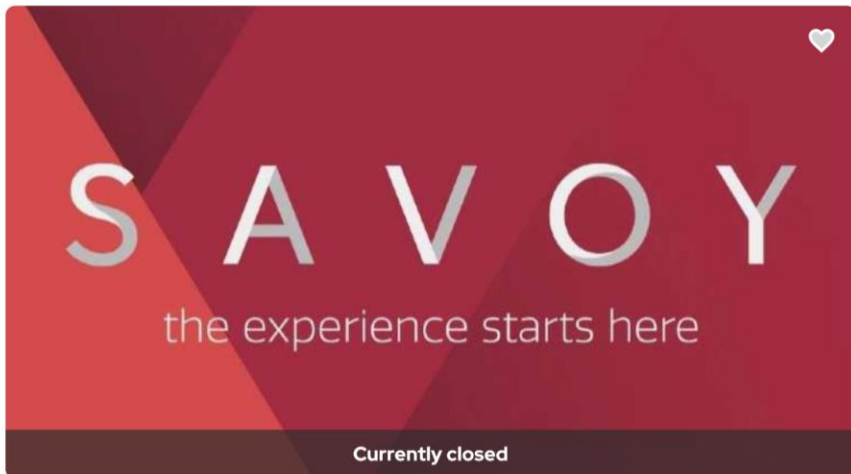
The Grange

Collection · Del

12.6 Miles away ·

Spa Experience

Nearby attractions



Savoy Grantham

Harlaxton M



Home



Search



Orders



Notifications



Account

HelloSK Home Page

- See the range of businesses near you, targeted by your location
- View offers from businesses across the district
- Search by category – including events, attractions, eat and drink, and arts and crafts



Deals near you

Search exclusive deals and discounts



32" Samsung 2K Monitor - ...

By Grantham Computer Centre

Samsung 2k height/orientation adjustable with USB 3 hub built-in for ...



Free, no obligation Will review

By Honey Legal

Whether you haven't got a Will yet, or have one and haven't reviewed it lately...



£20 Amazon Voucher for Ever...

By IceStar Media

We will send you a £20 Amazon Voucher to celebrate the launch of your new ...



New Client 6 week offer

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For new clients and as we get to know each other, I charge £21.50 per hour fo...

10% off*



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Belton House

House · Adventure playground · Indoor play · Stables Café · Bookshop
Open · Closes at 5:30 PM · 2.5 Miles away

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About us Opening hours

Location

 High Road, Belton, England, United Kingdom, NG32 2LS. [View Map](#) 

About us

Generations of the Brownlow family made their mark on Belton, commissioning the finest designers and craftsmen of their age to shape the estate we see today. The house and gardens showcase cutting edge design and innovation, from 17th century sash windows to a cast iron-framed orangery in the Italian Garden, made possible thanks to the Industrial Revolution. The interiors are equally impressive, with a dazzling collection of silver, porcelain, and a world-renowned library.

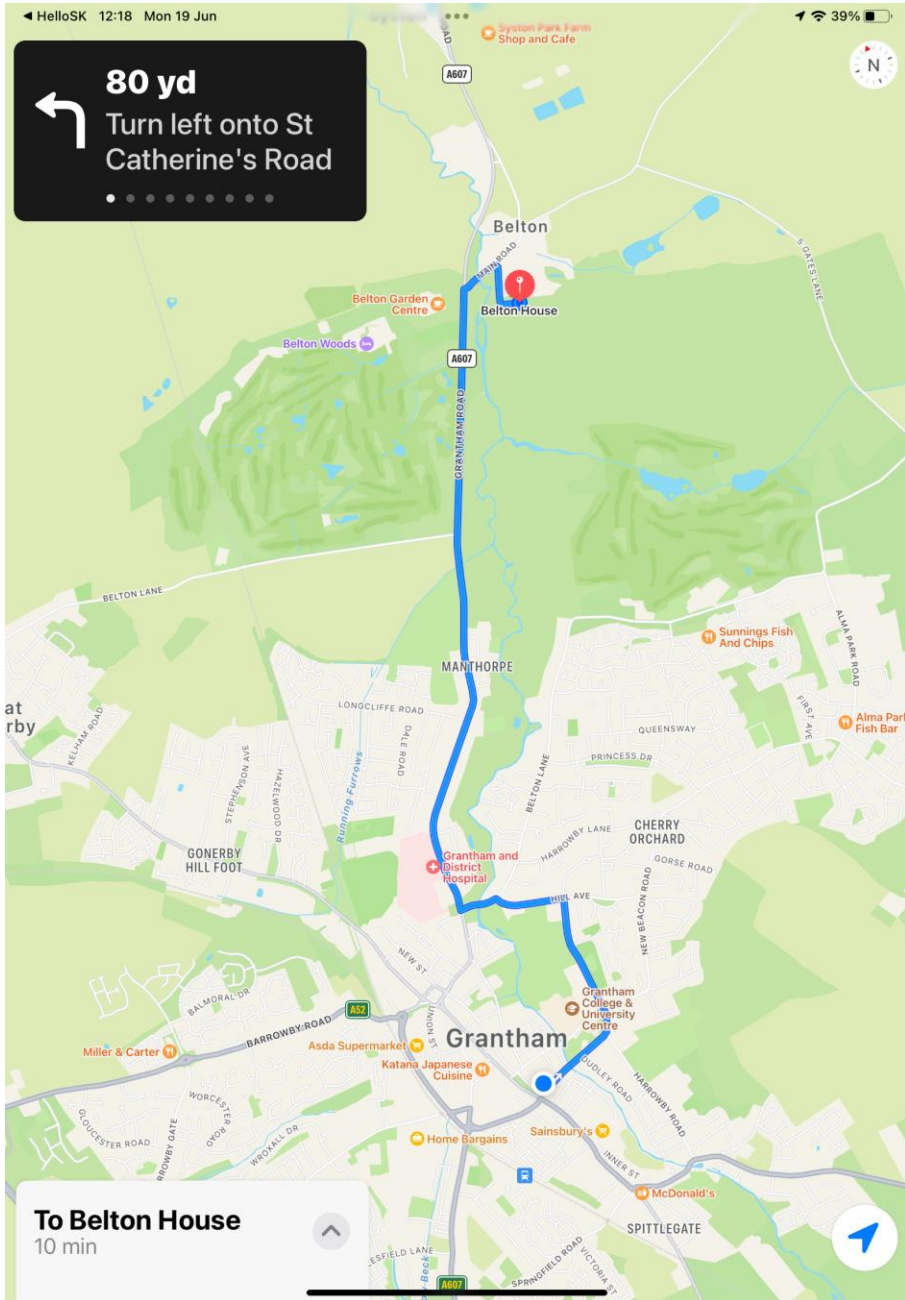
Today, Belton welcomes new generations to explore the ancient deer park, picnic in the pleasure grounds, or burn off energy in the National Trust's largest outdoor adventure playground.

Business Profile

- Profiles can be found by searching, locating on the home screen, or from the map
- See key information about the business, including opening times, location, and details about the business
- Follow businesses to receive notifications about their work
- Send messages to business owners and place an order
- View further information, including their website and phone number
- Share their profile and offers with others

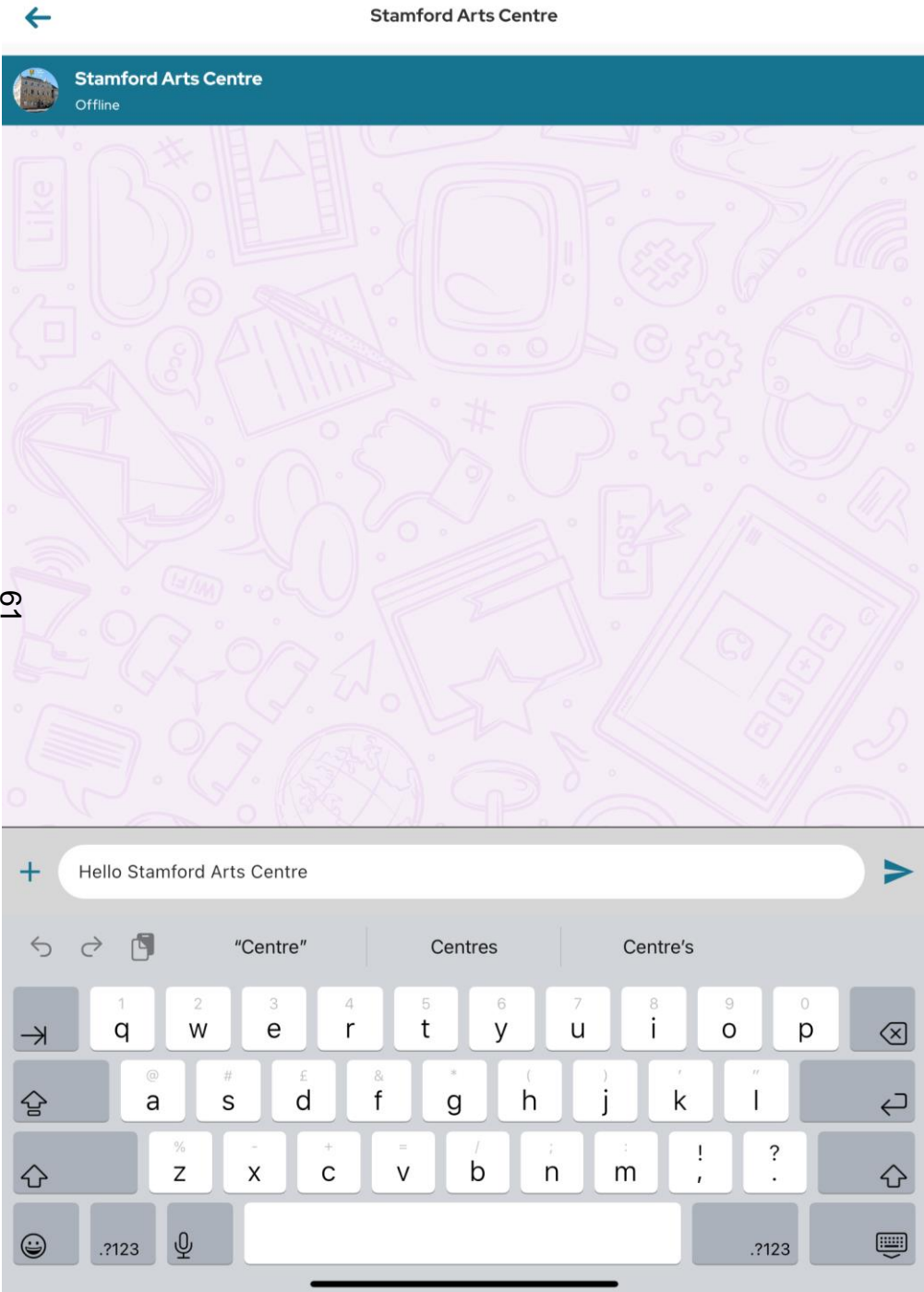
About us	Opening hours
Opening hours	
Monday :	09:30 AM - 05:30 PM
Tuesday :	09:30 AM - 05:30 PM
Wednesday :	09:30 AM - 05:30 PM
Thursday :	09:30 AM - 05:30 PM
Friday :	09:30 AM - 05:30 PM
Saturday :	09:30 AM - 05:30 PM
Sunday :	09:30 AM - 05:30 PM

60



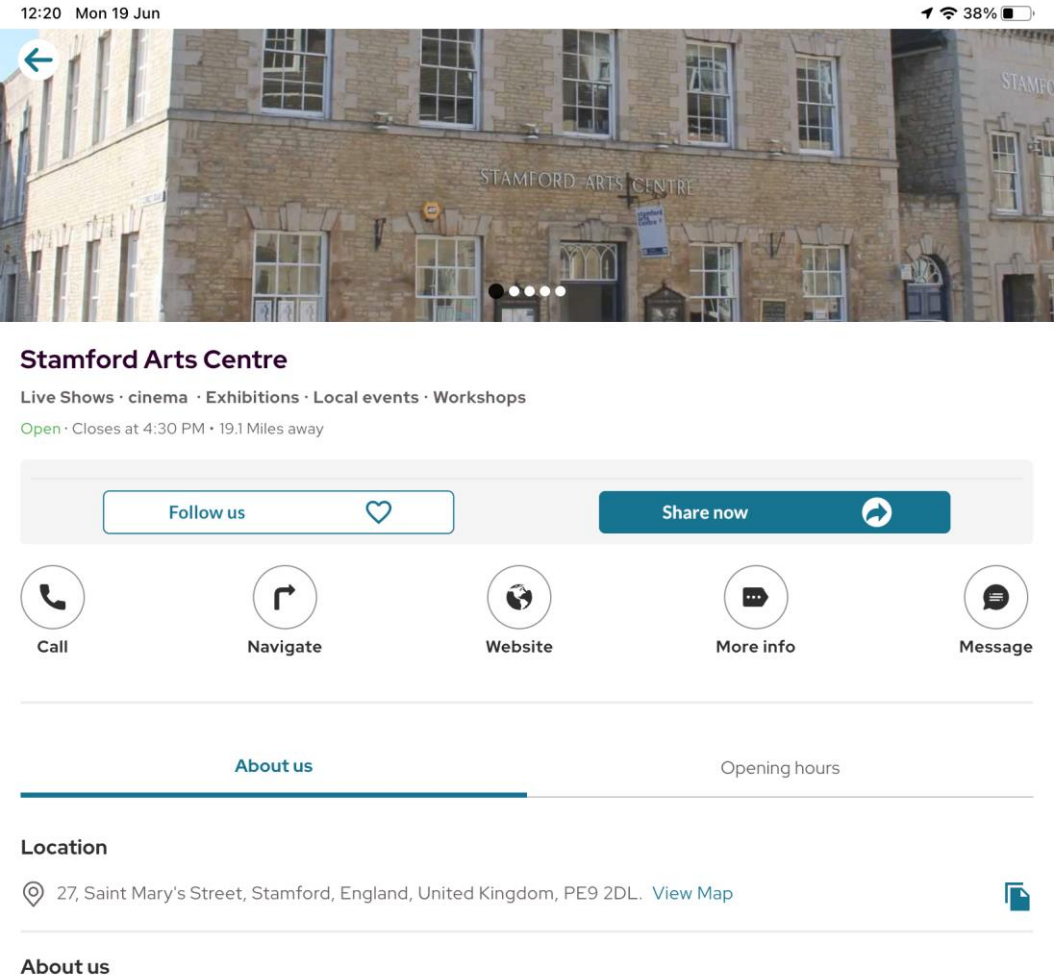
Navigation

- Get directions to local businesses
- Updated route in real time to take account of traffic delays
- Get accurate estimates of how far you need to travel



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Message Local Businesses



←

Block Brenton Stripe Jumper
£32.00

This Spirit brenton stripe jumper with navy colour block, is one you will reach for time and time again. Boasting a classic navy and cream Brenton style stripe, this will keep you warm in the cooler evenings. A must have in every wardrobe.

More info >

Quantity :
- 1 + ✓ In stock

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Size
Required

Size 10

Size 12

Size 14

Size 16

Size 20

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Collection	Delivery
<p>Collection from Kays of Grantham Westgate, Grantham, England, United Kingdom, NG31 6LA.</p>	
<p>Collection Time </p> <p><input checked="" type="radio"/> Collection Typically available to collect after 15 minutes We will notify you when the order is ready</p>	








Stamford Arts Centre

Live Shows · cinema · Exhibitions · Local events · Workshops

Open · Closes at 4:30 PM · 19.1 Miles away

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63

About us

Opening hours

Location

 27, Saint Mary's Street, Stamford, England, United Kingdom, PE9 2DL. [View Map](#) 

About us

Drawing on a rich heritage dating back to the 18th Century, Stamford Arts Centre is a thriving multi-arts venue that provides the opportunity to experience and participate in a wide selection of art forms from theatre, cinema, music and poetry to sculpture, dance, painting and drawing.

Throughout the year professional touring theatre companies visit our 166 seat theatre as well as five weeks of drama from our resident [Shoestring Theatre Company](#). The theatre also doubles up as the [cinema](#) which, over the last 28 years, has become a film hub for the local area, showing a huge variety of genre including Hollywood blockbusters, Art House and World Cinema.

The beautiful ballroom regularly hosts a range of concerts including our popular classical music season that runs from October through to May every year, as well as dances and workshops. The ballroom is a wonderful venue for a wedding or special occasion, and is available to hire along with several other [multi-functional rooms](#) for everything from meetings to evening functions.

Our tremendous gallery is spacious, light and airy and is free to look around. The main gallery accommodates an interesting and varied programme of contemporary exhibitions from local and international artists including photography, painting, textile, drawing and sculpture.



Art pieces are also displayed in the foyer coffee shop, which generally exhibits work by our artists in residence, as well as in the ante room where works by the [Welland Valley Art Society](#) are displayed. The Gallery Bar provide a diverse



1 Checkout £32.00

Sharing Businesses on HelloSK

Our tremendous gallery is spacious, light and airy and is free to look around. The main gallery accommodates an

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About us Opening hours

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Links with Other Sites

- Businesses can add links to their profile to share further information

stamford arts centre

facebook

Home > What's On > Cinema

Filter By Type

Filter By Genre

Film

Satellite Screenings

Cinema

LOVE AGAIN (TBC)
Mon 19 - Tues 20 Jun, Stamford Theatre
Dir: James C Strouse USA 2023
With: Priyanka Chopra Jonas, Sam Heughan...

ARE YOU IT'S M
Mon 19.

Dir: Kelly
1hr 41...

stamford arts centre

WHAT'S ON
SUMMER 2023

stamford arts centre

Stamford Arts Centre

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MORE

Intro

A thriving multi-arts venue located in Stamford, Lincolnshire, UK.

Page · Performance art theatre



Open Mic Night

By Blue Ridge Holdings Ltd T/A Iron Horse Ranch House

Entertainment • Food and Drink • Free • Live Performance • Nightlife

2 High Street Market Deeping United Kingdom

12 Jul 2023 • 7:30 PM to 11 PM



Call



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Website



More info



Message

Our popular monthly Open Mic Night is back. Open to singers, musicians, comedians and poets. No need to book just turn up and perform.

This months event will be hosted by Jules Morgan - Walters

★ Interested

✔ Going

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Events on HelloSK

- Event calendar
- Register interest in events, and let businesses know you'll be attending

Events

Search local events

July 2023

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

12 Jul 2023



Open Mic Night

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21.2 Miles away

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12 Jul 2023 • 7:30 PM to 11 PM

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Culture and Leisure Overview and Scrutiny Committee


5 September 2023

Report of Nicola M^cCoy-Brown,
Chairman of LeisureSK Ltd

LeisureSK Ltd Outturn Position 2022/2023

Report Author

Nicola M^cCoy-Brown, Chairman of LeisureSK Ltd

 Nicola.Mccoy-brown@southkesteven.gov.uk

Purpose of Report

To provide Members with the outturn position for LeisureSK Ltd for financial year 2022/2023.

Recommendations

In noting the outturn position for LeisureSK Ltd for 2022/2023 and consideration of this report, the Culture and Leisure Overview and Scrutiny Committee is requested to:

- 1. Agree to receive the final audited accounts at a future meeting once these are available.**
- 2. Agree to receive further updates on the performance of LeisureSK Ltd, this is to include an assessment of the annual Business Plan.**

Decision Information

Does the report contain any exempt or confidential information not for publication?	Appendix One is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
What are the relevant corporate priorities?	<ul style="list-style-type: none">• Growth and our economy• Healthy and strong communities
Which wards are impacted?	Two or more Wards

1. Background to the Report

- 1.1 The South Kesteven Corporate Plan (2020-2023) contains a key priority of building 'Healthy and Strong Communities'. To underpin this priority, the Council has an ambition to provide sustainable leisure facilities which support the health and wellbeing of our local communities, tackling inequalities and adding local economic and social value.
- 1.2 LeisureSK Ltd is a not-for-profit Teckal company, wholly owned by South Kesteven District Council. A "Teckal" company is the common name for a company which benefits from contracts for works, services or supply from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process. The company was formed in September 2020 and commenced the management of Council owned leisure facilities from 1 January 2021. The contract covers a five-year period and is due to end on 31 December 2024.
- 1.3 The appointed Directors for LeisureSK Ltd are:
- Councillor Charmaine Morgan
 - Councillor James Denniston
 - Nicola M^cCoy-Brown, Director of Growth and Culture
 - Craig Spence, Interim Director of Housing
 - David Monkhouse, Non-Executive Director
- 1.4 A further Director appointment has been offered to the South Kesteven Coalition Group which is yet to be confirmed.
- 1.5 The Board of Directors meet monthly and are responsible for the operational and financial performance of LeisureSK Ltd. Action minutes of the meetings and decisions taken are recorded.
- 1.6 The Council's Assistant Director for Culture and Leisure acts as the Council's nominated representative, this role being to ensure the company performs to expectations and within an approved legal and governance framework. The Council's wider Leisure Team are responsible for an ongoing regime of contract

monitoring, which includes announced inspections of the leisure facilities and spot checks.

- 1.7 In previous years, the Council's former Companies Committee received details on the financial performance of LeisureSK Ltd and approved the annual Business Plan. In line with the Council's Constitution, this responsibility now lies with the Culture and Leisure Overview and Scrutiny Committee.
- 1.8 A copy of the final audited accounts for LeisureSK Ltd for financial year 2021/2022 were presented to a meeting of Companies Committee on 10 January 2023 along with the Business Plan for 2023/2024 (see **Background Papers**).

LeisureSK Ltd – Outturn Position 2022/2023

- 1.9 **Exempt Appendix One** to this report, contains details on the outturn position for LeisureSK Ltd for financial year 2022/2023.
- 1.10 The final accounts for financial year 2022/2023 will be presented to a future meeting of the Culture and Leisure Overview and Scrutiny Committee for consideration, once these are received from the auditors.

2. Key Considerations

- 2.1 During financial year 2022/2023 LeisureSK Ltd faced financial and operational challenges, especially in relation to the cost of utilities and the recruitment and retention of staff. This is in line with the national picture within the leisure industry.
- 2.2 In operating the leisure facilities under a local authority trading company model, the Council has full transparency on the income and expenditure and wider performance of the company.
- 2.3 This arrangement has allowed LeisureSK Ltd to benefit from enhanced purchasing arrangements, including the purchase of electricity and gas at optimum prices through the Council's ongoing arrangements through the Eastern Shires Purchasing Organisation (ESPO). Despite this, the increase in utility costs has been significant. As a result, a management fee of £500,000 was built into the Council's budget for the current financial year.
- 2.3 The Board of Directors remain committed to reducing the level of financial support required from the Council and are currently exploring a range of funding streams to improve the financial and carbon footprint of the leisure centres.
- 2.4 In addition, the Board have recently commissioned a staffing restructure and pay review which has ensured the salaries offered across different pay grades are commensurate with the level of responsibility. This will also aid recruitment and retention of staff going forward.

3. Other Options Considered

- 3.1 As a private limited company, LeisureSK Ltd is obligated to compile financial accounts on an annual basis and file these with Companies House. Responsibility for assessing the financial and operational performance of LeisureSK Ltd now rests with the Culture and Leisure Overview and Scrutiny Committee.

4. Reasons for the Recommendations

- 4.1 The final audited accounts for LeisureSK Ltd 2022/2023 are not yet available. Once these are received from the auditors, these will form the basis of a future report to the Culture and Leisure Overview and Scrutiny Committee.
- 4.2 Prior to the commencement of financial year 2024/2025, it is proposed Members of Culture and Leisure Committee receive details of the company's Business Plan to ensure it is robust, financially sound and adequately reflects the Council's vision for the management of the leisure service.

5. Background Papers

- 5.1 *LeisureSK Ltd Business Plan 2023/24*, available online at:
<http://moderngov.southkesteven.gov.uk/documents/s36650/LeisureSK%20Ltd%20Business%20Plan%202324.pdf>

6. Appendices

- 6.1 Exempt Appendix One – Outturn position for LeisureSK Ltd 2022/23

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Culture and Leisure Overview and Scrutiny Committee

5 September 2023

Report of Councillor Paul Stokes,
Cabinet Member for Culture and
Leisure

Sport and Physical Activity Strategy – September 2023 Update

Report Author

Beth Goodman, Leisure Officer

 Bethany.goodman@southkesteven.gov.uk

Purpose of Report

To provide an update on the progress and delivery of the Council's Sport and Physical Activity Strategy (2021 to 2026).

Recommendations

In noting the progress and delivery of the Sport and Physical Activity Strategy for South Kesteven, it is recommended the Culture and Leisure Overview and Scrutiny Committee:

- 1. Considers the results of the latest Active Lives data available for South Kesteven and agrees the results of future Active Lives survey data form part of future regular six-monthly updates.**
- 2. Suggest enhancements to the extent and clarity of the information produced for the next six-monthly update report.**

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Healthy and strong communities
Which wards are impacted?	Two or more wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, 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 financial implications for the Council in relation to this report. The work completed to date has been undertaken within identified budgets. If any initiatives are identified which require budget or investment, then an appropriate business case will be developed which identifies the cost and the associated benefit to the community.

Financial Implications reviewed by: **Richard Wyles, Deputy Chief Executive and s151 Officer**

Legal and Governance

- 1.2 There are no legal and governance implications arising from this report.

Legal Implications reviewed by: **Graham Watts, Assistant Director of Governance and Monitoring Officer**

2. Background to the Report

- 2.1 The Council's Corporate Plan (2020 – 2023) identifies Healthy and Strong Communities as a key priority. To underpin this priority, the Council adopted a Sport and Physical Activity Strategy (the Strategy) in 2021. The Council's Leisure Team is responsible for implementing the actions identified in the Strategy, targeting key areas and working with partners to provide opportunities for residents and visitors to live healthy, active lifestyles.

2.2 The Culture and Visitor Economy Overview and Scrutiny Committee received an update report relating to the Sport and Physical Activity Strategy and Active Lives Survey data on 28 February 2023 (See **Background Papers**). For ease of reading the remainder of this report is broken into the two keys areas with subsets as follows:

A. An overview of the work undertaken to support the Sport and Physical Activity Strategy and accompanying action plan

- Physical Activity Initiatives for Council employees
- Partnership and collaborative working
- Active Lincolnshire
- One You Lincolnshire
- Events

B. The Active Lives Survey

A. An overview of the work undertaken to support the Sport and Physical Activity Strategy and accompanying action plan

2.3 The Council's website and social media channels have been regularly reviewed to support a variety of stakeholders and organisations with their events and to signpost residents to physical activity opportunities across South Kesteven.

Physical Activity Initiatives for Council employees

2.4 Council team members have been engaged in physical activity initiatives. In April 2023, 120 participants took part in a #TeamSK Stride for Stroke Step Challenge which raised over £700 for the Stroke Association and achieved a staggering 40 million steps.

2.5 Activities were delivered during Mental Health Awareness Week between 15 and 21 May 2023 in a bid to boost wellbeing levels. Employees took part in a relaxation gong bath, wellbeing walks, meditation sessions and a virtual Anxiety UK webinar to understand the impacts of stress and anxiety and how activity can alleviate or help to manage the symptoms.

Partnership and collaborative working

2.6 It has been previously recognised the Council alone cannot achieve its corporate ambition of building Healthy and Strong Communities. Officers have therefore continued to collaborate with wider partner organisations, stakeholders and communities. Activities undertaken have included:

- Monthly attendance with County leisure leads meetings coordinated by Active Lincolnshire
- Regular UKActive webinars
- Attendance at 'We Are Undefeatable' webinars
- Monthly attendance at the Grantham Partnership Board, where organisations who provide activity meet to promote and discuss local opportunities to participate in physical activity
- Attendance at workshops hosted by Sport England and the Chief Cultural and Leisure Officers Association (CLOA)
- Quarterly steering group meetings with the Lincolnshire Football Association to stay up to date with funding opportunities and discuss upcoming projects within the district
- Participating in the Ageing and Physical Activity (TAPA) network meetings led by The University of Lincoln to stay up to date with the latest trends and remain up to date with the regional and national picture
- Attendance at the Older Adult and Physical Activity Workshop in Sleaford, which was hosted by Active Lincolnshire in partnership with the Centre for Ageing Better
- Attendance at the Virtual Social Prescribing Show which was hosted by the Social Prescribing Academy. The aim of the event was to highlight the opportunities which are available through social prescribing which support health and wellbeing outcomes

2.7 Officers have forged a working partnership with How Are You (HAY) Lincolnshire. This is an online service to help residents find local resources to boost their health and wellbeing.

Active Lincolnshire

2.8 The 'Activity Finder' developed by Active Lincolnshire is an online tool local residents can use to find activities in their local area. The online tool now boasts more than 300 activities or clubs on the website and is constantly growing. The Council's Leisure Team are actively promoting the Club and Activity Finder to all clubs and organisations they work with, details can be found at:

<https://www.activelincolnshire.com/get-involved/lets-move-lincolnshire/club-and-activity-finder>

2.9 Active Lincolnshire have also developed an online Long-COVID Training Programme in partnership with Shine Lincolnshire, Lincolnshire NHS and Every-One. This has been funded by NHS Charities Together, the training consisting of video tutorials and guidance for providers to enable them to support people with Long-COVID to regain their confidence and ability to undertake everyday tasks, including being physically active. The Council's Leisure Officer has completed this training, which will be shared with employees across the Council to increase the

awareness of Long-COVID and the effects it can have on the workplace and community. The case study completed by the Council's Leisure Officer can be found here: <https://www.activelincolnshire.com/news/case-study-long-covid-training>

One You Lincolnshire

- 2.10 One You Lincolnshire is a county-wide free to access health and wellbeing programme designed to help residents lead a healthy lifestyle. Support is provided to help individuals who access the service make small, sustainable changes to improve their health and wellbeing and live a longer, happier life.
- 2.11 One Your Lincolnshire recently launched Heart and Sole in Grantham which was a 12-week programme targeted to get residents moving who were previously not completing the desired 150 minutes of physical activity per week. The programme ended in April 2023 with a total of 57 local residents completing it.
- 2.12 LeisureSK Ltd, in partnership with One You Lincolnshire, have benefitted from an increase in registrations for their Exercise on Prescription programme. This is a 12-week fully funded structured physical activity programme which residents can access following referral by a health care professional, aimed at those doing less than 150 minutes of physical activity a week. Since January 2023, there have been 148 starters on the programme, with 130 of those increasing their activity levels and 80 of those achieving more than 150 active minutes per week. This equates to the 54% of clients in South Kesteven achieving the target against an average of 46% in Lincolnshire.

Events

- 2.13 **Table One** details events which have been supported or organised by the Council's Leisure Team.

Table One: Events supported or organised by the Council's Leisure Team	
Name of event, date and location	Further details on event
Get SK Moving Roadshow Wednesday 17 May to Saturday 20 May	The Council's Leisure Team organised this event working in partnership with LeisureSK, Inspire + and One You Lincolnshire. The objectives were to raise awareness of physical activity opportunities across the district and highlight the physical and mental health benefits that exercise can have. An event was held in The Deepings, Bourne, Stamford and Grantham alongside each market. Following the success of the events a blog was published which can be accessed at: Get SK Moving Roadshow - Let's Move Lincolnshire (letsmovelincolnshire.com)

<p>Gear up Grantham</p> <p>15 July 2023 in the Market Place, Grantham</p>	<p>The Council's Leisure Team with support from colleagues in the Economic Development and Climate Change teams, organised a cycle event starting in the heart of Grantham. The event consisted of three cycle rides suitable for beginners, more experienced riders, and families. The event was delivered in partnership with Witham Wheelers, British Cycling, the Woodland Trust, Cycle Lincolnshire and Upp Broadband, providing valuable information about cycling, including the opportunities available locally. The Council featured on BBC Radio Lincolnshire on the morning of the event to promote and discuss the benefits of cycling.</p>
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- 2.14 The information provided in **Appendix A** highlights planned future activity in the coming months.

B. Active Lives Survey

- 2.15 The most recent Active Lives Adult Survey data was published in April 2023 and is available online at <https://activelives.sportengland.org>
- 2.16 The survey results for adults (16 years+) demonstrate during the period November 2021 to November 2022, 63.3% of adults in South Kesteven were considered active, completing at least 150 minutes of activity a week, and 9.1% were considered fairly active, completing 30-149 minutes of activity per week. However, 27.6% adults were considered inactive, completing less than 30 minutes activity a week. The results demonstrate an 8.6% improvement when compared to the data for November 2020 to November 2021.
- 2.17 The survey data available for children and young people looks at activity levels by academic year, the most recent academic year being 2021 to 2022. This data remains unchanged from the previous report, the next data set being available in December 2023.

3. Key Considerations

- 3.1 The Council's Leisure Team continue to work on the delivery of the Sport and Physical Activity Strategy, collaborating with the Council's leisure provider LeisureSK Ltd and a range of partners across South Kesteven.

4. Other Options Considered

- 4.1 The Culture and Visitor Economy Overview and Scrutiny Committee have previously agreed to receive six-monthly updates on the delivery of the Council's

Sport and Physical Activity Strategy. Therefore the 'do nothing' option has been discounted.

5. Reasons for the Recommendations

- 5.1 The Sport and Physical Activity Strategy provides a basis for the Council to deliver on its ambition to increase health and wellbeing outcomes across South Kesteven. Members are encouraged to suggest enhancements to the extent and clarity of the information produced for the next six-monthly update report.

6. Background Papers

- 6.1 *South Kesteven Sport and Physical Activity Strategy 2021-2026*, available online at: <http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=28041&p=0>
- 6.2 *Sport and Physical Activity Strategy - Report to Culture and Visitor Economy Overview and Scrutiny Committee*, 28 February 2023, available online at: <https://moderngov.southkesteven.gov.uk/documents/s36995/Sport%20and%20Physical%20Activity%20Strategy.pdf>

7. Appendices

- 7.1 **Appendix A** – Delivery of the Sport and Physical Activity Action Plan

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Appendix A – Delivery of the Sport and Physical Activity Action Plan

Activity Area	Theme	Action to Date	Future Actions
Active Society	Ensure participation is affordable and accessible to the whole community	<ul style="list-style-type: none"> • Working with LeisureSK Ltd to develop a calendar of community events to encourage discussion around healthy, active lifestyles. These events have included Wyndham Park May Day and Get SK Moving (Guest Blog), Gear up Grantham and Grantham Journal Children’s Fun Day. • One You Lincolnshire completed a fully funded 12-week programme called Heart & Sole for residents based in and around Grantham, which saw 57 residents complete the programme at the end of April 2023. • Grantham Meres Leisure Centre continues to host holiday activities partnered with Junior Adventures Group (JAG) to enable opportunities to stay active outside of term time. JAG have continued to be successful with the Holiday Activities and Food Programme (HAF) funding across it’s camps which has allowed primary school children who receive free school meals to access the camps. • Working with Cliff Edge Cycles, Inspire+ and LeisureSK Ltd, SKDC delivered an event in Grantham on Saturday 15th July, focusing on encouraging cycling with a range of local 	<ul style="list-style-type: none"> • Good Boost funding has been applied for through the Together Fund application which is being managed by Active Lincolnshire, with the aim of launching the scheme at Stamford Leisure Pool. • To implement monthly guided cycle rides through Belton House, with talks from the rangers about the wildlife and park. These will be suitable for families, beginners, and more experienced riders and will be led by British Cycling trained volunteers and supported by the National Trust. • To create Gear up Grantham as an annual event which will expand across Bourne, The Deepings and Stamford. • Develop a ‘Wheels for Life’ hub at Grantham Meres Leisure Centre with the support of £7041 from Active Lincolnshire’s Together Fund. This scheme will support people in transport poverty, with trained volunteers upcycling bikes to remove barriers to participation.

	Encourage physical activity as a holistic approach to wellbeing, including a focus on mental health	<p>organisations. Gear Up Grantham Video - YouTube</p> <ul style="list-style-type: none"> Working with health partners to promote opportunities to be active to help with overall health and wellbeing. As part of the Council's wellbeing offering, 120 Officers from across the organisation took part in the #TeamSK Stride for Stroke Step Challenge in April 2023. This challenge also raised over £700 for the Stroke Association. A celebration event included a cake sale to raise more funds, and also provided blood pressure checks to Council Officers. Additional support was provided through Mental Health Awareness Week at each of the markets, commencing 15th May 2023. The benefits of physical activity on mental health were shared to the public. Employees of SKDC also took part in a relaxation gong bath, a meditation session and wellbeing walks during Mental Health Awareness Week. 	<ul style="list-style-type: none"> Continue to support work in the Deepings to establish a mental health organisation to coordinate activity and work with local residents on projects related to health and wellbeing. Produce a wellbeing map for The Deepings. Continue to work with health colleagues from the NHS Neighbourhoods' Team and social prescribers on an integrated care systems approach. The objective is to offer 6-month or annual update meetings to continue this valuable networking. Planning is underway with the Patient Participant Groups (PPGs) at surgeries in Bourne and Deeping, for a Health and Wellbeing Event at Bourne Corn Exchange in September 2023. This event will include 30 local organisations providing advice about the physical activity opportunities available and will also feature practical taster sessions for the public to try. This event is free of charge for members of the public to attend and aims to focus on supporting residents from Bourne and The Deepings (including surrounding areas).
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			<ul style="list-style-type: none"> To continue to provide physical and wellbeing initiatives within the Council, raising awareness through a range of different challenges and charities, such as cancer awareness days and 'Coast to Coast'.
Active Place	Invest in the Council's leisure facilities to ensure that they meet the needs of customers	<ul style="list-style-type: none"> The LeisureSK Ltd Annual Customer Satisfaction Survey was completed in March 2023 to collect feedback from centre users to ensure facilities meet their expectations and needs. The team at LeisureSK Ltd have used these results as part of their programming and planning reviews. The Sport England Moving Communities survey was undertaken in September 2022, showing overall satisfaction was an average of 77.72% across the LeisureSK Ltd managed facilities. Grantham's results were 80.33%, Bourne's 80.7% and Stamford's 71.5%. Grantham Meres Leisure Centre was successful in sourcing funding for a Changing Places Facility which is now open. Track refurbishment works were completed in June 2023 at the South Kesteven Sports Stadium which has improved the surface for competitions being hosted at the stadium, the facility now being able to attract Level 1 competitive events. 	<ul style="list-style-type: none"> Continue to monitor customer satisfaction levels via surveys and other data to ensure that the leisure facilities meet the needs of customers. This includes monitoring feedback included on the monthly leisure monitoring reports. The next annual Sport England Moving Communities is due to be distributed in September 2023. The Council's Property and Leisure Teams have been working through the condition surveys and will continue to work through these prioritising works based on severity and risk. The Council's Property Team are seeking an appropriate location within Wyndham Park for a Changing Places facility.

	<p>Explore opportunities to use parks and open spaces within the district</p>	<ul style="list-style-type: none"> • Use of Council social media pages to promote green spaces across the district and activities available in local parks and open spaces. Active Lincolnshire have created a map of outdoor gyms for residents, including those in South Kesteven Lets Move Lincolnshire. • A partnership has recently been developed with Lincolnshire Coop to develop Wyndham Park Visitor Centre as a Wellbeing hub. This will help continue to develop a programme of events and activities to attract visitors to Wyndham Park. • Working in conjunction with Gonerby Hill Foot (GHF) Park Action Group, Gonerby Hill Foot play park has been refurbished and was successfully opened on Monday 10th July 2023. This supports the younger generation to be active and make the most out of their local community and was made possible following successful funding from FCC Communities Foundation and local businesses. • Promotion of 'Love Parks Week' from 28th July to 6th August 2023, adding additional fitness classes, which were provided by LeisureSK Ltd, to our open spaces, and encouraging wellbeing walks to visit our parks within South Kesteven. 	<ul style="list-style-type: none"> • Continue to develop use of social media, web pages and other promotion of green and open spaces across the district. • Active Lincolnshire to film a LeisureSK Ltd instructor using Wyndham Park outdoor gym and delivering a workout to promote outdoor spaces. • Seek 'Our Parks' funding which would see outdoor fitness sessions delivered in open spaces across the district. • Promotion of Parks and Open Spaces on the HelloSK App, including events that will be held. • Promotion of Street Tag through schools within the district which is an app-based initiative created by Active Lincolnshire aimed to increase physical activity by walking or cycling at no cost.
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<p>Active People</p>	<p>Support a broad range of sport and physical activity opportunities that reflect the interests and needs of the community and visitors to the district</p>	<ul style="list-style-type: none"> • Supporting the use of the Activity Finder with Active Lincolnshire which now boasts over 300 activities or clubs easily accessible to residents in South Kesteven. • Wellbeing walks are currently taking place from Bourne Leisure Centre on a Wednesday and Friday morning, from Stamford Leisure Pool on a Thursday afternoon and Grantham Meres Leisure Centre on Wednesdays. There have been 1298 walkers from January to July 2023. • A new fitness class timetable was launched in May 2023 at Grantham Meres Leisure Centre, and this is reviewed quarterly. • Stamford Leisure Pool launched Hydro Fighter aqua classes. • Half term swim crash courses are being provided at each of the leisure facilities including Mermaid Fins, Aqua Quidditch and Rookie Lifeguarding. • Partnership with the How Are You (HAY) Lincolnshire and the Grantham Partnership Board to stay up to date with physical activity opportunities and trends. 	<ul style="list-style-type: none"> • Timetable and programming for leisure facilities are being continuously reviewed and new initiatives added to ensure there are a broad range of activities on offer to residents and visitors. • Further instructor training to be delivered to increase the offering of Aqua Cycling. • New Summer 'We are Undefeatable' campaign starting in August, as part of which the Council will actively promote and inspire people living with long term health conditions to build physical activity into their daily routines, or encourage them to try something new. • LeisureSK Ltd will continue to run the Leisure in the Community sessions in the Deepings after the 26 weeks of funding has ended. • In June, Council Officers attended a Youth Forum in Stamford to understand how to better engage with young people. Actions are being developed on the back of this workshop and the Council will continue to provide support in ensuring Stamford has the correct opportunities available for children to be physically active.
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		<ul style="list-style-type: none"> • Aqua Cycling classes have been launched at Stamford Leisure Pool which is unique to the district. • Junior Gym sessions continue to run at Grantham Meres Leisure Centre. • Funding of £3964 was received from the Together Fund, which is hosted by Active Lincolnshire. This was used to deliver activity for Older Adults and people with Longer Term Health Conditions in The Deepings. These sessions commenced on 17 April 2023 and will run for 26 weeks. 	
	<p>Work with the Council's leisure provider and partners to run health intervention programmes that result in improved health and wellbeing for residents and deliver outreach activities in our communities</p>	<ul style="list-style-type: none"> • The exercise on Prescription scheme continues to run across all centres. Since January 2023, there have been 148 starters on the programme, with 130 of those increasing their activity levels and 80 of those achieving more than 150 active minutes per week. This equates to the 54% of clients in South Kesteven achieving the target against an average of 46% in Lincolnshire. • Special Educational Needs and Disability (SEND) swimming lessons, and dedicated family swim sessions, were launched in May at Bourne and are currently fully booked every week. • Pre and Post Natal classes were launched across all LeisureSK Ltd centres in the district. Bourne launched pre and post-natal sessions 	<ul style="list-style-type: none"> • More marketing is required, especially for GP's and hospitals. Develop partnerships with further GP practices around the district, following the success of Bourne. • Continue to develop the SEND swimming lessons across Grantham and Stamford. • Funding of £3,500 has been secured to launch Fighting Fit Cancer Rehab classes at Bourne and Stamford in September. • Active Lincolnshire's online Long Covid training will be shared to providers to support people with the condition to regain their confidence and enable them to undertake everyday tasks, including physical activity.

		<p>both wet and dry, Stamford launched pre-natal aqua sessions and Grantham launched Bump Boost.</p> <ul style="list-style-type: none">• A new Balance and Coordination class was launched in Bourne at the beginning of June in conjunction with Bourne Galletly GP Practice. This class has an average of 12 attendees each week.• Fighting Fit Cancer Rehab classes were launched at Grantham Meres Leisure Centre on 2 May 2023 in partnership with Lincoln City Football Foundation. At the end of July 32 residents have taken part in these low impact sessions which are designed to help residents maintain or increase physical fitness levels at a pace that suits them. They are also a great opportunity to connect with people with shared experiences.• Active Life classes continue to run at Grantham Meres Leisure Centre, providing exercise classes and activities for those aged 50+.• A warm spaces initiative ran until the end of March 2023 across all leisure centres within the district.• Good Boost started in January at Bourne Leisure Centre and Grantham Meres Leisure Centre in May, these are both proving popular.	
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		<p>This is an NHS recognised product, delivered through a series of pre-recorded exercises on a tablet which are accessed by individuals via personalised log on details. The objective of Good Boost is to bring new users to facilities, particularly those from less active backgrounds, including older adults, those with long term conditions, those overweight or obese, and those in recovery from cancer and cardiac illness. Good Boost has welcomed 305 users to the sessions since launching.</p>	
Active System	<p>Recognise that physical activity is more than participation in sport and includes activities such as walking, dancing and gardening</p>	<ul style="list-style-type: none"> • Council Officers have been part of The Ageing and Physical Activity Network, hosted by The University of Lincoln, which saw Phase 1 of the scheme come to a close in March 2023. Officers have attended further research sessions to input data and share the results. • Work has taken place with Active Lincolnshire to support the delivery of projects in local schools and the community to promote active travel opportunities, and build confidence to cycle. • Social media messages, from both the Council and LeisureSK Ltd, have promoted ways that residents can be physically active and provided information relating to general health and wellbeing. • A strong partnership has been built with the Council's Leisure Team and Lincolnshire County 	<ul style="list-style-type: none"> • The opportunity to deliver virtual 'We are Undefeatable' sessions in village halls will be explored as this provides an opportunity for exercise without a physical instructor. • Continue to attend research sessions with The Ageing and Physical Activity (TAPA) network to have an influence in the outcomes within Lincolnshire and South Kesteven. • Ensure positive messages are communicated to residents in a variety of ways about how activity can be integrated into everyday life. • Support creation of walking sport groups and reintroduce programme of activities at leisure facilities, including wheelchair basketball.

		<p>Council to promote active travel. Council Officers also attended Active Travel England's Roadshow in Nottingham on 21st March 2023.</p>	<ul style="list-style-type: none"> • Educating social housing residents in the district on the benefits of gardening on both physical and mental well-being. • Creation of four market town maps to promote key points of interest, main pathways for walking and cycling and available cycling parking. Working with the Councils Climate Change Officer, these maps will also show the benefits and carbon savings by walking and cycling.
	<p>Facilitate partnerships and collaboration between authorities, organisations, communities, and groups to empower those who can make change</p>	<ul style="list-style-type: none"> • Council Officers have continued to contribute to the districts health and wellbeing strategy and ensure activities are aligned to the county wide strategy - Let's Move Lincolnshire. • Work has taken place in partnership with a wide range of organisations utilising social media and webpages to collectively promote activities. • The Council's Leisure Team helped organise the SK Wellbeing event which took place on 25 February 2023, held at the Jubilee Church Life Centre. There was a range of organisations at the event which support physical wellbeing, as well as mental and financial wellbeing. 	<ul style="list-style-type: none"> • Develop an Officer working group to create, develop and move forward with the Lincolnshire wide health and wellbeing strategy, at a local level. • Continue to work with other organisations to promote activities and events taking place across South Kesteven. • Increase cycle parking opportunities within South Kesteven, working in partnership with Lincolnshire County Council and the Future High Streets Funding/Shaping Streets.

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Culture and Leisure Overview and Scrutiny Committee

5 September 2023

Report of Nicola M^cCoy-Brown,
Chairman of LeisureSK Ltd

LeisureSK Ltd Performance Report - September 2023

Report Author

Nicola M^cCoy-Brown, Chairman of LeisureSK Ltd

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Purpose of Report

To provide an update to the Culture and Leisure Overview and Scrutiny Committee on the performance of LeisureSK Ltd against the leisure management contract objectives.

Recommendations

In noting the work being undertaken by the Board of Directors for LeisureSK Ltd to ensure the company delivers on its contractual and community outcomes, it is recommended the Culture and Leisure Overview and Scrutiny Committee:

1. **Considers whether any enhancements are required to the level of information provided for inclusion in the next six-monthly update.**

Decision Information

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

No

What are the relevant corporate priorities?

- Growth and our economy
- Healthy and strong communities
- High Performing Council

Which wards are impacted?

Two or more wards

1. Background to the Report

- 1.1 The Council's Corporate Plan 2020 to 2023 sets out the key priorities for the Council and its leisure service. Investing in the health of the District and providing a high-quality leisure offer helps to support the Council's corporate ambition and provides opportunities for improved health and wellbeing outcomes for local communities. The Council's leisure contract with LeisureSK Ltd focusses on embedding an approach that seeks to continuously improve service delivery and customer experience.
- 1.2 Previously the Council's Culture and Visitor Economy Overview and Scrutiny Committee agreed to receive six monthly updates on the performance of LeisureSK Ltd. The last report was considered by Members at the meeting of the Committee held on 28 February 2023 (see **Background Papers**).
- 1.3 This report covers activities which have taken place between January 2023 and July 2023. For ease of reading, seven subsets have been created as follows:
- A. An overview of LeisureSK Ltd Operations/Staffing
 - B. An overview of LeisureSK Ltd Community and Outreach Activities
 - C. An update on the Council's Leisure Centres
 - D. An update on the work of the Council's Leisure Team
 - E. LeisureSK Ltd Performance Monitoring
 - F. Leisure Centre Condition Surveys
 - G. Quality Assurance

(A) LeisureSK Ltd Operations/Staffing

- 1.4 LeisureSK Ltd continues to face operational challenges relating to the availability of supplies and services, and increased supplier costs, especially in relation to utilities. This aligns with the national picture and the challenges being faced by other leisure providers. As a result of increased utility and staffing costs, a

management fee of £500,000 for LeisureSK Ltd was approved at Full Council on 1 March 2023 as part of the Council's annual budget setting.

- 1.5 The recruitment of suitably qualified staff continues to be a challenge within the leisure industry, this has caused difficulties at Grantham Meres Leisure Centre where there has been a higher turnover of staff. The roles which have been difficult to recruit to are Leisure Assistants, Swimming Teachers and Duty Managers.
- 1.6 The Contract Manager for LeisureSK Ltd, with the support of the Board, continues to review the company staffing structure to try and mitigate the increased cost of operating the three leisure centres without impacting upon the levels of service delivery and customer experience. National Minimum Wages increases have had an impact on previously agreed pay scales which have subsequently been reviewed to ensure levels of pay are competitive and aid the recruitment and retention of staff.
- 1.7 As a result of the pay review undertaken, the Board of Directors agreed employees in a senior management role would not receive an increment. Instead, a one-off cost of living support payment was agreed which is being paid in quarterly instalments in the current financial year.
- 1.8 The human resources (HR) consultancy firm, the HR Branch, continue to provide external professional human resources support to LeisureSK Ltd. As part of the support provided, a Management Development Course has been delivered over a six-month period, with a total of 20 Managers having completed the training. The course has provided standardisation of processes and procedures across the three leisure centres and given Managers confidence in dealing with HR related issues.
- 1.9 LeisureSK Ltd continue to work with a national apprenticeship provider, Lifetime Training, to deliver the following qualifications for staff:
 - The Chartered Institute of Management (CMI) Level 3 Team Leader Supervisor qualification
 - The CMI Level 5 Operations Departmental Manager
 - Level 2 Leisure Team Member
 - Level 3 Leisure Duty Manager
- 1.10 There are currently eight team members undertaking apprenticeship qualifications.
- 1.11 LeisureSK Ltd and the Board of Directors remain committed to growing and developing the teams. Since January 2023, the following courses have been hosted across the leisure centres to assist with the recruitment of staff and to upskill the current workforce:

- National Pool Lifeguard Qualification
- Level 1 Swim England Assistant Swim Teacher
- Level 2 Swim England Swim Teacher
- National Pool Supervisor Qualification
- Lincolnshire Co-op Wellbeing Walk Leader
- National Pool Plant Operator

1.12 In addition, team members have also undertaken the following external training courses to develop their skills and extend the range of activities on offer:

- Pre and Post-Natal Fitness
- Cancer Rehabilitation
- Level 3 Award in Education and Training
- Level 3 Fitness and Aquafit Instructor

(B) LeisureSK Ltd Community and Outreach Activities

1.13 LeisureSK Ltd continue to develop their programme of community and outreach activities, promoting and increasing their health and wellbeing offering. A wide variety of events have been attended including:

- Connected Communities Wellbeing event in Stamford
- Active Lincolnshire workshops; Older Adults and Physical Activity, Wheelchair Sports Programme launch, Women and Girls in Physical Activity and Sport (including menstrual cycle, pregnancy and menopause)
- Active Mums network meetings quarterly which has resulted in funding for three Pre and Post Natal instructor qualifications
- The Council's Healthy Living with Long Term Health Conditions at Stamford Arts Centre, Wellbeing Event at Jubilee Church Grantham, Gear Up in Grantham, and Love Parks Week
- Wyndham Park May Day Market and Get SK Moving Summer Markets
- Lincolnshire County Council's Children Centres Networking Event
- Patient Activation Measure (PAM) training with Macmillan and the NHS
- Wellbeing Walk Leader training with a total of 26 trained Walk Leaders delivering six walks per week across the District
- Wellbeing Walks and low impact exercise classes for those with long term health conditions in The Deepings area

1.14 Other initiatives introduced within the centres by LeisureSK Ltd include:

- Specialist classes at Bourne Leisure Centre which provide targeted interventions and provide enhanced health and wellbeing outcomes. These include classes for those suffering from Chronic Obstructive Pulmonary Disease (COPD), Cardiac Rehabilitation, Disability Circuits, Mindfulness Meditation, and classes to aid balance and coordination

- Good Boost, which is an app based therapeutic water exercise programme for people with musculoskeletal conditions, was initially launched at Bourne Leisure Centre, and more recently at Grantham Meres following the successful award of funding from the Together Fund (managed by Active Lincolnshire)
- A partnership arrangement has been formed with Whaplode Primary School to deliver National Rescue Awards and training for swimming teachers and coaches
- Aqua natal classes at Bourne and Stamford, and Bump Boost at Grantham
- Delivery of the Royal Lifesaving Society's Save a Life campaign in the community at various locations
- Wellbeing Walks from Grantham Meres in addition to the already established walks in Grantham
- Fighting Fit Cancer Rehabilitation classes at Grantham which are delivered in partnership with the Lincoln City Football Foundation
- Special Educational Needs and Disability (SEND) swimming lessons and family swim session at Bourne Leisure Centre
- Exercise on Prescription continues to be delivered across all the centres

1.15 LeisureSK Ltd are planning to introduce further initiatives across the centres with the team undertaking specific training to launch these and expand on the offer which includes:

- Wheels for Life with Active Lincolnshire – an application has been submitted for £7,000 funding to have a hub created at Grantham Meres
- Fighting Fit Cancer Rehabilitation at both Bourne and Stamford in partnership with the Lincoln City Football Foundation – funding of £3,500 has been confirmed to launch this activity in September 2023
- An additional ten Save a Life sessions are to be delivered within the community between September and November 2023

1.16 Partnerships continue to be developed between the Council, LeisureSK Ltd and wider organisations providing physical activity in the county including One You Lincolnshire, Active Lincolnshire and Inspire+. Work is also ongoing to develop working relationship with health providers including local general practice (GP) surgeries, social prescribers, including Shine Lincolnshire and the Grantham Partnership Board, Lincoln City Football Foundation, Macmillan, Mindspace and the Musculoskeletal Physiotherapy team at Stamford Hospital.

(C) Update on Council Leisure Centres

1.17 As a result of the rising energy costs, the Board of Directors recently commissioned energy efficiency surveys across the three leisure centres. The surveys were undertaken by an award-winning sector leading energy saving consultancy firm - Leisure Energy Ltd. The resulting reports highlighted a range of energy saving measures. The Board of Directors for LeisureSK Ltd remain

committed to working with Council Officers to explore what investment is required to reduce carbon emissions and deliver cost savings.

- 1.18 In March 2023, the Government announced the £60 million Swimming Pool Support Fund. £20 million is targeted on helping Council's mitigate increased energy and chemical costs, with the remaining £40 million to be utilised to fund energy saving capital investment projects.
- 1.19 Council Officers have already submitted a bid to the revenue support element of the fund. However, this is likely to be over-subscribed and not all authorities will benefit from funding. The capital element of the fund is due to open in September 2023.
- 1.20 There are a range of alternative funding opportunities currently being explored including the Public Sector Decarbonisation Scheme (PSDS), which is due to open in Autumn 2023, and the Council's own Climate Reserve.
- 1.21 In addition, inefficiencies have been identified with the Combined Heat and Power (CHP) units installed at Grantham Meres Leisure Centre and Bourne Leisure Centre. A specialist report has been commissioned to consider the impact of removing these in favour for an alternative more efficient heat source, which could form the basis of any funding bids.

Bourne Leisure Centre

- 1.22 The gym refurbishment undertaken in November 2022 continues to be a success and has seen a 24.5% increase in fitness members compared to December 2022, when including both monthly direct debit and advanced payment members.
- 1.23 To complement the success of the gym refurbishment programme, regular group exercise programme reviews have been undertaken to further improve the offering, with specialist classes introduced at the centre as detailed in paragraph 2.12.
- 1.24 The Swim School programme continues to perform well with a 20% increase in pupils compared to December 2022. This has also included the introduction of SEND swimming lessons and a dedicated SEND family swim session.
- 1.25 A regular monthly Farmers Market was introduced in February 2023, the market is hosted in the sports hall utilising previously empty space and attracts an average of 800 to 1,000 visitors per month, providing opportunities for local small businesses to come together.
- 1.26 Large scale pool plant maintenance upgrades have been undertaken to include the refurbishment of the pool filtration media and the replacement of the pool ultraviolet filtration system to ensure high standards of pool water quality.

Grantham Meres Leisure Centre and South Kesteven Sports Stadium

- 1.27 To compensate for the rising energy costs, the decision was made by the Board of Directors that the Table Tennis Centre (TTC) should remain closed after the National Health Service (NHS) completed the COVID-19 vaccination programme in December 2022. All bookings have continued to be accommodated in other parts of the centre.
- 1.28 The TTC at Grantham Meres Leisure Centre has been used once more by the NHS between April and June 2023 to deliver the COVID-19 Spring booster vaccinations. During this time, a total of 15,366 vaccinations were administered. Grantham Meres Leisure Centre received a hire fee for the use of the centre.
- 1.29 The Board of Directors have agreed in principle for the NHS to use the centre for their Autumn booster campaign which is due to take place between September and December 2023. Confirmation whether this is to ahead is due to be received imminently.
- 1.30 LeisureSK Ltd have continued to host Meres Lives events, securing the acts directly and utilising the Council's Arts Team to provide ticketing services. Concerts have included The Upbeat Beatles and Showaddywaddy, with an audience of 990 across both events. There are an additional five events planned for the remainder of the financial year.
- 1.31 Grantham Meres successfully relaunched Gymnastics sessions as part of their children's activity programme in March 2023, with 96 children currently being enrolled.
- 1.32 Following collaboration between LeisureSK Ltd, Grantham Athletics Club and the Council, the Sports Stadium has been awarded a Level 1 competition licence by UK Athletics. This will enable the stadium to be used for competitive athletic events.
- 1.33 During 2023, the centre has continued to see a strong return of sporting and community events. The David Ross Educational Trust (DRET) summer games returned, and the centre also hosted the Inspire+ Mini Olympic Games, which was a three-day event hosting over 2,500 primary school children participating in sports and other activities. Additional events have included local school's athletics competitions in the run up to the end of the academic year.
- 1.34 Fitness membership numbers have seen a steady growth, with an increase of 12.9% compared to December 2022, when including both monthly direct debit and advanced payment members. This has been complemented by a review of the group exercise programme with quarterly reviews taking place. There are currently 62 instructor-led classes held each week.

- 1.35 The Swim School programme continues to perform well with a growth of 10.1% in pupils compared to December 2022.

Stamford Leisure Pool

- 1.36 The centre opening hours have been extended. From February 2023, the facility is now open until 9.30pm which brings the centre's operational hours back to pre-COVID levels. This has allowed for additional group exercise classes, club swimming sessions, public lane swimming sessions, SEND lessons and increased availability to use the gym.
- 1.37 Fitness membership numbers continue to perform well with the centre seeing an increase of 25.8% in their membership base compared to December 2022, when including both monthly direct debit and advanced payment members.
- 1.38 Following on from the success of the gym refurbishment programme at Bourne Leisure Centre, the centre team are exploring options to invest in the facilities and equipment to further enhance the gym offer and introduce specialist equipment for disabled users.
- 1.39 The Swim School programme remains steady with a small growth of 1.8% in pupil numbers compared to December 2022. There have been challenges with the enrolment of new swimmers in the lower stages, however the centre has been undertaking focussed marketing to assist with attracting younger pupils. They also continue to face increased competition from the Stamford Endowed School 'learn to swim' programme which has been extended over the past year.
- 1.40 Discussions have taken place with Stamford College about the possibility of including the National Pool Lifeguard Qualification within their sports courses from September 2023. With the latest release of this qualification, this would allow students who successfully achieve the qualification, to earn University and Colleges Admissions Service (UCAS) points to support their university applications. Further meetings are due to be held once the college returns in September 2023, with an intention to host the first course in Winter 2023.

(D) Work of the Council's Leisure Team

- 1.41 The Council's Leisure Team continue to be responsible for regular contract monitoring, the results of which are reported to the Board of Directors monthly to ensure the contract outcomes and the Council's objectives are being delivered.
- 1.42 As part of the regular contract monitoring regime, organised visits and spot checks are undertaken to ensure LeisureSK Ltd are providing a high-quality service which meets the Council's desired levels of cleanliness and presentation, and the leisure

centres are offering a positive customer experience. Following the meetings, any actions necessary are recorded, monitored and signed-off once resolved.

- 1.43 Formal contract monitoring meetings, which include representatives of the senior management team at LeisureSK Ltd and Officers from the Council's Leisure and Property Teams, continue to take place quarterly. Outside of this, the Council's Team Leader for Leisure, Parks and Open Spaces meets with the LeisureSK Ltd Contract Manager on a monthly basis. Any areas of concern from the monitoring visits are raised as an emerging trend at the quarterly monitoring meeting for further discussion and resolution.
- 1.44 During the current year, because of customer complaints received, there has been a targeted focus on cleanliness as part of the monitoring visits. All complaints received are jointly investigated by the Council's Leisure Team and the relevant centre management team. As a result of this focus, there has been a marked improvement in cleanliness standards which has resulted in positive feedback being received.
- 1.45 **Table One** below outlines the findings from the leisure monitoring visits and the items raised for rectification between the period of January 2023 and July 2023.

Table One: Findings from the leisure monitoring visits and the items raised for rectification between the period of January 2023 and July 2023		
Facility	Total Cleanliness Items	Total Maintenance and Repair Items
	January – July 2023	January – July 2023
Bourne Leisure Centre	235	72
Grantham Meres Leisure Centre	319	123
South Kesteven Sports Stadium	270	104
Stamford Leisure Pool	206	58

(E) LeisureSK Ltd Performance Monitoring

Balanced Scorecard

- 1.46 The balanced scorecard covering the leisure centres for the period January 2023 to July 2023 can be found at **Appendix A**. This provides detailed information on the performance of the leisure centres which is utilised by the Board to assess the performance of the company and progress against the leisure contract Key Performance Indicators (KPIs).

Customer Survey

- 1.47 The annual customer satisfaction survey was conducted in March 2023, the survey receiving a total of 845 responses which represents an increase of 56.8% compared to the previous year. Results from the most recent survey are shown in the **Table Two** below:

Table Two: Results from March 2023 annual customer satisfaction survey					
Facility	Very Satisfied	Satisfied	Neither satisfied or dissatisfied	Unsatisfied	Very unsatisfied
Bourne Leisure Centre	33.42%	44.56%	10.88%	5.84%	5.31%
Grantham Meres Leisure Centre	32.32%	47.31%	12.69%	3.46%	4.23%
Stamford Leisure Pool	16.35%	55.29%	15.87%	6.25%	6.25%

Sport England Moving Communities Community Survey

- 1.48 The annual Sport England Moving Communities Community Survey was last distributed to LeisureSK Ltd's customers in September 2022. The focus of the survey was to help Sport England understand perceptions about physical activity and active leisure in local communities, and to monitor the sector's performance, sustainability and social value contribution.
- 1.49 The survey is broken down into four areas which covers satisfaction, net promotor score (NPS), which is an index ranging from -100 to 100 which measures the willingness of customers to recommend a company's products or services to others, in-centre activity and cleanliness.
- 1.50 As the annual survey is not due to be distributed until September 2023, the results from the most recent survey remain unchanged to those previously reported. For completeness, these are shown in **Table Three**.

Table Three: The results from the most recent Sport England Moving Communities Community survey				
	Bourne Leisure Centre	Grantham Meres Leisure Centre	Stamford Leisure Pool	LeisureSK Ltd – Contract Result
Responses Received	144	125	120	389

Satisfaction	80.7%	80.33%	71.5%	77.72%
NPS	13.67	11.2	-21.66	1.82
In-centre Activity	79.7%	79.51%	72.38%	77.5%
Cleanliness	73.23%	75%	51.76%	68.21%

- 1.51 The results of the survey also demonstrated that in the previous 12-month period, **LeisureSK Ltd generated a total of £4,618,208 of social value through the activities and services provided.**

(F) Leisure Centre Condition Surveys

Building condition surveys

- 1.52 The building condition surveys undertaken during 2022, continue to be reviewed by the Council's Leisure and Property Teams and the Board of Directors, with works being prioritised for completion based on the severity and risk identified. These works are taking place in addition to ongoing reactive maintenance works which are routinely identified and completed.
- 1.53 Major works have been completed across all three centres, with the extent of works completed listed below:

Bourne Leisure Centre:

- Replacement fire damper in air handling extraction system
- Upgrade to pool ultraviolet (UV) filtration system
- Pool tank Inspection – to determine future works required
- Fire door survey
- Pool chemical dosing system upgrades
- Replacement of pool filtration media
- Roofing repairs to sports hall and pool hall
- Directional car park re-lining

Stamford Leisure Pool:

- Replacement fire damper in air handling extraction system
- Pool tank inspection – to determine future works required
- Replacement air conditioning in the gym
- Fire door survey

- Upgrade of showers in changing rooms
- Decommission of header tank and upgrade of domestic water system to include pressurisation unit
- Pool chemical dosing system upgrades
- LED lighting upgrades in the pool hall

South Kesteven Sports Stadium:

- Boiler replacement in Main Stand
- Internal and external gutter repairs to the bar area
- Roofing repairs to bar area
- Athletics track surface repairs

Grantham Meres Leisure Centre:

- Pool tank inspection – to determine future works required
- Replacement of balance tank valves
- Completion of Fire Strategy works
- Upgrade of pool chemical dosing system to include installation of flocculant to help turn cloudy pool water into crystal clean

- 1.54 Other major ongoing work includes the replacement and upgrade of fire doors at Grantham Meres Leisure Centre, and further roofing repairs at Bourne Leisure Centre.

Mechanical and Electrical meetings

- 1.55 Bi-monthly Mechanical and Electrical (M&E) meetings continue to be undertaken between LeisureSK Ltd, Council Officers and Briggs and Forrester (the Council's maintenance contractor). The meetings aim to ensure maintenance issues are captured at an early stage, and any remedial works can be planned in to prevent operational issues.

(G) Quality Assurance

Annual Quest Audits

- 1.56 In January 2023 LeisureSK Ltd had their annual Quest audits which were conducted by independent consultants Right Directions Ltd. Quest is Sport England's Continuous Improvement Tool for leisure facilities and is designed to measure how effective organisations are at providing customer service.
- 1.57 Established for over 20 years Quest, in addition to being supported by Sport England, has the support of wider organisations including CIMSPA (The Chartered Institute for the Management of Sport and Physical Activity), UKActive (a not-for-profit industry association promoting the interests of commercial fitness gyms and community leisure centres) and the Chief Leisure Officers' Association (CLOA).

- 1.58 As part of the Quest assessment, the three centres received a mystery visit and a one day on site assessment. There were six core modules assessed which included: compliance declaration, operational management, environmental management, managing the team, the customer journey and tackling inequalities. Following the overall assessment, leisure centres are given a banding of either: Unsatisfactory, Satisfactory, Good, Very Good or Excellent.
- 1.59 **All three leisure centres achieved a good rating as a result of the Quest audits.** Any areas for improvement have been captured in a Quest Improvement Plan for each centre, with progress being monitored by the Board of Directors.

2. Key Considerations

- 2.1 This report seeks to provide Members with key information on the performance of LeisureSK Ltd and to demonstrate the commitment of the Board of LeisureSK Ltd to ensure the company achieves its operational and performance objectives.

3. Other Options Considered

- 3.1 The Culture and Visitor Economy Overview and Scrutiny Committee (since the 2023 local elections, now replaced by the Culture and Leisure Overview and Scrutiny Committee) have previously agreed to receive six-monthly updates on performance. Therefore the 'do nothing' option has been discounted.

4. Reasons for the Recommendations

- 4.1 The Council has a duty to ensure the leisure contract provides value for money and delivers its corporate objectives. The information detailed within the report provides Members with an opportunity to assess the performance of LeisureSK Ltd and to suggest enhancements to the level of information provided for inclusion in the next six-monthly update.

5. Background papers

- 5.1 *LeisureSK Ltd Performance Report* - Report to Culture and Visitor Economy Overview and Scrutiny Committee, published 20 February 2023, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s36993/Performance%20of%20LeisureSK%20Ltd.pdf>
- 5.2 *Public Sector Decarbonisation Scheme* - provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measure, published 1 October 2020 and last updated 12 July 2023, available online at:
<https://www.gov.uk/government/collections/public-sector-decarbonisation-scheme>

6. Appendices

6.1 Appendix A: Balanced Scorecard January 2023 to July 2023.

Appendix A – LeisureSK Ltd Performance Monitoring Report

Balanced Scorecard Report

Objective	Measure – Performance Indicator	Bourne Leisure Centre						
		Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023
Provide high-quality, accessible leisure provision for residents and visitors to South Kesteven	Overall attendance	15991	21598	23732	21480	22365	22193	17748
	Total membership numbers:							
	• Swim school	1067	1091	1100	1116	1170	1197	1206
	• Fitness	1185	1211	1236	1258	1282	1311	1348
	Attendance:							
	• Casual swimming	4777	6510	6187	6727	5178	5322	6027
	• Gym sessions	3885	3348	3923	3503	3674	3146	2807
	Facebook activity							
	• Number of posts	11	13	14	12	20	17	16
	• Total followers	3087	3127	3160	3191	3351	3371	3414
• Engagement	38327	8420	7989	8859	6335	5759	8204	
Google rating	4.3	4.0	4.3	4.5	4.5	4.2	3.9	
Contract monitoring visits by the Council's leisure team	1	1	2	1	1	1	1	
Facility closures	0	0	0	0	1	0	0	
Number of accidents/incidents	7	8	17	16	7	9	9	
Number of high/medium risk actions	0	0	0	3	3	3	3	
Establish a culture of growth and development	Courses completed by team members	0	9	4	6	14	1	1

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Create an environment where employees feel valued, empowered, engaged, and satisfied	• New starters	2	2	1	1	1	1	5
	• Vacancies	2	2	2	3	3	3	1

Customer Feedback Summary

January 2023 – July 2023	
Bourne Leisure Centre	<p>Positive</p> <ul style="list-style-type: none"> • Comments about the Reception team, Swim School team, Exercise on Prescription coaches, Party Hosts, Group Exercise Instructors • Swim School and the joining process, the farmers market as well as Good Boost and the return of the specialist classes and health walks • Great feedback for Matt and his Exercise on Prescription clients. • App notifications reminding users if sessions booked. Party being hosted well and team very helpful and friendly. Swim School teachers friendly and engaging in the school holidays running crash course. Health walks being very enjoyable and friendly. Aquafit coach and how he handled a disruptive customer. • Crash courses and distances night feedback. Great Exercise on Prescription feedback for Matt and his delivery of the program. • Health walks are great, Good Boost instructors are helpful and friendly. • Praise following completion of swim school programme and support received from the team. • Standard of gym kit and cleanliness of the gym. • New aquafit instructor and standard of their class. <p>Negative</p> <ul style="list-style-type: none"> • Pool temperatures this was linked to the Combined Heat and Power being offline and the 2nd boiler faulting. Temperatures never went below 28 degrees also the domestic hot water boiler faulted causing low temperature issues. • Booking in process for casual swimming, Showers not working in the ladies. Lack of spaces in Group Exercise classes we are too popular. • Showers in the changing rooms water pressure poor and not enough showers in peak times, 3 cubicle needed locks. • Not enough showers during peak times, app notifications for 6am swims coming through at 4am. Classes being full and no notifications when a space becomes available. • Not enough showers during Swim School and one shower not working. Not enough daytime aqua classes.

- Pool too warm, showers out of action, lines in car park are poor and signage as people are abusing the one way.
- Reduced lane swimming provision during school holiday programming period and change in time of aquafit class during holidays.
- No free inductions provided when attending the centre on a free day pass.

Balanced Scorecard Report

Objective	Measure – Performance Indicator	Grantham Meres Leisure Centre						
		Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023
Provide high-quality, accessible leisure provision for residents and visitors to South Kesteven	Overall attendance	35349	33988	37629	44402	50861	39134	37217
	Total membership numbers:							
	• Swim school	1471	1496	1505	1512	1529	1529	1540
	• Fitness	1309	1310	1305	1314	1332	1337	1361
	Attendance:							
	• Casual swimming	7053	6910	7615	7922	8103	8990	7809
	• Gym sessions	8295	8652	9179	8978	8664	8451	8518
	Facebook activity							
	• Number of posts	48	42	67	58	51	54	58
	• Total followers	5978	5991	6022	5991	6047	6068	6100
• Engagement	6622	6111	7998	7892	8010	8042	5675	
Google rating	4.2	4.2	4.2	4.2	4.2	4.2	4.4	
Contract monitoring visits by the Council's leisure team	2	2	2	2	2	3	0	
Facility closures	0	0	0	0	2	0	0	
Number of accidents/incidents	16	7	7	13	4	8	7	
Number of high/medium risk actions	4	2	0	1	1	2	1	

Establish a culture of growth and development	Courses completed by team members	0	1	1	1	3	5	7
Create an environment where employees feel valued, empowered, engaged, and satisfied	• New starters	2	2	1	2	1	4	2
	• Vacancies	0	0	2	2	5	2	1

Customer Feedback Summary

	January 2023 – July 2023
Grantham Meres Leisure Centre	<p>Positive</p> <ul style="list-style-type: none"> • New Group Ex timetable went live. Now all instructor lead. Only received positive feedback and attendance figures reflex. • The team had several positive comments from both the public and the event organisers in general way they dealt with them and the customer service that was delivered. • 5 star google review stating how cleanliness of the pools with other reviews on Google. • Members appreciating the gates being back in use, as it adds value to the membership and stops people sneaking in. • Group Exercise launch event. • Members story board in place. • Return of gymnastics programme. • Reception entrance turnstiles back in working order. <p>Negative</p> <ul style="list-style-type: none"> • Issues with 3G lighting and delays to getting repaired. • Price increase which took effect in April 2023. • Condition of changing facilities and cleanliness in and around the changing room and pool areas. • Shower pressures within the changing rooms. • Gym door magnetic lock continues to be an issue and faults. • Floodlight complaints at football stadium.

Balanced Scorecard Report

Objective	Measure – Performance Indicator	Stamford Leisure Pool						
		Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023
Provide high-quality, accessible leisure provision for residents and visitors to South Kesteven	Overall attendance	5743	9875	9454	9763	9435	8203	9878
	Total membership numbers:							
	• Swim school	832	828	819	807	813	840	835
	• Fitness	688	723	704	719	726	742	775
	Attendance:							
	• Casual swimming	4023	5135	4487	4637	5892	4993	5956
	• Gym sessions	521	671	664	704	674	621	534
	Facebook activity							
	• Number of posts	15	22	19	15	16	13	15
• Total followers	2535	2565	2580	2566	2571	2584	2591	
• Engagement	775	1405	1187	1361	1523	1612	1897	
Google rating	4.0	4.0	4.0	4.0	4.0	4.0	3.7	
Contract monitoring visits by the Council's leisure team	1	1	1	1	1	1	1	
Facility closures	0	0	0	0	0	0	0	
Number of accidents/incidents	2	3	2	4	5	3	2	
Number of high/medium risk actions	4	4	4	5	5	5	5	
Establish a culture of growth and development	Courses completed by team members	0	2	1	1	1	0	0
Create an environment where employees feel valued, empowered, engaged, and satisfied	• New starters	0	0	0	1	1	3	2
	• Vacancies	1	1	1	1	1	2	1

Customer Feedback Summary

	January 2023 – July 2023
Stamford Leisure Pool	<p>Positive</p> <ul style="list-style-type: none"> • Positive changes being made at site from a programming point of view and building opening hours changes. • We have also continued to receive great comments from both Laura and Alan’s classes since returning for the new year. • New showers and the speed in which action was taken compared to historically. • New classes that have been added to the programme as a result of the increased opening hours. • Cleanliness of the centre in general passed on by users of the aqua fit class on a Monday morning. • Replacement and upgrade of air conditioning unit in the gym. • Matt’s aquafit classes on a Tuesday and Laura’s sessions on a Monday. • May half term Crash Courses and the aqua splash sessions. • Improvements to the facility through maintenance upgrades such as air con and lighting. • Continued feedback on cleanliness which was even reported to the Leisure Officer direct by a customer during a visit. • Introduction of health walks. • Support provided to team for both swim school and fitness members. <p>Negative</p> <ul style="list-style-type: none"> • Shower pressure issues prior to the replacement of the showers. • Wave machine complaints throughout the school holidays. • The online booking process being over complicated and difficult and why is it still required. • Alan’s hydro fighter class that they were very similar each week and would like some variation added. • Plumbing issues with the changing room toilets. • Broken fitness equipment and contractor delay in resolving. • Alan’s classes in relation to asking for variety and not same every week in regard to music and moves. • Lack of hot water during installation of new pressurisation unit and booster pumps maintenance works. • Changes to Tuesday sessions which are not taken by school swimming. • A customer leaving excrement in the showers during our early morning swims. • Smell of drains following works to resolve drainage issues. • Unhygienic customer snorting and spitting in the changing rooms after Monday aqua fit. • Cleanliness of changing rooms. • Issues with website and outages experienced and the difficulty to book sessions as a result.



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Culture and Leisure Overview and Scrutiny Committee

5 September 2023

Report of Councillor Paul Stokes,
Cabinet Member for Culture and
Leisure

Cultural Strategy Key Performance Indicators

Purpose of Report

To consider a series of key performance indicators to measure the effectiveness of the Cultural Strategy.

Report Author

Karen Whitfield, Assistant Director – Culture and Leisure

 Karen.whitfield@southkesteven.gov.uk

Recommendations

In consideration of this report, it is recommended the Culture and Leisure Overview and Scrutiny Committee:

1. Consider the draft Key Performance Indicators, suggesting amendments or additions.
2. Agree the final version of the Key Performance Indicators will form part of formerly agreed six monthly updates on the implementation of the Cultural Strategy.
3. Support the introduction of a Pay it Forward Scheme across the Council's Arts and Cultural venues.

Decision Information

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

No

What are the relevant corporate priorities?

- Healthy and Strong Communities
- High Performing 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 The provision of Arts and Cultural activity is a significant annual cost for the Council, as the service is discretionary it is important that the service can demonstrate value for money. Regular monitoring and assessment via a series of key performance indicators will help to provide assurance the resources invested are delivering the corporate outcomes the Council are seeking.
- 1.2 Any of the funds donated via the proposed Pay it Forward scheme will be ring-fenced within the Council's budgets. As such they will be monitored and reported in line with the Council's reporting framework.

Completed by: Richard Wyles, Deputy Chief Executive and S151 Officer.

Legal and Governance

- 1.3 There are no legal or governance considerations arising from this report.

Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer.

2. Background to the Report

- 2.1 The Corporate Plan 2020 to 2023 sets out the Council's ambition to be the best district in which to work, live and visit, with a key objective of building and celebrating the rich heritage and culture of South Kesteven. A key priority of the Corporate Plan was to develop a refreshed Cultural Strategy, covering the provision of local arts and events across the district of South Kesteven.
- 2.2 At a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 13 June 2023, Members considered a draft Cultural Strategy (2023 to 2026). As a result, the Committee made a recommendation to Cabinet the Cultural Strategy (2023 to 2026) should be formally adopted.
- 2.3 Furthermore, the Culture and Leisure Overview and Scrutiny Committee agreed to receive six monthly updates on the progress and delivery of the Action Plan within the Cultural Strategy. During the debate at the meeting held on 13 June 2023, it was agreed a series of draft key performance indicators would be presented for consideration at a future meeting of the Committee, which would go on to form the basis of the six-monthly updates.
- 2.4 At a meeting of Cabinet on 11 July 2023, the Cultural Strategy (2023 to 2026) was formally adopted as the key strategic document to underpin the delivery of cultural activity across South Kesteven.

Draft Key Performance Indicators

- 2.5 Following the adoption of the Cultural Strategy, a series of key performance indicators have been drafted for consideration. These are detailed in **Table One**.

Table One – PROPOSED KEY PERFORMANCE INDICATORS	
Key Theme	Key Performance Indicators
Partnership and Collaboration	<ul style="list-style-type: none"> Numbers of providers engaged with a Council established cultural network
Placemaking	<ul style="list-style-type: none"> Number of outreach events held or supported by the Arts and Cultural Services team Attendance numbers at venues
Health and Wellbeing	<ul style="list-style-type: none"> Social prescribing service established and number of residents engaged
Equality and Inclusion	<ul style="list-style-type: none"> Numbers of participants engaged with the arts service from target groups Take up of Rural Touring programme across the District
Value for Money	<ul style="list-style-type: none"> Amount of external funding secured to support the service Amount of Council subsidy required to support the service
Cultural Venues and Programmes	<ul style="list-style-type: none"> Number of volunteering hours engaged in the delivery of Arts and Cultural events

- 2.6 The key performance indicators will be updated at six monthly intervals to demonstrate progress with the implementation of the Cultural Strategy. In addition to sharing any highlights or successes, it will be equally important to bring to Members' attention any areas or workstreams which have proved more challenging.
- 2.7 A further report will be presented to the Culture and Leisure Overview and Scrutiny Committee on 30 November 2023 which will provide information on the wider performance of the Council's Arts Service. This will include details on customer satisfaction levels, programming, on-line booking, café provision and outreach activities.

Pay It Forward Scheme

- 2.8 One of key objectives of the Cultural Strategy is to widen the participation and reach of the Council's arts service, ensuring accessibility for all. To support this ambition, it is proposed a 'Pay it Forward' scheme be introduced.
- 2.9 Pay it Forward schemes have been successfully introduced nationally as a fundraising initiative, the resulting funds being used to enable local residents, including children and families, to attend cultural events for free. Free usage is targeted at those residents who are unlikely to have experienced the arts previously, for whatever reason that may be, and tickets are usually distributed through local groups and organisations.
- 2.10 The Pay it Forward scheme would allow residents to donate online, over the phone or in person. Patrons of the arts centre purchasing tickets would also be provided with an option to donate an amount of their choosing.
- 2.11 As the free usage is funded by donations, the free participation does not directly impact the income of the performers, workshop leaders and touring companies. This is extremely important given the impact of COVID-19 and the associated recovery period on the livelihoods of those engaged in the arts.
- 2.12 Free usage would be available across all three of the Council's artistic venues (Guildhall Arts Centre, Stamford Arts Centre and the Bourne Corn Exchange). Activity would not be limited to live performances and could include films, workshops and other interactive sessions.
- 2.13 The Council's artistic venues use a market leading booking system which can generate box office reports to identify the income generated and the number of tickets gifted.
- 2.14 Examples of the types of local organisations the Council could work with to distribute the free tickets are:

- Foodbanks
- Local Schools
- South Kesteven District Council's Housing and Community teams
- Social prescribers, including Shine Lincolnshire (a county-wide charity which aims to support people with poor mental health to live well through accessing a range of support services) and Lincolnshire Community and Voluntary Service
- Local Care Homes
- Local Charities

2.15 If this initiative is supported by Members, it is proposed a further key performance indicator is added to Table One (as detailed in paragraph 2.5) to measure the take-up of the service, including the amounts donated and the number of free tickets generated.

3. Key Considerations

3.1 Spend on Arts and Cultural Services is discretionary for the Council and therefore it is important the service demonstrates value for money and resources invested deliver the outcomes the Council is seeking. The proposed key performance indicators will enable Members to assess progress of the actions identified in the Cultural Strategy (2023 to 2026).

4. Other Options Considered

4.1 At a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 13 June 2023 it was agreed that a series of draft key performance indicators would be presented to a future meeting. Furthermore, it was agreed that these would form the basis of six-monthly reporting on the implementation of the Cultural Strategy and the delivery of the Action Plan therein. Therefore the 'Do Nothing' option was discounted.

5. Reasons for the Recommendations

5.1 Members are requested to consider the draft Key Performance Indicators, making any additions or amendments as necessary, to ensure the information provided will provide assurance on the effectiveness of the Cultural Strategy.

5.2 The introduction of a Pay it Forward scheme will support the Council's ambition to ensure the arts are available to all members of the local community, removing financial constraints as a barrier to participation.

6. Background Papers

- 6.1 *Refreshed Cultural Strategy* – Report to Culture and Leisure Overview and Scrutiny Committee, published 13 June 2023, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s38008/Refreshed%20Cultural%20Strategy%20for%20the%20District.pdf>
- 6.2 *Cultural Strategy* – Report to Cabinet, published 11 July 2023, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s38228/Cultural%20Strategy%202023%20to%202026.pdf>
- 6.3 *Cultural Strategy 2023-2026* – available online at:
<https://moderngov.southkesteven.gov.uk/documents/s38230/Appendix%20Two%20Draft%20SKDC%20Cultural%20Strategy.pdf>

Culture and Leisure Overview and Scrutiny Committee 2023/24

WORK PROGRAMME

REPORT TITLE	ISSUE	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
5 September 2023, 10:00am				
Update on Markets	To explore how markets can provide tangible evidence of their valuable direct and indirect economic impact Lead Officer: Jon Hinde (Head of Economic Development)	To provide an update to Members on market development, charges modelling and insight into the economic impact of the markets across the District	Agenda item requested by the Committee Chairman during 14 June 2022 meeting	Healthy and Strong Communities
Review of HelloSK App and presentation on the DiscoverSK Website	Following Member induction training on Monday 19 June 2023 on the HelloSK app, review and scrutinise the apps performance and receive a presentation on the new DiscoverSK website Lead Officer: Jon Hinde (Head of Economic Development)	To assess take up rate and explore ways of: improving visibility of the app, expanding target audience, sharing content to engage potential users, creating a demo and getting more users. To take a fresh look at the new DiscoverSK website for tourism and visitor welcome in South Kesteven	Agenda item requested by the Committee Chairman during 13 June 2023 meeting	Growth and our economy
Outturn 2022/23 position for LeisureSK Ltd	Lead Officer: Karen Whitfield (Assistant Director of Culture and Leisure)	To provide Members with the outturn position for LeisureSK Ltd for financial year 2022/2023.	Requested at agenda setting meeting	Growth and our economy

REPORT TITLE	ISSUE	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/PRIORITY
Sport and Physical Activity Strategy Action Plan six-monthly update	To review and scrutinise progress on the Sports and Physical Activity Strategy Action Plan. Lead Officer: Karen Whitfield (Assistant Director for Culture and Leisure)	To assess performance on how the Council, together with partners, is delivering improvements in the provision and participation levels of sport and physical activity across the District	Sport and Physical Activity Strategy Action Plan six-monthly update last reviewed by Culture and Visitor Economy Overview and Scrutiny Committee on 28 February 2023	Healthy and Strong Communities
Performance of LeisureSK Ltd	Six monthly update on the performance of LeisureSK Ltd Lead Officer: Michael Chester (Team Leader – Leisure, Parks and Open Spaces)	To consider the performance of LeisureSK Ltd	LeisureSK Ltd Performance Report last reviewed by the Culture and Visitor Economy Overview and Scrutiny Committee on 28 February 2023	Healthy and Strong Communities
Cultural Strategy KPIs	To consider the Cultural Strategy Key Performance Indicators Lead Officer: Karen Whitfield (Assistant Director for Culture and Leisure)	To agree the key performance indicators to monitor the effectiveness of the Cultural Strategy	Leisure and Culture OSC on 13 June 2023	Healthy and Strong Communities
30 November 2023, 10:00am				
REPORT TITLE	ISSUE	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/PRIORITY
Review of a district-wide Blue	Review of Grantham’s Blue Plaque and Information Trail for possible expansion to cover the District	Review of a district-wide Blue Plaque Guide and Information Trails	Agenda item requested by the Committee	Healthy and Strong Communities

REPORT TITLE	ISSUE	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/PRIORITY
Plaque Guide and Information Trails	Lead Officer: Jon Hinde (Head of Economic Development)		Chairman during 13 June 2023 meeting	
Council's Visitor Economy Strategy – Action Plan	Showing external visitors what South Kesteven has to offer and developing and encouraging the growth of South Kesteven's Visitor Economy Sector and making the District a place for everyone to experience Lead Officer: Jon Hinde (Head of Economic Development)	To review and scrutinise key actions which have emerged through the development of the Council's Visitor Economy Strategy	Agenda item requested by the Committee Chairman following 13 June 2023 meeting	Growth and our economy
Grantham Heritage Action Zone	To review and scrutinise success and progress of the Grantham High Street Heritage Action Zone scheme Lead Officer: Claire Saunders (High Street Heritage Action Zone Project Manager)	To facilitate the ongoing regeneration of Grantham town centre	Grantham High Street Heritage Action Zone was last reviewed by the Culture and Visitor Economy Overview and Scrutiny Committee on 28 February 2023	Growth and our economy
Performance of Council funded Arts venues	To review and scrutinise success and progress in relation to various aspects of the Council's arts venues. To include an update on the Arts Council Transitional Funding Lead Officer: Karen Whitfield (Assistant Director for Culture and Leisure)	To help the Council make informed decisions and adjust strategies to improve results and achieve Corporate goals	Arts Service Transitional Funding was reviewed by Agenda item requested by the Culture and Visitor Economy Overview and Scrutiny Committee on 28 February 2023	Healthy and Strong Communities High Performing Council
9 January 2024, 10:00am				

REPORT TITLE	ISSUE	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
Cultural Strategy	Six monthly update on the refreshed Cultural Strategy for the District and accompanying Action Plan Lead Officer: Karen Whitfield (Assistant Director for Culture and Leisure)	To consider performance against the actin plan, evaluate effectiveness against agreed targets and performance indicators and decide what further action or data gathering, if any, is needed	Agenda item requested by the Committee Chairman during 13 June 2023 meeting	Healthy and Strong Communities High Performing Council
26 March 2024, 2:00pm				
Performance of LeisureSK Ltd	Six monthly update on the performance of LeisureSK Ltd Lead Officer: Michael Chester (Team Leader – Leisure, Parks and Open Spaces)	To consider the performance of LeisureSK Ltd	LeisureSK Ltd Performance Report last reviewed by the Culture and Visitor Economy Overview and Scrutiny Committee on 5 September 2023	Healthy and Strong Communities
Sport and Physical Activity Strategy Action Plan six-monthly update	To review and scrutinise progress on the Sports and Physical Activity Strategy Action Plan. Lead Officer: Karen Whitfield (Assistant Director for Culture and Leisure)	To assess performance on how the Council, together with partners, is delivering improvements in the provision and participation levels of sport and physical activity across the District	Sport and Physical Activity Strategy Action Plan six-monthly update last reviewed by Culture and Visitor Economy Overview and Scrutiny Committee on 2	Healthy and Strong Communities
FUTURE ITEMS				
Develop meaningful performance measures,				High Performing Council

REPORT TITLE	ISSUE	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE/ PRIORITY
indicators and metrics				
South Kesteven Tourism Data from STEAM	Presentation of the STEAM (Scarborough Tourism Economic Activity Monitor) data	To track data used from four key visitor types which provide a significant amount of information that traces visitor behaviours, spend, stay patterns and impact of sub-sectors	Steam – Economic Impact last reported to Culture and Visitor Economy Overview and Scrutiny Committee on 6 September 2022	Growth and our economy
Grantham Parks – Tennis Courts - Update				Healthy and Strong Communities

REMIT

The remit of the Culture and Leisure Overview and Scrutiny Committee will be to work alongside Cabinet Members to assist with the development of policy and to scrutinise decisions in respect of, yet not limited to:

- Arts and Culture
- Heritage
- Markets and fairs
- Sport and physical activity
- Leisure SK Ltd
- Visitor Economy