

Finance and Economic Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Wednesday, 8 May 2024 at 2.00 pm
Council Chamber - South Kesteven House, St. Peter's Hill,
Grantham. NG31 6PZ

Committee Members: Councillor Bridget Ley (Chairman)
Councillor Lee Steptoe (Vice-Chairman)

Councillor Ben Green, Councillor Tim Harrison, Councillor Gloria Johnson,
Councillor Robert Leadenham, Councillor Nick Robins, Councillor Max Sawyer and
Councillor Murray Turner

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.

Published and dispatched by democracy@southkesteven.gov.uk on 29 April 2024.

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Karen Bradford, Chief Executive
www.southkesteven.gov.uk

4. **Minutes from previous meetings** (Pages 5 - 26)
To confirm the minutes of the meetings held on:

15 January 2024 (Extraordinary – restricted)
20 February 2024

The restricted minutes of the meeting held on 15 January are exempt under Section 100(a)(4) of the Local Government Act 1972; paragraph 3 of Schedule 12A of the Act. The press and public may be excluded from the meeting during consideration of these minutes, on the grounds that if they were to be present, exempt information could be disclosed to them.
5. **Updates from previous meeting** (Page 27)
6. **Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service** (Verbal Report)
7. **Maintenance Strategy (Corporate Property Assets)** (Pages 29 - 51)
This report sets out the proposals for a Maintenance Strategy in respect of General Fund Corporate Property Assets. The Strategy will establish the approach the Council will adopt for ongoing investment in its corporate property estate.
8. **Update report in respect of the construction of the Waste Depot, Turnpike Close Grantham** (Pages 53 - 56)
This report sets out the latest position with respect to the new Waste Depot project and confirms the next period of activity.
9. **St Martin's Park Re-development Project, Stamford** (Pages 57 - 60)
To provide the Finance and Economic Overview and Scrutiny Committee with an update regarding the St Martin's Park re-development project in Stamford.
10. **Update on Financial Position of East Midlands Building Consultancy** (Pages 61 - 69)
The purpose of this report is to support the Committee in keeping oversight of the highly successful building control service for South Kesteven District Council, Rushcliffe Borough Council and Newark and Sherwood District Council.

Appendix A is exempt under Section 100(a)(4) of the Local Government Act 1972; paragraph 3 of Schedule 12A of the Act. The press and public may be excluded from the meeting during consideration of Appendix A, on the grounds that if they were to be present, exempt information could be disclosed to them.
11. **Grantham Future High Streets Fund - May 2024 Update** (Pages 71 - 82)
To update the Committee regarding the Grantham Future High Streets Fund programme.
12. **Update on the development of the Economic Development Strategy 2024 - 2028** (Pages 83 - 144)
To update members of Finance and Economic Overview and Scrutiny Committee on the progress made in developing an Economic Development Strategy for South Kesteven 2024 - 2028.

- 13. Work Programme 2024 - 2025** (Pages 145 - 147)
To consider the Work Programme 2024 – 2025.
- 14. Any other business, which the Chairman, by reason of special circumstance decides is urgent**

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

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Meeting of the Finance and Economic Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL

**Tuesday, 20 February 2024, 10.30
am**

Committee Members present

Councillor Bridget Ley (Chairman)
Councillor Lee Steptoe (Vice-Chairman)
Councillor Ben Green
Councillor Tim Harrison
Councillor Robert Leadenham
Councillor Nick Robins
Councillor Max Sawyer
Councillor Murray Turner
Councillor Mark Whittington

Other Members present

Councillor Graham Jeal
Councillor Ashley Baxter
Councillor Richard Cleaver
Councillor Phil Dilks
Councillor Matthew Bailey

Officers

Graham Watts, Assistant Director
(Governance and Public Protection) and
Monitoring Officer
James Welbourn, Democratic Services
Manager (Deputy Monitoring Officer)
Richard Wyles, Deputy Chief Executive and
Section 151 Officer
Nick Hibberd, Head of Economic
Development and Inward Investment
Nicola McCoy-Brown, Director of Growth
and Culture
Claire Moses, Head of Service (Revenues,
Benefits Customer and Community)
Emma Whittaker, Assistant Director of
Planning
Gyles Teasdale, Property Services Manager
Gary Andrew, IT Services Manager
Kay Boasman, Head of Waste Management
and Market Services
Charles James, Policy Officer

67. Public Speaking

Mr Bell – Question to the Committee in relation to Agenda Item 12, ICT Cyber Security Update

'In agenda item 12 there is a report but the actual content of the item is in an Exempt appendix. How are the committee intending to discuss the content in the Exempt appendix and to approve the report unless the committee go into private session? Is it the intention of the committee to propose a motion to exclude the Press and Public when that agenda item is being considered? If not, could the appendix please be supplied to those present during the discussion on that report?'

(End of public question)

The Chairman responded by confirming that if the Committee wished to exclude the public and press to discuss the content of an exempt appendix, they would need to propose, second and agree a motion to do so. It was to be noted, however, that the approval required was for noting only of an update report– not the approval of the report itself.

The Monitoring Officer informed the speaker that the Council attempted to be as open and transparent as possible in relation to all of the information that the Committee was to consider. The reason why the appendix only was recommended to be dealt with in private session was because the information within the main report was able to be put in the public domain and there was no reason to exclude the press and public. If Members wished to discuss any contents of the appendix which Officers recommended did contain exempt information, there would need to be a proposition to exclude the press and public. It was the choice of the Committee if discussion was to include specific details contained within the appendix.

Mr Bell confirmed that *'such items were all subject to the public interest test and he was unsure which article in Schedule 12A was being relied upon to exclude that item. It was not stated either in the agenda or papers so he did not know what the reason was. It was for the Councillors to decide whether to apply that exemption or not and they must apply the public interest test and consider whether the public interest in keeping the information confidential overrides the public interest in disclosing that information. I would like to see confirmation of this consideration recorded within the minutes and how conclusion was reached'*.

The Monitoring Officer confirmed that in Schedule 12A the legitimate exemption reasons were listed and also set out in the Council's 'access to information' procedure rules. Alongside each of the reasons was a statement which read:

'Exempt information, if and so long as in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information'.

The Monitoring Officer clarified that the principle was applied to every recommendation that was made when as Monitoring Officer, he recommended a restriction to any information with papers. On the Council's website, the exemption

reasons wording was 'lifted' when trying to access restricted documents, confirming the paragraph wording in relation to the public interest test applied.

68. Apologies for Absence

Apologies for absence were received from Councillor Gloria Johnson.

Councillor Mark Whittington substituted for Councillor Johnson.

Apologies for delayed attendance were received from Councillor Dilks who was to present the report on agenda item 9 – Section 106 Update and Proposed Administration and Monitoring Fees for Section 106 Planning Obligations.

The Chairman proposed a change to the running order of items so that agenda item 10 – Findings of Car Parking Utilisation and Capacity Study and agenda item 11 – Markets Operational Review Update were heard ahead of agenda item 9. This was seconded and **AGREED**.

69. Disclosure of Interests

There were no interests disclosed.

70. Minutes of Joint Finance and Economic & Culture and Leisure Overview and Scrutiny Committees meeting held on 9 January 2024

The minutes of the Joint Finance and Economic and Culture and Leisure Overview and Scrutiny Committees held on 9 January 2024 were proposed, seconded, and **AGREED** as a correct record.

A Member confirmed that several members of the public asked that he raise comments about declarations of interest in the meeting of 9 January 2024 and how they related to future judicial reviews of decision-making of this Council.

- The Member asked if the Monitoring Officer could confirm whether any public complaints were made about the meeting and whether there had been any conversations in advance of the meeting about declarations of interest and about judicial reviews of decision-making?

The Monitoring Officer informed Members that no complaints had been received in relation to any interests disclosed in the meeting of 9 January 2024. Any advice offered to individual councillors was a private discussion. Any complaints were to be referred to the Monitoring Officer who would then investigate. In relation to interests, the onus was on the councillor to decide whether a declaration was required.

71. Minutes of the meeting held on 15 January 2024

The minutes of the meeting held on 15 January 2024 were proposed, seconded, and **AGREED** as a correct record.

A Member asked when the Committee was to receive a report on the Draft Economic Development Strategy as the item was no longer scheduled within the Work Programme. The Member considered that the document was essential to coordinate the delivery of a coordinated Economic Development service quoting a report from November 2022 which confirmed that 'doing nothing was not an option'.

The Leader of the Council confirmed that the Strategy was a priority and a new Head of Economic Development and Inward Investment had recently been recruited. The Leader agreed that the Strategy should be rescheduled within the Work Programme and was currently a work in progress, apologising for the delay but emphasising that it was essential to get the Strategy right. He confirmed that there was a plan to hold a Members Working Group to discuss the Draft Economic Development Strategy in the week commencing 18 March 2024. Feedback from the Working Group would then be fed into the Draft Strategy before being heard by the Cabinet. With Cabinet's approval, a consultation period would follow. It was hoped that approval could be obtained in the early summer.

It was **proposed** that a report on the Economic Development Strategy be heard at the next Committee meeting on 8 May 2024.

The Leader questioned whether there was enough time to complete the consultation process but that all efforts to achieve this would be made.

The Monitoring Officer informed the Committee that a consultation should not be carried out in the middle of a pre-election period unless it could be demonstrated that it was undertaken under 'business as usual'.

The Chairman informed Members that the Economic Development Strategy would be revisited during the Work Programme item later in the meeting.

72. Updates from previous meeting

The Chairman informed Members that following a discussion in the November 2023 Committee meeting about the Council Tax Discount Scheme for veterans, further work had been completed by Officers. The Head of Service for Revenues, Benefits, Customer and Community provided an update.

The 2021 census confirmed there were 8,694 veterans that were resident within the district of South Kesteven. It was not known in which Council Tax Band the veterans resided. The census gave an indication of the socio-economic classification which detailed 555 veterans were not in work or in

some kind of occupation. This left 8,140 veterans who the Council will class as employed for modelling purposes as a result of the meeting held in November 2023.

For the following options, no precepting Authority had confirmed their willingness to agree to a scheme. The outcome of the consultation was shared with this Committee in November 2023 with regards to the potential of any such scheme. Should a scheme be taken forward as part of consultation for implementation for 2025-2026, those preceptors again would be required to be consulted upon, as well as public consultation.

Further clarification was also needed in regards to scheme eligibility and as a result, a number of assumptions had been made for the 2 modelling options.

Financial option 1 – Assuming all veterans live in Band A and all 8,104 veterans are eligible. The Council Tax Band A for 2023-2024 is £1,307.64. With a 5% discount, the total cost would be £532,209. With a 10% discount, the total cost would be £1,064,418. (Further breakdown could be circulated to Members if required).

Financial option 2 – To award all veterans that live in Band A and to remove anyone who is in receipt of Council Tax Support and Single Persons Discount.

Across the district there were just over 67,000 residents. Of those 30% in Band A, just under 6% were in receipt of Council Tax Support and just over 13% were in receipt of a Single Persons Discount.

With 2,426 veterans assumed to be living in Band A and working (therefore assumed to not be in receipt of Council Tax Support and Single Persons Discount, this would leave 855 veterans who could potentially benefit from the scheme.

Financial modelling for this would be for 5% - £55,900 and for 10% - £111,800.

The Officer emphasised that eligibility was key and assumptions had been made in the calculations. A further report on the scheme was to be heard at the meeting on 8 May 2024 with a recommendation for a way forward. Once scheme eligibility was confirmed, a further report would be brought before the meeting on 25 July 2024.

ACTION:

A breakdown of the financial modelling was to be circulated to Members of the Committee.

The Head of Service for Revenues, Benefits, Customer and Community was thanked by Members for providing a detailed report.

The following points were raised during discussion:

- There was concern over the large difference in potential cost, based on eligibility criteria.
- It was noted that the Armed Forces Covenant was perhaps not fully understood. While veterans were not to be disadvantaged, there was no obligation for the Council to provide discounts. There were many organisations available that offered support.

The Chairman clarified that a meeting was to take place following the circulation of the financial breakdown of each proposed option prior to the item returning to the committee meeting on 8 May 2024.

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

The Leader of the Council informed Members that there were now funds allocated to the Grantham Future High Street Fund, allowing for the commencement of work on the Station approach and the Market Place, Phase 1. Those works were expected to be signed off by Lincolnshire County Council during March 2024 allowing procurement to take place shortly afterwards. Work was expected to be completed by the autumn, including the toilets at Conduit Lane, Grantham.

The Leader confirmed that work on the Customer Service Centre in the Picture House was to start imminently.

The Deputy Chief Executive informed Members that the target for completion of the Customer Service Centre was September 2024. The design was being finalised and then the contract was to be awarded and works could start.

Councillor Harrison requested that it be placed on record that he was not in favour of the work planned for the Market Place, Grantham. Concern was expressed over the area not being fully levelled as originally agreed and the disruption to the events that would have to be cancelled while the work was undertaken.

A Member asked if the changes made to the original plans for the work in the Market Place could be explained at a future Committee meeting. It was agreed that discussions would continue under the Work Programme item.

74. Budget Monitoring Q3 Forecast

The Leader of the Council introduced the report covering April to December 2023.

The Revenue budget for the General Fund set by Council on 1 March 2023 was £22.256m.

The approved budget amendments, together with forecast changes since the previous budget update report, indicated a projected reduction in the use of reserves for 2023/2024 of £1.393m. This was a reduction in use of reserves of £312k since quarter 2 budget update report presented to the Finance & Economic Overview and Scrutiny Committee in November and Cabinet in December.

Since the quarter 2 report, it had been confirmed there would be no further salary award payments to be made following the national settlement and as such, there was a reduction in the required approved funding of £86k.

The budget set by Council on 1 March 2023 for the 2023/2024 General Fund Capital programme was £12.147m. The General Fund confirmed that there had been a further reduction in the forecasted use of a budget stabilisation reserve which was positive. Investments were performing at a better rate and better performing income was confirmed, particularly on green waste and commercial waste.

The budget set by Council on 1 March 2023 for the 2023/2024 HRA Revenue Budget was £7.519m. The budgeted surplus was fully utilised to fund future investment in stock growth and property maintenance. Void rates remained challenging and particular issues were experienced in terms of tackling damp and mould in Council properties.

The budget set by Council on 1 March 2023 for the 2023/24 HRA Capital programme was £18.479m.

The Council Tax collection was £83.731m as at 31 December 2023 against an annual debt of £99.900m. This was 0.21% below the expected target equating to a reduction in the collection of Council Tax £210k. The service continued to issue reminders and summonses in line with the recovery timetable and provided advice & support for those council taxpayers who were struggling to meet their obligations.

The Business Rates collection was £33.760m as at 31 December 2023 against an annual debt of £40.834m. This was 3.31% above the expected target at 31 December 2023 which equated to an increase in the collection of business rates of £1.352m. The business rates base remained volatile.

Rent Collection was £20.077m as at 31 December 2023 against an annual debt of £28.197m. This was 0.30% below the expected target rate at 31 December 2023 which equated to a reduction in the collection of rent of £86k.

Members raised the following points during discussion:

- How much income was lost each month through void properties?
- Had the recruitment of tradespeople been widened?
- The integration of the Grounds Maintenance and Street Cleansing Teams was to provide a more efficient and effective service. Was this proceeding well?
- A Member noted the vacancy turnover rate and suggested the charts be separated between permanent staff and staff intentionally hired to be temporary employees as savings on agency staff may be possible.
- A comparison of collection rates with neighbouring Local Authorities would be welcomed.
- A Member asked about the justification of spending £90,000 moving the housing team.
- A Member noted the £50,000 spent on the external audit. A guarantee was requested from the leadership that they would keep the Stamford Arts Centre open.
- The overall decrease of close to £7 million in the reserves was noted. Consideration was given as to whether the Council's Governance could be interpreted as 'stable'.

Councillor Baxter stated the integration of the Grounds Maintenance and Street Cleansing Teams was complete. Savings had been made but not as high as first calculated due to alterations in the level of services offered.

The Deputy Chief Executive confirmed a saving of £160,000 had been achieved through the integration of the Grounds Maintenance and Street Cleansing Teams. However, £50,000 had been recalled by the service for extra grass-cutting due to the wet season. Further savings were likely as work continued to align the services. The Officer informed Members that Void properties and the current turn-around times were on the agenda for the Housing Overview and Scrutiny Committee, however current rental costs on empty properties were £98,000 per month. While the Council welcomed comparisons with other Local Authorities for collection rates, there was some reluctance from other Councils to make their rates public.

The Leader confirmed that employees were staying at SKDC longer leading to a decrease in vacancy rate. Budgets were prepared on the assumption of a 3% vacancy factor.

The Deputy Chief Executive said that £90,000 was used to modify and adapt the unit to suit the needs of the housing team, including accommodation for the number of staff.

ACTION:

A financial breakdown of the cost incurred to move the Housing Team were to be circulated to Committee Members.

The Leader informed Members that the money from reserves had been spent on essential improvement projects, as opposed to taking out loans.

The Deputy Chief Executive clarified that the audit fees were a result of a Central Government mandate and that the Council had no role in negotiating those fees. It was not expected that Governance Reserves would be reduced in the next financial year.

The Leader informed the Committee that he could not give a guarantee on the Stamford Arts Centre, but that, especially with the money spent on the Arts by the Council, it was highly unlikely that the Stamford Arts Centre would be closed.

It was AGREED that Finance and Economic Overview and Scrutiny Committee:

- 1. Reviewed and noted the forecast 2023/2024 outturn position for the General Fund, HRA Revenue and Capital budgets as at the end of December 2023**
- 2. Identified any variances that may have required action or investigation.**

75. Findings of Car Parking Utilisation & Capacity Study

The Deputy Leader of the Council introduced the report.

The Finance and Economic Overview and Scrutiny Committee recently recommended that an independent car parking study was carried out to assess the utilisation of the Council operated car parks in the four market towns – Grantham, Stamford, Bourne and Market Deeping. The study was also to advise on the future of free parking at Bourne and the Deepings as well as to review the appropriateness of the Council's arrangements for Blue Badge holders.

The Deputy Leader informed Members of the action plan within the report and invited comments and scrutiny from the Committee. The parking charging proposals were going out to a public consultation shortly after the relevant statutory bodies had been consulted.

The Deputy Chief Executive stated that a similar report was commissioned by the Council two years ago. This report was mainly observational and endorsed the findings of the Council's own analysis. The district-owned car parks in Grantham were underperforming and there was an oversupply of parking in the town, influenced by car parks owned by the private sector. A capacity issue was evident in Stamford, particularly on peak-time days of Friday and Saturdays. Both Council-owned multi-storey car parks in Grantham were currently operating at a loss which created a burden on the tax-payer. It may be considered that capacity in Grantham may be required to be reduced rather than to unsuccessfully try to compete with the private sector. Free-parking times may have negative financial consequences if capacity was not increased sufficiently to cover the cost, even though free-parking would have a positive impact on attracting visitors to support local business. The Officer recommended that the Committee may wish to hear an update six months after the implementation of the new charges to consider whether any further modifications were required.

During discussion, Members raised the following points:

- A Member asked why Morrisons was included in the study and not Asda. It was noted that Asda had two hours of free parking and a lot of people parked at Asda to do their shopping.
- The study may not be representative because it only captured one weekend in November. It was hoped the current status in Stamford, including free overnight parking, was maintained, a petition had collected 2,600 signatures in reference to the matter.
- The towns must be considered separately as all had different needs.
- It was noted that some of the council-owned car parks were used by some as long-term residential parking. The Member also commented that some significant council-owned car parks, were not mentioned in the survey, and suggested that all council-owned car parks should be included in future surveys.
- Was there any data found by the study regarding accessibility and motorcycle parking spaces? It was noted that the SKDC website stated that seven council-owned parking lots had motorcycle spaces, and the Member asked if the council intended to keep them free of charge and if they were taken into account for the capacity numbers. Were there any confirmed motorcycle parking spaces in Watergate, Grantham?

- Would the proposed charges and reductions increase or decrease the council's income and by how much?
- The cost for new car parks seemed quite high. At what point would the Council have had made enough income to break even on the expenditure?
- Had 'future-proofing any investment been considered?

The Deputy Chief Executive informed Members that not all facets of parking in Grantham were included in the study, but Morrisons was observed due it being in the same parking area as the council parking. The Council had usage information that informed the proposals and therefore was representative of the characteristics of parking in each town. The scope of the study was linked to the economic centres of the towns. The consultation had not formally started and comments would be invited.

The Deputy Chief Executive confirmed that the study did not mention motorcycle spaces but that he would supply that information to Committee Members.

ACTION:

Data on motorcycle spaces within each car park to be circulated to Members.

The Deputy Chief Executive stated that the Watergate car park was currently being re-configured due to the building of a housing development and that the status quo for motorcycle charges was to be maintained. The Officer added that it would be difficult to predict either an increase or decrease in income as there were many variances to consider.

The Deputy Leader confirmed that the future was a consideration and these were incorporated into the Local Plan as the Council were expecting local towns to expand.

It was proposed, seconded, and **AGREED** that:

The Finance and Economic Overview and Scrutiny Committee:

- **Considered the findings of the car parking study.**
- **Made any observations in relation to the Survey findings and the current car parking tariff proposals.**
- **Supported the extension of the Cattle Market car park in Stamford in order to provide additional parking.**

- **Agreed to commission a further car parking study six months after the implementation of the new car parking tariffs to assess their impact.**
- **Requested that further work was undertaken with respect to:**
 - o **The future car parking arrangements in Bourne and the Deepings**
 - o **The current parking arrangements for Blue Badge holders**
 - o **The future capacity requirements for Grantham and Stamford**

It was proposed, seconded, and **AGREED** that the Committee pause for a 10 minute break. *(The time was 12:45).*

76. Markets Operational Review - Update

The Leader of the Council introduced the report.

Following an independent review of the market operations in 2023, a number of concerns were raised around the governance of the Market Service, in particular the operational and financial practices of the service. An Action Plan identifying required corrective measures was put in place and updates had been provided to the Governance & Audit Committee in June 2023 and September 2023.

The original market review identified several areas of concern, which included the vacant post of a Markets Manager, along with staff not having appropriate job descriptions or contracts of employment which led to their methods of working, not reflecting the Council's pay policy. Following two unsuccessful recruitment processes a new Market Manager was appointed and had been in post since 30th October 2023.

A 30-day consultation (with staff) commenced on the 30th October 2023. Toward the end of the consultation, market staff advised of queries about flexibility of contracts. Final contracts were issued early in January 2024. There were now 17 market staff on permanent contracts and 3 on casual contracts.

Most of the market workers would now be paid an annual salary at a set grade. This meant each would receive a consistent and regular amount of pay each month plus any additional hours worked during the month. They would also be entitled to paid holidays.

Current waste collection and disposal methods remained. Street cleansing and waste disposal functions for the Grantham and Stamford (Friday) markets were undertaken by market staff. The costs of collection and disposal of trade waste had effectively been historically subsidised and should not continue in

the long term. Traders at the Saturday markets at Stamford and Bourne were required to remove their own waste.

A significant area of concern in the original market operations review was that a number of traders were making cash payments for the hire of their stall/pitch. This was a risk to the Council and to the officers designated to collect the fees. Following the successful trial of a card payment system, traders were now required to pay either by this method or by direct debit. There were still a small number of traders paying by cash but the newly appointed Head of Service (Waste and Markets) was working with the Market Manager to eliminate cash payments.

Stalls at Bourne market had been checked and repaired by the original supplier. The stalls used at Stamford were currently being repaired. Once completed the operative carrying out the repairs was to move to Grantham market. Delays occurred whilst seeking a specialist qualified contractor with the requisite documentation to do the work.

The markets operated in much the same way for many years and risk assessments and method statements had not been reviewed. These were now in progress and should be completed by February 2024. These were to be reviewed at least annually and also as and when required (e.g. in response to any accident or near miss) to ensure they remained responsive to the changing health and safety risks and issues faced.

Members raised the following points during discussion:

- What was the feedback from market traders? How would the feedback inform operational processes in the future?
- The changes were largely welcomed. A Member confirmed that most traders were willing to adhere to the new card-payment system.

The Leader of the Council said a market review team has been established and was to meet on 22 February. This team would discuss strategies moving forward. Today's report covered feedback solely from the review.

It was proposed, seconded and **AGREED that The Finance and Economic Committee:**

1. Noted the updated position with respect to the Market Operational Action Plan and the progress made to date and provided any feedback.

2. Agreed that Markets returned to 'business as usual' given the appointment of a new Head of Waste Management and Market Services and a new Market Manager.

77. Section 106 Update and proposed administration and monitoring fees for Section 106 planning obligations

The Cabinet Member for Housing and Planning introduced the agenda item.

A Section 106 (S106) agreement was a legally binding agreement or 'planning obligation' between a local planning authority, like South Kesteven District Council and a property owner or developer. The purpose of a S106 agreement was to mitigate the impact of the development on the local community and infrastructure. Typically, these agreements addressed issues such as:

- Affordable housing
- Highways
- Education
- Public open space and leisure
- Town centre improvements

During a restructure of the Planning Department (Winter 2022-2023), the role of Infrastructure Delivery Officer was created, replacing a more administrative monitoring role. Following a competitive recruitment process, the role was successfully recruited to in September 2023. The role involved monitoring and recording obligations, as well as liaising with stakeholders to ensure any financial contributions were appropriately spent.

Currently the Infrastructure Delivery Officer (IDO) was working with the Assistant Director of Planning & Growth, Development Management and Enforcement Officers to review the current processes and practices to identify opportunities for improvement.

The Community Infrastructure Levy Regulations 2010 (CIL Regulations) required that from the financial year 2019/2020 onwards, any local authority that had received developer obligation (either through Section 106 planning obligations or the Community Infrastructure Levy (CIL)) must publish an IFS by 31 December each year. The Planning Committee (7 December 2023) received an update and reviewed the IFS for the financial year 2022-23 prior to its publication on the website.

The Council was able to set charges to recover the cost of delivering discretionary services. For the Planning Service, this means the Council can recover costs associated with monitoring Section 106 agreements.

Members raised the following points during discussion:

- The report was welcomed as positive.
- What happened if the Developers did not honour the Section 106 agreement? A Section 73 Notice by Developers working at Barrowby was mentioned as an example.

The Assistant Director of Planning confirmed that Section 106 agreements are legally binding and that failure to comply with them can be enforced through the courts. The Officer also mentioned that there were clauses in Section 106 agreements that confirmed that late payments were subject to interest charges. There were mechanisms in place, such as a Section 73, to vary the terms of a planning permission which would require an application to the Council. This would be considered in line with current procedures.

Councillor Mark Whittington declared an interest in that he is the councillor for the Barrowby Ward and has had meetings with a development group in his ward that had a Section 106 agreement.

It was proposed, seconded and **AGREED that the Finance and Economic Overview and Scrutiny Committee:**

1. Noted the update regarding Section 106 Monitoring, including the publication of the Infrastructure Funding Statement.

2. Recommended to Full Council that the charging mechanism for the administration and monitoring of Section 106 agreements currently set out in the “Planning Obligations Supplementary Planning Document (2012)” was updated.

It was proposed, seconded and **AGREED** that an extra 30 minutes be added to the committee’s meeting time as the meeting was approaching 3 hours in length.

78. ICT Cyber Security Update

The Chairman reminded Members of the Committee that the appendix to the report was exempt and that they may need to move to exclude the public and press to discuss the document in detail.

The Deputy Leader of the Council introduced the agenda item which served as an update regarding the completion of the Cyber Treatment Plan which was funded by the Cyber Security Resilience Grant.

On 27 April 2022 the Leader of the Council approved the acceptance of the Cyber Security Resilience Grant award of £150k from the Department for Housing Levelling up and Communities (DLUHC). The purpose of the grant was to fund the actions identified in the Cyber Security Treatment Plan which the Council produced in conjunction with the Local Digital Cyber support team. The plan identified the improvements the Council should implement to increase Cyber Security and Resilience.

The plan was expected to be completed over a 12-month period and quarterly meetings were held with Livtech, who were the organisation responsible for

monitoring the completion of the actions included in the plan on behalf of DLUHC. Positive feedback was received during the meetings regarding the progress the Council was making with completing the identified actions.

Livtec signed off the completion of the plan on 23 May 2023 as the Council only had 2 outstanding actions to complete. One action had been completed but the completion of the final action was delayed due to the delivery timeframe of the required equipment. The equipment had now been received and the final action was expected to be completed by 31 March 2024.

Cyber security remained a key priority for the Council, for example, the National Cyber Security Centre process weekly checks against our external Internet Protocol addresses to identify any weaknesses or changes that have been made that reduce our cyber security resilience and the Council will complete any required actions. An annual penetration test was also completed to ensure that the Council is Public Sector Network compliant, this penetration test would identify any weaknesses in our systems which needed to be addressed prior to certification being issued.

It was **AGREED that the Finance and Economic Overview and Scrutiny Committee noted the completion of the Cyber Treatment Plan attached at Appendix A.**

79. Corporate Plan 2024 - 2027 Provisional Key Performance Indicators

The Leader of the Council introduced the report.

The Corporate Plan 2024-2027 was adopted by Council on 25 January 2024.

Effective performance management was essential to the success of the Plan. It established how delivery would be monitored, improvements driven and open and transparent accountability upheld. There were two suites of performance indicators to support the Plan.

The Key Performance Indicators (KPIs) would monitor the delivery of the Corporate Plan Actions and the overall performance of the Council. This report proposed the KPI suite for the fifteen actions that fall within the scope of the Finance and Economic OSC. Accountability for delivery of these actions rested with the Senior Management Team.

The Strategic Socio-Economic Indicators (SSEIs) would monitor the progress towards the fulfilment of the Council's vision, 2034 outcomes and the overall performance of the district. Each SSEI was benchmarkable against other local authorities, aligned to the Office for Local Government (OFLOG) suite, and will be reported in the annual State of the District report (SOTD).

An effective KPI suite must be able to perform three functions:

- Measure activity and performance.
- Understand experiences and outcomes.
- Use evidence to inform and drive improvement.

Meeting these functions had underpinned the approach to developing the KPI suite. To do this, two basic foundational principles had been observed:

- The selected metrics must be wholly within the Council's control, so offering accountability and stimulating continuous improvement.
- The selected metrics must be SMART (Specific, Measurable, Attainable, Relevant & Timely).

The draft KPIs had been developed in close consultation with the relevant Officers for each service. It was expected that the KPI suite would experience a degree of evolution over the next four years. This improvement will be prompted by the needs of decision makers and the scrutiny committees and further consideration of how to best meet those needs by Officers.

During discussion, Members raised the following points:

- It was acknowledged and welcomed that the KPIs would evolve over time and be subject to consistent scrutiny.
- A Member stated that they did not feel as if the council is honouring the first KPI – on Economic Development.

The Organisational Development and Change Manager suggested adding a sixteenth KPI regarding income recovery, recommending that the collection process was effective, efficient, timely and fair.

It was proposed, seconded and **AGREED that the Committee:**

- 1. Confirmed the key performance indicators it wished to review associated with the actions in the Corporate Plan 2024-27 adding a sixteenth KPI regarding income recovery, recommending that the collection process was effective, efficient, timely and fair.**
- 2. Noted that key performance indicators be monitored throughout the year as determined by the Committee in agreeing its work programme.**
- 3. Noted that the KPI suite will be reviewed and if necessary revised as part of the annual review process.**

80. Work Programme 2023 - 2024

The Committee considered the Work Programme 2023-2024.

The Deputy Chief Executive suggested discussion of the Provisional Outturn for 2023 and 2024 be added to the May meeting and confirmed that an update on St Martins Park, Stamford would be added to the agenda for the meeting on 8 May 2024. The Officer confirmed that the Depot Project updates would be heard by Finance and Economic Overview and Scrutiny Committee in the coming year after the tender process had been completed.

The Director of Growth and Culture confirmed that a Working Group for the Economic Development Strategy was arranged for 18 March 2024. The Officer informed Members that a timeline of the Economic Development Strategy process could be circulated to Members of the Committee.

ACTION:

A copy of the timeline of the Economic Development Strategy process to be circulated to Members of the Committee.

An update on the draft Economic Strategy was scheduled, as discussed earlier in the meeting, for 8 May 2024.

The Work Programme, with amendments as discussed was proposed, seconded and **AGREED**.

81. Any other business, which the Chairman, by reason of special circumstance decides is urgent

There was no other business.

82. Close of meeting

The Chairman closed the meeting at 13:45.

ACTION SHEET

Finance and Economic Overview and Scrutiny Committee

To provide members with an update on actions agreed at the meeting held on 20 February 2024.

Min No	Agenda Item	Action	Assigned to	Comment/Status	Deadline
72	Updates from previous meeting	A breakdown of the financial modelling of the proposed Council Tax Relief Scheme for Veterans to be sent to Members of the Committee	Head of Service for Revenues, Benefits, Customer and Community	Email circulated to Members on 27.2.24	COMPLETE
74	Budget Monitoring Q3 Forecast	A financial breakdown of the cost of relocating the Housing Team to be sent to Members of the Committee	Deputy Chief Executive	Emailed circulated to Members on 18.4.24	COMPLETE
75	Findings of Car Parking Utilisation and Capacity Study	Data confirming the number of motorcycle parking spaces allocated within each council-owned carpark.	Deputy Chief Executive	Email circulated to Members on 17.04.24	COMPLETE
80	Work Programme	A copy of the expected timeline of the draft Economic Development Strategy to be sent to Members of the Committee	Director of Growth and Culture	Email circulated to Members on 22.2.24	COMPLETE

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SOUTH
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COUNCIL



Finance and Economic Overview and Scrutiny Committee

8th May 2024

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

Maintenance Strategy (Corporate Property Assets)

Report Author

Gyles Teasdale, Head of Property and ICT



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Purpose of Report

This report sets out the proposals for a Maintenance Strategy in respect of General Fund Corporate Property Assets. The Strategy will establish the approach the Council will adopt for ongoing investment in its corporate property estate.

Recommendations

The Finance and Economic Overview and Scrutiny Committee is asked to comment and review the draft Maintenance Strategy and the supporting Action Plan before it is presented to Cabinet for approval.

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	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 financial implications of the delivery of the actions contained in the maintenance strategy will be considered as part of the annual budget setting process. It is acknowledged that the level of financial resources needed to deliver the maintenance requirements is not currently at a sufficient level in order to respond to the total backlog (as well ongoing maintenance responsibilities) so prioritisation criteria is necessary.

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

Legal and Governance

- 1.2 It is good governance practice for a Local Authority to have an up to date Corporate Asset Management Strategy. No legal implications are identified in this report.

Completed by: Mandy Braithwaite, Legal Executive

Risk and Mitigation

- 1.3 It is important that the Council's property portfolio is properly maintained. Any risks that are identified will be managed in line with the risk management priorities identified within the Maintenance Strategy Corporate (General Fund) Property Assets.

Completed by: Tracey Elliott, Governance and Risk Officer

Health and Safety

- 1.4 There is a legal and duty placed on SKDC to ensure that the buildings for which it holds responsibility, including access, egress and any plant are, so far as reasonably practicable, safe or without risk of harm. In order to achieve this a full knowledge of the building condition will be required in addition to a regime of maintenance and statutory compliance inspections.

Completed by: Phil Swinton Health, Safety and Compliance Manager.

Climate Change

- 1.5 The Maintenance Strategy set out for Corporate Assets includes considerations for energy used in buildings, one of the top 4 areas included in the Council's carbon baseline. By ensuring that buildings are viewed as a corporate resource, it will be possible to ensure appropriate occupancy levels, improve efficiency and generate energy savings.

Completed by: Serena Brown Sustainability and Climate Change Manager

2. Background to the Report

- 2.1 The Council own and leases a high number of key strategic and operational assets that are integral to the successful delivery of quality services to residents and visitors to South Kesteven. It is imperative these assets receive regular investment in order to ensure they operate at optimum performance, meet statutory health and safety standards. However there is a recognition that the Council has not kept a consistent level of investment across its corporate property estate. As a consequence of this lack of investment in previous years will require the annual budgetary allocation for ongoing investment to be targeted based on the proposed criteria as set out in the draft Strategy.
- 2.2 A Maintenance Strategy is a comprehensive plan that outlines how the Council will manage its assets to minimise downtime, control maintenance costs and ensure optimal performance across the portfolio. It involves selecting, by utilising established criteria, the right combination of maintenance activities such as planned preventative, cyclical, predictive and reactive maintenance in order to extend the life of the asset, improve operational efficiency and improve reliability.

The criteria that will be used can be summarised as follows:

- Operational and strategic fit to Corporate Plan priorities
- Health and Safety and other statutory responsibilities
- Condition Rating

- 2.3 Each asset will be subject to a full and ongoing condition survey in order to assess the short, medium and long term maintenance requirements. Alongside this, each asset will be categorised to identify how it supports service delivery and the achievement of Council's Corporate Plan ambitions. This assessment may conclude that the asset is no longer required and can be declared surplus in order to avoid the Council incurring unnecessary costs. For those assets that demonstrate close alignment to delivery Council objectives, then the maintenance budget will be allocated accordingly. An Action Plan has also been developed in order to ensure the focus is targeted to progress the Strategy and is appended to the report.
- 2.4 The new suite of key performance indicators include a target to improve the Council's ratio of maintenance spend from reactive to planned. Achieving a higher proportion of planned maintenance spend improves value for money, significantly reduces service failure and enables the Council to control and manage its maintenance budget to maximise effect and achieve value for money.
- 2.5 It is recognised that the aim to move to an increase in planned maintenance is a medium-term ambition as a high number of General Fund assets have not received the level of investment that is required in order to ensure optimum performance over a number of years and therefore still require a high level of reactive spend. However the focus is now on reviewing the current spending patterns in order to determine the baseline position of maintenance spend between planned and reactive. From this analysis, the Strategy will be used to improve the ratio of planned spend.

3. Key Considerations

- 3.1 The key considerations are set out in the report.

4. Other Options Considered

- 4.1 A Maintenance Strategy is needed in order to provide a consistent framework for prioritising maintenance spend on the Council's General Fund property assets.

5. Reasons for the Recommendations

- 5.1 The reasons for the recommendation are set out in the report.

6. Appendices

- 6.1 Appendix A - Maintenance Strategy (inc. Asset Register)
Appendix B - Supporting Action Plan



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Maintenance Strategy Corporate (General Fund) Property Assets

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Asset Definition

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Prioritisation of works

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Planned Preventative Maintenance

Appendix A – Asset Register

Introduction

This Strategy sets out South Kesteven District Council's approved approach to the development and management of maintenance activity across its corporate property responsibility.

The Strategy contains the principal elements of our approach to asset maintenance i.e. structure and methods of assessment allied to performance objectives and scope of maintenance.

Context

South Kesteven District Council has adopted a strategy of full compliance and total maintenance in respect of its property portfolio. The strategy will apply to all General Fund (GF) Property Assets for the duration of the Authority's ownership of the asset.

Property will be held by the Authority either as an operational, community, or investment asset and maintained to the agreed standard.

Repair and maintenance planning will focus initially on the requirements of business-critical assets and on those assets where compliance failure is reported, or urgent repair is prudent to good management. The overall approach will centre on knowledge-based decisions; planning; pre-planning; quality and identifiable & robust control mechanisms.

Assets Definition

South Kesteven has a substantial and varied GF property portfolio of land and property assets. These assets are currently valued at £66,482,000 GBV (as of 31/03/2023).

The principal areas of the GF portfolio include:

Operational portfolio (Properties in operational use by SKDC) -

- Civic buildings – our main civic office buildings
- Environment buildings – including waste depots or parks buildings.
- Community buildings – community centres
- Art Centres and Theatres

Non-Operational -

- Leisure buildings – sports centres
- Environment buildings – including sports pavilions, car parks
- Libraries and museums
- Historic buildings
- Cemeteries and crematoria
- Commercial properties
- Community assets - assets that the council intends to hold in perpetuity for public use including parks & recreation grounds, monuments, cemeteries and allotments.

A summary register of these assets is detailed in Appendix A

Asset Management Strategy

It is recognised good practice for local authorities to produce an Asset Management Strategy (AMS) setting out their broad objectives for the management, development and rationalisation of their built and land asset base over a three to five-year period. The AMS for South Kesteven District Council was approved in September 2022 and covers the period 2022 – 2027.

Asset management provides a structured process to ensure value for money in serving the needs of the organisation. Property assets are expensive, in terms of both their capital value and annual maintenance and running costs. They need to be carefully managed over their lives to ensure best value through their use, maintenance, and generation of income.

The AMS can only be effective in the context of the Council's Corporate Plan, the current asset base and the financial operating environment.

The key to ensuring property assets deliver what is required for the Council, its residents and its partners is by ensuring the use and management of assets is linked to the Council's priorities and key strategies.

Five priorities are highlighted in the Corporate Plan, based on an analysis of the current performance of South Kesteven both as a district and as a council, and emerging opportunities and challenges:

Priority 1 – Connecting Communities

Priority 2 – Sustainable South Kesteven

Priority 3 – Enabling Economic Opportunity

Priority 4 - Housing

Priority 5 – Effective Council

[\(South Kesteven District Council Corporate Plan - 2024 to 2027.pdf\)](#)

Actions that will help the Council achieve its goals include:

- Investment to improve the leisure facilities
- A commitment to reduce the council's carbon footprint
- Embedding an approach that seeks to continuously improve our service delivery, including good governance and staff and customer experience
- Undertake an asset management review to ensure that the property portfolio contains appropriate assets to support the Council's Corporate Priorities and make effective use of the assets in delivery of strong public services.

All aspects of building and facilities management across service departments will be reviewed to avoid duplication and inefficient practice, allowing the Council to generate savings related to resource costs.

South Kesteven Climate Action Strategy

On 26 September 2019, South Kesteven District Council formally declared a climate emergency, recognising the urgent need to accelerate carbon emissions reductions, and the fundamental role that local authorities can have in leading, shaping and enabling local action.

South Kesteven District Council also set the target to reduce the organisation's carbon footprint by at least 30% by 2030 and to endeavour to become net-zero carbon as soon as viable before 2050. By 2030, our vision for South Kesteven is that:

- Buildings across South Kesteven have high energy efficiency, reduced dependence on fossil fuel heating systems and are better adapted to the impacts of climate change
- South Kesteven has increased renewable energy generation and is more self-sufficient for energy
- South Kesteven has a strong low-carbon economy and there are more low carbon employment opportunities
- Wildlife habitats are valued, maintained, enhanced and created in South Kesteven and biodiversity is restored
- Emissions from transport are reduced throughout South Kesteven and there are more flexible and low carbon travel options
- Waste is valued as a resource and circular economy principles in practice, water efficiency and management is improved
- People are more aware of the value of a clean and healthy environment and we are better adapted to a changing climate and extremes of weather
- Climate and net zero considerations are fully embedded within South Kesteven District Council's decision making at every level

Buildings are currently responsible for more than 40% of global energy use, and one third of global greenhouse gas emissions. South Kesteven is in line with this global pattern: in 2020, Domestic, Industrial, Commercial and Public Sector buildings accounted for 40.5% of overall reported greenhouse gas emissions. As one of our defined themes, Built Environment interacts with other themes, principally under Power for considerations of energy supply and use to buildings, as well as Transport for links for existing and new developments and Resources regarding considerations of build materials and embedded carbon. Decarbonising buildings is a fundamental challenge. In order to meet the national net zero goal, carbon emissions produced in heating and powering our homes urgently need to be addressed for our homes, workplaces and public buildings.

SKDC Property Services

In accordance with the Team structure and the AMS, the Property Services Team will:

- Act as an enabler for all service delivery.
- Provide design and project management services.
- Provide a stable, fully integrated property service, with high levels of customer care and clear roles and responsibilities around the landlord/tenant relationship.
- Enable the design of attractive, functional and sustainable buildings on time and within budget.
- Provide, manage and maintain good quality facilities for the district's residents and staff, improving customer confidence and satisfaction.
- Take the lead role on safety and statutory compliance within buildings. Effectively manage all property related risks.

- Manage the Council's property portfolio.
- Optimise available resources, including personnel, spatial management and innovation through value for money projects.
- Provide accurate and relevant data around buildings and business performance to inform stakeholders.
- Ensure best value through prioritisation of maintenance spend, backed by effective procurement arrangements.

The adoption of this approach will ensure that buildings are viewed as a corporate resource. It will contribute to the optimisation of occupancy levels, improve suitability and condition, identify future investment needs, improve efficiency, reduce CO2 emissions/ generate energy savings, ensure compliance with leases and ensure internal and external occupational agreements are in place.

South Kesteven District Councils Property services team sit under the authorities Finance directorate, with Deputy Chief Executive and s151 Officer holding overall responsibility for the Property Services function.

Structure and Responsibilities.

The Council has a dedicated Property Services team whose primary purpose is the management of the Council's Corporate estate. The Property Team sits within the directorate of the Deputy Chief Executive (s.151 Officer) and managed by the Head of Property and ICT whose role also includes the development of maintenance policy, strategy and guidance, commissioning of condition surveys, budget responsibility and strategic procurement.

Property Services Asset Management System – recording and scheduling.

All assets and their associated attributes (including asset tagging) will be recorded on the Council's corporate asset management system which will be used as the primary database for analysing, monitoring and reporting the Council's performance on its asset management arrangements. The system will be used to develop the maintenance plans for each financial year which will be also based on an assessment criteria that is set out in the Maintenance Strategy.

The Council has recent invested in a comprehensive asset management system in order to effectively manage the Council's General Fund corporate property management estate. This system will be primarily used to capture and manage the property estate using the data captured through the delivery of the Maintenance Strategy Action Plan.

Definition of Maintenance

Building components deteriorate with time or use and at some stage their performance no longer meets a required standard. The Royal Institute of Chartered Surveyors (RICS) define maintenance as follows:

"Maintenance is an intervention so that the component can perform to the required standard."

Maintenance Objectives, Methodology and the Maintenance Planning Process.

In order to meet the principle strategic objectives of the Councils approach officers involved in the maintenance planning process at all levels, will take into account and employ the 11-stage process

model contained in BS 8210:2020 - maintenance planning process which is discussed later in this guidance.

The Deputy Chief Executive will sponsor, approve and provide support to the whole process. They will provide corporate direction and work with the Head of Property and ICT to develop maintenance objectives and identify resource requirements.

The Head of Property and ICT and the Senior Assets Officer will be responsible for establishing asset definition, performance requirements, maintenance identification and prioritisation and preparation of plans.

The Property Services team will be responsible for the implementation of maintenance plans, procurement of works, programme monitoring (time, cost & quality) review, and control and reporting of performance.

The whole process will be supported by the Property & Assets Support Officer who will ensure that the Authorities property system is maintained, updated and remains fit for purpose.

Maintenance Standards

Minimum Standards for Service Delivery

The principal standard applied by the Authority in its approach to the development and delivery of an effective and robust system of maintenance is: - 'BS 8210 – 2020 Maintenance Management Code of Practice standard is supported by relevant elements of BS 3811 – 1993 in conjunction with applicable British Standards and Codes of Practice relevant to specific practice and requirements.

At all times and in respect of all elements of maintenance activity, the appropriate standards and codes of practice should be referenced and adhered to.

This approach will be underpinned by the Authorities Contract Procurement regulations and supplier selection process.

This British Standard does not prescribe “how to do maintenance” but acts as the basis of an approach for achieving successful maintenance outcomes for a range of facilities. It is intended to assist facility owners and operators, or those acting on their behalf, in regard to facilities maintenance management in aligning the formulation and implementation of maintenance strategies and policies to the core business objectives of the organisation in the most efficient and effective way.

Health and Safety

Throughout the development of the overall approach to maintenance and maintenance planning, the Authority will, continually reference the applicable requirements of H&S legislation and HSE codes of practice as they apply to any identified works.

This applies to the contractor(s) and their levels of compliance and approach to H&S (for employees and all third parties) as well as a recognition of the Authority's own responsibility as direct and indirect employers and agents. As an element of the maintenance planning process, the Authority must consider and develop a schedule of core procedures to ensure contractor compliance with national standards and with the council's own standards.

Maintenance Objectives, Methodology and the Maintenance Planning Process

BS 8210:2020 advises that maintenance planning should adhere to the following (structured) approach. This approach will be adopted as required on an asset by asset basis by the Authority.

1. The assets required to support the business and the delivery of services should be identified and defined.

This includes both operational, community, and investment assets [property]. For investment property, the extent of the Authority's obligations should be identified. Where no direct responsibility exists e.g. where tenants are in occupation, the tenant's performance obligations under the terms of the lease must be monitored on a regular and pre-determined basis. Infrastructure refers to building services i.e. electrical and mechanical & engineering. All property assets will be recorded on the Authorities asset system.

2. The required level of facility asset performance, including any performance indicators, should be agreed and recorded.

Note. The level of performance should reflect the facilities required availability followed by the occupational requirements; cost in use; sustainability and agreed secondary factors.

3. The condition and sufficiency of facility assets for their intended purpose should be recorded.

Note. The requirement will be met through a process of scheduled inspections for physical condition; mechanical; electrical and engineering services and compliance. Facilities inspections [e.g. space; location and infrastructure performance] should be programmed.

4. The scope of the maintenance required should be identified through GAP analysis.

Note. This requirement will be met having regard to the results of the surveys listed in 3 above. Surveys will identify current urgent, backlog and future maintenance requirements. Legal and corporate requirements can be assessed against actual recorded condition and performance.

5. An appropriate maintenance method from those available should be selected.

6. The resources required for the chosen maintenance method(s) should be assessed.

7. Short; medium & long-term plans & budget estimates should be prepared.

8. Tactical and individual maintenance plans should be prepared and agreed.

9. Resources required and identified in (6) above should be confirmed.

10. Begin plan implementation and programming.

11. Performance monitoring; plan and delivery review.

The standard suggests that the information secured as a result of the process should be used to reinforce the Authority of the strategic fit of each individual asset and its contribution towards the fulfilment of the Corporate Plan aims and ambitions.

Strategic Approach

At the highest level, the maintenance system and strategic approach should align with the principles of asset management identified in the Authority's 'Asset Management Strategy' and specifically those strategic initiatives which align with, support and inform the overall maintenance of the property portfolio and the retention of a safe, compliant and value driven estate.

Specific strategic audits will be undertaken which will help focus initiatives which support, and direct maintenance activity are: -

1. Building condition assessment – this will involve a systematic evaluation of a building's physical state and functionality, encompassing various components, systems, and structural elements. These assessments aim to provide an objective snapshot of a building's condition at a given point in time.
2. Mechanical & Electrical Physical condition assessment - This will assess the condition of a building's mechanical and electrical systems, providing insights into their performance and identifying areas for maintenance or upgrades.
3. Buildings & Facilities Compliance audit - a range of legislation governs the use, occupation and maintenance of land and buildings. A review will be undertaken to ensure that the Council comply with the legislative requirements to protect the building fabric, systems and users.
4. Sustainability audit (A sustainability audit analyses internal and external factors, including carbon footprint, water and energy expenditure)
5. Utility usage audit

The results of these audits will help the ongoing formation of the future maintenance plans.

Maintenance: Strategic Approach

To complete the strategic approach, the following is required: -

- Risk approach,
- Immediate maintenance issues
- Property classification models
- Maintenance methods available for medium and long-term management

Addressing the following elements will further support the requirements of the strategic approach.
Strategic Asset Management Policy Strategic Asset Management Plan Asset Management Strategy
Maintenance Strategy Principal Maintenance Plan Action Plans

Risk Management

Risks associated with maintenance will be managed in the following order of priority;

- Assets requiring immediate maintenance to prevent injury and/or financial loss.
- Maintenance in respect of H&S issues.
- Statutory maintenance requirements; security, fire, gas, electrical and water.
- Structural maintenance and structural integrity including building fabric.
- Elements within the curtilage of any facility for which the Authority has responsibility.
- Maintenance of unoccupied assets identified for disposal; demolition or other purpose.

Immediate Maintenance Programme

Following the structural; compliance; H&S and M&E surveys, any defects or maintenance issues identified as urgent or critical (see priority rating below) will be rectified through a planned programme of urgent work. The urgent work programme / plan should be regarded as a priority initiative within the principal maintenance plan.

Property Classification Models

In order to ensure a balanced programme of immediate and planned maintenance and optimise the available resources, the Authority will classify physical property assets according to the following models. These models will set the direction & timeframe for maintenance activity.

Prioritisation of Works

Property Rating

Properties are ordered by their functional corporate importance. Decisions in respect of importance & service delivery will be made and approved by the Authority's 'Property Review Group'. These categories will be split into the following areas:

Operational Assets -

- Critical to core service or high-profile asset to be in the best possible condition, maximum availability required.
- Important to core service, asset to be in good condition operationally and aesthetically, minimum downtime.
- Core service, asset to be in compliant and in reasonable condition, able to meet operational and statutory requirements.

Non – Operational Assets -

- Non-core service operational facility. Meets minimum acceptable statutory and operational requirements.
- Non-core service, non-operational property maintained to meet minimum statutory requirements only. Unoccupied and considered to be ancillary to requirements subject to asset review.
- Investment Property externally managed.

Condition Surveys

A building condition survey is an assessment of the physical condition of a building or group of buildings. It involves a thorough inspection of the building's structure, systems, and components, such as the roof, walls, floors, electrical and mechanical systems, and any other relevant features.

The Authority will undertake condition surveys to assess the physical condition of a building to assess its maintenance and repair status at a specific point in time. These surveys are typically non-intrusive and are carried out by qualified professionals.

Condition surveys serve strategic estate management by helping to identify the following.

- Identify necessary maintenance work.
- Estimate costs for repairs.
- Prioritise work based on available funds.
- Understand any changes in building conditions.

Survey Contents: A condition survey covers various aspects, including:

- Structural elements.
- Roofs.
- Building fabric.
- Windows and doors.
- Mechanical and electrical systems.
- Asbestos.
- Utilities.
- Drainage.
- Fire safety and security.
- Site layout.

Condition Rating

The table categorises the condition of an identified building or facility by applying a Government approved rating system. Condition assessment will be based on the real time data collected [initially] from the programmed condition surveys.

The condition rating is a simple but comprehensive description of the overall condition of the element expressed as complying with one of four categories:

Grade	Expression	Description
A	Good	As new and performing as intended and with regular maintenance will continue to operate efficiently.
B	Satisfactory	Performing as intended but exhibiting minor deterioration.
C	Poor	Exhibiting major defects and/or not operating as intended and will require attention in the short term, although not immediate.
D	Bad	Life expired and/or serious risk of imminent failure.

Priority Rating

Government approved rating system. Identifies the degree of urgency and level of importance attached to identified defects.

- **Urgent** - Work required to prevent immediate closure. Addresses a [potentially] serious failure of structure; breach of legislation and/or poses a general risk to health & safety.
- **Essential** - work required [within 2 years] to prevent serious deterioration of fabric or building services or remedy minor breach of legislation or H&S and which can be managed until full maintenance effected.

- **Desirable** - work required within 3 to 5 years which will prevent the deterioration of fabric or service and/or address low risk minor breaches (legislation and/or H&S).
- **Long term** - work required beyond a five-year window.

Reason Rating

Identifies the nature of the defect reported. Where any defect covers more than one of the identified definitions, the most serious definition will determine the priority level. Where there are competing facilities, with the same priority ratings, additional reason ratings should be considered.

Reason ratings should always be recorded as they can provide a history of individual or group asset failures and an indication of (any) emerging patterns of failure. Any identified patterns may serve to inform and subsequently re-direct planned maintenance activity.

- R1 Statutory or Health & Safety breach
- R2 Total or partial loss of service
- R3 Deterioration of fabric; structure or services
- R4 Security implications
- R5 Disabled access implications

The information obtained by the condition rating, the priority rating and the reason rating will be assessed in order to develop a prioritisation methodology that ensures that the financial resources are directed and targeted at the specific assets.

Maintenance Methods

The approach to maintenance should be considered under four principal headings; Reactive, Planned Preventative, Cyclical and Predictive maintenance.

Reactive Maintenance

Reactive maintenance is the “The required repair, replacement or restorative action performed on an asset, after the occurrence of a failure, in order to bring the asset to at least its minimum acceptable condition”.

Reactive Maintenance should be carried out as quickly as possible, in order to restore an asset to a safe and operationally efficient condition.

Planned Preventative Maintenance

Planned Preventative Maintenance (PPM) is defined in RICS professional standard as:

“ maintenance that is performed purposely and regularly to keep the structure and fabric, facilities, plant and equipment of a building in satisfactory operating condition. This is achieved by providing for systematic inspection, detection and correction of failures, either before they occur, where actually present or before they develop into major defects.

PPM also helps to identify the point at which such items can reasonably be deemed to have reached the end of their economic lives, such that replacement or renewal may be necessary. PPM programmes are usually prepared to cover 5–10-year maintenance periods but can extend up to 30 years in duration and should be regularly reviewed and updated at frequent intervals”.

Preventative maintenance comprises pre-planned actions performed on assets before the occurrence of a failure in order to protect them and to prevent; eliminate or minimise degradation and downtime.

Applicable to facilities and/or assets whose failure or interruption could have serious implications. It maintains facilities and assets in such a condition that breakdowns and emergency repairs are minimised. Activities include replacement; adjustments; major overhauls and inspections.

The most relevant Planned (Preventative) maintenance methods applicable to the Authority include:

Preventative Maintenance

- Programmes of work developed from planned; periodic inspections. Designed to address major maintenance issues where significant failure or deterioration has been identified and maintenance input is required to restore the asset to its intended level of condition and performance.
- Routine Maintenance. Activity, which is planned, repetitive and periodic such as minor adjustments, painting, cleaning, lubrication, service interval maintenance.
- Running maintenance. Minor routine maintenance carried out prior to planned maintenance and not impacting on the occupation or use of the facility.
- Opportunity (preventative) Maintenance. Performed in a window of opportunity and having positive cost implications.

Term Maintenance (Preventative, Cyclical, Servicing or Time Based).

Used to comply with statutory or manufacturer's requirements and for building services. Undertaken at predetermined time intervals as required by statutory, technical or operational reliability considerations. This may be applied to building structures, fabric, services and site improvements but is used predominantly for the maintenance of mechanical and electrical services.

Deferred (Backlog) Maintenance.

Comprises corrective maintenance activity not immediately initiated following the occurrence or identification of a failure but deliberately delayed due to resource or other operational issues.

Appendix A – Summary Asset Register

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Building Description	Street	Town	Postcode	Tenure Description	Building Type Description
West Road Car Park	West Road	Billingborough	NG34 0QU	Freehold	Car park
Apartment 1 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 10 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 11 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 12 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 14 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 15 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 2 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 3 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 4 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 5 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 6 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 7 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 8 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Apartment 9 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Residential
Bourne Leisure Centre	Queens Road	Bourne	PE10 9DX	Freehold	Leisure Centre
Bourne Leisure Centre Car Park	Queens Road	Bourne	PE10 9DX	Leasehold	Car park
Burghley Street Car Park	Burghley Street	Bourne	PE10 9NS	Freehold	Car park
Public toilets, South Street	South Street	Bourne	PE10 9LY	Freehold	Public Convenience
SK Community Point Car Park	Market Square, off Hereward Street	Bourne	PE10 9EF	Freehold	Carpark
South Kesteven Community Point & Library Site	Abbey Road	Bourne	PE10 9EF	Freehold	Office
South Street, Bourne Car Park	South Street	Bourne	PE10 9LY	Freehold	Car park
St Pauls Gardens	South Street	Bourne	PE10 9GN	Freehold	Storage Industrial
Unit 1 Graham Hill Way	Cherryholt Road	Bourne	PE10 9PJ	Freehold	Storage Industrial
Unit 1 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Office
Unit 2 Graham Hill Way	Cherryholt Road	Bourne	PE10 9PJ	Freehold	Storage Industrial
Unit 2 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Retail
Unit 3 Graham Hill Way	Cherryholt Road	Bourne	PE10 9PJ	Freehold	Storage Industrial
Unit 3 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Retail
Unit 4 Graham Hill Way	Cherryholt Road	Bourne	PE10 9PJ	Freehold	Storage Industrial
Unit 4 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Retail
Unit 5 Graham Hill Way	Cherryholt Road	Bourne	PE10 9PJ	Freehold	Storage Industrial

Unit 5 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Retail
Unit 6 Graham Hill Way	Cherryholt Road	Bourne	PE10 9PJ	Freehold	Storage Industrial
Unit 6 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Retail
Unit 7 Wherrys Lane	Wherrys Lane	Bourne	PE10 9HQ	Freehold	Retail
East Midlands Reserve Forces & Cadet Hut	Bridge Street	Deeping St James	PE6 8EH	Freehold	Commercial
SENSE Building	Broadgate Lane	Deeping St James	PE6 8NW	Freehold	Residential
157 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
159 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
169 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
171 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
173-175 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
185 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
187 New Beacon Road	New Beacon Road	Grantham	NG31 9LJ	Freehold	Retail
Abbey Gardens Public Toilets	St Peters Hill	Grantham	NG31 6PZ	Freehold	Public Convenience
Archive Store	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Changing Pavilion	Harrowby Lane	Grantham	NG31 9QY	Freehold	Leisure Facility
Children First Day Nursery	Trent Road	Grantham	NG31 7XQ	Freehold	Office
Conduit Lane Car Park	Conduit Lane	Grantham	NG31 6PB	Freehold	Car park
Council Offices	St Catherines Road	Grantham	NG31 6TT	Freehold	Office
Cycle Centre	Belton Lane	Grantham	NG31 9BB	Freehold	Retail
Dysart Park Park Store	Bridge End Road	Grantham	NG31 6JD	Freehold	Storage Industrial
Dysart Park Toilets	Bridge End Road	Grantham	NG31 6JD	Freehold	Public Convenience
Grantham West Community Centre	Trent Road	Grantham	NG31 7XQ	Freehold	Commercial
Grantham Bus Station	Wharf Road	Grantham	NG31 6BG	Leasehold	Bus Station
Grantham Cemetery Stores	Harrowby Road	Grantham	NG31 9DT	Freehold	Storage Industrial
Grantham Crematorium	Harrowby Road	Grantham	NG31 9DT	Freehold	Miscellaneous
Grantham Lawn Tennis Club	Gonerby Road	Grantham	NG31 8HU	Freehold	Leisure Facility
Grantham Library	Wharf Road	Grantham	NG31 6EE	Leasehold	Commercial
Grantham Museum	St Peters Hill	Grantham	NG31 6PY	Freehold	Commercial
Grantham Table Tennis Centre	Trent Road	Grantham	NG31 7XQ	Freehold	Leisure Centre
Groundkeeper Rooms	Belton Lane	Grantham	NG31 9BB	Freehold	Storage Industrial
Grounds Maintenance Offices	Mowbeck Way	Grantham	NG31 7AX	Freehold	Office
Guildhall Arts Centre	St Peters Hill	Grantham	NG31 6PZ	Freehold	Arts Centre
Guildhall Street Car Park	Guildhall Street	Grantham	NG31 6NJ	Leasehold	Car park

Harrowby United Football Club	Harrowby Lane	Grantham	NG31 9QY	Freehold	Leisure Facility
Housing & Repairs Offices	Turnpike Close	Grantham	NG31 6SF	Leasehold	Office
Land at Station Road	Station Rd	Grantham	NG31 6BJ	Freehold	Car park
Market Store	Conduit Lane	Grantham	NG31 6PB	Freehold	Storage Industrial
Meres Leisure Centre	Trent Road	Grantham	NG31 7XQ	Freehold	Leisure Centre
Meres Leisure Centre Car Park	Trent Road	Grantham	NG31 7XQ	Freehold	Car park
Mowbeck House	Mowbeck Way	Grantham	NG31 7AX	Freehold	Office
Outdoor Bowls Club	Gonerby Road	Grantham	NG31 8HU	Freehold	Leisure Facility
Public Toilets, Arnoldfield	Gonerby Road	Grantham	NG31 8HU	Freehold	Public Convenience
Public Toilets, Conduit Lane	Conduit Lane	Grantham	NG31 6PB	Freehold	Public Convenience
RISE Changing Places Toilet	Hill Avenue	Grantham		Leasehold	Public Convenience
Savoy Cinema	St Catherines Road	Grantham	NG31 6TT	Freehold	Leisure Facility
South Kesteven House	St Peters Hill	Grantham	NG31 6PZ	Freehold	Office
South Kesteven Sports Stadium	Trent Road	Grantham	NG31 7XQ	Freehold	Leisure Centre
South Kesteven Sports Stadium Car Park	Trent Road	Grantham	NG31 7XQ	Freehold	Car park
Tenant Resource Centre	Grantham Bus Station	Grantham		Leasehold	Multi Type
Unit 1 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 2 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 2 The Picture House	St Catherines Road	Grantham	NG31 6TT	Freehold	Miscellaneous
Unit 3 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 1 The Picture House	St Catherines Road	Grantham	NG31 6TT	Freehold	Miscellaneous
Unit 4 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 5 Hollis Road	Hollis Road	Grantham	NG31 7QH	Freehold	Storage Industrial
Unit 5 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 6 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 7 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Unit 8 Mowbeck Way	Mowbeck Way	Grantham	NG31 7AX	Freehold	Storage Industrial
Visitor Centre	Belton Lane	Grantham	NG31 9BB	Freehold	Leisure Facility
Volunteer Block	Belton Lane	Grantham	NG31 9BB	Freehold	Storage Industrial
Waste & Recycling Depot	Mowbeck Way	Grantham	NG31 7AX	Freehold	Office
Watergate Car Park	Watergate	Grantham	NG31 6NS	Freehold	Car park
Welham Hall	Welham Street	Grantham	NG31 6QU	Freehold	Commercial
Welham Street Multi Storey Car Park	Welham Street	Grantham	NG31 6QU	Freehold	Car park
Wharf Road Multi Storey Car Park	Wharf Road	Grantham	NG31 6BG	Leasehold	Car park

Langtoft Bowls Club	Manor Close	Langtoft	PE6 9NB	Freehold	Leisure Facility
Langtoft Pavilion	Manor Close	Langtoft	PE6 9NB	Freehold	Commercial
Unit 2 Alpha Court	Kingsley Way	Lincoln	LN6 3TA	Freehold	Office
Unit 3 Alpha Court	Kingsley Way	Lincoln	LN6 3TA	Freehold	Office
Toft Tunnel Site	Stamford Road	Lound	PE10 0JY	Freehold	Miscellaneous
Deeping Community Centre	Douglas Road	Market Deeping	PE6 8PA	Freehold	Commercial
Halfleet Car Park	Halfleet	Market Deeping	PE6 8DB	Freehold	Car park
Park Air Factory Site	Blenheim Way	Market Deeping	PE6 8UE	Freehold	Office
Public Toilets at Rainbow Centre	Market Place	Market Deeping	PE6 8EA	Freehold	Public Convenience
Scout Hut & Land (The old cookhouse)	Wellington Way	Market Deeping	PE6 8LF	Freehold	Commercial
13a Foundry Road - Retail	Foundry Road	Stamford	PE9 2PY	Freehold	Retail
39 Cambridge Rd - Retail	Cambridge Road	Stamford	PE9 1BY	Freehold	Retail
93 Drift Road - Retail	Drift Road	Stamford	PE9 1XD	Freehold	Retail
Bath Row Car Park	Bath Row	Stamford	PE9 2WE	Freehold	Car park
First Floor Sheepmarket	Sheepmarket	Stamford	PE9 2PE	Freehold	Miscellaneous
Ground Floor Sheepmarket	Sheepmarket	Stamford	PE9 2PE	Freehold	Miscellaneous
Market Store at Broad Street	Broad Street	Stamford	PE9 1PJ	Freehold	Storage Industrial
North Street Car Park	North Street	Stamford	PE9 1EG	Freehold	Car park
Scotgate Car Park	Scotgate	Stamford	PE9 2YE	Freehold	Car park
SKDC Parks Store	Uffington Road	Stamford	PE9 3AA	Freehold	Storage Industrial
St Leonards Priory	Priory Road	Stamford	PE9 2EU	Leasehold	Miscellaneous
St Leonards Street Car Park	St Leonards Street	Stamford	PE9 2HX	Freehold	Car park
St Martins Park Site	Barnack Road	Stamford	PE9 2NB	Freehold	Commercial
Stamford Arts Centre	St Marys Street	Stamford	PE9 2DL	Leasehold	Arts Centre
Stamford Brass Club	Uffington Road	Stamford	PE9 3AA	Freehold	Leisure Facility
Stamford Bridge Club	Empingham Road	Stamford	PE9 2RN	Freehold	Leisure Facility
Stamford Indoor Bowls Club	Empingham Road	Stamford	PE9 2RN	Freehold	Leisure Facility
Stamford Leisure Centre	Drift Road	Stamford	PE9 1UZ	Freehold	Leisure Centre
Stamford Leisure Centre Car Park	Drift Road	Stamford	PE9 1UZ	Freehold	Car park
Station Road (Cattle Market) Car Park	Station Road	Stamford	PE9 2WB	Freehold	Car park
The Old Fire Station	Elm Street	Stamford	PE9 1QF	Freehold	Office
Wharf Road (Stamford) Car Park	Wharf Road	Stamford	PE9 2YG	Freehold	Car park

<u>Action</u>	<u>Description</u>	<u>Timescale</u>
Undertake comprehensive Condition Survey on all Corporate Assets	Full Condition survey to be undertaken on corporate assets	October 2024
Undertake routine visual inspections to identify urgent and responsive repairs	Develop and maintain inspections in order to monitor ongoing records	Ongoing
Develop planned maintenance programme over the short, medium, long term based on Condition Survey findings	Based on condition survey findings, allocate budgets between planned and reactive expenditure	March 2025
Undertake sustainability audit on all corporate assets	Whole life costings v benefit	March 2025
Undertake utility usage audit in order to maximise energy efficiency	Data gathering of utility information in order to invest energy saving solutions	March 2025
Undertake routine compliance audit on all corporate assets	Statutory compliance inspections including lifts, legionella, electrical, gas, asbestos reinspection	March 2025
Undertake asset tagging	Registration of primary mechanical, electrical and plant across corporate assets	October 2025
Undertake routine inspections to ensure Lessee responsibility is being carried out in accordance with lease requirements	Monitor and enforce lease terms with tenants and lessees to ensure assets are being maintained	Ongoing

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Finance and Economic Overview and Scrutiny Committee

8 May 2024

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

Update report in respect of the construction of the Waste Depot, Turnpike Close Grantham

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

 Richard.wyles@southkesteven.gov.uk

Purpose of Report

This report sets out the latest position with respect to the new Waste Depot project and confirms the next period of activity.

Recommendations

1. The Finance and Economic Overview and Scrutiny Committee is asked to note the progress made and the next steps on the delivery of the new Depot at Turnpike Close Grantham.
2. The Finance and Economic Overview and Scrutiny Committee is asked to request that regular reports on the construction of the new Waste depot Turnpike Close Grantham are presented at each meeting.

Decision Information

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

1. Implications

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

Finance

- 1.1 Budget approval of £8.8m has been given for this project and the ongoing financial updates will be presented to the Finance and Economic Overview and Scrutiny Committee.

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

Legal and Governance

- 1.2 There are no significant legal and governance implications associated with this proposal.

Completed by: Mandy Braithwaite, Legal Executive

2. Background to the Report

- 2.1 At its meeting on 16 April 2024, Cabinet approved the following recommendations:

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

Property and Public Engagement to enter into the construction contract to enable the commencement of the works.

- 2.2 The report presented to Cabinet sets out there will be a period of value engineering with the preferred contractor in order to reduce the submitted bid to the budgeted level. In summary the activities necessary are:

	Provisional Programme Summary
Cabinet Approval	16 th April 2024
Value Engineering Period	16 th April – 3 rd May 2024
Enter into NEC4 Professional Services Contract	14 th May 2024
Progression of Stage 4 Design	3 rd May – 2 nd July 2024
Design Evaluation, Completion and legal preparation.	23 rd July – 7 th September 2024
Construction Contract Award	18 th September 2024
Contractor mobilisation period	19 th September – 9 th October 2024
Construction Period	9 th October 2024 commences
Targeted completion date	22 nd October 2025
Mobilisation Period	23 rd October 2025 – 22 nd November 25
Operational Go-live	25 th November 2025

- 2.3 The above table shows that there further steps that are necessary before on-site construction can commence. The dates shown are provisional as the various stages outlined are subject to change depending on progress that can be made.
- 2.4 The value engineering will be undertaken in conjunction with Lindums directly but within the parameters of the already approved planning permission of the development. Therefore the focus will be on modifications to the design and materials that will reduce the price without compromising the design of the overall depot. The modifications will not affect the overall sustainability of the new site nor will there be a reduction in the overall quality and life expectancy.

- 2.5 The Finance and Economic Overview and Scrutiny Committee has asked that regular updates are presented as the project progress through the various stages of the development.
- 2.6 A project dashboard will be developed that will show progress, risks, milestones and ongoing financial updates and will be presented to the Committee in order to provide regular updates on the construction progression.

3. Key Considerations

- 3.1 This report sets out the latest position with this important project and the next stages in order to deliver the overall scheme. It is important the Committee is kept updated as the scheme progresses.

4. Other Options Considered

- 4.1 No other options are considered.

5. Reasons for the Recommendations

- 5.1 These are set out in the report.

6. Background Papers

- 6.1 The Cabinet report can be accessed here:

[Agenda for Cabinet on Tuesday, 16th April, 2024, 2.00 pm | South Kesteven District Council](#)



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Finance and Economic Scrutiny Committee

8 May 2024

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

St Martin's Park Re-development Project, Stamford

Report Author

Debbie Roberts, Head of Corporate Projects, Performance and Climate Change

 Debbie.roberts@southkesteven.gov.uk

Purpose of Report

To provide the Finance and Economic Overview and Scrutiny Committee with an update regarding the St Martin's Park re-development project in Stamford.

Recommendations

That the Finance and Economic Overview and Scrutiny Committee notes the progress made regarding the delivery of the St Martin's Park re-development project in Stamford.

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?

Stamford St. Marys

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 a number of significant financial implications which were considered by Full Council on 8 February 2024. This report provides an update on progress being made against the approved actions.

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

Legal and Governance

- 1.2 There are no significant legal or governance implications arising from this report, which is for noting. The Council has been engaging with its legal advisors as part of the project who continue to provide legal advice and support as and when necessary.

Completed by: Graham Watts, Monitoring Officer

2. Background to the Report

- 2.1 At the Extraordinary Meeting of Full Council on 8 February 2024 the Council agreed a way forward for the St Martin's Park re-development project in Stamford. This report provides a brief update on the areas that Full Council agreed should be progressed to mitigate the costs to the Council.

- 2.2 The link to the report, including background papers, from the meeting on 8 February 2024 can be viewed online via the following link:
[Agenda for Council on Thursday, 8th February, 2024, 3.00 pm | South Kesteven District Council](#)

- 2.3 The following recommendations were approved at the meeting on 8 February 2024:

1. Notes the progress made regarding the delivery of the St Martins Park, Stamford redevelopment.
2. Notes that there were a range of options that were available for the next phase of the project discussed at Finance and Economic Overview and Scrutiny Committee on 15 January 2024, attached at Exempt Appendix 1.

3. Approves the preferred option which has been recommended by the Finance and Economic Overview and Scrutiny Committee, attached as exempt Appendix 2.

4. Delegates to the Chief Executive in consultation with the Leader of the Council to enact the recommendations and provide a further update to the Finance and Economic Scrutiny Committee regarding progress at its next meeting.

3. Key Considerations

- 3.1 The Chief Executive met representatives of Burghley Estates to discuss the recommendations from Full Council on 9 February 2024 and 5 March 2024. The developer parties have agreed the price which was approved at Full Council. Monthly meetings are arranged between both landowners to ensure progress is made working towards an exchange of contract. Developers are committed to the development and working towards an exchange of contracts on this basis.
- 3.2 Council confirmed agreement to sell at the price agreed at Council to all potential developers.
- 3.3 The Council has submitted a Brownfield Land Release Fund application for the sum of £2.8m towards the remediation costs of the site. An outcome is expected to be received by summer 2024.
- 3.4 The Council-owned residential dwellings that are located outside the red line boundary of the Masterplan have been independently valued and are currently being appropriated from the Housing Revenue Account to the General Fund. Of the three properties only one is used for temporary accommodation.
- 3.5 There are two large, clean stockpiles of crushed material from the demolition process that require moving from the site. The Council has approached aggregate companies to remove them. Regarding the third stockpile that is not yet certified as 'clean', the demolition contractor has amicably engaged and will be resolving this by June 2024. The removal of all three stockpiles is a condition of the completion of the sales contracts.
- 3.6 There were various legal issues that require resolving which were included in the exempt appendices to the Full Council report on 8 February 2024. Officers and legal representatives are working on these and meetings regarding them continue. The Council remains positive that they will all be resolved.
- 3.7 The programme for the National Grid overhead power line diversions has been received and all partners are working collaboratively to achieve the works over the next 12 months. These works are a condition of the completion of the sale of the land.

- 3.8 The developer parties are reviewing the viability of some areas of the consented planning approval as per the agreement by Full Council and will be progressing this with the Local Planning Authority during exchange and completion of contracts.

4. Other Options Considered

- 4.1 None, it was a delegation to this Committee to receive updates regarding the actions that Council requested. The report is for noting.
- 4.2 The Committee may raise points of clarification or recommend other courses of action as it deems appropriate.

5. Reasons for the Recommendations

- 5.1 To comply with a resolution of Full Council to receive a progress report on the scheme.

6. Consultation

- 6.1 Members were updated on progress prior to the meeting of Full Council on 8 February 2024. The Cabinet Member for Housing has been briefed on the progress of the other Council-owned properties in the vicinity of the development.

7. Background Papers

- 7.1 [Agenda for Council on Thursday, 8th February, 2024, 3.00 pm | South Kesteven District Council](#)



SOUTH
KESTEVEN
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COUNCIL



Finance and Economic Overview and Scrutiny Committee

8th May 2024

Report of Councillor Phil Dilks, Portfolio
Holder Housing and Planning

Updated financial position and Service update for East Midlands Building Consultancy, April 2024

Report Author

Jeremy Barlow, Building Control Manager



Jeremy.barlow@eastmidlandsbc.com

Purpose of Report

The purpose of this report is to support the Committee in keeping oversight of the highly successful building control service for South Kesteven District Council, Rushcliffe Borough Council and Newark and Sherwood District Council.

Recommendations

That the Committee:

1. Notes the update regarding East Midlands Building Consultancy (EMBC) and agrees to receive an update in 12 months.

Decision Information

Does the report contain any exempt or confidential information not for publication?	Yes – Appendix A is exempt under Section 100(a)(4) of the Local Government Act 1972; paragraph 3 of Schedule 12A of the Act. The press and public may be excluded from the meeting during consideration of Appendix A, on the grounds that if they were to be present, exempt information could be disclosed to them.
What are the relevant corporate priorities?	Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	All Wards

1. Implications

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

Finance and Procurement

- 1.1 Appendix A shows the provisional outturn for EMBC for 2023/24 and the impact on the Trading Accounts for each of the partner Authorities.
- 1.2 Fee income, for the year, reflects a significant reduction from the budget (£168k lower). The overall trading position has though been managed through not replacing vacant posts, resulting in a compensating reduction in expenditure (£190k lower).
- 1.3 The overall position for EMBC at 31st March 2024 is a surplus of £50k, which has resulted in a deduction from the contributions for the three partners of £16k.
- 1.4 Income continues to be monitored however application levels across the sector are lower than previous years due to the current economic climate. There will therefore need to be a balance to ensure staffing costs are matched to fee income levels for 2024/25.

Completed by: Paul Sutton, Assistant Director of Finance and Deputy Section 151 Officer

Legal and Governance

1.5 There are no legal implications arising from this report.

Completed by: James Welbourn, Democratic Services Manager and Deputy Monitoring Officer

2. Background to the Report

- 2.1 Delivering excellent and effective services is at the heart of the Council's Corporate Plan (2024-2027) and is essential to running an Effective Council. Building Control is necessary to ensure that buildings comply with the Building Regulations including new housing across the District. Recent and forthcoming changes to the Building Regulations to improve energy efficiency of buildings will be pivotal in reducing energy consumption and achieving net zero carbon goals. The Building Control function therefore plays an important role in delivering many of the ambitions within the Corporate Plan.
- 2.2 Building Control is unique compared to many other services provided by the Council in that it competes for work against the market, principally other councils and [independent] approved inspectors (AI). The exception to this are the statutory functions which a local authority building control service has to provide (and cannot be undertaken by an AI) such as dealing with dangerous structures, applications relating to work for disabled facilities, emergency planning and enforcement. Such work cannot be charged for and is typically referred to as 'non fee earning'. The 'fee earning' aspect relates to applications made to the Council for it to assess if the development meets the Building Regulations. The Council is in direct competition with AI's for this element of the workload.
- 2.3 The Council is in a partnership with Newark and Sherwood District Council (N&SDC) and Rushcliffe Borough Council (RBC) to provide the respective authorities Building Control Services. The partnership, known as the East Midlands Building Consultancy (EMBC), is delivered and hosted by South Kesteven District Council (SKDC). The partnership was originally formed between SKDC and RBC in 2014 with N&SDC joining in 2016. The partnerships contracts have been extended ever since by Members on a rolling basis, subject to an annual review and an ability to exit subject to specific notice periods and defined actions.
- 2.4 The original partnership objectives were to combine resources to improve resilience, depth of expertise, staff retention and to improve service performance in this highly regulated area of work. The partnership is based on a shared service agreement, with South Kesteven District Council delivering the EMBC service on behalf of each partner. Each council shares any financial surplus or deficit equally, operating financially under one single trading account. A Partnership Board, comprising of senior officers from each partner authority has primary responsibility

for overseeing the operational management and delivery of the joint building control partnership.

- 2.5 The workload split between fee earning and non-fee earning activity is approximately 74/26 and is typical of a local authority building control service. The non-fee earning work is a cost that must be borne by the Council and is charged to the general fund.
- 2.6 Whilst fee earning work is paid for by the customer, the Council is still required to have regard to the overriding objective of ensuring that as far as possible, charges are set at a level which equate to the cost of providing the service. This means the Council is not permitted to make a profit from the charges and cannot subsidise the statutory services from fee income.

Performance

- 2.7 Table 1 (below) provides the yearly comparison of applications for building regulations received by EMBC. It can be seen from the table below that there has been a decrease in numbers of applications over the last year; this is due to the current economic climate.

Table 1 Yearly comparison of applications received by EMBC

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
2019/20	203	155	172	218	154	153	153	133	68	158	159	171	1897
2020/21	83	95	161	180	146	200	187	262	131	181	181	258	2065
2021/22	206	258	199	207	150	182	169	141	88	205	160	173	2138
2022/23	175	192	251	136	149	158	133	138	67	140	128	138	1805
2024/23	118	160	141	122	131	121	115	103	58	123	113	134	1439

- 2.8 As referenced above, Local Authority Building Control (LABC) departments do not have a monopoly in relation to “fee-earning work”. Approved Inspectors (AIs) can compete for this work, and it is important the Council monitors the percentage of the market share to ensure that it remains competitive. Table 2 provides the number of applications made directly to the Council and the Initial Notices (applications made directly to Approved Inspectors). EMBC is currently maintaining its market share at 50% (average year to date) and the downturn in the number of building control applications is affecting AI’s and Council’s alike.

Table 2 Number of Applications made to the Council and Approved Inspectors

KPI: BC10 - Building Control Partnership % of Fee Earning Full Plan, Building Notice, Regularisation application numbers against Initial Notice application numbers												
Application Numbers -Three Way Partnership												
	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Total Application Numbers LABC	118	160	141	122	131	121	115	103	58	123	113	134
Total Initial Notices AI	118	141	168	130	145	123	114	115	62	131	131	138
TOTAL APPS LABC & AI	236	301	309	252	276	244	229	218	120	254	244	272
LABC Market Share %	50	53	46	48	47	50	50	47	48	48	46	49
AI Market Share %	50	47	54	52	53	50	50	53	52	52	54	51

- 2.9 Table 3 provides a summary of income against budget forecast, compared to the previous years. This demonstrates a year-on-year increase in income between 2021 and 2023; this is linked to the increase in applications. In 2023/2024 the income is below budget due to the decline in the number of applications.

Table 3. Income Against Budget Over the Past 3 Years.

	Total Income	Budget
2021/2022	£689,528	£650,000
2022/2023	£657,699	£650,000
2023/2024	£531,624	£700,000

*Note 2023/24 figures are still provisional.

Resources

- 2.10 Since the last update to the then Companies Committee, the service has recruited a permanent Building Control Manager to lead EMBC. Prior to this appointment (April 2023), interim arrangements had been in place for the previous five years.
- 2.11 The service has undergone a number of staffing changes and there are still several vacant Building Control Surveyor posts. However, since April 2023, the service has successfully recruited 1 no. Building Control Surveyor and 2 No. Trainee Surveyors. The current economic climate and reduced number of applications means that the service is not currently under pressure due to the vacant posts. This however could change and is being monitored. Further recruitment will take place throughout the course of this year.

Building Safety Act

- 2.12 Building Control has been under significant scrutiny and legislative change in recent years. The Building Safety Act 2022 represents a huge shift in the regulatory framework governing the UK's construction industry. Its core objective is to reshape the industry's culture and practices – primarily following an independent review of the 2017 Grenfell Tower tragedy – to make sure building safety is a paramount concern on all projects. The Building Safety Act (BSA)

(2022) was one of several pieces of legislation and guidance that is being implemented by Government to enhance building safety.

- 2.13 The Act has changed the way that buildings are designed, constructed and managed to make people feel safer in their homes. At the heart of these changes is a legal obligation for all individuals to be competent to ensure compliance with the building regulations. This obligation applies across the sector whether the works relate to a small extension or a large building or housing development.
- 2.14 The Health and Safety Executive (HSE) will act as the new Building Safety Regulator (BSR) and will be the building control body for High-rise buildings (HRB's -Buildings over 18m high which contain at least two residential units). This includes new HRB's and also work to existing HRB's. The BSR will also oversee safety and standards, encourage industry competence, and lead the implementation of the new regulatory framework. The LABC and AI's will remain the building control body for other developments.
- 2.15 As part of the new requirements, those working in the building control industry now need to demonstrate their competency. All Building control approvers and inspectors will also need to be registered with the Regulator. The BSR will establish registers for building inspectors and building control approvers, with defined registration criteria – including a code of conduct – for registered building inspectors and professional conduct rules for building control approvers.
- 2.16 As part of the BSR approved independent competence assessment schemes, candidates will be evaluated against the Building Inspector Competence Framework (BICoF) every four years. Assessments include interview or examination pathways and continuous professional development. There are three levels or class of competence:
- Domestic Building Control Surveyor (aligned with BSR Class 2)
 - General Building Control Surveyor (aligned with BSR Class 2)
 - Specialist Building Control Surveyor (aligned with BSR Class 3)
- 2.17 EMBC has embraced these changes. Two Building Control Officers currently hold the Domestic Class 2 competency. Two Officers are waiting for the results for the General Class 2 competency and the other two have registered as trainees and have started their competency journey. It is anticipated that on the implementation date of 6th July 2024 (formally 6th April 2024) EMBC will have the resources to carry out the building control function for all but specialist developments in line with the majority of building projects within the three Local Authority areas.
- 2.18 There are a number of technical support staff within EMBC and three of these officers are currently studying the Level 3 Certificate in Technical Support for Public Service Building Standards and Level 4 CIOB Diploma in Public Service Building Control.

3. Key Considerations

- 3.1 The partnership is a significant success and performance remains extremely stable. The service provides value for money for all stakeholders. However, it is important to review performance and to ensure the service is competitive and able to maintain its market share. There are a number of legislative changes that are currently being implemented however the service has embraced these and has a supportive learning culture enabling officers to successfully pass their competency exams.

4. Other Options Considered

- 4.1 The report is an update report for noting and the do nothing approach has been discounted.

5. Reasons for the Recommendations

- 5.1 To support the ongoing success of the EMBC Partnership.

6. Background Papers

- 6.1 List any background papers and where they can be accessed.

East Midlands Building Consultancy, Report to Companies Committee, published January 2023; [EMBC report January 2023 v2.pdf \(southkesteven.gov.uk\)](#)

7. Appendices

- 7.1 Financial Report (Appendix A) – Exempt from publication

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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



Finance and Economic Overview and Scrutiny Committee

8 May 2024

Report of Councillor Ashley Baxter,
Leader of South Kesteven District
Council

Grantham Future High Streets Fund – May 2024 Update

Report Author

Megan White, Future High Streets Fund Project Support Officer



Megan.White@southkesteven.gov.uk

Purpose of Report

To update the Committee regarding the Grantham Future High Streets Fund programme.

Recommendations

It is recommended the Finance and Economic Overview and Scrutiny Committee:

- 1) Notes the report.**
- 2) Offers feedback to the Future High Street Fund Programme Board.**

Decision Information

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

No

What are the relevant corporate priorities?

Enabling Economic Opportunity

Which wards are impacted?

Grantham St Wulfram's and Grantham St Vincent's

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 The Department for Levelling Up, Housing and Communities (DLUHC) have paid £571,523 of the final year's capital funding allocation for the Future High Street Fund to the Council, with further payments to be made depending upon programme progress. The funding allocations for each financial year are set out in (**Appendix A**).
- 1.2 Engagement will continue with DLUHC to ensure that they are aware of prospective spend and are in a position to forward further payments in a timely fashion. The capital budget is set out in **Table 1**, which shows actual spend for 2021-2024 and the budget for 2024-2025.

Table 1: FHSF Capital			
	2021-2024	2024-2025	Total
Capital	£481,131	£5,074,911	£5,556,042

- 1.3 The capital programme runs until 31 March 2025, by which time all projects need to be completed and spend defrayed. To be eligible for funding, all projects must be committed and under contract by September 2024. The capital budget has been amended to reflect the approval of this programme extension.
- 1.4 There is also a revenue budget to the programme that forms the Council's obligatory match funding to the Future High Streets Fund programme, which aims to develop and deliver a model for self-financing of the Town Team beyond the lifespan of the Council's funding contribution. This revenue budget is illustrated in **Table 2**, which shows actual spend for periods 2021-2024 and the budget for 2024-2025.

Table 2: FHSF Revenue			
	2021-2024	2024-2025	Total
Revenue	£122,000	£257,092	£379,092

Completed by: Alison Hall-Wright, Director of Housing and Deputy S151 Officer

Legal and Governance

- 1.5 There are no significant legal and governance implications arising from this report which are not already referenced in the body of the report or appendices.

Completed by: Mandy Braithwaite, Legal Executive

Risk and Mitigation

- 1.6 Recent risks associated with abnormal inflation are being managed through the usual project management processes, as well as with the funding body, DLUHC.

Completed by: Tracey Elliott, Governance and Risk Officer

2. Background to the Report

- 2.1 The Corporate Plan 2024-27 highlights Enabling Economic Opportunity as one of five priorities of The Council. The delivery of the £5.56 million Future High Streets Fund programme in Grantham is highlighted as a key element of the delivery of this priority over the next 12 months. This investment, matched by the Council's £379,092 funding contribution, will help the town centre to become fit for the future, ensuring it can evolve and adapt to changes in consumer demands and meet the needs of future generations. To support the delivery of this programme regular reports have been presented to elected Members since the Council was awarded the funding in 2021.
- 2.2 On 15 January 2024, the Finance and Economic Overview and Scrutiny Committee was provided with an update on the Grantham Future High Streets Fund programme (see **Background Paper A**).
- 2.3 In keeping with previous updates and for ease of reading, the remainder of this background section focuses on programme updates, divided into five subsets:
- Subset One: Public Realm Projects (Market Place and Station Approach)
 - Subset Two: Conduit Lane Toilet Refurbishment
 - Subset Three: Upper Floor Grants Programme
 - Subset Four: Grantham Town Team
 - Subset Five: A summary of engagement with the Department for Levelling Up, Housing and Communities (DLUHC).

Subset One: Public Realm Projects (Market Place and Station Approach)

- 2.4 At the beginning of the year, Lincolnshire County Council completed detailed designs for both the Market Place and Station Approach schemes and a report recommending approval of the designs was heard at Lincolnshire County Council's Highway and Transport Scrutiny Committee on 4 March 2024.
- 2.5 Both schemes were formally approved by the Leader of Lincolnshire County Council via a key decision on 3 April 2024.
- 2.6 Following the receipt of the key decision, Lincolnshire County Council awarded the contract for the Market Place scheme to Taylor Woodrow with works currently scheduled to start on 7 May 2024.
- 2.7 As the project budget has changed significantly from the original bid for funding, this has been subject to both the Department for Levelling Up Housing and Communities (DLUHC's) 'Project Adjustment Request (PAR)' process and their agreement to extend the programme period.
- 2.8 The submitted PAR has now been approved by DLUHC, as well as a programme extension request. This has extended the programme spend period by six months from 1 April 2024 to 30 September 2024 and the delivery period by twelve months from 1 April 2024 to 1 April 2025.
- 2.9 Officers from both South Kesteven District Council and Lincolnshire County Council attend regular fortnightly project update meetings to ensure momentum. The regular attendees include the Council's Head of Economic Development and FHSF Project Officer as well as members of the Lincolnshire County Council's Major Schemes Team within their Place Directorate.

Subset Two: Conduit Lane Public Conveniences Refurbishment

- 2.10 Following the removal of the Strategic Site Acquisition project, the Conduit Lane Toilet Refurbishment was identified as a project to which the Council could reallocate Future High Streets Fund monies in order to develop the facilities in the town centre to promote the town and market offer. This capital project will complete the necessary renovations required to reopen the Conduit Lane public conveniences which, have been closed to the public for over ten years.
- 2.11 DLUHC, through the PAR process has approved the use of up to £90,000 for delivery of this project.
- 2.12 The Properties Team at the Council will deliver this project.

Subset Three: Upper Floor Grants Programme

- 2.13 An update on individual project progress since the Committee's January 2024 meeting is set out in **Appendix B**.
- 2.13 Three full applications have been submitted so far as follows:
- Buckminster Estates for the creation of 9 units at 17-19 High Street.
 - Piggot and Hall for the creation of 2 units at 45 High Street.
 - Melbourne Holdings for the creation of 8 units at 9-10 High Street.
- 2.14 Council Officers are reviewing the submitted full applications and are working with Legal Services Lincolnshire to prepare the funding agreements.
- 2.15 To comply with Subsidy Control Regulations, to further support their applications and to demonstrate a need for funding, the applicants have been asked to provide a viability appraisal conducted by a third party RICS accredited surveyor. This process is ongoing.

Subset Four: Grantham Town Team

- 2.16 A report was presented to the then Finance, Economic Development and Corporate Services Overview and Scrutiny Committee on 21 February 2023, which set out the purpose of the Grantham Town (**Background paper B**).
- 2.17 Whilst significant gaps in staffing levels, particularly the Grantham Engagement Manager vacancy, had led to a natural pause in the progress of the Grantham Town Team, this post was filled in February 2024 and therefore work had begun to re-establish the Grantham Town Team, led by the newly appointed Head of Economic Development. Unfortunately, through personal reasons, the newly appointed Grantham Engagement Manager has tendered his resignation. A new recruitment process will now be undertaken.

Subset Five: Department for Levelling Up, Housing and Communities

- 2.18 Monthly Officer meetings continue to take place with DLUHC Funding Delivery Managers to provide updates on progress and discuss issues.
- 2.19 A cycle of DLUHC programme Monitoring and Evaluation documents were submitted in November 2023. At the time of writing this report, Officers are preparing May 2024's Monitoring and Evaluation submission. These reports are prepared by the Officer overseeing the contract management and signed off by the S151 Officer and by the Chief Executive as the programme's Senior Responsible Owner.

- 2.20 The Council has received approval from DLUHC for the Project Adjustment Request (PAR) submitted to adjust the budgets for the public realm projects and remove the strategic site acquisition from the Future High Streets Fund programme, along with the request for an extension.
- 2.21 As reported in previous updates to elected Members, the Council is not the only grant recipient experiencing difficulties with programme delivery, particularly around costs. DLUHC has confirmed over 50% of programmes have submitted project change requests and are anticipating this percentage to rise.

3. Key Considerations

- 3.1 Following the completion of the Grantham High Street Heritage Action Zone programme in March 2024 there has been an alteration in membership of the previously reported Future High Streets Programme Board, because a representative of Historic England will no longer sit on the board.
- 3.2 Grant awards of £200,000 or more require Cabinet approval. Based on progress to date, no further applicants of the upper floor conversion projects will need to be referred to Cabinet.
- 3.3 In delivering under FHSF, the Council is committed to supporting a programme of monitoring and evidence which will last beyond the bid project.

4. Other Options Considered

- 4.1 An alternative would be to close the programme and return any unspent allocation to DLUHC - Significant progress has been made with the delivery of the FHSF in the sixteen weeks since Members were last updated. There is considerably less risk to the delivery of the scheme following the key decision from Lincolnshire County Council to approve the public realm works to the Market Place, and contractors being appointed for this element of the project works.
- 4.2 Whilst future challenges are anticipated, it remains key for the development and promotion of Grantham that this programme is delivered. Therefore, closing the programme and returning any unspent allocation received to DLUHC has been discounted as an option, although there are programme delivery risks which may necessitate the return of part of the funding.

5. Reasons for the Recommendations

- 5.1 This report provides Members of the Finance and Economic Overview and Scrutiny Committee with the opportunity to feedback comments within their scrutiny remit to the Programme Board and (where appropriate) Cabinet. This includes suggestions for work programmes and items to be considered.

6. Background Papers

A - [*Grantham Future High Streets Fund – January 2024 update*](#)

B - *Grantham Future High Streets Fund - February 2023 update* [*Grantham FHSF Update.pdf \(southkesteven.gov.uk\)*](#)

7. Appendices

7.1 **Appendix A** – Funding allocations.

7.2 **Appendix B** - An update on individual Upper Floor Grants project progress since Committee's January 2024 meeting.

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Appendix A

DLUHC agree to allocate funding up to £5,556,042 across FY2021/22, FY2022/23, FY2023/24, and FY2024/25. The allocations for each FY are set out in the following table:

Financial Year (FY)	Excluding Contingency (£)	Contingency (£)
2021/22 (Paid)	1,161,422	0
2022/23 (Paid)	0	0
2023/24 (Paid)	571,523	0
2024/25 (Indicative)	3,823,097	0
Total Grant Award	5,556,042	

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Appendix B

The current position on the grants on progress is set out in the table below.

STATUS KEY

ON TRACK.	Individual project anticipated to be completed by 31/03/2025.
SLIPPING.	Some delivery risk to timeframe, budget or grant of permissions.
AT RISK.	High risk to delivery timeframe, budget or grant of permissions.

17-19 High Street (Buckminster)	<p>Full Application 9 units - 8 x 1 and 1 x 2-bed flats</p> <p>Planning Application/Listed Building Consent granted.</p> <p>Conversion of existing 1st & 2nd floors from commercial office use to x8 single bed residential units & x1 two bed residential units.</p> <p>Full Application has been submitted and approved by the Programme Board as well as Cabinet.</p> <p>Project on track for works to commence Early May.</p>	ON TRACK
45 High Street (Hall)	<p>EOI 2 units - 1 x 1 and 1 x 2-bed flats</p> <p>Planning Application/Listed Building Consent granted – S23/0819 and S23/0808 for 1 x 2-bed flat and 1 x 1-bed flat.</p> <p>Full Application has been submitted and is under review. Survey works including a full structural survey and asbestos assessment have been undertaken.</p>	ON TRACK
74a Westgate (Buckminster)	<p>EOI 1 unit - 1 x 2-bed flat</p> <p>Planning Application granted - S23/0067 for 1 x 1-bed flat.</p> <p>Applicant is preparing quotations on the conversion works with a view to submitting a Full Application at the earliest opportunity. Communication ongoing with applicant and project still on track for full delivery by programme deadline.</p>	ON TRACK

9-10 High Street (Melbourne)	<p>EOI 8 units – 8x2 bed flats</p> <p>Planning Permission granted S22/2315 for 8 x 2-bed flats.</p> <p>Full Application has been submitted and is under review.</p>	<p>ON TRACK</p>



SOUTH
KESTEVEN
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COUNCIL



**Finance and Economic
Overview and Scrutiny
Committee**

Wednesday, 8 May 2024

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

**Update on the development of the Economic
Development Strategy 2024 – 2028**

Report Author

Nick Hibberd, Head of Economic Development and Inward Investment
✉ nick.hibberd@southkesteven.gov.uk

Purpose of Report

To inform members of Finance and Economic Overview and Scrutiny Committee (FEOSC) on progress made toward the development of an Economic Development Strategy 2024 – 2028.

Recommendations

That the Committee notes the content of this report on the development of the Economic Development Strategy.

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Effective council
Which wards are impacted?	All Wards

1. Implications

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

Finance and Procurement

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

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

Legal and Governance

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

Completed by: Graham Watts, Monitoring Officer

2. Background to the Report

- 2.1 Enabling Economic Opportunity is a Council priority that is identified in the Council's recently adopted Corporate Plan (2024-27). Delivering an Economic Development Strategy is a key objective which will guide the creation of a vibrant economy in the District and is a golden thread running through both the Corporate Plan and the Local Plan. A thriving economy is essential to ensure sustainable development can be delivered to meet the needs of our existing and future population.
- 2.2 The previous Economic Development Strategy was adopted in 2016 and covered the period to 2021. Since then, much has changed across the District and this should be reflected in an up-to-date strategy.
- 2.3 At its meeting on 22 November 2022, (the then) Finance, Economic Development and Corporate Services Overview and Scrutiny Committee (FEDCO) considered and provided feedback on the first draft framework of the South Kesteven Economic Development Strategy (2023-2028).

- 2.4 Since that meeting, the draft Strategy has significantly evolved taking into account the newly adopted Corporate Plan. It was scheduled to be reported to this committee on 20 February 2024, however it was withdrawn allowing time for the newly appointed Head of Economic Development to reflect upon the document and to conduct a stakeholder consultation exercise.
- 2.5 At the 20 February FEOSC Committee meeting, Members debated a 'Flightpath', which detailed key milestones for the Strategy's completion and eventual approval by Cabinet in summer 2024. This document was circulated to committee members following the meeting. Members also requested that an update be brought back to this committee in May to demonstrate progress.
- 2.6 The 'Flightpath' included the Leader's proposal to host a Members Workshop to broaden participation and to encourage consensus around the strategy. This meeting took place on 21 March, following an invitation to all FEOSC Members.
- 2.7 Following this meeting Officers produced an updated draft Economic Development Strategy and accompanying Action Plan (Appendix A). Cabinet, at its meeting on 16 April 2024 approved a four week consultation with Stakeholders on the draft Strategy.
- 2.8 Indicative key milestones included within the 'Flightpath' are:

Activity	Dates
Members Working Group (including Members of the Finance and Economic Overview & Scrutiny Committee) to discuss the draft economic development Strategy	Week commencing 18 March 2024
Following the Members Working Group, revised draft Strategy shared with Cabinet	15 April 2024
Presentation of the revised draft Strategy to Cabinet	23 April 2024 Exec Briefing
Public Consultation opens	7 May 2024
Progress update on the revised draft economic development Strategy	8 May 2024 - Finance and Economic Overview & Scrutiny Committee
Public Consultation concludes	4 June 2024

Consultation feedback presented back to Finance and Economic Overview & Scrutiny Committee, with a recommendation to Cabinet for the adoption of the Strategy	27 June 2024
Cabinet to receive copy of final draft Economic Development Strategy	2 July 2024
Recommendation to Cabinet to approve the final Economic Development Strategy	9 July 2024

3. Key Considerations

- 3.1 Consultation is an important part of the development of the Strategy. Feedback from stakeholders including employers and businesses, local representatives and community groups will be invaluable in shaping the Economic Development Strategy and helping us understand the needs and aspirations of local communities and businesses.
- 3.2 Consultation will take place over a four-week period across May and June and in addition to being published online; utilising software to capture and analyse comments it will be marketed through social media channels, it will be promoted through established business networks and via Officers attendance at a number of business events across the District.

4. Other Options Considered

- 4.1 An alternative is not to consult on the Economic Development Strategy. However, this may risk the loss of critical engagement with the public, partners and delivery agencies who will be vital in achieving the aims of the draft Strategy.

5. Reasons for the Recommendations

- 5.1 This report facilitates a request from FEOSC to be regularly updated on progress towards the adoption of an Economic Development Strategy for the District 2024 – 2028.

6. Consultation

- 6.1 As outlined in this report, the next stage of the development is to have a period of stakeholder consultation with key partners including government agencies, local businesses, community groups, members of the public and delivery bodies who will be given an opportunity to comment on the proposed strategy before a final draft is presented to Cabinet in July 2024.

7. Background Papers

- 7.1 *Progress update on the new South Kesteven Economic Development Strategy 2023-2028* – Report for Finance, Economic Development and Corporate Services Overview and Scrutiny Committee, published 22 November 2022, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s36141/Progress%20Update%20on%20new%20South%20Kesteven%20Economic%20Development%20Strategy%202023%20-%202028.pdf>
- 7.2 ***Draft Economic Development Strategy Consultation – Cabinet 16th April 2024***
[*Agenda for Cabinet on Tuesday, 16th April, 2024, 2.00 pm | South Kesteven District Council*](#)

8. Appendices

- 8.1 Appendix A: Consultation copy of the Economic Development Strategy.

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A blueprint for South Kesteven's economy

Economic Development Strategy & Action Plan

2024 - 2028



Foreword

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

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

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

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

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

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

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

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

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

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

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



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

Executive Summary

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

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

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

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

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

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

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

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

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

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

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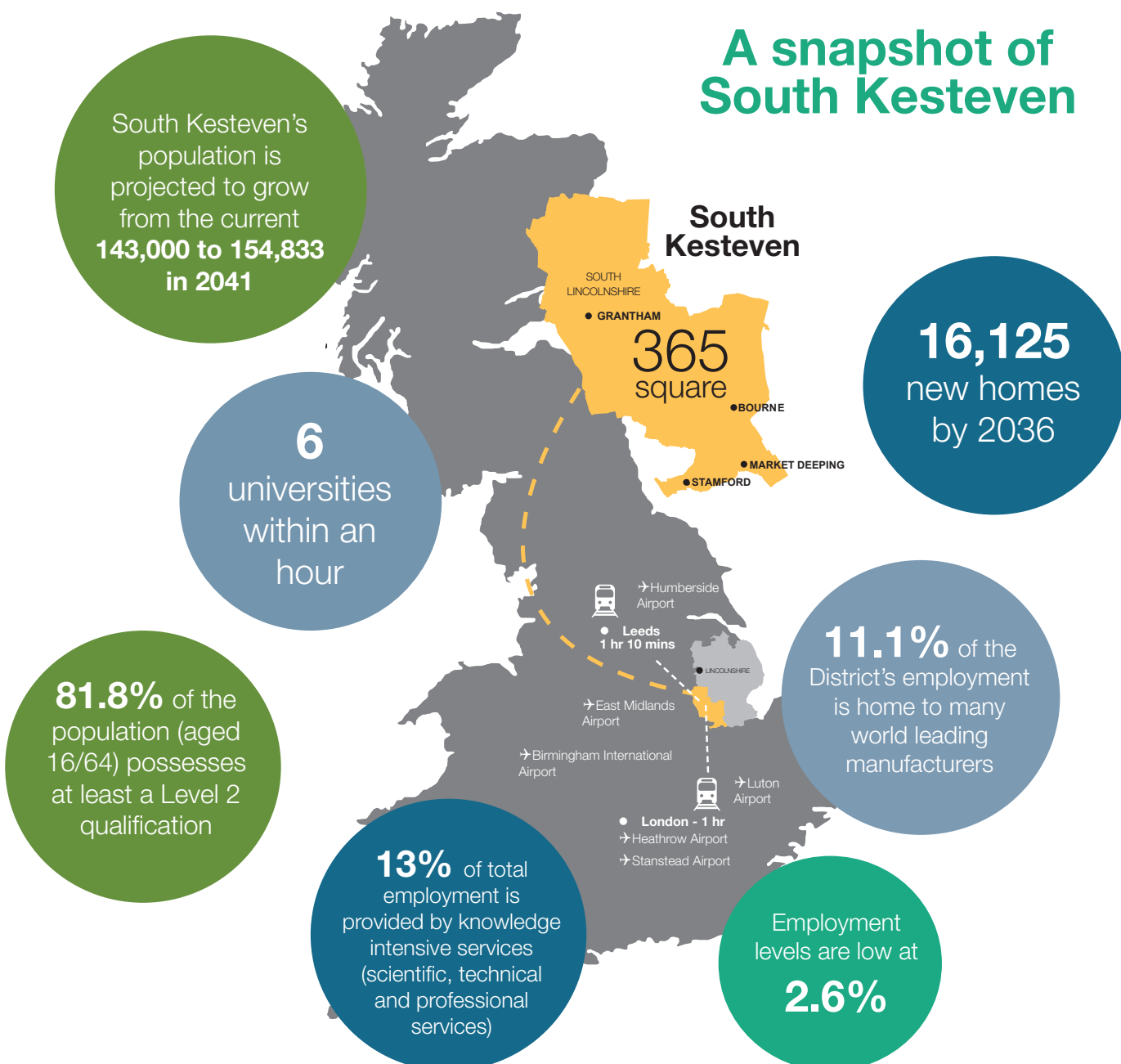
Appendices

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

01 Location

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

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



02 The local economy

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

Summary SWOT analysis

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

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

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

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

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

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

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

Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

02 the local economy



The life expectancy is
80.6
the highest in
Lincolnshire



The 2021 census estimated
the population of the
District to stand at

143,400

The population is projected
to reach 155,821 by 2043



The median age
of the District is
46

The District is ranked
amongst the top
20%
of districts in
England for life
satisfaction

There are
6265

businesses in the District,
43 per 1000 residents



South Kesteven
is ranked
amongst the
40%
least deprived
districts in
England

The crime rate is the
second lowest in
Lincolnshire at
61.16
recorded offences
per 1000 residents

12.3%
of under 16 year olds experience
relative child poverty



13%

of jobs are in
knowledge intensive
services



South Kesteven



69%
of households own
their own home



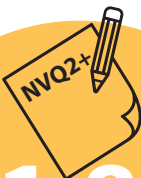
12%
of households
experience fuel
poverty

The median
house price is
9.78
times the median
annual full time
salary

81.8%

of the 16-64 population possess
at least NVQ2+ qualifications.

41.1% possess NVQ4+
qualifications



Median annual gross
earnings are
£31,914



Gross disposable
household income
per head is
£21,467
- the highest in
Lincolnshire

The local economy is worth
£2.722
billion



1hr



The District's total
territorial CO2e
emissions in 2020 were

948kt CO2e

This equates to 6.6 tonnes
per capita

03 South Kesteven

An economic vision

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

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

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

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

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

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

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

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

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

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

Area of strategic focus 1: Business and Job Creation and Employment Safeguarding

What we have achieved

Created the Local Economic Forum

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

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

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

Entrepreneurial, Start Up and Business support, advice and guidance

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

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

Exhibited at conferences and trade shows

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

Greater Lincolnshire UK
The Defence
& Security Sector
Investment
Opportunity

Local Economic Forum

Department for Levelling Up,
Housing & Communities

SOUTH
KESTEVEN
DISTRICT
COUNCIL

Local Economic
Forum

Business and Job Creation and Employment Safeguarding

What we will do

Introduce a business newsletter, webinars and podcasts

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

Continue to distribute the UK Shared Prosperity Fund

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

Use the Local Economic Forum effectively

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

Help to access to financial support

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

Sector support

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

Invest in clean growth

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

Social Value in procurement

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

Develop a small business concordat

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

Host and support Meet the Buyer events

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

Support start-up and step-up businesses

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

Profile business innovation

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

Inspire, transform and sustain cultural change

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



Area of strategic focus 2:

Skills Development

What we have achieved

Supported apprenticeships

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

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

Created a grow your own culture of caring

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

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

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

Received the Armed Forces Covenant Gold Award

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

Civic Leaders reception

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

Moved to brand new offices, with flexible and agile working

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



Skills Development

What we will do

Reduce barriers some people face to employment

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

Develop skills by working in partnership with local educational facilities

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

Support a higher skilled and higher paid workforce across South Kesteven

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

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

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

Support the delivery of Armed Forces Covenant pledges

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

Plan for jobs

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

Develop diverse digital talent

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

Support emerging growth sectors and new employers

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

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

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

Future skills for rural businesses

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



Area of strategic focus 3:

Inclusive Growth and Regeneration

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

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

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

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

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

The obligations within a Section 106 agreement can include:

- Accessibility, transport and movement
- Biodiversity
- Community services
- Children and young people
- Flood risk management, water services and pollution control
- Heritage and archaeology

- Landscape
- Open space, sports and recreation facilities
- Town centres, community safety and public realm
- Waste reduction and recycling
- Local employment and training strategies
- Securing the long-term affordable space organisations need to continue to work locally

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



Inclusive Growth and Regeneration

What we have achieved

Planned for Growth

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

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

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

Introduced a plan aimed at securing investment funding

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

Infrastructure Funding Statement

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

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

Advanced Grantham's High Street

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

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

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

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

Invested and maintained heritage areas

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

Consulted with the community

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

Introduced an exciting range of heritage interpretation activity

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

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

Secured external funding

Other initiatives where external funding has successfully been secured are:

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

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

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

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

Launched the rural business capital grant scheme

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

Secured funding to tackle violence against women and girls

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

Began exploring how to bring green space into town centre regeneration

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

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

Supported businesses in times of need

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

Named finalists for national awards

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

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

Inclusive Growth and Regeneration

What we will do

Provide effective delivery of strategic sites

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

Plan-making

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

Create pride of place

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

Unlock land and stalled development sites

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

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

Filling empty high street shops

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

Support the path to net zero

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

Advance shovel-worthy projects, supporting better social outcomes

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

Connected towns

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

Create age-friendly communities

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

Regenerate and improve town centres and manage parking demand

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

Increase urban tree canopy cover

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

Refocus the Grantham Town Team

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

Safety and accessibility audits

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

Create bustling markets

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

Preserve and enhance the heritage assets of the District

- Produce a Conservation and Heritage Strategy.



Area of strategic focus 4:

Inward Investment

What we have achieved

Major Growth locations

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

Bourne

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

Grantham

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

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

Stamford

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

The Deepings

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

Commenced the partial review of the Local Plan

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

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



Inward Investment

What we will do

Support for foreign owned businesses

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

Produce a pitch book with accompanying aerial filming with motion graphics

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

Develop investment ready projects

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

Enhance digital connectivity

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

Champion a stronger local economy

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

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

Support business expansion and talent attraction

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

Supply sites for industry

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

Increase partnership working with developers and investors

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

Support innovation and enterprise activities

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

Optimise local benefits of nationally significant infrastructure projects

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

Area of strategic focus 5:

Enhancing South Kesteven's tourism and visitor economy offer

What we have achieved

Hosted a free folk festival

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

Held the inaugural Tourism Networking Event

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

Supported Destination Lincolnshire

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

Promoted the Destination Lincolnshire Tourism Excellence Awards

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

Joined the Tourism Management Institute

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

Shone a spotlight on women who have shaped South Kesteven

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

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

Introduced a range of place promotion initiatives

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

Introduced the Hidden History app

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

Established a cross council events team

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

Peer networking

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

Enhancing South Kesteven's tourism and visitor economy offer

What we will do

Active partner of Destination Lincolnshire

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

Support accessible tourism

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

Review heritage plaque and information trails

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

Support South Kesteven's rich aviation history

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

Support and celebrate women

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

Support sustainable tourism

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

technologies and platforms.

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

Capitalise on South Kesteven's cultural and heritage strength

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

Continue professional development

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

Networking events

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

Support a film-friendly South Kesteven

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

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

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

04 Action Plan

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

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



Area of focus 1

Business and Job Creation and Employment Safeguarding

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	TIMESCALE		
				ONGOING	1	3
1.1	Increase Business Engagement	Produce a quarterly business e-newsletter	• Business & Skills Officer to lead supported by portfolio holder, comms and other teams as required	✓		
1.2		Procure a new customer relationship management system (CRM)	• Business & Skills Officer to lead with IT Support Lead, supported by Procurement Lead		✓	
1.3		Create a collection of business support webinars and podcasts	• Business & Skills Officer to investigate options, High Street Heritage Action Zone Project Manager to support			✓
1.4	Continue to distribute the UK Shared Prosperity Fund	Explore opportunities to develop a legacy beyond the funding period	<ul style="list-style-type: none"> • UKSPF Programme Manager to explore sustainability. Case studies and feedback • Investigate what was missed by the fund and lessons learned workshop for team • Legacy of LEF beyond SPF - how it will function what it will deliver 		✓	
1.5	Use the Local Economic Forum effectively	Draw upon the expertise of Local Economic Forum members to shape the work of the Council's Economic Development Strategy	• UKSPF Programme Manager and Business & Skills Officer to identify future plans for the Local Economic Forum beyond UK Shared Prosperity Fund	✓		
1.6		Maintain the 'Local Business' subgroup of the Local Economic Forum	• UKSPF Programme Manager to Lead supported by relevant members of the Economic Development Team	✓		
1.7		Work closely with Town Councils and Business Clubs across the District	• Business & Skills Officer to lead	✓		
1.8	Help to access financial support	Assist organisations to find and apply for growth programmes to help businesses start, succeed and grow.	• UKSPF Programme Manager and Business & Skills Officer to collaborate with Community Grants & Funding Officer	✓		
1.9	Support emerging growth sectors and new employers	Work with FE, Higher Education and training providers to ensure skills are developed to support emerging growth sectors and new employers entering the District	• Business & Skills Officer to lead - following SK business sector audit to forecast needs of the District in the medium to long term and work towards a skills development strategy.	✓		
1.10	Sector support	Identify partners and suppliers for sector specific programmes and projects	• Economic Development Team - Audit of key and developing sectors.	✓		
1.11		Introduce businesses and innovators to networking opportunities	• To follow on from 1.10.	✓		
1.12	Invest in clean growth	Deliver climate change expo's which maximise opportunities of the transition to net zero Evaluate effectiveness going forward, develop ongoing programmes. Need for incentives Inclusion with carparking strategy (EV Charging)	<ul style="list-style-type: none"> • UKSPF Programme Manager and Business & Skills Officer, supported by relevant LEF sub-group • Delivery to include Sustainability & Climate Change Officer 		✓	

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

Area of focus 2

Skills Development

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

Area of focus 3

Inclusive Growth and Regeneration

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

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

ACTION TO TAKE PLACE			BY WHOM? PARTNER ORGANISATION	TIMESCALE		
				ONGOING	1	3
3.18	Regenerate and improve town centres and manage parking demand	Consult and apply for funding to regenerate town centres. To include developing and implementing a community consultation (i.e. akin to Grantham Charrette) to identify long-term vision and needs of communities and obtain buy-in to project plans in all towns and larger rural communities.	<ul style="list-style-type: none"> • Head of Economic Development, Heritage Acton Zone Programme Manager and Consultation and Engagement Officer to lead. Including the appointment of external consultants as necessary 			✓
3.19		Reimagine the role of town centres. Review of best practice and successful case studies nationally	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead with council-wide involvement, Town Councils, County Council, and neighbouring councils • Inclusion of input from national organisations, universities and government research and reports • Input to and from charrette type events (3.18). • Engagement with LEF 			✓
3.20		Develop a parking strategy to manage the future needs of the District	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead 			✓
3.21	Refocus the Grantham Town Team	Appoint a Grantham Engagement Manager	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment to lead 		✓	
3.22		Refresh the Terms of Reference	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment and Grantham Engagement Manager to review with member engagement 			
3.23	Increase urban greening (including tree canopy cover where feasible)	Explore how to significantly increase green cover in Grantham's built environment by taking account of the University of Sheffield and the Woodland Trust feasibility study. Look to take learnings across the District as appropriate	<ul style="list-style-type: none"> • Grantham Engagement Manager to lead, coordinating with Sustainability & Climate Change Officer 			✓
3.24	Safety and accessibility audits	Undertake safety and access audits of the districts four town centres to benchmark accessibility for disabled people and women and girls' safety in public spaces.	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment and Business & Skills Officer to lead, with external consultant support as necessary 		✓	
3.25	Create bustling markets	Bring forward a step change in the way Council-run Street markets are presented, operated, marketed and promoted.	<ul style="list-style-type: none"> • Head of Economic Development & Inward Investment, Markets Manager, Business & Skills Officer and Communications Team • Consultation with members and current market traders 		✓	
3.26	Preserve and enhance the heritage assets of the District	Produce a Conservation and Heritage Strategy	<ul style="list-style-type: none"> • Planning and conservation to lead with support from Head of Economic Development & Inward Investment • Consultation with community groups, Hertiage Lincolnshire, town councils and civic societies 			✓

Area of focus 4

Inward Investment

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

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

Area of focus 5

Enhancing South Kesteven's tourism and visitor economy offer

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

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

Contact

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

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SOUTH
KESTEVEN
DISTRICT
COUNCIL

A blueprint for South Kesteven's economy

Economic Development Strategy & Action Plan

2024 - 2028

Appendices



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Available online at:

www.southkesteven.gov.uk/your-council-and-democracy/decision-making/state-district-2023

01 South Kesteven Economic Profile

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Bourne

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

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

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

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

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

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

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

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

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



Grantham

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

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

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

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

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

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

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

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

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

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

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

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

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

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



The Deepings

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

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

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

The Deepings owes its architecture and character to the merchant wealth flowing from the ancient River Welland and the former Deepings to Stamford canal, with its towpath perfect for walking and cycling. A walk down the glorious Georgian Church Street is a must, stopping off at the ancient St Guthlac's Church which dates from the 13th century. 15th century improvements were funded by Margaret Beaufort – the mother of Henry VII – whose family crest can be seen on the tower. St Guthlac's retains many features from an earlier Anglo-Saxon church, and has two sundials on the tower.

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

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

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

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

Nearby attractions include John Clare Cottage and Tallington Lakes.



Stamford

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

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

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

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

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

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

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

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

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

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



Employment Land

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

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

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

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

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

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

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

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

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



02 Strategy and policy context

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

National policies

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

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

The National Planning Policy Framework

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

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

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

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

How this policy impacts South Kesteven:

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

Heritage protection

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

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

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

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

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

How this policy impacts South Kesteven:

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

Levelling Up the United Kingdom

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

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

How this policy impacts South Kesteven:

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

Armed Forces Act

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

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

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

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

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

How this policy impacts South Kesteven:

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

The Skills Act

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

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

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

How this policy impacts South Kesteven:

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

Net zero

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

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

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

How this policy impacts South Kesteven:

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

UK Innovation Strategy

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

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

How this policy impacts South Kesteven:

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

Devolution

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

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

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

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

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

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

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

National Funding

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

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

UK Shared Prosperity Fund

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

Rural England Prosperity Fund

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

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

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

How this policy impacts South Kesteven:

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



Regional Policy

Greater Lincolnshire Local Enterprise Partnership (GLLEP)

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

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

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

How this policy impacts South Kesteven:

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

Lincolnshire County Council (LCC)

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

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

How this policy impacts South Kesteven:

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

Local Skills Improvement Plans

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

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

How this policy impacts South Kesteven:

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

Local Policy

South Kesteven Corporate Plan 2024-2027

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

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

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

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

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

Climate Action Strategy

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

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

How this policy impacts South Kesteven:

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

The South Kesteven Local Plan

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

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

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

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

How this policy impacts South Kesteven:

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

Conservation

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

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

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

How this policy impacts South Kesteven:

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

Grantham Transport Strategy

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

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

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

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

How this policy impacts South Kesteven:

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



Emerging Trees and Woodland Strategy

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

How this policy impacts South Kesteven:

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

The (emerging) Greater Lincolnshire Destination Management Plan

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

How the Destination Management Plan impacts South Kesteven:

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

Armed Forces Covenant

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

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

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

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

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

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

How the Covenant impacts South Kesteven:

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

Lincolnshire Women's Strategy

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

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

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

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

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

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

How this strategy impacts South Kesteven:

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



Contact

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

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SOUTH
KESTEVEN
DISTRICT
COUNCIL

**Finance and Economic Overview and Scrutiny Committee Work Programme 2023/2024
(and 2024-2025)**

Committee Membership: 9

Chairman: Councillor Bridget Ley

REPORT TITLE	LEAD OFFICER	PURPOSE	ORIGINATED	CORPORATE PRIORITY
8 May 2024				
Updated financial position of East Midlands Building Consultancy	Lead Officer: Emma Whittaker (Assistant Director of Planning)	To review performance and ensure the service is competitive and able to maintain its market share.	Agreed at Committee	Effective Council
Maintenance Strategy & Condition survey – Corporate Assets	Lead Officer: Gyles Teasdale (Property Services Manager)	To provide the Committee with a summary of corporate assets condition survey findings	Agreed at agenda setting meeting	Effective Council
Grantham Future High Streets Fund Update	Lead Officer: Nick Hibberd (Head of Economic Development and Inward Investment)	To provide the Committee with an update.	Agreed at Committee	Effective Council
Economic Development Strategy Update	Lead Officer: Nick Hibberd (Head of Economic Development)	To give the latest update on the Strategy.	Agreed at Committee	Effective Council
St. Martin’s Park Update	Lead Officers: Richard Wyles (Deputy Chief Executive) Debbie Roberts (Head of Corporate Policy & Performance)	To provide the Committee with an update.	Agreed at Committee	Effective Council
Turnpike Depot Update	Lead Officer: Richard Wyles (Deputy Chief Executive)	To provide the Committee with an update.	Standing item	Effective Council

REPORT TITLE	LEAD OFFICER	PURPOSE	ORIGINATED	CORPORATE PRIORITY
June 2024				
Council Tax Support Scheme - Veterans	Lead Officer: Claire Moses (Head of Service (Revenues, Benefits, Customer and Community))	An update on the proposed Council Tax Support for Veterans	Agreed at Committee in November 2023	Effective Council
Provisional Outturn Position Report 2024/2025	Lead Officer: Richard Wyles (Deputy Chief Executive)	This report provides the Committee with the Council's provisional outturn position for 2024/25.	Agreed at Committee	Effective Council
Economic Development Strategy Adoption	Lead Officer: Nick Hibberd (Head of Economic Development)	To feedback to the Committee following consultation, and to make recommendations to Cabinet.	Agreed at Committee	All
Turnpike Depot Update*	Lead Officer: Richard Wyles (Deputy Chief Executive)	To provide the Committee with an update.	Standing item	Effective Council

The following items for 2024/2025 are subject to confirmation by the Finance and Economic Overview & Scrutiny Chairman:

- **Grantham High Street Heritage Action Zone Programme Closure (June)**
- **End of Year KPIs 2023/2024 (June)**
- **Budget Monitoring Report Period 2 (July)**
- **Localised Council Tax Support Scheme 2025/2026 (July)**
- **Finance Update Report, April-July 2024 (September)**
- **Future High Streets Fund Mid-Year Update (November)**
- **Budget Monitoring up to 30 September (November)**
- **Localised Council Tax Support Scheme 2025/2026 (November)**
- **Corporate Plan KPIs Mid-Year Report (November)**
- **Budget Monitoring Q3 Forecast (February)**
- **Update on East Midlands Building Consultancy (May)**

*Turnpike Depot Update is a standing item on the Committee's agenda.

The Committee's Remit

The remit of the Finance and Economic 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, but not limited to:

- Budget monitoring
- Budget setting
- Business rate relief
- Business trade and licensing (Policy)
- Business transformation
- Charitable rate relief
- Council-owned property, assets, and maintenance (non-council house)
- Customer access strategy
- Data protection reporting
- Economic development
- Fees and charges
- Large-scale development projects
- Medium term financial planning and national funding proposals
- Procurement
- Review of outturn
- Town centre developments and partnerships

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