

Finance and Economic Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Monday, 15 January 2024 at 10.00 am
Council Chamber - South Kesteven House, St. Peter's Hill,
Grantham. NG31 6PZ

Committee Members: Councillor Bridget Ley (Vice-Chairman)

Councillor Ben Green, Councillor Tim Harrison, Councillor Gloria Johnson, Councillor Robert Leadenhams, Councillor Max Sawyer, Councillor Lee Steptoe, Councillor Murray Turner and Vacancy (South Kesteven Coalition Group)

Agenda

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

- 1. Election of Vice-Chairman**
To elect a Vice-Chairman for the meeting, should one be required.
- 2. 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
- 3. Apologies for Absence**
- 4. Disclosure of Interests**
Members are asked to disclose any interests in matters for consideration at the meeting.
- 5. Minutes of the meeting held on 28 November 2023** (Pages 3 - 16)
- 6. Updates from previous meeting** (Page 17)
To consider updates on actions agreed at the meeting held on 28 November 2023.
- 7. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**

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01476 406080

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

8. **St. Martin's Park Redevelopment Project, Stamford** (Pages 19 - 116)
To provide the Finance and Economic Overview and Scrutiny Committee with an update regarding St Martins Park, the options available to the Council and next steps for the site for consideration.

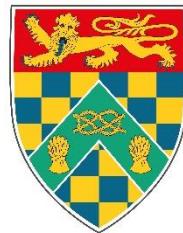
9. **Mid-Term Key Performance Indicators 2023/2024** (Pages 117 - 138)
This Mid-Year update report outlines South Kesteven District Councils performance against the Corporate Plan Key Performance Indicators (KPIs) for the period of April – September 2023.

10. **Grantham Future High Streets Fund Update** (Pages 139 - 168)
To provide a further update on the Grantham Future High Streets Fund programme, as requested during the previous meeting of the Finance and Economic Overview and Scrutiny Committee.

11. **Work Programme 2023 - 2024** (Pages 169 - 171)
To consider the Work Programme 2023 – 2024.

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

Meeting of the Finance and Economic Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Tuesday, 28 November 2023, 2.00 pm

Committee Members present

Councillor Bridget Ley (Chairman)

Councillor Ben Green

Councillor Tim Harrison

Councillor Graham Jeal

Councillor Gloria Johnson

Councillor Robert Leadenham

Councillor Max Sawyer

Councillor Lee Steptoe

Councillor Murray Turner

Cabinet Members present

Councillor Ashley Baxter (Deputy Leader of the Council and Cabinet Member for Finance and Economic Development)

Councillor Richard Cleaver (Leader of the Council)

Councillor Phillip Knowles (Cabinet Member for Corporate Governance and Licensing)

Councillor Rhea Rayside (Cabinet Member for People and Communities)

Councillor Paul Stokes (Cabinet Member for Leisure and Culture)

Other Members present

Councillor Richard Dixon-Warren

Councillor Charmaine Morgan

Officers present

Richard Wyles (Deputy Chief Executive and S151 Officer)

Nicola McCoy-Brown (Director for Growth and Culture)

Alison Hall-Wright (Assistant Director of Finance and Deputy S151 Officer)

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

Debbie Roberts (Head of Corporate Projects, Policy and Performance)

James Welbourne (Democratic Services Manager and Deputy Monitoring Officer)

Alice Atkins (Project Officer)

Amy Pryde (Democratic Services Officer)

38. Election of Vice-Chairman

It was proposed, seconded and **AGREED** to elect Councillor Max Sawyer as Vice-Chairman.

39. Public Speaking

No comments from members of the public were received.

40. Apologies for Absence

There were no apologies received, all Councillors were present as expected.

Councillor Graham Jeal substituted for the vacant seat on this Committee.

41. Disclosure of Interests

Councillor Robert Leadenham declared an interest on agenda item 7 – proposed revision to Car Park Tariffs – Grantham and Stamford. He did not participate in the debate or vote and left the Council Chamber, for this item.

A Member acknowledged the particularly full agenda for the meeting and suggested that some items be deferred to an extra meeting, possibly in December 2023.

The Deputy Chief Executive informed Members that many agenda items were time-critical, therefore not able to be deferred. For example, the Terms of Reference for the Turnpike Depot Project needed to be agreed as the work was to start imminently. Items 12 and 13 – the Discretionary Housing and Discretionary Council Tax Payment Policies were intended to be taken together to expedite proceedings.

It was proposed that item 7 – Proposed revision to Car Park Tariffs at Grantham and Stamford, be heard first, followed by items 10 – 13 – the Turnpike Depot Project, Localised Council Tax Support Scheme and Discretionary Payment Policies.

The Committee **AGREED** the amended running order.

42. Minutes of the meeting held on 19 September 2023

It was proposed, seconded and **AGREED** that the minutes from the meeting held on 19 September 2023 were a correct record.

43. Updates from previous meeting

Members noted the action sheet and the Chairman confirmed that the requested information on movements carried forward within the budget update had been circulated to Members, therefore completing the action.

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

The Deputy Leader of the Council informed the Committee that it was expected that a joint meeting of the Finance and Economic and the Culture and Leisure Overview and Scrutiny

Committees was to be held to discuss the Deepings Leisure Centre by early January 2024. It was intended that an extraordinary meeting of the Council on 11 January 2024 would discuss any recommendations put forward by the Finance and Economic Overview and Scrutiny Committee.

45. Proposed revision to Car Park Tariffs - Grantham and Stamford

The Leader of the Council introduced the report to the Committee, informing Members that a significant amount of income was received from Council-owned car parks and that given the current financial situation, it was essential to maintain that level of income as far as possible. It was also recognised that supply and demand patterns needed to be noted across the towns. A change to the Car Park Tariff Order would need to meet legislative requirements.

At its meeting on 19 September 2023, the Finance and Economic Overview and Scrutiny Committee agreed to receive draft car parking tariffs at today's Committee, on 28 November 2023, in respect of the current pay and display car parks.

The Deputy Chief Executive confirmed that based on the ticket sales information, a utilisation and capacity study of the car parks was being undertaken in order to demonstrate how each car park performed from a demand perspective, demonstrating the turnover of spaces in each location. The results would be heard within a report at a future meeting. It was clear that Grantham and Stamford operated very differently as towns and the demands on the car parks operated differently with a multitude of different users identified. The Officer informed Members that demand was lower in Grantham as there was a high number of free parking opportunities, for example in supermarket car parks. Stamford, by comparison, had an over-supply of demand to the current capacity.

This report brought forward a number of tariff options that were designed to:

- Stimulate usage and demand across the car parks
- Meet the needs of the different users specifically shoppers, visitors, commuters, businesses and residents
- Simplified the tariff structures across all car parks
- Sought to provide a blend of short and long-term parking options in both Grantham and Stamford

The analysis of car parking tickets confirmed that there was a need for a review of the tariffs in order to:

- promote longer shopping dwell time periods in the short stay car parks (2-to-4-hour parking) and thereby discouraging longer stay parking (all day parking)
- promote all day parking and thereby discouraging short stay car parking
- maximise the utilisation of the car parks by encouraging users through competitive and attractive tariff structure.

Tariff Options for Grantham:

Scenario A - new tariffs 7 days a week including Sundays and Bank Holidays 7am-7pm, 1-hour free parking, £2 charge for evenings.

Scenario B - new tariffs Monday to Saturday 7am – 7pm, 1-hour free parking, £2 charge for evenings and £3 charge for Sundays and Bank Holidays.

The analysis identified that there was no separation between usage between Monday to Saturday and on Sundays or Bank Holidays. The night-time economy indicated that evening charges could be considered. There was no data on night-time usage but it had been considered that income received would offset some of the income loss of introducing free parking but was not expected to fully compensate for any financial loss from offering free parking for 2 hours, particularly in Grantham.

The key changes proposed as a result of the analysis were:

- The introduction of 1-hour free parking across all locations with the exception of the Wharf Road multi storey car park where a 2-hour free parking was proposed to complement the Morrisons shoppers surface car park.
- Simplification of tariff bandings
- Introduction of charging for Sundays, Bank Holidays as a single simplified maximum charge and a single charge evening parking tariff
- Reclassification of Conduit Lane from long stay to short stay to encourage greater use to support the Grantham market • Discounted season tickets and an increased offer of choice.

Tariff Options for Stamford

Scenario A - new tariffs Monday to Saturday 8am-6pm, £3 charge for evenings (long stay only) and £3 charge for Sundays and Bank Holidays

Scenario B - new tariffs Monday to Saturday 8am – 6pm, £3 charge for evenings (long stay only) and £5 charge for Sundays and Bank Holidays

Utilisation of the Council operated car parks in Stamford performed very well and in some instances demand exceeded capacity at peak times particularly Fridays and weekends. Therefore, there was no business case to consider the introduction of free parking during the day as this will only increase the demand on the car parks and add to congestion concerns. However, options had been developed to provide a charging differentiation between short and long term parking and incentivise longer term parking to the edge of town at the Cattle market and Wharf Road car parks.

Members raised the following points during discussion:

- The report was welcomed as 'a step in the right direction.'

- Was the cattle market in Stamford due to increase car parking capacity by 100 spaces?
- The hour free parking in Grantham would reduce a lot of parking in town-centre streets which was welcomed. Lower prices for parking will encourage people to stay longer with the town centre – a necessity for local businesses.
- Could the free 2-hour parking at Morrisons, Grantham be extended to Guildhall Street and Conduit Lane car parks on a Saturday, to compete with local supermarkets and encourage visitors to the Grantham Market?
- It was important to encourage families into Grantham for shopping purposes.
- Could the Council consider Penalty Charge Notices to be increased, having been fixed for two years?

It was clarified that the charges relating to Penalty Charge Notices were not set by the Council but were set nationally.

The Leader confirmed that the work to be done was to be led by the capacity and demand information from the external study and money would be allocated within the next year's budget accordingly. The particularly high demand in the cattle market area of Stamford was acknowledged. The Leader confirmed his full support in increasing the capacity at the cattle market carpark if the results of the survey confirmed this was a high priority. Wharf Road in Grantham was confirmed as offering 2-hours free parking every day of the week. Under the proposals, Conduit Lane, Grantham was to be re-designated as a short-stay car park, facilitating a higher turnover within the car park.

The Leader informed Members that a weekly season ticket would be possible, purchased through the app, thereby reducing administrative costs. It was hoped this would be popular amongst commuters in both towns.

The Finance and Economic Overview and Scrutiny Committee was asked to consider the range of proposed new car parking tariffs and make a recommendation to Cabinet on the preferred charging structure (scenario) for Grantham and Stamford.

A Member **proposed** that the free 2-hour parking at Morrisons, Grantham be extended to Guildhall Street and Conduit Lane car parks on Saturdays, to compete with local supermarkets and encourage visitors to the Grantham Market as an amendment to Scenario B for Grantham.

This proposal was **seconded** and **AGREED**.

Stamford Scenario A was **proposed, seconded and AGREED**.

46. Turnpike Depot Project - Proposed Terms of Reference

The Deputy Chief Executive presented the report.

At its meeting on 28th September 2023, Council approved the Replacement Depot Project in order to provide a new facility at Turnpike Close Grantham.

This report provided members with an update with regard the decision for the Finance and Economic Overview and Scrutiny Committee to establish a working group in order to be updated and enable it to monitor the progression of the project.

In order to respond to this decision, a proposed set of terms of reference had been drafted. These have been provided in order to ensure there is clarity of the role of the FEOSC and was to provide members with assurance that there was sufficient governance and additional support to the overall governance structure in order to oversee the successful delivery of the Turnpike Close Depot project.

At each meeting of the Working Group, the following information was to be provided in order to give an overview on:

- The delivery of the project plan
- The project plan activities against the timeframes
- Financial appraisal of expenditure compared to budget projection
- The outstanding risks and issues, the controls in place and the ongoing monitoring of the risks and issues

An Operational Project Team was to meet each week to manage the current contractor and deal with on-site delivery issues alongside a Project Board, chaired by the Deputy Chief Executive which was to take the weekly activities on a monthly summary basis, bringing a monthly dashboard report to future Committee meetings. This was to enable Members to look at the timelines, financial position of the project, the risk register or any issues.

The Deputy Chief Executive informed Members that it was recommended that the project became part of this Committee's Work Programme, featuring on regular meetings throughout the next municipal year. The project was considered to be over approximately 42 weeks.

During discussion, Members raised the following points:

- A Member enquired whether a replacement depot was the best use of taxpayers' money.
- It was suggested that a formal Cabinet presence was required at the Working Group and Project Team, particularly the Finance and Environment Portfolio holders so they could be scrutinised by Committee.

The Deputy Chief Executive confirmed that a robust business case for the Turnpike Close Project had been established in line with the Corporate Plan and fully debated. The

Officer considered that the delivery of the project was the responsibility of the Senior Officers involved on an operational basis.

The Leader of the Council informed the Committee that it was necessary to have a separation of powers of executive from scrutiny.

The Deputy Leader agreed that while attendance of Cabinet Members was necessary, so they could be held to account as part of the process, it was not appropriate that those Members were part of the Working Group. For this reason it was considered that attendance at the Project Board meetings might be necessary to see the project proceed to its completion.

It was **proposed and seconded** that a formal Cabinet presence, as observers only, of up to 3 Cabinet seats, was required at the Working Group and Project Board particularly the Finance, Property or Environment Portfolio holders.

The Deputy Chief Executive confirmed to Members that Cabinet Members were to be kept informed through the S151 Officer. The Cabinet Members for Environment was considered to be the customers in the delivery of the project as recipients of the asset, having contributed to the design.

The Monitoring Officer confirmed that the Finance and Economic Overview and Scrutiny Committee had no decision-making ability in reference to membership of the Project Board and Working Group. The report required that the Committee agree the terms of reference around the Working Group, which was to hold the project to account. The proposal would be a recommendation to the Cabinet Member to endorse those terms of reference.

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

- a) **Considered and adopted the proposed terms of reference with respect to the Committee's role in monitoring the Turnpike Close Depot Project.**
- b) **Recommended to Cabinet that a formal Cabinet presence, as observers only, of up to 3 Cabinet seats, was required at the Working Group and Project Board**

47. Localised Council Tax Support Scheme 2024-2025

The Deputy Leader introduced the report to Members of the Committee.

The Council Tax Benefit system was abolished on 31 March 2013 and replaced by the Local Council Tax Support Scheme (LCTSS). This scheme can be determined locally by the Billing Authority after due consultation with precepting authorities, key stakeholders, and residents.

There are currently 7,152 residents in receipt of Council Tax Support in the South Kesteven District. Of these, 4,023 were working age and 3,129 were pension age who were protected under the legislation and received Council Tax support as prescribed by the Government (broadly similar to the level of Council Tax Benefit).

The core scheme currently provided:

- 80% support for working age claimants
- 100% support for pension age claimant

There was uncertainty regarding the impact of remaining legacy benefit claimants moving to Universal Credit by the end of 2026, which resumed in May 2022. The transition date from Housing Benefit to Universal Credit had been pushed back on many occasions (nationally). In July 2023, a report to this committee advised the transfer date would be completed by 2024; this had since been postponed to 2026.

A report was presented to this committee on 18 July 2023 to consider a number of options for public consultation and potential changes to the scheme from 1 April 2024. The recommendation by this Committee was to undertake consultation for the 2024/25 Localised Council Tax support scheme and to consider the outcome of the consultation findings prior to making a recommendation to Cabinet, for the final scheme to Council in January 2024.

Public consultation began on 1 September 2023 and ran to 13 October 2023. Consultation had been undertaken with major precepting authorities, stakeholders, and residents through a variety of methods.

A Member suggested that the discount criteria on second homes be reconsidered and that an opportunity had been missed to reduce this discount.

The Head of Service for Revenues, Benefits, Customer and Community confirmed that the proposal was to introduce a premium to 100%. Currently second properties had a 10% discount on their council tax, therefore paying 90% of the charge. The proposal was that second home-owners will pay their council tax plus an additional 100%. Some owners may sell these properties as a result of this change, making them available to be occupied. There were 353 second properties across the district and if the proposals were approved, an additional income of £632,000 would be generated – just under £57,000 for South Kesteven.

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

a) Made the following recommendations to Cabinet:

- 2.1. Approve Option 2 of the public consultation – to continue with War Pension and Armed Forces Compensation Disregard for Housing Benefit and Council Tax Support. (To be included within the scheme from 1 April 2024 as detailed in paragraph 3.4.1).**
- 2.2. Approve Option 4 of the public consultation – capital tariff limit and disregard for working age claimants to be aligned to pension age claimant values. (To be included within the scheme from 1 April 2024 as detailed in paragraphs 3.5.1 to 3.5.3).**

2.3. Approve Option 5 of the public consultation – introduction of a second home premium of 100%. (To be included within the scheme from 1 April 2025 as detailed in paragraphs 3.7.1 to 3.7.5).

The Deputy Leader confirmed that it was proposed that the following options were not to be included in the Council Tax Support Scheme for 2024/25:

- Regularity of changes to income to be reviewed – to be considered as part of 2025/26 scheme consultation
- Introduction of a Volunteer Council Tax Discount Scheme – to be considered as part of 2025/26 scheme consultation
- Introduction of a Veterans' Council Tax Discount Scheme – to be considered as part of 2025/26 scheme consultation

The Deputy Leader informed Members that there were particular difficulties in defining a vulnerable veteran. If the Council were to offer a discount to all veterans, the financial implications would be substantial for all preceptors as well as the Council. It could also cause those who were genuinely experiencing financial hardship as tax-payers to be subsidising this discount. The Deputy Leader acknowledged that not all veterans were on low incomes.

Members raised the following points during discussion:

- Was there a similar discount scheme for veterans at any other Local Authority?
- It was acknowledged that a person could be defined as a veteran without seeing active service and a Member informed the Committee that feedback they had received from veterans was not supportive of the proposed discount. There was sufficient help available to veterans but they needed to register for the assistance that was available.
- Veterans should be given an opportunity to apply for a discount for their Council Tax. Charities supporting veterans were experiencing a drop in funds.
- A Member informed that as a result of the formal public consultation, 70.3% who responded were in favour of the principle of the discount scheme for veterans. This was a democratic mandate. The third recommendation within the report suggested to begin the process of conducting further work in defining the scope of veterans eligibility – for example, employed veterans who occupy properties within Band A. The Member confirmed that the Council was a signatory of the Armed Forces covenant.
- It was considered that the debate about assistance for vulnerable veterans should be led locally and was about in-work poverty. There was a lot of support within the district for a veterans discount and could be affordable.
- It was considered that the Armed Forces Covenant did not require the Council to award discount to approximately 8,700 veteran residents. This needed to be looked

at in further detail, inviting the views of veterans. The authoritative definition of a veteran had been defined by the Office of Veterans Affairs.

- There were many people who serve their country in a number of ways, for example, nurses and firefighters.

The Head of Service for Revenues, Benefits, Customer and Community confirmed that there was no similar discount scheme for veterans in existence. The Officer clarified that if the Committee were looking at a potential banding support, based on income, the Council were unable to identify who the 8,700 veterans were and would need to devise an application form to go on the website alongside clear communication to all residents to ensure as many eligible veterans applied for a scheme that had not yet been confirmed. A 5% response rate was received to the recent survey sent to 7,133 residents and a potentially low response from veterans to an application scheme could be expected. The Officer explained if this was the case, there would need to be assumptions with regards to modelling the full cost of a scheme. The Council had an Armed Forces Officer who worked tirelessly to look at the support available to the veterans within the district. An Armed Forces Action Plan update was due to be heard at the Rural and Communities Committee on 1 February 2024. Armed Forces champions existed within the Housing team, Revenues and Benefits team and our Cost-of-Living team to provide additional assistance to those veterans in need.

The Officer continued that the special constable application process could be looked at and adapted for the PCSO volunteer Council Tax Discount scheme. There was already an approved scheme for the Special Constable discount process and policy, and this could be replicated, if this was something the Committee wanted to consider.

The Leader confirmed that the Council received the Gold Award for our armed forces commitment and the district was proud and committed to its veterans. The Leader informed Members that the issue of supporting veterans was national, not just local and should be financially supported from Central Government. The Leader welcomed the opportunity for a debate to lobby the Government to bring in a national scheme that was properly funded. The discount scheme for PCSOs was to reward those who did unpaid voluntary work with a statutory emergency service.

The Deputy Leader referred to the Armed Forces Covenant, stating '*special consideration should be given to the injured and bereaved.*' The Deputy Leader continued that vulnerability could not be measured in property bandings.

The Finance and Economic Overview and Scrutiny Committee considered and commented on the feedback from the public consultation.

A Member **proposed** an amendment to recommendation 3 of the report:

That the report should explore the feasibility of providing Council Tax relief exclusively to employed veterans residing in Band A properties, considering relief rates of 5% and also 10%, yielding two distinct options. This analysis must encompass a detailed examination of the financial implications on South Kesteven District Council, Lincolnshire County Council and the Police and Crime Commissioner for Lincolnshire. It is expected that those findings should be

presented to the Finance and Economic Overview and Scrutiny Committee no later than May 2024.

This was seconded and AGREED.

The Deputy Leader referred to the Armed Forces Covenant, stating '*special consideration should be given to the injured and bereaved.*' The Deputy Leader continued that vulnerability could not be measured in property bandings.

A Member proposed an alternative recommendation:

To review the Armed Forces Covenant and identify how South Kesteven District Council can offer further support to injured or bereaved members of the armed forces.

The Monitoring Officer advised that the proposal was not within the remit of the report and needed to be submitted outside of the meeting. This was agreed. It was clarified that option 6 was not agreed within the proposal and had not been debated during the meeting.

48. Discretionary Housing Payment Policy 2024-2025

The Deputy Leader of the Council introduced the report.

The Department for Work and Pensions (DWP) provided extra funding to Local Authorities (LA) to provide claimants in receipt of Housing Benefit (HB) or Universal Credit (UC) further financial assistance with their housing costs in cases where there was a shortfall between the HB entitlement and the rent payable. The Discretionary Financial Assistance Regulations 2001 (SI 2001/1167) as amended by the Discretionary Financial Assistance (Amendment) Regulations 2008 SI 2008/637 provided a statutory framework for the administration of Discretionary Housing Payments (DHP).

DHPs were not intended to replace lost benefits but to provide, instead, extra resources that local authorities can use to assist those most affected by the changes to adjust to a long term, sustainable and affordable approach.

The aim of the policy was to enable our most vulnerable residents, who cannot access any other income, to sustain their home and health. Awards of Discretionary Housing Payments may be made where a resident had a short-term financial difficulty or had continuing and unavoidable needs that meant they were unable to pay their rent. Awards would normally be for a defined period. Consideration would be given as to whether all other discounts and sources of help had been exhausted. Where appropriate, decisions would be deferred until other avenues had been explored.

In most years, actual spend had been very closely aligned to the level of grant received, meaning that, it had been unnecessary for any contribution to be made from the Council's own resources or the contribution required had been minimal.

It was considered that the policy was sufficiently robust and well supported.

A Member asked who the Council's Cost-of-Living Team were.

The Head of Service for Revenues, Benefits, Customer and Community informed Members that the Cost-of-Living team were managed by herself and consisted of a small team who were focussed on providing support and signposting customers were appropriate.

It was proposed, seconded and AGREED that the Committee recommended to Cabinet the approval of the policy for the administration of Discretionary Housing Payments for 2024/25.

49. Discretionary Council Tax Payment Policy 2024-2025

Each year, as part of the Council Tax Support Scheme consultation, the Council had agreed to provide £30,000 funding for this scheme. The continuation of this funding was currently being considered as part of the Localised Council Tax Support Scheme decision process, with approval of a final scheme to be in place by January 2024. If funding was approved, the Discretionary Council Tax Payment (DCTP) policy for 2024/25 will be put in place to ensure effective financial support is provided to eligible recipients.

A DCTP was available to anyone in receipt of Council Tax Support who had a shortfall between the weekly amount awarded and their Council Tax liability. The DCTP scheme provided additional funding to help those with a council tax liability who were experiencing exceptional hardship in situations where Council Tax Support does not cover all of their council tax liability. To qualify for consideration for assistance under this scheme the customer must already be in receipt of some Council Tax Support. Awards will normally be for a defined period and have the effect of reducing the monthly contribution a taxpayer has to make towards their bill. Consideration would be given as to whether all other discounts and sources of help have been exhausted. Where appropriate, decisions will be deferred until other avenues had been explored.

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

- a) Recommended to Cabinet the approval of the continuation of the £30,000 Discretionary Council Tax Payment fund for 2024/25.**
- b) Recommended to Cabinet the approval of the policy for the administration of Discretionary Council Tax Payments for 2024/25.**

50. Budget Monitoring Report - Period up to 30 September 2023

The Deputy Leader introduced the report.

During the current financial year, Finance and Economic Overview and Scrutiny Committee was provided with regular finance reports. These monitored and forecast the budget against the current economic conditions facing the Council.

The Revenue budget set by Council for the General Fund 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 2023/24 of £1.705m. The reduction in forecast spend on the Blue/Green Witham Corridor project (£123k), utility costs (£582k) and in year vacancies (£138k) together with additional awards of grant income including the one-off windfall Swimming Pool grant of £344k indicated a forecasted balanced position for the current financial year. However, given the uncertainty of the Council's exposure to external cost changes, and other variables outside of the Council's control, this position was to remain under a monthly review.

The budget set by Council on 1 March 2023 for the 2023/24 General Fund Capital programme was £12.147m.

The budget set by Council on 1 March 2023 for the 2023/24 HRA Revenue Budget was £7.519m. The budgeted surplus was fully utilised to fund future investment in stock growth and property maintenance.

There had been two areas identified as pressures within the HRA general repair costs. Materials had increased significantly above inflation by £300k and unbudgeted damp and mould costs of £140k will be incurred during the current financial year in order to respond to this important area. Additional work was being undertaken by the service area to re-apportion appropriate budgets to fund these in-year additional pressures. Increased materials costs were likely to continue to be a pressure in the next financial year so additional budget will need to be considered during the budget setting process.

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

The collection rate for Business Rates was 0.70% below target which equated to £287k due to numerous changes to liable and occupation received from the Valuation Office. The collection rate for rents was 0.15% below target which equated to £42k. There was always a reduction at this time of year due to changes in benefits as a result of child benefit and tax credit reviews.

During discussion, Members raised the following points:

- Was it possible to 'drill down' further into some of the headings, to establish in further detail what they referred to?
-
- What was the current state of the overall reserves and what were our plans for them?
- The delays in the Voids process was a concern and the financial impact of this was acknowledged.
- The total of the General Fund reserves was forecast to reduce by end of March 2024 by approximately £7 million. How was this?

The Deputy Leader clarified that further detail was included within the appendices of the report. A large number of the reserves were earmarked – for example, the 'Local

Priorities' reserve. Forecast movements within the reserves had been approved at Full Council.

The Deputy Chief Executive confirmed that further details of the budget lines could be provided if requested. Reserve statements were included with all budget reports, these were monitored throughout the year. A decision had been made to use the Council's own resources rather than undertake further borrowing to avoid unnecessary costs.

It was proposed, seconded and AGREED that the Finance and Economic Overview and Scrutiny Committee reviewed the forecast 2023/24 outturn position for the General Fund, HRA Revenue and Capital budgets as at the end of September 2023 and identified any variances that might require action or investigation.

It was **AGREED** that the remaining agenda items would be deferred to a future meeting due to time restraints. These were:

- Future High Streets Fund Update
- Key Performance Indicators (KPIs) – mid-term update

51. Work Programme 2023 - 2024

The Committee noted the Work Programme.

It was proposed, seconded and **AGREED** that an additional meeting be arranged prior to February due to the large number of items to be heard.

ACTION:

An additional meeting to be arranged in early 2024.

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

There was none.

53. Close of meeting

The Chairman closed the meeting at 16:55.

ACTION SHEET

Finance and Economic Overview and Scrutiny Committee

To provide members with an update on actions agreed at the meeting held on 28 November 2023.

Min No	Agenda Item	Action	Assigned to	Comment/Status	Deadline
51	Work Programme 2023 - 2024	An additional meeting to be arranged in early 2024	Democratic Services	Additional meeting confirmed for Monday 15 January 2024	COMPLETE.

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Finance and Economic Scrutiny Committee

15th January 2024

Councillor Richard Cleaver, Leader of the Council

St Martins Park Redevelopment 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 St Martins Park, the options available to the Council and next steps for the site for consideration.

Recommendations

That the Finance and Economic Overview and Scrutiny Committee:

1. Notes the progress made regarding the delivery of the St Martins Park, Stamford development.
2. Reviews the options that are currently available for the next phase of the project.
3. Recommends to Council a preferred way forward based on the options set out in this report.

Decision Information	
Does the report contain any exempt or confidential information not for publication?	Yes, appendices 1-4 contain exempt information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (commercially sensitive information). Appendix 5 contains legal information exempt under paragraph 5 (legal advice).
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 This project has significant financial implications in terms of the costs incurred to date, the projected receipts from future sales and the potential financial outcome as set out in the various options. All the specific financial information regarding the project are included in section 2.62 and the options for the Committee to consider are set out in the exempt appendix.
- 1.2 There are financial implications with all of the options which are included in the appraisal.

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

Legal and Governance

- 1.3 The report includes links to previous Committees back to 2018 where decision making has taken place on the site at St. Martin's Park.
- 1.4 From purchasing the site Pinsent Mason LLP had been appointed to undertake all of the legal activities related to this project and have given advice regarding the Collaboration Agreement that the Council have with Burghley which is contained at exempt appendix 5.
- 1.5 As there has been a change in political administration from May 2023 and of Senior Management Team from 2019/20 it was agreed that an independent

review of the project be undertaken by Cushman and Wakefield (exempt appendix 4) which includes areas for consideration by the Committee, as well as delivery and procurement options. A full options appraisal for members is attached at Exempt Appendix 2.

- 1.6 The Committee is being asked to recommend to Council a preferred option for its next ordinary meeting on 25 January 2024.

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

Health and Safety

- 1.7 The 1904 building that remains on site poses potential risk until it is demolished. The contractor has provided additional fencing and has signage in place. The building has been stripped of all materials but could be a risk of trips/falls at height.
- 1.8 The remediation works that are required on site would need to be conducted and procured to include the testing regime required to show that the site is 'clean' and approved by the Environment Agency. Any options that are agreed should note that the Council is still liable to undertake a level of works to ensure that the contamination is curtailed.
- 1.9 Control and monitoring of all contractor activities and review of safety controls and systems must be in place. SKDC retains responsible for ensuring the works are conducted in accordance with established Health and Safety legislation and risk management as provided by the contractor.

Completed by: Phil Swinton, Health and Safety Manager

2. Background to the Report

2.1 Background – Site Purchase

- 2.2 South Kesteven District Council (SKDC) acquired in March 2019 land and buildings of the former 'Cummins' factory site which has previously provided employment for up to 500 people on Barnack Rd, Stamford.
- 2.3 The site is positioned on the edge of Stamford, to the southeast of the town centre. To the west of the site, Barnack Road is largely dominated by housing, interspersed with commercial buildings. To the east is open countryside and to the south Burghley House. The site immediately adjoining the property to the east has existing planning consent for employment uses and is owned by Burghley Estate.



Map 1 Location of the Site

- 2.4 The Council secured a 3-month period of exclusivity with the vendor to discuss the detail of a proposed purchase of the land with heads of terms being agreed on the 31st July 2018. As part of the negotiations the vendor insisted on very tight timelines for purchaser governance to be obtained, with exchange of unconditional contracts due by the end of September 2018. The vendor made it very clear that if the Council did not adhere to the Heads of Terms that they would take the site to the open market.
- 2.5 The Council originally sought to purchase the site for growth and regeneration benefits for the District having identified it as a key employment site in Stamford. At the time the Council was concerned that should the site be purchased by a company in the private sector that it would solely have residential housing proposals brought forward for the site.
- 2.6 Lambert Smith Hampton (LSH) undertook development appraisals to identify the sites potential and value. A Red Book Valuation (professional valuation standards setting out mandatory requirements that all valuers must adhere to) was prepared by LSH to give the Council formal Best Value valuation advice to support the agreed purchase price. This gave a formal current use value, based on the existing land and buildings being used for office, industrial and car parking, and essentially provided the sites value in the market, excluding any element of potential hope value in the site for residential development. The assessed Best Value calculation was **£6.2M**. The social and economic benefits in terms of employment and business that the Council's aspirational mixed-use development would bring to the town was valued at an addition to the Best Value at a rate of 20% (£1,300,000) to bring the purchase price up to **£7.5m**.
- 2.7 The Cabinet considered this acquisition on the 6th September 2018 (link to papers below)

[Agenda for Cabinet on Thursday, 6th September, 2018, 2.00 pm | South Kesteven District Council](#)
- 2.8 Council approved the purchase of the site on the 27th September 2018 and a budget allocated of £8m.

[Agenda for Council on Thursday, 27th September, 2018, 2.00 pm | South Kesteven District Council](#)

2.9 The legal contracts to acquire the site were exchanged following the Council approval with an update being provided to Cabinet on the 7th February 2019.
[Agenda for Cabinet on Thursday, 7th February, 2019, 2.00 pm | South Kesteven District Council](#)

2.10 The site acquisition was completed in March 2019 and an update was provided to Council on the 23rd May 2019.
[Agenda for Council on Thursday, 23rd May, 2019, 2.00 pm | South Kesteven District Council](#)

2.11 This report sets out the various components of the original business case and the approach taken in respect of each of areas. Members are also given references to all the reports that have been provided throughout the duration of this project for them to be able to review the various stages.
This report will cover the following areas: -

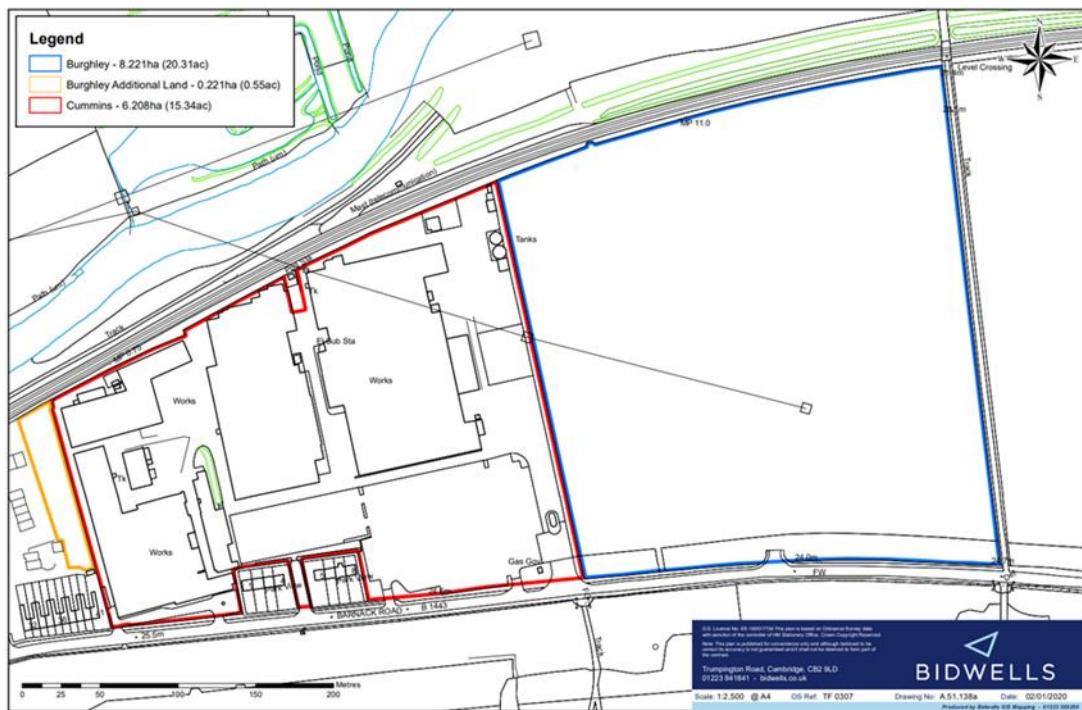
- Combined Land Ownership (2.13)
- Collaboration Agreement (2.16)
- Masterplan Outline Planning Consent (2.29)
- Marketing Strategy 2019/2020 (2.34)
- Demolition (2.42)
- 1904 Building (2.50)
- Remediation and Earthworks (2.52)
- Joint Infrastructure Works (2.58)
- Financial Overview (2.62)
- Next Steps – Options Appraisal (2.67)

2.12 At the time of acquisition, the Council were considering using a delivery vehicle 'DeliverSK Ltd' to bring forward the site, a report regarding this was considered by Companies Committee on the 19th November 2019 but this was later discounted as an option.
[Agenda for Companies Committee on Tuesday, 19th November, 2019, 2.00 pm | South Kesteven District Council](#)

2.13 Combined Land Ownership

2.14 Burghley House Preservation Trust (BHPT) own land adjacent to the former Cummins site which has an existing consent for employment uses. BHPT as a charity have transferred the land to Burghley Land Limited (BLL) a wholly owned subsidiary of BHPT for the development to proceed.

2.15 These adjacent land holdings as shown edged red and blue on the attached plan extends to approximately 14.65 hectares (36.2 acres) in total. SKDC own the land edged red which is 15.3 acres, BLL own the land edged blue and yellow which is total is approximately 20.8 acres.



Map 2 - Land Ownership

2.16 Collaboration Agreement

2.17 Bidwells and Lambert Smith Hampton (LSH) were jointly appointed by BHPT and SKDC to advise on the sale and marketing of the overall site including the marketing procedure and negotiations with interested parties.

2.18 Bidwells and LSH were individually instructed to advise their respective clients (BHPT and SKDC) on a potential joint approach for the delivery of a comprehensive redevelopment of the two sites.

2.19 The purpose of the Collaboration Agreement was to bring forward the redevelopment of each landowner's respective site on a joint and equal basis. In agreeing the detailed terms for the Collaboration Agreement, the parties agreed that there were a number of key principles that would be fundamental to both parties in preparing and submitting a joint planning application and in selecting the eventual developers that would be responsible for building out the scheme in accordance with the outline planning permission that the collaborative partners would apply for. These included:

- Creation of jobs (both during the construction period and after)
- Design, character and placemaking
- Sustainability and Environmental criteria
- Deliverability
- Legacy and long-term stewardship of the completed development

2.20 SKDC and Burghley agreed to enter into a Collaboration Agreement in order to set the parameters for how the development would be promoted through the planning process and how the site would be marketed and eventually sold to developers.

Key points of the Collaboration Agreement are as follows:

- The Landowners agree to fund the master planning costs 50/50
- The Landowners agree that the proceeds of disposal will be settled 50/50
- Any clean-up costs associated with any contamination on respective landownerships will be **borne solely by that owner**.
- Burghley to contribute (to a maximum) £250,000 towards the demolition works required on the Council land (50% of the estimated costs at that time)

2.21 Distribution of Net Sales Proceeds

2.22 The Landowners shall jointly appoint a solicitor (the 'Lead Solicitor') to act on behalf of the Landowners in connection with the disposal of the Property benefitting from a Satisfactory Planning Permission and the Landowners shall authorise the solicitor on receipt of Gross Sales Proceeds following a sale to:

2.23 Pay the Landowners' Agents and sales solicitor their respective fees in connection with the sale.

2.24 Pay the balance of the Net Sales Proceeds to the Landowners on a 50/50 basis.

2.25 The decision to enter into the Collaboration Agreement with Burghley was a key decision of Cabinet on the 21st January 2020.

[Agenda for Cabinet on Tuesday, 21st January, 2020, 2.00 pm | South Kesteven District Council](#)

2.26 Companies Committee were asked to scrutinise the decision of Cabinet at their meeting on the 4th February 2020

[Agenda for Companies Committee on Tuesday, 4th February, 2020, 2.00 pm | South Kesteven District Council](#)

2.27 Companies Committee received a further update on the project on the 30th June 2020.

[Agenda for Companies Committee on Tuesday, 30th June, 2020, 2.00 pm | South Kesteven District Council](#)

2.28 The Collaboration Agreement was formally entered into on the 4th December 2020.

2.29 Masterplan Outline Planning Consent

2.30 As part of this Collaboration Agreement SKDC and Burghley appointed a planning consultant (Insight Town Planning Ltd) and a master planner (Adam Architecture) along with a team of other professional consultants to prepare a planning application for the proposed redevelopment of the St Martin's Park site. The masterplan for the site is as follows: -



Masterplan of the Development

2.31 Following a lengthy period Outline Planning Permission was granted on 28th February 2022 (**Planning reference on the SKDC planning portal S20/2056**) for:-

Demolition of existing factory premises (excluding original factory building at south western edge of site). Erection of a high-quality mixed-use development comprising; Class E development of offices and workshops (10,000m² (GIA)), local food store and café; c190 dwellings including 30% affordable housing (Class C3); a retirement village including ancillary facilities (Class C2); public open space including strategic landscaping at the eastern end of the site; and all associated infrastructure. Means of access provided off Barnack Road through adaptation of existing vehicular access points as necessary. Secondary pedestrian and cycle access via Edgar Gardens.

2.32 As part of the Planning Permission, it is a requirement that the former Cummins factory which is located on land owned by SKDC was demolished and the land remediated in order to bring forward the proposed development. It is also a requirement of the Planning Permission that the overhead power cables affecting parts of the site are relocated (not at Landowners cost) and the Landowners are jointly working with professional advisors to secure this relocation (forms part of the Vendors Works).

2.33 The Council is currently paying a standing charge to retain the power supply to the Cummins side of the site (11kv) as this would generate enough electricity for any future development on the Council side of the site until a decision is made regarding the future development thus securing our position.

2.34 Marketing Strategy 2019/20

2.35 In agreeing a marketing strategy for the St Martin's Park site, it was decided that a full marketing campaign should be adopted in order to ensure fairness and participation from a wide audience of potentially interested parties across the proposed mix of uses. It was, therefore, agreed this process would consist of the following stages: -

- Initial Expression of Interest
- Formal interviews based on Expressions of Interest Submissions
- Agree shortlist of interested parties for each element of the site to go through to Informal Tender stage
- Informal Tender
- Clarification of Informal Tender bid submissions
- Best and Final bids submissions
- Bid evaluation, analysis and reporting

An Expressions of Interest brochure was prepared, and the marketing campaign was officially launched on 24th February 2020 and concluded on 20th March 2020.

2.36 Marketing Campaign

A comprehensive approach was undertaken with regards marketing of the opportunity:

- (i) A national advertising and local press campaign
- (ii) Mailshots & Direct Marketing
- (iii) Website: The website - <https://www.stmartinspark-stamford.co.uk/>
- (iv) Direct Developer Contact:
- (v) Site Viewings

2.37 In summary, a total of eight Expressions of Interest submissions were received for the residential element of the site (six expressing interest in the whole residential element and two for part); a total of four submissions were received with regards the retirement part of the site; two submissions were received for both the employment and mixed-use parts of the site and one submission was received for the employment land only. In addition, one submission was received for the 1904 building only and one submission was received expressing an interest in acquiring the whole site with this party taking on the role of master developer.

2.38 The Bidding Guidelines were sent to all shortlisted parties on 28th May 2020 and an Informal Tender date of 8th July 2020 was set.

2.39 After submissions were received and detailed evaluation took place, the outcomes were reported to the Finance, Economic Development and Corporate Services Overview and Scrutiny Committee on the 22nd September 2020.

[Agenda for Finance, Economic Development and Corporate Services Overview and Scrutiny Committee on Tuesday, 22nd September, 2020, 10.30 am | South Kesteven District Council](#)

2.40 It was noted in the minutes of that scrutiny committee that:-

- The Committee received a report on St Martin's Park, Stamford Project Update, on the financial submissions.

- The report detailed work that had been undertaken since a report was received by the Companies Committee on 30 June 2020. Members noted the robust processes that were in place and provided detailed feedback to Cabinet on the report.

2.41 Cabinet received an update on the financial outcomes of the bidding process and also supported the recommendations to progress to Heads of Terms with the 3 proposed developer parties and dispose of the site to the three preferred bidders. That was considered and approved on the 13th October 2020.

[Agenda for Cabinet on Tuesday, 13th October, 2020, 2.00 pm | South Kesteven District Council](#)

2.42 Demolition

2.43 As part of the planning consent and the vendors works, the Council was responsible for the factory buildings be demolished, the site cleared with certain materials being retained in stockpiles on site and any contamination identified on the site being fully remediated. Part of the premises, identified as the 1904 Building, was to be originally retained and was excluded from the outline planning permission as it was proposed to be converted to provide employment space.

2.44 The Council procured G F Tomlinson via the Scape Framework to undertake the work at a cost of £1.3m. Council approved the budget on 27th January 2022.

[Agenda for Council on Thursday, 27th January, 2022, 1.00 pm | South Kesteven District Council](#)

2.45 Demolition works started in April 2022 and were completed in December 2022 except for the demolition of the 1904 Building (and adjoining supporting structures) together with various underground utility structures that remain in situ.

2.46 An update during the demolition contract was received by the Finance, Economic Development and Corporate Services Overview and Scrutiny Committee on the 27th September 2022 including every monthly site report on progress during the works.

[Agenda for Finance, Economic Development and Corporate Services Overview and Scrutiny Committee on Tuesday, 27th September, 2022, 2.00 pm | South Kesteven District Council](#)

2.47 At that time there was an overspend expected on the contract due to additional asbestos being found on site and there was no contingency in the contract sum therefore a report to Cabinet on the 18th October 2022 was required to seek approval for an additional £192k to pay the final account with G F Tomlinson. This was approved and Cabinet received the update regarding the next stage of the project which would be to investigate the remediation works required to clear the contamination on site.

[Agenda for Cabinet on Tuesday, 18th October, 2022, 2.00 pm | South Kesteven District Council](#)

2.48 This budget amendment was included in the report to Council on the 24th November 2022.

2.49 Currently the site has been left with three large stockpiles of crushed material that is intended for future use in the development.



One of the Three Stockpiles left on site

2.50 The 1904 Building

2.51 Due to the extremely fragile condition of the 1904 building (post the demolition works) a Demolition Consent has been obtained by SKDC to allow for the demolition of the 1904 Building. This cost was not included in the contract with G F Tomlinson therefore the cost of demolishing the 1904 building and the associated structures that remain around it will now form part of the works that developers will undertake in order to prepare this part of the site for commencement of development.

2.52 Remediation and Earthworks

2.53 When the former Cummins site was acquired by SKDC in 2019 it was agreed, as part of the purchasing obligations, that the seller would not be liable for any contamination that may or may not be present on the site. Initial high-level checks were carried out by SKDC prior to purchase of the Cummins site, as there had been a diesel spillage on the site which had required works to clean up the site however, in order to identify the full nature and extent of contamination on the site, further investigations were required following demolition of the buildings.

2.54 The Remediation Strategy has been completed by Delta Simons on behalf of the Council, submitted and approved by the Local Authority in October 2023 (including review and acceptance by the Environment Agency). This was a pre-commencement condition of the outline planning application.

2.55 The works have been approached in two main phases, the first being demolition and removal of obstructions (allowing further investigation to be completed), the second being remediation and earthworks. It is proposed that SKDC will not undertake the remaining demolition and remediation works (due to the substantial costs) and instead the Developers will complete these works. These costs will need to be deducted from the Council's receipt for the site as these works are

wholly on the Cummins factory site and as per the Collaboration Agreement, it is for each landowner to cover clean-up costs associated with each parcel of land.

2.56 Initially, the Developers expectation was that these additional costs could amount to a figure in the region of £4.6m but to obtain more accurate costs more surveys and testing was required on the site. Therefore, the Developers proposed to enter into an Exclusivity Agreement with the Landowners to allow them to undertake further site inspections and investigations (at their cost and risk) to understand the actual position of how much additional clearance work is required as well as fully ascertaining the extent of the contamination across the Cummins site. This was agreed by both Landowners and was from April 2023 to November 2023.

2.57 This period has meant that developers have provided more accurate costs of completing the remaining demolition and remediation works. It is important to note again that the costs for the Developers completing the outstanding Vendors Works (i.e. the remaining demolition and the remediation and ground engineering works) will need to be deducted from the SKDC share of the combined net land value for the whole site once this has been apportioned between the Landowners.

2.58 Joint Infrastructure Works (JIW)

2.59 As part of the terms negotiated and the Planning Permission agreed, the Developers have agreed to enter into a formal Developer's Collaboration Agreement to provide for the Joint Infrastructure Works (JIW) which are required to deliver the primary infrastructure and services for each developers proposed development parcel.

In principle these works include for the delivery of: -

- The main spine road and footpaths within the site.
- Mains sewers and drainage outfalls (including swales and pond features).
- A new pumping station on the eastern part of the site together with a rising main to allow foul water to be pumped back into the existing Anglian Water pumping station located on the Cummins site.
- The access road to the parcel to the north of the 8 cottages on Barnack Road (Parkview) is included as the Developers have to divert and connect the drainage for these plots into the scheme's Foul Water drainage via this road.
- Diversion of the Edgar Close foul sewers into the sites drainage system.

2.60 The costs of the JIW were not reflected in the original bids that were submitted by each Developer, only high-level assumptions made as part of the original bidding process during the summer of 2020. These have now largely been superseded as more detailed knowledge has been gained about the site following the granting of the outline planning permission and further due diligence investigations into the delivery and servicing of the site. This has resulted in a different approach being adopted by the Developers to how the site will be serviced and has led them to undertaking some of these works jointly (i.e. the JIW) as this is the most cost effective way to deliver these works. This has resulted in some of the costs relating to the above-mentioned works no longer forming part of the individual

Developers site works and as such these costs have no longer been included within their development appraisals.

2.61 Instead, the Developers are seeking to ascertain an accurate cost for the JIW which will then be apportioned between the Developers (on a basis still to be agreed). However, the individual costs of the JIW will still need to be deducted from the gross revised bids that the Developers have submitted which are outlined in appendix 1 (Costs) which includes abnormal costs.

2.62 Financial Overview

2.63 The Council has committed to date £10.5m into this development, £8m for the site acquisition, £1.5m demolition costs, £500,000 master planning costs and £500,000 on premises maintenance.

2.64 The Council has received the best and final bids from the potential developers in November 2023 and as such sought some independent advice on a number of areas. Appendix 2 of this report are the options for consideration by the Committee including the financial standings of each option.

2.65 The agents report on these best and final bids is Appendix 3 to this report.

2.66 These appendices are exempt from publication due to the commercial and confidentiality of the information included within them.

2.67 Next Steps – Options Appraisal

2.68 The senior management team involved in the original purchase of the Cummins site in March 2019 were Aidan Rave, Paul Thomas, Debbie Muddimer and Jane McDaid. All of these officers have since left the Council and as such a new senior management team established. It was agreed that due to the scope and costs having significantly changed from the original bids, an independent options appraisal be conducted by Cushman & Wakefield. The scope of their works was as follows: -

- An evaluation of a critical path of the project to the current point
- Context analysis – market scoping and high-level development appraisals
- Recommendations –
 - exit strategy/delivery mechanisms for SKDC.
 - Best value for SKDC and viability/market testing
 - Forward strategy for SKDC

2.69 A copy of their report is Appendix 4 to this report.

2.70 The options in Appendix 2 outline all the options now open to the council and the implications of each of them. As such Pinsent Mason LLP who have acted for the Council on the acquisition of the Cummins site, the Collaboration Agreement with Burghley, the draft Heads of Terms for the Developers and the Exclusivity Agreement have provided advice for consideration (Appendix 5).

3. Key Considerations

3.1 Members of the Committee to consider the costs that the Council has sunk into the scheme to date (£10.5m) and that there are a range of options available, but these come with potential reputational damage.

4. Other Options Considered

4.1 A separate appendix (Two) includes the full list of options for consideration.

5. Reasons for the Recommendations

5.1 Members to discuss the options and make a recommendation to Full Council on 25 January 2024.

6. Consultation

6.1 An all member briefing session was held on the afternoon of 5 December 2023 and it was agreed that a full report should be considered by scrutiny to consider the options on the way forward for the site.

7. Background Papers

7.1 Links to all reports are included in the document.

8. Appendices (All Exempt)

8.1 Appendix 1 – Costs
Appendix 2 – Options for consideration
Appendix 3 – Agents report on Best and Final Bids November 2023
Appendix 4 – Cushman and Wakefield Delivery Advice
Appendix 5 – Pinsent Mason Advice

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of the Local Government Act 1972.

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SOUTH
KESTEVEN
DISTRICT
COUNCIL



Finance and Economic Overview and Scrutiny Committee

15 January 2024

Report of Debbie Roberts, Head of
Corporate Projects, Policy and
Performance

Corporate Plan Key Performance Indicators 2023/24 Mid-Year (Q2) Report

Report Author

Charles James, Policy Officer

 Charles.james@southkesteven.gov.uk

This Mid-Year update report outlines South Kesteven District Councils performance against the Corporate Plan Key Performance Indicators (KPIs) for the period of April – September 2023.

Recommendations

1. Review and scrutinise the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan priorities and outcomes.
2. Use this report to inform and support the ongoing work programme of the Committee.

Decision Information	
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Growth and our economy Healthy and strong communities High performing Council
Which wards are impacted?	All

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 financial considerations where appropriate are referenced throughout this report.

Completed by: Alison Hall-Wright, Deputy Director (Finance and ICT) and Deputy S151 Officer

Legal and Governance

- 1.2 Regular reporting on agreed actions and measures is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on performance.

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

Risk and Mitigation

- 1.3 No significant risks have been identified.

Climate Change

- 1.4 The contents of this report do not have a direct impact on the Council's carbon emissions or the carbon emissions of the wider district. More detailed information on carbon impact of individual projects or activities are outlined within the relevant project documentation or service plans.

2. Background to the Report

2.1 The South Kesteven Corporate Plan 2020-23 was approved by Council on 1 October 2020. It was agreed by the Council that actions, key performance indicators (KPIs) and targets would be developed by the relevant overview and scrutiny committee, which would retain oversight of the performance management arrangements at a strategic level. These actions and indicators were presented to this committee and agreed on 23 February 2021.

2.2 The Year End report for 2022/23 was presented to the Committee on 27 June 2023 and outlined the performance against the Corporate Plan for the previous financial year.

2.3 This report builds on these historical reports to provide an update on performance to the mid-year point of the 2023/24 financial year. It incorporates the changes recommended by the last KPI review to outline areas of the council's performance which are successful and to advise where challenges may lay.

2.4 2023/24 is the final year of monitoring these existing KPIs. A refresh of the Corporate Plan is currently underway. All Members have the opportunity to engage in the development of the new Corporate Plan, which will be adopted in the January 2024. To accompany the new Corporate Plan, a new suite of KPIs will be developed to reflect the priorities, ambitions and actions of the new Plan. These KPIs will be approved by each Committee and reporting will commence from April 2024.

2.5 Appendix A presents the overall performance against the nine actions being presented in this session, as well as specific performance against the sub measures contained within those. Specific commentary is provided for each action, which is summarised as follows:

- 7 of the actions are rated Green. These are actions which are on or above target as planned.
- 2 actions are rated as Amber, these are those off target by less than 10% or where milestone achievement is delayed but with resolution in place to be achieved within a reasonable timeframe.

2.6 Nicola McCoy-Brown, Director of Growth and Culture has provided extended commentary on the four KPIs she is responsible for. Due to space limitations summaries of her remarks were included within the KPI Report (Appendix A). The commentary has been reproduced in full for the consideration of the Committee here:

2.7 **Delivery of Growth of Our Economy 2A - Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ)**

- The Finance and Economic Overview & Scrutiny Committee (OSC) and the Rural and Communities OSC received an update on the HAZ programme during their September 2023 meetings. Members were

informed that the delivery of capital projects is continuing well, with all shopfront grants having been allocated and all projects on target for completion by the immoveable timeline, along with the expectation of full expenditure realised. This will see a high proportion of the spend occurring towards the end of the HAZ programme. This is typical of the spend profile for a programme of this nature, with the majority of project spend being realised at the end of the financial year. Encouragingly, the interventions of the HAZ scheme can be seen by residents and businesses.

- There have been nine shopfront regeneration schemes (of which four have already completed) and three are onsite (with scaffolding in situ). The team is awaiting the delivery timetable for the final two projects for which grants were awarded in this quarter. The major refurbishment of the Grade II listed (former corn exchange) Westgate Hall has seen contractors onsite since January 2023. The project is currently moving at pace towards the completion of the grant aided phase of works, these are due to complete end of November 2023. The digital heritage trail has been launched, providing an option for audio narration. This two-mile walk explores the stories of 25 of Grantham's historic landmarks, buildings and people – with a focus on the Heritage Action Zone area. The conditions appraisal of the Grantham Conservation area, conducted by Heritage Lincolnshire, has been received and is currently under review by the newly appointed Planning Conservation Officer with a view to producing a new Conservation Area Management Plan. The intention remains to present the draft document for elected member and public consultation soon.
- The HAZ programme has allowed the Council to develop a strong working relationship with town centre property owners and with Historic England as a funder. This has allowed Officers to be somewhat flexible in the identification and development of individual projects (within the context of the programme design), to maximise the benefits of the scheme. To support the long-term preservation of the historic town centre £10,000 of external funding has been secured, with support from the Woodland Trust for a feasibility study, to explore street greening in Grantham Town Centre.

2.8 Delivery of Growth of Our Economy 2B - Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ)

- Elected Members have been regularly updated on progress with the FHSF programme through the relevant Overview and Scrutiny Committee (OSC), with the most recent update being in September 2023 to the Finance and Economic OSC. Lincolnshire County Council's (LCC) highways teams continues to lead the development and detailed designed of the two Grantham-based public realm projects: Marketplace and Station Approach. Following a positive strategic alignment meeting with the Council's Executive and LCC's

Executive Councillor for Highways, Transport & ICT, agreement was reached in proceeding with both public realm schemes; the Marketplace scheme currently estimated at £1.8 million and the scaled-down Station Approach scheme currently estimated at £0.6 million. On further review, it was felt not incorporating the parking bay area (essentially, the Prime Comfort, British Red Cross, Martin & Co and Reflect Recruitment all front on to this area) in the Marketplace scheme would be a missed opportunity. Encouragingly, following a roundtable review of the Marketplace design and to ensure momentum, Lincolnshire County Council agreed to underwrite the public realm schemes should the combined costs exceed £2.5 million. The Council is currently awaiting written confirmation by LCC. In terms of the LCC governance process, it has been agreed, with project funding being approved through an Executive Key Decision. Following South Kesteven District Council's approvals process, payment for the projects can then be made to Lincolnshire County Council prior to the programme's financial spend (immovable) deadline of 31 March 2024.

- Officers are currently robustly pursuing a project extension request with the Department for Levelling Up, Housing and Communities (DLUHC), to enable a project extension to September 2024. In the meantime, officers are preparing a further update report for 28 November 2023 Finance and Economic Overview and Scrutiny Committee. The Upper Floor Grants Programme has seen all 22 grants allocated over six properties, across four different property owners. Should grant funding remain following the completion of the 22 residential units, interested applicants currently being held in reserve will be revisited. The Grantham town Team was formerly launched on 6 September 2023. Following the resignation of the Grantham Engagement Manager, recruitment to the role is underway to ensure the Action Plan, with the support of the Town team membership is delivered.

2.9 *Delivery of Growth of Our Economy 3 - Identify funding & other opportunities to support the development of the town centres of Bourne, The Deepings and Stamford, and apply lessons learnt from the Future High Street Fund & other initiatives.*

- Following attendance at this year's UK Real Estate Investment & Infrastructure Forum (UKREiiF), work is underway with all Lincolnshire authorities to have a Team Lincolnshire stand during 21-23 May 2024 event in Leeds. The three-day event brings together the public sector - with every core UK city and region involved - alongside Government, investors, finders, developers, house builders and more.
- The redrafting of the Economic Development Strategy is underway to align with the new Corporate Plan. Finance and Economic Overview and Scrutiny Committee are set to receive a draft in February 2024. Early indications are there will be five themes covering (a) business and job creation and employment safeguarding (b) skills development (c) growth and regeneration (d) inward investment and (e) enhancing South Kesteven's tourism and visitor economy offer. As reported previously, the new strategy will align with the

current and known future funding opportunities associated with the Levelling Up agenda. The intention remains for the draft to go through a consultation process with relevant stakeholders (such as the newly established Local Economic Forum).

2.10 Delivery of Growth of Our Economy 3 - Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.

- As part of the UK Shared Prosperity Fund (UKSPF), Members agreed for support and advice to businesses to be provided through Business Lincolnshire. This enables those businesses to be effective in the local economy, adapting to global change and taking advantage of growth opportunities. This in turn will lead to more job creation, increased wage levels, a wider range of services available, higher tax income to be invested in our communities and for the reputation of the area to be one of economic opportunity which offers the same opportunities that people get in other parts of the country i.e. levelled up communities. To enhance these interventions, the Council has appointed a dedicated Business and Skills Officer who forms part of the Economic Development team. There is now increased attendance at local business clubs and business and skills related networking events. To date the following data is being reported: Businesses Engaged (Newsletter, enquiries, large events, online brochures) – 446 Pipeline Data – Businesses Supported (<3hrs) – 7 Businesses Supported (3hrs+) – 14 Entrepreneurs assisted to be enterprise ready – 14 Discussions continue with developers looking to bring forward largescale commercial developments through the new Local Plan which in turn will lead to greater levels of local job creation, business rate receipts and overall increased development of the local economy.
- The team continues to support and promote new initiatives - particularly those developed by further and higher education and industry specialists. Preparations are underway to champion the Good Student Employer Charter, a collaborative project between the University of Lincoln, Destination Lincolnshire and the Institute of Hospitality. Free for employers to join, the Charter outlines eight principles in student employment and aims to develop a two-way working relationship with a younger workforce to bring new talent into local businesses and the wider visitor economy.

3. Key Considerations

- 3.1 The KPIs are produced and presented to each relevant scrutiny committee twice a year. These are the mid-year Q2 data.
- 3.2 There have been no areas of significant under performance identified in this report. There is commentary for each of the KPIs with an appropriate update from each area.

3.3 The new Corporate Plan is due to be adopted in January 2024. At that point, new KPIs will be approved by each Committee and collection of outcomes will commence from 1 April 2024.

4. Reasons for the Recommendations

4.1 This is a regular report where Members are invited to scrutinise and comment on performance.

5. Appendices

5.1 Appendix A – KPI Report: Finance & Economic OSC Mid-Year (Q2) 2023/24

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Healthy & Strong Communities

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
125	1 Invest in sustainable, high quality leisure facilities across the district.	Finance & Economic	Reported Q2 2023-24	On Target
	2 Embed the work of the SK Community Hub to support volunteering and the Voluntary & Community Sector.	Rural & Communities	Reported Q2 2023-24	On Target
	3 Work with partners from all sectors to tackle health, employment, and other inequalities in areas of highest need.		No Longer Reported	Not Reported
	4 Continue to work in partnership with the police and the community in tackling crime, investing in the CCTV service	Rural & Communities	Reported Q2 2023-24	On Target
	5 Celebrate and enhance the rich history of the District.		Replaced with 13	Not Reported
	6 Adopt a new Cultural Strategy for the District, including the local Arts, Events and Festivals programme.		Replaced with 13	Not Reported
	7 Develop and adopt a Sport and Physical Activity Strategy.		Replaced with 14	Not Reported
	8 Meet the Mental Health Challenge	Rural & Communities	Reported Q2 2023-24	On Target
	9 Make best use of different funding sources to support the voluntary and cultural sector within the District.	Rural & Communities	Reported Q2 2023-24	Below Target
	10 Protect our most vulnerable residents with robust safeguarding processes.	Rural & Communities	Reported Q2 2023-24	Significantly Below Target
	11 Improve and invest in the local arts & cultural venues across the District.	Culture & Leisure	Reported Q2 2023-24	On Target
	12 Promote and make progress against the Council's Equality Objectives	Rural & Communities	Reported Q4 2022-23	Not Reported
	13 Review Arts services within the district with ambition to provide improved, efficient and accessible arts within the district.	Culture & Leisure	Reported Q2 2023-24	On Target
	14 Develop and adopt a Sport and Physical Activity Strategy.	Culture & Leisure	Reported Q2 2023-24	On Target

Priority	Measured Biannually	Responsible Director Growth & Culture
<h1>Healthy And Strong Communities 1</h1>	On Target Current Status	Responsible Cabinet Member Leisure

Action

Invest in sustainable, high quality leisure facilities across the district.

Measure	Target	Achieved
1. Decision on Leisure Programme.	End of 2022/23	See Commentary

26

Measure History	Q4 2021-22	Q2 2022-23	Q4 2022-23	Q2 2023-24
1. Decision on Leisure Programme.	Ongoing	Ongoing	See Commentary	See Commentary

Commentary

The works which have been identified as a result of the condition surveys across Bourne, Stamford and Grantham Leisure Centres (including the Stadium) are being prioritised and carried out. The works have been identified over a 30 year period and have been categorised between A (in good condition) and D (end of life or a health and safety risk). The category D items are all being addressed with works either being carried out or orders being placed, and attention is turning to category C items. The Leisure and Property Teams are working collaboratively on all property related maintenance items or improvements.

To combat the rising cost of utilities a bid will shortly be submitted to the Public Sector Decarbonisation Scheme to provide an alternative heating system. Bids are also being submitted to the Swimming Pool Support Fund which is being administered by Sport England to provide a range of energy/cost saving initiatives. A total of £344k has been awarded to the Council from the revenue element of the Swimming Pool Support Scheme to offset the increased cost of utilities and pool chemicals during the current financial year.

A Clean & Sustainable Environment

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
127	1 Reduce the Council's carbon footprint by at least 30% by 2030 and endeavour to become net-zero carbon as soon as viable before 2050.	Environment	Reported Q2 2023-24	On Target
	2 Deliver the 'Big Clean' programme and maintain higher street standards.		No Longer Reported	Not Reported
	3 Continue to innovate our approach to waste management to build on our strengths and maximise commercial and other opportunities.	Environment	Reported Q2 2023-24	On Target
	4 Maintain and enhance our green areas across the District, aiming to secure Green Flag status for Queen Elizabeth Park, Dysart Park and other relevant areas.	Environment	Reported Q2 2023-24	On Target
	5 Work proactively with Environment SK to deliver high quality services and maximise commercial opportunities.	Environment	Reported Q2 2023-24	On Target
	6 Work with the Lincolnshire Waste Partnership to reduce waste and further improve recycling.	Environment	Reported Q2 2023-24	Not Reported
	7 Recognise the changes in environmentally friendly modes of transport and seek to work with others to adapt required infrastructure	Environment	Reported Q2 2023-24	On Target
	8 Explore opportunities to build on the success of the food waste pilot and ensure the service is sustainable.		No Longer Reported	Not Reported
	9 Build a new, modern depot which is fit for the future.	Environment	Reported Q2 2023-24	On Target

Delivery of Growth of Our Economy

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
128	1 Delivery of the St Martins Park development scheme in Stamford.	Finance & Economic	Reported Q2 2023-24	Below Target
	2 Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).	Finance & Economic	Reported Q2 2023-24	Below Target
	2 Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).	Finance & Economic	Reported Q2 2023-24	On Target
	3 Identify funding & other opportunities to support the development of the town centres of Bourne, The Deepings and Stamford, and apply lessons learnt from the Future High Street Fund & other initiatives.	Finance & Economic	Reported Q2 2023-24	On Target
	4 Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.	Finance & Economic	Reported Q2 2023-24	On Target
	5 Review the scope and focus of InvestSK to maximise the support to local businesses and attract inward investment.		Removed as Complete	Not Reported
	6 Continue to attract investment and encourage diverse businesses to the District and ensure appropriate land and property is available	Finance & Economic	Reported Q2 2023-24	On Target
	7 Work with the education providers to increase opportunities for local learning and apprenticeships in the District.		No Longer Reported	Not Reported
	8 In partnership with LCC bring forward housing and employment opportunities linked to the delivery of the Grantham Southern Relief Road.		No Longer Reported	Not Reported
	9 Work with partners and attractions, to promote visitor economy and increase visitor spend in the District, including the adoption of a Tourism Strategic Framework.	Culture & Leisure	Reported Q2 2023-24	On Target
	10 Support the roll out of improved broadband and other key infrastructure to support local businesses and rural areas.		No Longer Reported	Not Reported
	11 Work closely with markets across South Kesteven and seek to maintain their viability.	Culture & Leisure	Reported Q4 2022-23	Not Reported

Priority ▲	Measured Quarterly	Responsible Director ▲ Growth & Culture
<h1>Delivery of Growth of Our Economy 1</h1>	Below Target Current Status	Responsible Cabinet Member ▲ Economic Development & Growth

Action

Delivery of the St Martins Park development scheme in Stamford.

Measure ▲	Target	Achieved
1. Outline Planning Consent granted	Q3 2021/22	Completed
2. S106 Agreements in place	Q4 2021/22	Completed
3. Budget Approval for demolition costs approved	Q3 2021/22	Completed
4. Demolition complete	Q2 2022/23	Completed
5. Sale contracts exchanged and completed	End of 2022/23	Q3/Q4 2023

129

Measure History ▲	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
1. Outline Planning Consent granted	Complete	Complete	Complete	COMPLETE	Completed
2. S106 Agreements in place	Complete	Complete	Complete	COMPLETE	Completed
3. Budget Approval for demolition costs approved	Approved	Approved	Complete	COMPLETE	Completed
4. Demolition complete	On Target	Complete	Complete	COMPLETE	Completed
5. Sale contracts exchanged and completed	Ongoing	ongoing	Ongoing	Q3/Q4 2023	Q3/Q4 2023

Commentary ▼

Work is nearing completion to understand the level of remediation and de-contamination on the site. The developer parties are still committed to the scheme and working on the costs for the joint infrastructure works.

Priority	Measured Quarterly	Responsible Director Growth & Culture
<h1>Delivery of Growth of Our Economy 2A</h1>	On Target Current Status	Responsible Cabinet Member Economic Development & Growth

Action

Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).

Measure	Target	Achieved
1. HAZ: amount of public sector grant spent	372000	£11,428 Q2 spend (£27,850 total spend 23/24 to end of q2)
2. HAZ: amount of private sector investment leveraged	£45,000	43,000 * Pending delivery of two remaining shopfront schemes
3. HAZ: number of buildings improved	2 'Key building projects	1 project ongoing (Westgate Hall)
4. HAZ: number of buildings improved	5 'Shopfront' Grant projects	2 further shopfronts completed quarter 2 and Final 2 grants awarded

13

Measure History	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
1. HAZ: amount of public sector grant spent	£17,852	£10,009	£328,367	£16,422	£11,428 Q2 spend (£27,850 total spend 23/24 to end of q2)
2. HAZ: amount of private sector investment leveraged	£0	£0	£285,997	£0	43,000 * Pending delivery of two remaining shopfront schemes
3. HAZ: number of buildings improved	0	1 project ongoing (westgate Hall)	1 project ongoing (westgate Hall)	1 project ongoing (westgate Hall)	1 project ongoing (Westgate Hall)
4. HAZ: number of buildings improved	0	5 projects in progress	2 Completed, 5 In Progress	3 completed, four ongoing, 2 pending offer acceptance	2 further shopfronts completed quarter 2 and Final 2 grants awarded

Commentary

The delivery of capital projects is continuing well, with all shopfront grants having been allocated and all projects on target for completion by the immovable timeline, along with the expectation of full expenditure realised. This will see a high proportion of the spend occurring towards the end of the HAZ programme. There have been nine shopfront regeneration schemes (of which four have already completed) and three are onsite (with scaffolding in situ). The team is awaiting the delivery timetable for the final two projects for which grants were awarded in this quarter.

Priority ▲	Measured Quarterly	Responsible Director ▲ Growth & Culture
	Below Target Current Status	Responsible Cabinet Member ▲ Economic Development & Growth

Action

Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).

Measure ▲	Target	Achieved
1. FHSF secured from the Department for Levelling up, Housing & Communities	£1.16m	£571,523
2. FHSF: amount of FHSF co-funding secured	£929,000 (2023/24)	£0
3. FHSF: amount of vacant space converted - Upper Floor Conversions	8	0

Measure History ▲	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
1. FHSF secured from the Department for Levelling up, Housing & Communities	N/A	N/A	N/A	£571,523	£571,523
2. FHSF: amount of FHSF co-funding secured	£0	£0	£0	£0	£0
3. FHSF: amount of vacant space converted - Upper Floor Conversions	0	0	0	0	0

Commentary

Lincolnshire County Council's (LCC) highways teams continues to lead the development and detailed designed of the two Grantham-based public realm projects: Marketplace (estimated £1.8 million) and Station Approach (£0.6 million). LCC agreed to underwrite the public realm schemes should the combined costs exceed £2.5 million. The Council is currently awaiting written confirmation by LCC. Following SKDC's approvals process, payment for the projects can then be made to LCC prior to the programme's financial spend (immovable) deadline of 31 March 2024. Officers are currently robustly pursuing a project extension request with the Department for Levelling Up, Housing and Communities (DLUHC), to enable a project extension to September 2024. The Upper Floor Grants Programme has seen all 22 grants allocated over six properties, across four different property owners. The Grantham town Team was formerly launched on 6 September 2023. Following the resignation of the Grantham Engagement Manager, recruitment to the role is underway to ensure the Action Plan, with the support of the Town team is delivered.

Priority ▲	Measured Biannually	Responsible Director Growth & Culture
Delivery of Growth of Our Economy 3	On Target Current Status	Responsible Cabinet Member Economic Development & Growth

Action

Identify funding & other opportunities to support the development of the town centres of Bourne, The Deepings and Stamford, and apply lessons learnt from the Future High Street Fund & other initiatives.

Measure ▼	Target	Achieved
1. Deliver an economic development plan	01/04/2023	See Commentary

32

Measure History ▼	Q4 2021-22	Q2 2022-23	Q4 2022-23	Q2 2023-24
1. Deliver an economic development plan	-	-	See Commentary	See Commentary

Commentary ▲

Following attendance at this year's UK Real Estate Investment & Infrastructure Forum (UKREiiF), work is underway with all Lincolnshire authorities to have a Team Lincolnshire stand during 21-23 May 2024 event in Leeds. The three-day event brings together the public sector - with every core UK city and region involved - alongside Government, investors, finders, developers, house builders and more.

The redrafting of the Economic Development Strategy is underway to align with the new Corporate Plan. Finance and Economic Overview and Scrutiny Committee are set to receive a draft in February 2024. Early indications are there will be five themes covering (a) business and job creation and employment safeguarding (b) skills development (c) growth and regeneration (d) inward investment and (e) enhancing South Kesteven's tourism and visitor economy offer. As reported previously, the new strategy will align with the current and known future funding opportunities associated with the Levelling Up agenda. The intention remains for the draft to go through a consultation process with relevant stakeholders (such as the newly established Local Economic Forum).

Priority	Measured Quarterly	Responsible Director Growth & Culture
<h1>Delivery of Growth of Our Economy 4</h1>	On Target Current Status	Responsible Cabinet Member Economic Development & Growth

Action

Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.

Measure	Target	Achieved
1. Number of businesses supported	60 businesses receiving direct support	156
2. Safeguard Jobs in South Kesteven through retention of businesses	100 jobs	Achieved
3. Inward investors directly supported to relocate into the district	2	6

Measure History	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
1. Number of businesses supported	83	115	115	121	156
2. Safeguard Jobs in South Kesteven through retention of businesses	Achieved	Achieved	Achieved	Achieved	Achieved
3. Inward investors directly supported to relocate into the district	5	6	6	6	6

Commentary

The Council has appointed a dedicated Business and Skills Officer who forms part of the Economic Development team. There is now increased attendance at local business clubs and business and skills related networking events. The team continues to support and promote new initiatives - particularly those developed by further and higher education and industry specialists. Preparations are underway to champion the Good Student Employer Charter, a collaborative project between the University of Lincoln, Destination Lincolnshire and the Institute of Hospitality.

Priority	Measured Biannually	Responsible Director Growth & Culture
<h1>Delivery of Growth of Our Economy 6</h1>	On Target Current Status	Responsible Cabinet Member Economic Development & Growth

Action

Continue to attract investment and encourage diverse businesses to the District and ensure appropriate land and property is available

Measure	Target	Achieved
1. Local Plan Policy E1: Grantham Southern Gateway (118.9ha)	No Target	12.47ha
2. Local Plan Policy E2: Strategic Emp. Sites (40.81ha across 4 sites)	No Target	2.73ha
3. Local Plan Policy E3: Emp. Allocations (20.2ha across 5 sites)	No Target	0.0ha

134

Measure History	Q4 2021-22	Q2 2022-23	Q4 2022-23	Q2 2023-24
1. Local Plan Policy E1: Grantham Southern Gateway (118.9ha)	12.47ha	12.47ha	12.47ha	12.47ha
2. Local Plan Policy E2: Strategic Emp. Sites (40.81ha across 4 sites)	2.73ha	2.73ha	2.73ha	2.73ha
3. Local Plan Policy E3: Emp. Allocations (20.2ha across 5 sites)	1ha	1ha	0ha	0.0ha

Commentary

E1 Committed land - 91,713sqm (B1,B2,B8 use). Other employment generating uses = 33,029sqm.

E2 Committed land - 27,336.6sqm (B1,B2,B8 use).

E3 Committed land – 0sqm (B1,B2,B8 use).

The Local Plan includes allocated employment sites (Local Plan policies E1-E3) totalling 179.2ha. There is no Local Plan target for annual completion of employment land. The allocated employment sites are to be delivered by the end of the Local Plan period 2035/2036.

There continues to be greater joined up working between planning policy (as the primary drivers of the Local Plan) and the economic development team as the main promoters of Place across the District. Meetings have been held between Planning Policy, Economic Development and prospective new inward investors, developers and operators looking to secure land within the new Local Plan in order to create employment opportunities, particularly along the A1 corridor.

Housing That Meets The Needs Of All Residents

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Work in partnership with the housing market to stimulate housing growth.	Housing	Reported Q2 2023-24	Below Target
2	Work to reduce and prevent homelessness in our District.	Housing	Reported Q2 2023-24	Significantly Below Target
3	Increase the supply of high quality, sustainable Council houses.	Housing	Reported Q2 2023-24	Below Target
4	Undertake a Planning Review to improve performance and support local sustainable, high quality growth.	Housing	Reported Q1 2023-24	Not Reported
4	Undertake a Planning Review to improve performance and support local sustainable, high quality growth.	Housing	Reported Q2 2023-24	Not Reported
5	Undertake a Housing Review to provide the highest quality service possible to our tenants	Housing	Reported Q2 2023-24	Below Target
6	Work with housing associations and developers to ensure quality affordable housing is delivered.	Housing	Reported Q2 2023-24	On Target
7	Ensure the ambitions of the adopted Local Plan are met and a review framework is developed to deliver sustainable growth in the District.	Housing	Reported Q4 2022-23	Not Reported
8	Work with Homes England, the Ministry of Defence and other partners to develop holistic masterplans for the delivery of Grantham's Southern Urban Extension.		No Longer Reported	Not Reported
9	Ensure that major developments in South Kesteven are high quality, with sustainable, good design.	Housing	Reported Q2 2023-24	On Target
10	Prioritise bringing private sector empty properties back in to use.	Housing	Reported Q4 2022-23	Not Reported

A High Performing Council

Priority Number	Action	Responsible Scrutiny Committee	Priority Status	Action Status
1	Implement the Covid-19 Recovery Plan.		Removed as Complete	Not Reported
2	Deliver a balanced, sustainable financial plan over the medium term.	Finance & Economic	Reported Q4 2022-23	On Target
3	Undertake a Constitution review and implement outcomes.		Removed as Complete	Not Reported
4	Implement the findings of the Governance review across the Councils assets (including companies).		Removed as Complete	Not Reported
5	Develop a People Strategy (including a pay review) to support the retention and attraction of high quality staff.	Finance & Economic	Reported Q2 2023-24	On Target
6	Develop and implement commercial and transformation strategies to deliver additional net revenue benefit.		Removed as Complete	Not Reported
7	Undertake a fundamental review of the organisation to meet current and future needs.		Removed as Complete	Not Reported
8	Support the implementation of an IT investment roadmap to align future solutions with the Councils ambitions.		Removed as Complete	Not Reported
9	Embed an agile approach to working by building on the cultural and technological changes.		Removed as Complete	Not Reported
10	Deliver the ambitions of the Customer Experience Strategy.		No Longer Reported	Not Reported
11	Maximise the value of the Councils own spend by using local suppliers wherever practical.	Finance & Economic	Reported Q4 2022-23	Not Reported
12	Undertake an Asset Management Review.		Removed as Complete	Not Reported
13	Ensure that support packages are in place for ensuring the welfare of the districts most vulnerable residents and to enable small businesses to flourish in the district	Finance & Economic	Reported Q2 2023-24	On Target

Priority
▲

A High Performing Council 5

Measured

Quarterly

Responsible Director

Deputy Chief Executive

On Target

Current Status

Responsible Cabinet Member

People & Safer Communities

Action

Develop a People Strategy (including a pay review) to support the retention and attraction of high quality staff.

Measure
▲

1. Number of apprenticeships provided by the Council

Target

Achieved

10

14

Measure History
▲

1. Number of apprenticeships provided by the Council

Q2 2022-23

Q3 2022-23

Q4 2022-23

Q1 2023-24

Q2 2023-24

10

9

11

9

14

Commentary
▲

Apprenticeships are now promoted as part of the appraisal process as of April as a cost effective method of upskilling and providing qualifications. Managers will be encouraged to include Apprenticeship options as part of these development conversations. We are also increasing links with local colleges to promote apprenticeships and attend careers events. Three more apprentices are due to start their courses imminently, these include two current staff members and one being a new recruit.

Priority ▲	Measured Quarterly	Responsible Director Chief Finance Officer
A High Performing Council 13	On Target Current Status	Responsible Cabinet Member Finance

Action

Ensure that support packages are in place for ensuring the welfare of the districts most vulnerable residents and to enable small businesses to flourish in the district

Measure ▲	Target	Achieved
1. Discretionary payments awarded	£47,610	£9,825
2. Discretionary Housing Payments awarded	£155,861	£66,738
3. Business Rates Retail Relief awarded	£3,312,340	£3,312,340
4. Household Support Fund	£177,342	£9,633

Measure History ▲	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
1. Discretionary payments awarded	£16,209	£22,694	£21,205	£9,545	£9,825
2. Discretionary Housing Payments awarded	£85,206	£108,980	£155,859.88	£35,761	£66,738
3. Business Rates Retail Relief awarded	£3,714,981	£3,773,920	£3,772,287	£3,038,021	£3,312,340
4. Household Support Fund	£329,700	£151,548	£593,582	£0	£9,633

Commentary

Discretionary Payments: 20.64% of total fund has now been awarded. The awarding of support has been reduced due to government support announced for the same cohort for 2023/24

Discretionary Housing Payments: 42.82% of total fund has now been awarded. It is expected the full funding will be awarded

Business Rates Relief Award: This has been awarded to 400 (this applies a 75% retail relief reduction to business rates for those eligible)

Household Support Fund: The scheme opened on 21 August 2023. Within the 5 weeks of Q2 the scheme was open, HSF was awarded to 138 residents



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Finance and Economic Overview and Scrutiny Committee

15 January 2024

Report of Councillor Richard Cleaver,
Leader of South Kesteven District
Council

Grantham Future High Streets Fund – November 2023 Update

Report Author

Alice Atkins, Corporate Project Officer

 Alice.Atkins@southkesteven.gov.uk

Purpose of Report

To provide a further update on the Grantham Future High Streets Fund programme, as requested during the previous meeting of the Finance and Economic Overview and Scrutiny Committee.

Recommendations

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

- 1) Considers the report and pass comments for feedback to the combined Grantham Heritage Action Zone and Future High Street Fund Programme Board.
- 2) Adds an update on the Grantham Future High Streets Fund programme to the 20 February 2024 Work Programme.

Decision Information	
Does the report contain any exempt or confidential information not for publication?	Yes - Appendix A, Paragraph 3 of Schedule 12A of the Local Government Act 1972 (commercially sensitive information)
What are the relevant corporate priorities?	Growth and our economy
Which wards are impacted?	Grantham St Wulfram's and Grantham St Vincent's

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, with further payments to be made depending upon programme progress.
- 1.2 Engagement will continue with DLUHC to ensure 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 2021-2022 and 2022-2023 as well as the 2023-2024 budget.

Table 1: FHSF Capital Budget

	2021-2022	2022-2023	2023-2024	Total
Capital	£39,382	£300,360	£5,216,398	£5,556,042

- 1.3 The capital programme runs until 31 March 2024, by which time all projects need to be completed and spend defrayed. The body of the report provides an update on a request being submitted to DLUHC to allow for an extension to the capital programme. Should this be approved, the programme spend deadline will be extended to September 2024, and the programme completion deadline to March 2025. The capital budget will be amended subject to extension approval.
- 1.4 For 2023-2024 and 2024-2025, the revenue budget contains funding to commission support to develop and deliver a model for self-financing of the Town Team beyond the lifespan of the Council's funding contribution. This revenue funding is illustrated in **Table 2**.

	Table 2: FHSF Revenue Budget				
	2021-2022	2022-2023	2023-2024	2024-2025	Total
Revenue	£5,000	£32,224	£155,459	£186,409	£379,092

- 1.5 The Council's funding is for the period to 31 March 2025.

Completed by: Alison Hall-Wright, Deputy Director (Finance and ICT) and Deputy S151 Officer

Legal and Governance

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

Risk and Mitigation

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

Completed by: Tracey Elliott (Governance & Risk Officer)

Background to the Report

- 2.1 The Corporate Plan 2020-2023 includes regeneration of Grantham town centre as a key action. Since South Kesteven District Council's award of £5.56 million through the Government's Future High Streets Fund, regular update reports have been presented to Elected Members. 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 as the town continues to grow.
- 2.2 On 19 September 2023, the Finance and Economic Overview and Scrutiny Committee were provided with an update on the Grantham Future High Streets Fund programme which highlighted rising costs in relation to construction and infrastructure works.
- 2.3 Committee Members requested for an additional update report to be presented to the November meeting due to the high level of risk to the delivery timeframe of the programme, particularly in relation to the Station Approach and Marketplace public realm projects and the strategic site acquisition. Additionally, a Member raised their concerns citing a lack of transparency around Grantham's Town Team. Correspondingly, since the launch event of the Grantham Town Team on 6 September 2023 another elected Member has expressed an increasing interest in the genesis of its composition. It is hoped the summary contained within the following update helps assuage some concerns while providing a route map going forward.

2.4 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
- Subset Two: Strategic site acquisition and Station Approach Masterplan
- 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 (Marketplace and Station Approach)

2.5 On 26 October 2023, a meeting was held between South Kesteven District Council and Lincolnshire County Council with the dual ambition of reaching an agreement regarding cost underwriting responsibility and an approach to the public realm (Station Approach and Marketplace) scheme designs.

2.6 Agreement was reached in proceeding with both public realm schemes; the Marketplace scheme (Scheme A) currently estimated at £1.8 million and a scaled-down Station Approach scheme currently estimated at £0.6 million. On further review, it was felt not incorporating the parking bay area in the Marketplace scheme would be a missed opportunity (i.e. the area where Prime Comfort, British Red Cross, Martin & Co and Reflect Recruitment front on to). To simplify matters, this was referred to as Scheme B.

2.7 Following a review of the Marketplace design and to ensure momentum, Lincolnshire County Council agreed they would enter into contract for the Marketplace and reduced Station Approach schemes. This commitment would be with the understanding that South Kesteven District Council would provide LCC with the funds to pay for these projects (including costs to date) up to the ceiling of £2,509,063.

2.8 The revised and final drawings for the Station Approach scheme have now been provided by Lincolnshire County Council for consideration by South Kesteven District Council (**Appendix A - Exempt**) with costings expected in the coming weeks. Lincolnshire County Council are currently assessing which Marketplace scheme (Scheme A or Scheme B) would be most advantageous to proceed with and at the time of writing this report the Council awaits their decision regarding this. The revised and final drawings and costings for the Marketplace scheme are expected to be provided by Lincolnshire County Council in late December 2023, for consideration by South Kesteven District Council.

2.9 The governance process of Lincolnshire County Council was shared at the meeting, for which it was agreed project funding would be approved through an Executive Key Decision. Following South Kesteven District Council's approvals process,

payment for the projects can then be made to Lincolnshire County Council prior to the programme's financial spend deadline of 31 March 2024.

- 2.10 Lincolnshire County Council are now progressing the workstreams (detailed above) and will provide a refined delivery timeframe once they have reviewed the position with their preferred contractors and with South Kesteven District Council.
- 2.11 As the project budget has changed significantly, 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.
- 2.12 The PAR has now been submitted to DLUHC for consideration, in addition to a programme extension request. Should the programme extension request be approved, this would extend 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.

Subset Two: Strategic Site Acquisition Programme Update

- 2.13 As was previously reported, the strategic site acquisition has been the most complex of the subsets. Legal advisers have stated due to the shortened timeframe, there is no prospect of acquiring the site utilising Compulsory Purchase powers.
- 2.14 Consideration has been made as to whether the project could be achievable in the context of an approval to the project extension request, however this is unfortunately not the case. Accordingly, a Project Adjustment Request (PAR) has been submitted to DLUHC to remove the strategic site acquisition from the Future High Streets Fund programme. The Council awaits a decision from DLUHC regarding this.

Subset Three: Upper Floor Grants Programme

- 2.15 An update on individual project progress since Committee's September 2023 meeting is set out in **(Appendix B)**.
- 2.16 The very late withdrawals of both the application at St Peters Walk and at 40 Westgate, meant six grants remained available, although timing to complete them is now very tight.
- 2.17 Since the last meeting of the Committee, 9-10 High Street was identified as a potential alternative and Officers contacted the planning agents in respect of their project. They responded with details of the owners/developers who confirmed they would be interested in the grant. The applicant has planning permission for the conversion of eight units and have undertaken some clearance works at the site. The Commercial Director sent all documentation. An expression of interest (EOI) was provided and reviewed by the combined Heritage Action Zone and Grantham Future High Street Fund Programme Board (hereafter referred to as the Programme

Board), with a decision made to proceed to the full application stage. The applicant is aware only six grants are available. They have been encouraged to apply for the full eight grants in case there are any further withdrawals.

Subset Four: Grantham Town Team

- 2.18 Due to the passage of time, the following paragraphs detail the origin of the Grantham Town Team and a forward plan.
- 2.19 In terms of the timeline, based on the local knowledge of Officers, a suggested membership of the Grantham Town Team was drafted in 2021 and shared with the Programme Board, which included representation from: South Kesteven District Council, InvestSK Limited, businesses, Grantham town centre businesses, Lincolnshire County Council, residents, youth, sport & leisure and Grantham community organisations.
- 2.20 Elected Members were alerted of the intention to develop a Town Team at 3 May 2022 Finance, Economic Development, Corporate Services Overview and Scrutiny Committee.
- 2.21 Following a recruitment campaign, at 15 November 2022 Programme Board meeting, the commencement of the Grantham Engagement Manager was announced as 21 November 2022. The role was to be funded until 31 March 2025 by South Kesteven District Council's contribution to the Future High Street Fund programme. To inform their work going forward, a broad Town Team Action Plan Framework was developed by the Council's Economic Development Team, in discussion with the Director of Growth and Culture.
- 2.22 During 21 February 2023 Finance, Economic Development and Corporate Services Overview and Scrutiny Committee details were set out in a report as to why the Grantham Town Team was established and the activities they would be leading on. The draft action plan, which had received the Programme Board's approval was attached as an appendix to that report. For ease of reading, this is provided at **Appendix C**.
- 2.23 During 15 August 2023 Programme Board meeting, it was confirmed the Grantham Engagement Manager had been meeting with the proposed Town Team members to build momentum for the activities and work of the group and has received positive feedback. As a result of this activity, the formal launch of the Town Team would be taking place on 6 September 2023 at the Angel and Royal Hotel, High Street, Grantham.
- 2.24 Invites were sent to 24 organisations, 15 attended. This was in addition to nine Officers and three Councillors being in attendance.
- 2.25 The agenda included presentations delivered by Officers on the Future High Street Fund and Heritage Action Zone programmes, as well as external presenters including:
 - The National Trust talking about the opportunities of how the town and its surroundings can link to develop a wider offer.
 - Proposals for a brand for Grantham

- 2.26 On 31 August 2023, the Head of Economic Development left South Kesteven District Council after nearly six years working for InvestSK Limited and more latterly the Council, having decided now was the time to explore opportunities elsewhere.
- 2.27 In early September 2023, the Programme Support Officer left to take up a promotion with an internal consultancy firm.
- 2.28 Shortly afterwards, on 12 September 2023, having secured employment outside of the Council, the Grantham Engagement Manager tendered their resignation.
- 2.29 47 days later, the Future High Street Fund Programme Manager left the Council having secured a two-year fixed-term post at a district local authority across the border in Nottinghamshire.
- 2.30 Together, these roles represent the principal officers engaged in the delivery of the Future High Streets Fund programme and required ancillary projects, including the Grantham Town Team.
- 2.31 Four key roles (one permanent and three fixed term) leaving in such close proximity would naturally impact on progress. By way of mitigation, a recruitment campaign was quickly launched on 13 September for the post of Head of Economic Development & Inward Investment. Alice Atkins (the Council's Corporate Project Officer) was reassigned to lead on the contract management side of the Future High Street Fund Programme, with a focus on the delivery of public realm projects and the upper floor grants elements.
- 2.32 Following a successful internally-led recruitment campaign, Nick Hibberd will be taking up the Head of Economic Development & Inward Investment post on 8 January 2024.
- 2.33 The significant gaps in staffing levels and vacant Grantham Engagement Manager post, has led to a natural pause in the progress of the Grantham Town Team. As such, Members and Officers involved in the delivery of the project have been able to reflect on feedback received from Councillors, local stakeholders and the wider community with regards to the operation of the Town Team.
- 2.34 As a result of this feedback and as agreed by the Programme Board during its 14 November 2023 meeting, both the membership and the Terms of Reference of the Town Team requires considerable improvement, including a key qualifying criteria that members must be willing for their involvement in the Town Team to be in the public domain. The aim being to relaunch the Town Team early in the New Year, following the revised membership being approved by the Programme Board.
- 2.35 In the meantime, the Programme Board aims to meet prior to the festive break to draft and agree a Terms of Reference for the Town Team and criteria for membership. Following this, and the appointment of a new Grantham Engagement Manager, the Town Team will be relaunched in the new year.

Subset Five: Department for Levelling Up, Housing and Communities

- 4.1 Monthly Officer meetings continue to take place with DLUHC Funding Delivery Managers to provide updates on progress and discuss issues.
- 4.2 A cycle of DLUHC programme Monitoring and Evaluation documents were submitted in November 2023. These reports are prepared by the Officer overseeing the contract management and signed off by the S151 Officer and Chief Executive as the programme's Senior Responsible Owner. At the time of writing this report, Officers await feedback from DLUHC on November's Monitoring and Evaluation submission.
- 4.3 Details on the Project Adjustment Request (PAR) submitted to DLUHC to adjust the budgets for the public realm projects and remove the strategic site acquisition from the Future High Streets Fund programme can be found earlier in the body of this report, along with the request for an extension. In financial terms, there are sufficient funds to maintain overall programme management for this six-month period, if required. The Council awaits a decision from DLUHC regarding these.
- 4.4 As reported in previous updates to elected Members, the Council are not the only grant recipient experiencing difficulties with programme delivery, particularly around costs. DLUHC have confirmed over half of programmes have submitted project change requests and are anticipating this percentage to rise.

Key Considerations

- 5.1 The Programme Board typically meets quarterly and is comprised of eight individuals, as follows:
 - Chair - Leader of South Kesteven District Council
 - Deputy Leader and Cabinet Member for Finance and Economic Development
 - Mayor of Grantham
 - Chief Executive (Senior Responsible Owner – Future High Streets Fund)
 - Deputy Chief Executive and S151 Officer
 - Director of Growth and Culture (Senior Responsible Owner – High Street Heritage Action Zone)
 - Head of Economic Development
 - Representative of Historic England
- 5.2 Terms of Reference of the Programme Board are provided at **Appendix D**.
- 5.3 Grant awards of £200,000 or more require Cabinet approval. Based upon the scheme progress to date, only one of the upper floor conversion projects will be required to be referred to Cabinet.

5.4 In delivering under FHSF, the Council is committed to supporting a programme of monitoring and evidence which will last beyond the bid project.

Other Options Considered

6.1 **Closing the programme and returning any unspent allocation received to DLUHC** - Significant progress has been made with the delivery of the FHSF in the preceding ten weeks since Members were last updated. Whilst there are future challenges anticipated, it remains key for the development and promotion of Grantham this programme is delivered. Therefore, closing the programme and returning any unspent allocation received to DLUHC has been discounted as an option, albeit there are highlighted programme delivery risks which may necessitate the return of part of the funding.

6.2 **Do nothing** – Value engineering has been undertaken and is reflected in the costs estimates which have been routinely shared through updates to Committee. Reducing the public realm schemes in particular any further, will not deliver the transformational change originally consulted on and fail to achieve the outputs and outcomes approved by Government.

6.3 **Do more** – To deliver the originally planned full package of public realm and infrastructure works exceeds the budget available. It is not deemed viable to secure or underwrite further funding in the time available. Further delay, risks breaching the funding deadline of 31 March 2024, risks construction costs increasing further and loss of appointing a contractor with resultant reputational damage to the Council. For these reasons, doing more was discounted as an option.

Reasons for the Recommendations

7.1 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 (if deemed appropriate) Cabinet. This includes suggestions for work programmes and items to consider.

Background Papers

8.1 *Dissolution of InvestSK Limited* – Report to Companies Committee, published 7 October 2022, available online at:
[https://moderngov.southkesteven.gov.uk/documents/s35766/Dissoultion%20of%20InvestSK%20Ltd.pdfvestSK%20Ltd.pdf%20\(southkesteven.gov.uk\)](https://moderngov.southkesteven.gov.uk/documents/s35766/Dissoultion%20of%20InvestSK%20Ltd.pdfvestSK%20Ltd.pdf%20(southkesteven.gov.uk))

8.2 *Grantham Future High Streets Fund* – Report to Finance, Economic Development, Corporate Service Overview and Scrutiny Committee, published 3 May 2022 and available online at:

<https://moderngov.southkesteven.gov.uk/documents/s34117/Report.pdf>

- 8.3 *Grantham Future High Streets Fund February 2023 Update* – Report to Finance, Economic Development and Corporate Services Overview and Scrutiny Committee, published 21 February 2023, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s36957/Grantham%20FHSF%20Update.pdf>
- 8.4 *Grantham Future High Streets Fund – September 2023 Update* - Report to Finance, Economic Development and Corporate Services Overview and Scrutiny Committee, published 19 September 2023, available online at:
<https://moderngov.southkesteven.gov.uk/documents/s39048/Grantham%20FHSF%20September%202023%20Update.pdf>

Appendices

- 9.1 **Appendix A – EXEMPT** - Revised and final drawings for the Station Approach scheme, provided by Lincolnshire County Council for consideration by South Kesteven District Council
- 9.2 **Appendix B** - An update on individual Upper Floor Grants project progress since Committee's September 2023 meeting
- 9.3 **Appendix C** – Grantham Town Team draft action plan
- 9.4 **Appendix D** - Programme Board Terms of Reference

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

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Appendix B – An update on the Upper Floor Grants Projects since the September 2023 last Committee meeting

ADDRESS	PROGRESS	STATUS	Change since 19 September 2023 Committee report
17-19 High Street	<p>Expression of Interest (EOI) 6 units - 3 x 1 and 3 x 2-bed flats</p> <ul style="list-style-type: none"> Planning Application/ Listed Building Consent submitted - S23/1357 for 1 x 2-bed flat and 8 x 1-bed flats. Timing is very tight for delivery and the project will slip into 23-24. Planning Permission has been granted for the scheme and the applicant is working toward getting the tender process resolved. Their current projected timeframe means that work on site will start in March 2024 and be completed by September 2024. This grant will require Cabinet approval. 	SLIPPING	No change
45 High Street	<p>EOI 2 units - 1 x 1 and 1 x 2-bed flats</p> <ul style="list-style-type: none"> Planning Application/ Listed Building Consent granted – S23/0819 and S23/0808 for 1 x 2-bed flat and 1 x 1-bed flat. The applicant has appointed a Project Manager to manage the conversion works and is about to go out for quotations on the conversion works with a view to submitting a Full Funding Application at the earliest opportunity. 	ON TRACK	No change
St Peters Walk	<p>EOI 8 units - 6 x 1 and 2 x 2-bed flats</p> <ul style="list-style-type: none"> Whilst significant progress had been made to stabilise the building the key issue with the conversion was time. The building requires significant repair and is of historic importance despite not being Listed. Due to lease issues the full remit of the proposed EOI works was deemed not achievable. The applicant confirmed on the 27/9/23 that they were unable to progress this application in the time 	AT RISK	Applicant has now withdrawn

ADDRESS	PROGRESS	STATUS	Change since 19 September 2023 Committee report
	remaining for the scheme but they would return to it at some point in the future especially if further funding would be available for them to move the project forward.		
40 Westgate	<p>EOI 1 unit - 1 x 2-bed flat</p> <ul style="list-style-type: none"> Planning Application/Listed Building Consent granted - S22/2415 & S22/2416 for 1 x 2-bed flat. Applicant had sought quotations. However, has since concluded they are not able to proceed and retracted their application on 9 August. This grant will be offered to a consented scheme within the Town Centre Living Pipeline. 	WITHDRAWN	No change
74a Westgate	<p>EOI 1 unit - 1 x 2-bed flat</p> <ul style="list-style-type: none"> Planning Application granted - S23/0067 for 1 x 1-bed flat. Applicant is preparing quotations on the conversion works with a view to submitting a Full Application at the earliest opportunity. 	ON TRACK	No change
90 Westgate	<p>EOI 4 units – 4 x 1-bed flats</p> <ul style="list-style-type: none"> Planning Permission/Listed Building Consent granted - S22/2266 & S22/2267 for 4 x 1-bed flats. Applicant is currently resolving structural floor loading issues, which has necessitated amendments to the Listed Building Consent. Once this is resolved, the Applicant will then request tenders on the conversion works with a view to submitting a Full Application at the earliest opportunity. Whilst the applicant is working hard to meet the March 2024 deadline, they have highlighted there could be some timescale slippage which cannot be confirmed until the current assessments have been completed. 	SLIPPING	Status changed to slipping

ADDRESS	PROGRESS	STATUS	Change since 19 September 2023 Committee report
	<ul style="list-style-type: none"> It has since been confirmed by Planning Officers this application will require a Section 73 Application to vary Condition 2 (Approved Plans) to S22/226. This additional application has now been submitted and is expected to cause a delay, although the application is still expected to meet the March 2024 deadline. 		
9-10 High Street	<p>EOI 8 units – 4 x 1-bed flats and 4 x 2-bed flats</p> <ul style="list-style-type: none"> Planning Permission granted S22/2315 for 8 x 2-bed flats. The application has cleared the expression of interest (EOI) phase and the applicant notified however there is an issue from a procurement perspective. As developers themselves, the applicant tends to use their own preferred contractors and prior to application have priced the work on this basis. This does not meet the procurement requirements stated in the documentation and which would be anticipated by South Kesteven District Council and the funders. The applicant has been informed a full tender will be required and is complying with this and is duly preparing quotations on the conversion works with a view to submitting a Full Application at the earliest opportunity. 	SLIPPING	Not previously reported as a replacement to the withdrawal of St Peters Walk application

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APPENDIX C – Originally issued as Appendix B to 21 February 2023 Report of Finance, Economic Development and Corporate Services Overview and Scrutiny Committee

GRANTHAM TOWN TEAM – ACTION PLAN FRAMEWORK (UNTIL 31 03 2025)

ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
Grantham Engagement Manager	<p>To act as an Ambassador for Grantham positively promoting the town internally and externally.</p> <p>To build a strong, engaged and active Town Team stakeholder group focussed upon the positive development and promotion of Grantham.</p> <p>To identify and support the delivery of initiatives and activities which will enhance the quality of Grantham town centre.</p>	<p>Recruitment to commence 24/8/22.</p> <p>Postholder starts 21/11/22.</p> <p>Contract until 31/3/25.</p>
Town Team	<p>Act as the champions of Grantham, positively promoting the town internally and externally.</p> <p>Provide new ideas and concepts of how Grantham can develop.</p> <p>Support the development of a continuous programme of events and promotional activities.</p> <p>Assist with generating funding and sponsorship for events and promotional activities.</p> <p>Provide a sounding board for new policy and strategy to develop Grantham.</p> <p>Key decisions including financial rest with Council</p>	<p>Agree key stakeholders and shareholders and invite to introductory event.</p> <p>“Town Hall” meeting to present:</p> <ul style="list-style-type: none">• the concept,• draft Action Plan for discussion,• funding and opportunities• end game <p>Meeting to include Cabinet Members and Senior Officers.</p> <p>Working Group membership and next steps – to be confirmed.</p> <p>Work with businesses/agencies to deliver outcomes suggested.</p> <p>Look at opportunities for wider community engagement including with youth groups/individuals who are the next generation</p>

ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
Promotion	<p>Whilst Grantham has many highly positive elements including location, connectivity and historic environment it seems unable to capitalise on these advantages and consistently loses market share to competitor towns and cities (Newark, Melton, Stamford, Peterborough, Nottingham).</p> <p>This needs to change and Grantham needs positive promotion going forward.</p> <p>Utilising the Welcome Back Fund a branding concept for Grantham has been created as well as a District wide town app (HelloSK) which forms the basis for wider internal and external promotion.</p> <p>These tools provide a basis but work needs to be undertaken on who Grantham is seeking to attract and how they will be attracted.</p>	<p>of town centre users and should be involved in shaping it.</p> <p>Consider Strategic Targeting – who are the visitors to Grantham and who are we aiming at? Examine footfall data, where are the visitors coming from?</p> <p>Map our existing promotional materials and media collateral/channels.</p> <p>Implement Station Approach new lamppost column brackets and “Welcome to Grantham” banners – also promoting the HelloSK app.</p> <p>Look at existing marketing collateral/groups and the potential to develop these further, this includes:</p> <ul style="list-style-type: none"> • HelloSK • Engineered in Grantham – town centre? • Grantham Branding – Looking Up • Focus on Independent Grantham – Independents Day, Small Business Saturday, AMEX small biz <p>Work with the two shopping centres on a joint campaign.</p> <p>Consider joint promotional activities with LNER, Woodland Trust and National Trust.</p>
Town Trails (SPF/HAZ link)	<p>Aim of the trails would be to attract visitors with easy to follow introductory and themed trails in the town which will improve footfall and dwell time.</p> <p>Close work will be required with businesses and other agencies who could capitalise on these trails especially those in the hospitality sector.</p> <p>The trails could also be further promoted as an add-on to the events programme.</p>	<p>Learn from successes of other similar towns.</p> <p>Consider opportunities for physical/digital trails</p> <ul style="list-style-type: none"> • Link to HAZ – Grantham Trumps/Blue Plaque Trail. • The Newton pilgrimage – link to Woolsthorpe Manor/National Trust • Trails linking Belton - Harlaxton

ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
	<p>Trails to be developed in conjunction with Bubltown/3rd party app provider and used on the app as well as hard copy.</p>	<ul style="list-style-type: none"> • Food related - coffee, cocktail, beer, vegan, gluten free, sustainably sourced, etc. • Dog friendly. • Brass floor plaque trail <p>Develop potential and cost delivery of these – sponsorship and other funding opportunities to be considered.</p>
Events (external funding link)	<p>Events are a key driver of footfall and dwell in town centres as well as acting as a promotional tool for the town.</p> <p>It is crucial to have an active programme of events in the town as a precursor to the improvement works at the Market Place and to cement this once it is open to create an active heart space on the town.</p> <p>This will require close liaison with the Arts and Parks Teams as well as with external providers on and around the town so that we can exploit the opportunities provided by linking events.</p> <p>Event sustainability will be a crucial factor to be considered as this part of the Action Plan develops.</p> <p>Consider opportunities at:</p> <ul style="list-style-type: none"> • Market Place • Sir Isaac Newton Centre/George Centre • St Peters Hill 	<p>Devise and cost a programme of Town Centre Events with delivery management detailed.</p> <ul style="list-style-type: none"> • Consider enhance delivery of other events – e.g. Mid Lent Fair, Christmas • Consider concept/delivery/funding of some medium – large sized (Gravity Fields scale) events in town – look at funding opportunities for this. • Welcome Back Folk Festival Annual in Summer aim for 2023 to build on original event & include Guildhall with touring headline act) • Food Festival (Gingerbread). • Beer Festival – link to St Wulfram's. • Shop Front competitions – prizes. • Themed treasure hunt – prizes. • Events for next generation of town centre users - 13-17 years. <p>Events should aim to become financially sustainable:</p> <ul style="list-style-type: none"> • Consideration should be given to sponsorship opportunities/external



ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
Markets (Link to SPF)	<p>Markets are a key footfall driver and the establishment of a high-quality market offer in Grantham is a key priority.</p> <p>There is a strong link here to the SPF programme and the Town Team should work closely with the programme leads on this. As a result this work could go way beyond Grantham and be an active opportunity for a potential series of markets around the key towns on a rotational basis.</p> <p>A variety of markets could be considered including farmers, continental, artisan/craft (food and goods) and night-markets. Larger scale markets could be supported by events e.g. musical acts, child/family entertainment.</p> <p>The aim would also be to attract local traders and suppliers to create a truly sustainable market offer.</p> <p>Whilst both the FHSF and SPF could provide seed funding to set the markets up, the aim would be for markets to be self-financing/making a profit in the future.</p>	<p>funding/monetisation of concessions for events.</p> <p>Work with the Markets Team to examine the opportunities for an enhanced market offer in the town, which would be complementary to the existing market.</p> <p>Look at the opportunity to bring the market back on to the Market Place once the works are completed.</p> <p>Potentially commission a piece of work by a body such as NABMA to explore the viability of a market offer and identify local operators/businesses who will grasp the Grantham opportunity</p> <p>Look at alternative/specialist markets including night markets.</p> <p>Consider promotional opportunities for markets.</p> <p>Actions following Markets Review Report to FEDCO.</p>
Self-Funded Model	<p>The Council cannot continue to fully support the activities of the Town Team. A key aim of the Town Team will be to create a self-financing model to be implemented beyond the Council's funding support for the initiative. Examples of self-funded models could include:</p> <ul style="list-style-type: none"> • Ambassador Programme (TBC) • Town Centre Management Company • Business Improvement District 	<p>Recruitment of consultancy support to develop model, work with Town Team and other partners to establish preferred model.</p> <p>Drive agreed model forward for implementation post 31/3/25.</p>
Footfall Monitoring	Supports the Monitoring & Evaluation of the Future High Streets Fund programme.	Maintain receipt of footfall data, analyse the data and report back on gaps/opportunities.



ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
	<p>Monitors the success of promotional activities and events</p> <p>Enhances SK's tourism and visitor economy offer.</p> <p>Supports the preparation of town centre funding opportunities.</p> <p>Supports the production of a Tourism Strategic Framework for the District, especially the Grantham elements.</p> <p>Supports the development of a series of package/place offers to encourage longer 'stay time' in the Town.</p>	Manage event success through evaluation of this data.
Small Improvement Projects – Seed Funding (SPF link)	<p>Opportunities for smaller scale improvement projects to be developed.</p> <p>These must enhance the built environment and achieve prescribed goals including:</p> <ul style="list-style-type: none"> • addressing void units • areas of perceived deprivation • add value to the visitor experience. 	<ul style="list-style-type: none"> • Street Stories – see Leicester BID. Will improve empty units – could be other aspects of public realm local history (bus shelters, Sir Isaac Newton Centre?) where it happened. These would be inventive, creative and eye-catching displays. This could link to trails etc • Work with management team at Sir Isaac Newton Centre to develop link to S.I.N. with displays in the centre. Note they are currently working with National Trust on this. This could link to trails etc. • Greening, working with the Woodland Trust and consider opportunities for sponsored planting, baskets etc around town. Meetings progressing. • Wayfinding – Station Road – Railway terrace jitty fingerpost. Working with LNER/LCC improved directional signage from Wharf Road. Review of vehicular wayfinding signage with LCC.
Major Projects – Funding Bids (SPF link)	Consider opportunities for financially significant improvement programmes within Grantham as well as	<p>Connected Town.</p> <p>Consider appetite and economic benefits of publicly accessible Wi-Fi as well as a greater</p>

ACTIVITY	PURPOSE	POTENTIAL/CONFIRMED ACTIVITIES
	<p>opportunities to fund them, including S106 and external opportunities.</p> <p>Funding should always come with an ongoing maintenance dowry to allay fears around commitments to future Council budgets.</p> <p>Examples could include:</p> <ul style="list-style-type: none"> • Connected town – publicly accessible wi-fi • Street/public art projects • Safe Streets – aiming for Purple Flag on night-time economy – see detail below. 	<p>understanding of the financial commitments related to this. Potential connectivity to footfall monitoring and HelloSK.</p> <p>Public art projects</p> <ul style="list-style-type: none"> • Potential replacement for Orrery on Market Place • Newton “window” between 19-20 Market Place • Gateway murals – Station Road retaining wall and adj. 40 Westgate with LNER/owner. • 5-arm junction railway tunnels with LNER/Network Rail • Old post office – St Peters Hill
Evening/Night-time economy	<p>Significant gap between the closure of day-time business and the late night economy which is an opportunity lost. This needs to be confirmed through examination of footfall data.</p> <p>Aim to work with businesses to see what opportunities there are for extended opening in conjunction with evening/night-time events initially.</p> <p>Aspiration will be to work on achieving Purple Flag status. Purple Flag is an international accreditation programme awarded to locations which deliver excellence in the Evening and Night-Time Economy.</p> <p>Purple Flag strives to help create safe and thriving locations at night for all users and rewards those who achieve this in their destinations after dark.</p>	<p>In conjunction with developing the events programme work with businesses and other agencies, such as the Police, Licensing Team to examine what the issues are to later opening and develop a plan as to how these barriers can be overcome with trial events.</p> <p>Research the requirements for Purple Flag status. With stakeholders, devise a costed timebound plan of what Grantham needs to do to achieve this.</p> <p>Consider use of Safer Streets Funding for women and girls – GEM to join working group</p> <p>Implement the agreed Delivery Plan.</p> <p><i>To note the delivery of Purple Flag status could progress beyond the lifespan of the Town Team programme.</i></p>

DRAFT



HM Government



SOUTH
KESTEVEN
DISTRICT
COUNCIL



MIDLANDS
ENGINE

GRANTHAM

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Appendix D – Combined Programme Board Terms of Reference

FUTURE HIGH STREETS FUND AND HIGH STREET HERITAGE ACTION ZONE PROGRAMME BOARD

15TH AUGUST 2023

ITEM 3 – COMBINED PROGRAMME BOARD TERMS OF REFERENCE

The Department for Levelling-Up, Housing and Communities (DLUHC) have stated that they will be undertaking Deep Dive reviews of Towns Fund projects in the Autumn. With respect to the Grantham Future High Streets Fund reported risk profile it may well be that the programme is selected for review.

As part of the review process DLUHC have stated that they would need to see a range of programme documentation, including the current approved Terms of Reference for the Programme Board. With the change of Board composition the proposed Terms of Reference are set out below for Board approval.

1. The Programme Board has a strategic role that includes several responsibilities and accountabilities which are set out below.

1.1 To provide overall strategic direction and guidance, ensuring that wider factors beyond the scope of the project (such as synergies with other partners' projects and stakeholders) are taken into account including the engagement of any key council stakeholders not identified by the respective programmes.

1.2 Ensures appropriate programme and project management systems, processes and procedures are implemented.

1.3 Is responsible for the overall success of the programme (i.e. delivery of programme and project outputs and outcomes).

1.4 Ensures the programmes are compliant with the terms of the funding agreements with the respective funding bodies.

1.5 Approves the scope of the overall programme and projects as prepared by the Project and Programme Managers.

1.6 Monitors the master programme and overall programme budgets and ensures that the Programmes are fully resourced to enable delivery.

1.7 Recommends the approval of project/programme budgets at key milestones for approval by the relevant Member/Officer with delegated authority to make the decision or the relevant Committee.

1.8 Ensures that programme risks are effectively managed, supporting Officers as required.

1.9 Following Officer panel review approves grant awards at Expression of Interest and Full Application Stage for sign off by the relevant Member/Officer with delegated authority to



Appendix D – Combined Programme Board Terms of Reference

make the decision or the relevant Committee. Due to time constraints and contractors not holding prices due to construction cost inflation these decisions can be taken by e-mail.

1.10 Ensures that the Council's Contract Procedures Rules are being followed. Recommends the approval of key contract awards for sign-off by the relevant Member/Officer with delegated authority to make the decision or the relevant Committee.

1.11 Resolves escalated issues which cannot be resolved by the Project and Programme Managers.

2. From 15th August 2023 the Programme Board is comprised of:

- **Chair** - Leader of South Kesteven District Council
- Deputy Leader and Cabinet Member for Finance and Economic Development
- Mayor of Grantham
- Chief Executive (Senior Responsible Owner – Future High Streets Fund)
- Deputy Chief Executive and S151 Officer
- Director of Growth and Culture (Senior Responsible Owner – High Street Heritage Action Zone)
- Head of Economic Development
- Representative of Historic England

3. Programme and Project Management:

- High Street Heritage Action Zone Project Manager
- Future High Streets Fund Programme Manager
- Senior Project Manager (Major Schemes) – Lincolnshire County Council
- Programme Support Officer

4. The Programme Board meets quarterly unless agreed between attendees that the meeting is not required for any reason.

4.1 Should an urgent decision be needed which requires input from Programme Board this decision can be taken virtually by e-mail consultation and decision. For ad-hoc exceptional circumstances a meeting can be arranged between the respective Programme Manager, Chief Executive, Section 151 Officer and Leader to table the urgent issue only, the outcome of which will then be raised for full ratification at the following Programme Board meeting.



Finance and Economic Overview and Scrutiny Committee

Work Programme 2023-24

Committee Membership: 9

Chairman: Councillor Bridget Ley

REPORT TITLE	LEAD OFFICER	PURPOSE	ORIGINATED	CORPORATE PRIORITY
15 January 2024 Additional Meeting				
St Martins Park Stamford Update	Lead Officer: Debbie Roberts (Organisational Development and Change Manager)	For Members to note and review	Agreed at agenda setting meeting	Growth and our Economy
Grantham Future High Streets Fund - Update	Lead Officer: Alice Atkins (Corporate Project Officer)	An update to the Committee	Agreed at Committee	Growth and our Economy
Corporate Plan – Mid-Term KPIs	Lead Officer: Debbie Roberts (Organisational Development and Change Manager)	To outline South Kesteven District Councils performance against the Corporate Plan Key Performance Indicators (KPIs) for the year of 2023/24.	Agreed at agenda setting meeting	High Performing Council
20 February 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	High Performing Council
Condition survey – Corporate Assets	Lead Officer: Gyles Teasdale (Property Services Manager)	To provide the Committee with a summary of corporate	Agreed at agenda setting meeting	High Performing Council

REPORT TITLE	LEAD OFFICER	PURPOSE	ORIGINATED	CORPORATE PRIORITY
		assets condition survey findings		
Section 106 Fees and Charges	Lead Officer: Emma Whittaker (Assistant Director of Planning)	To update the Committee on the S106 fees and charges	Agreed at Committee in March 2023.	High Performing Council
Markets Operational Review – update on action plan	Lead Officer: Assistant Director of Operations and Public Protection	An update on the progress of the action plan	Agreed at Committee in July 2023	Growth and our Economy
ICT Cyber Security Update	Lead Officer: Alison Hall-Wright (Assistant Director of Finance – Deputy S151)	To provide the Committee on the Council's progress on the implementation of cyber security action plan	Agreed at agenda setting meeting	High Performing Council
Draft Growth Strategy 2023-2028	Lead Officer: Nicola McCoy-Brown (Director of Growth and Culture)	To share a copy of the draft Strategy following consultation with Council Members and the Local Business community, prior to adoption	Agreed at agenda setting meeting	Growth and our Economy
8 May 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	High Performing Council

Unscheduled items

Report title	Lead Officer	Originated	Corporate Priority

The Committee's Remit

The remit of the Finance, Economic Development and Corporate Services 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 transformation
- Car parks, bus stations and town centre infrastructure
- 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
- Performance reporting
- Review of outturn
- Shop front designs and funding
- Street furniture
- Town centre developments and partnerships

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